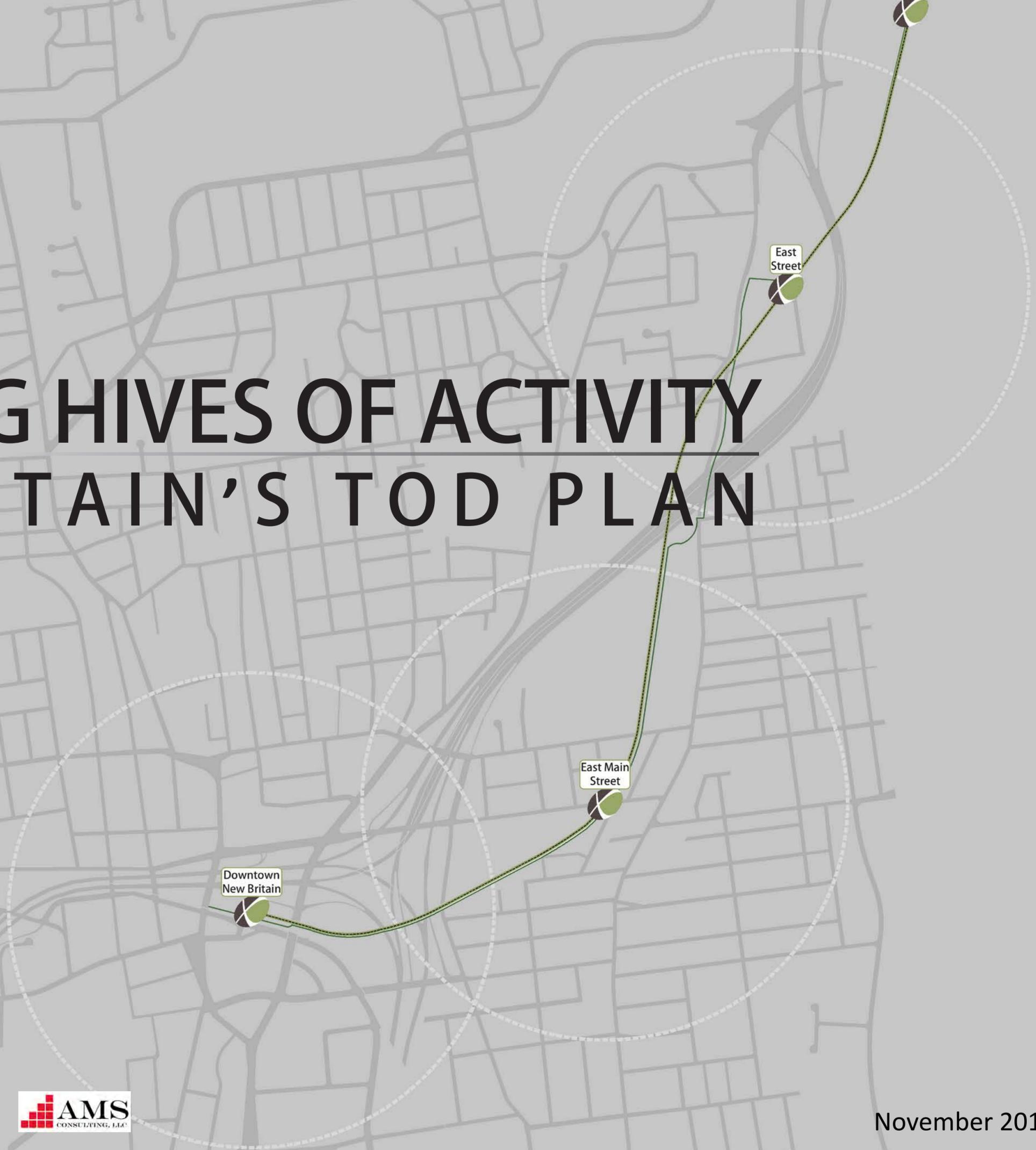


CREATING HIVES OF ACTIVITY

NEW BRITAIN'S TOD PLAN



ACKNOWLEDGEMENTS



EXECUTIVE SUMMARY



The long awaited CTfastrak Bus Rapid Transit (BRT) system is now operating successfully, fostering renewed interest and potential for redevelopment and development around each of New Britain's three station areas: Downtown, East Main Street and East Street. This Plan is intended to guide implementation of the City's vision for Transit Oriented Development (TOD), based on market forces, physical and environmental conditions, infrastructure capacity and historic patterns of development. The recommendations are designed to leverage the significant investment made by the State in CTfastrak and the city in its complete streets network to induce redevelopment that in turn contributes to the overall success of the BRT system.

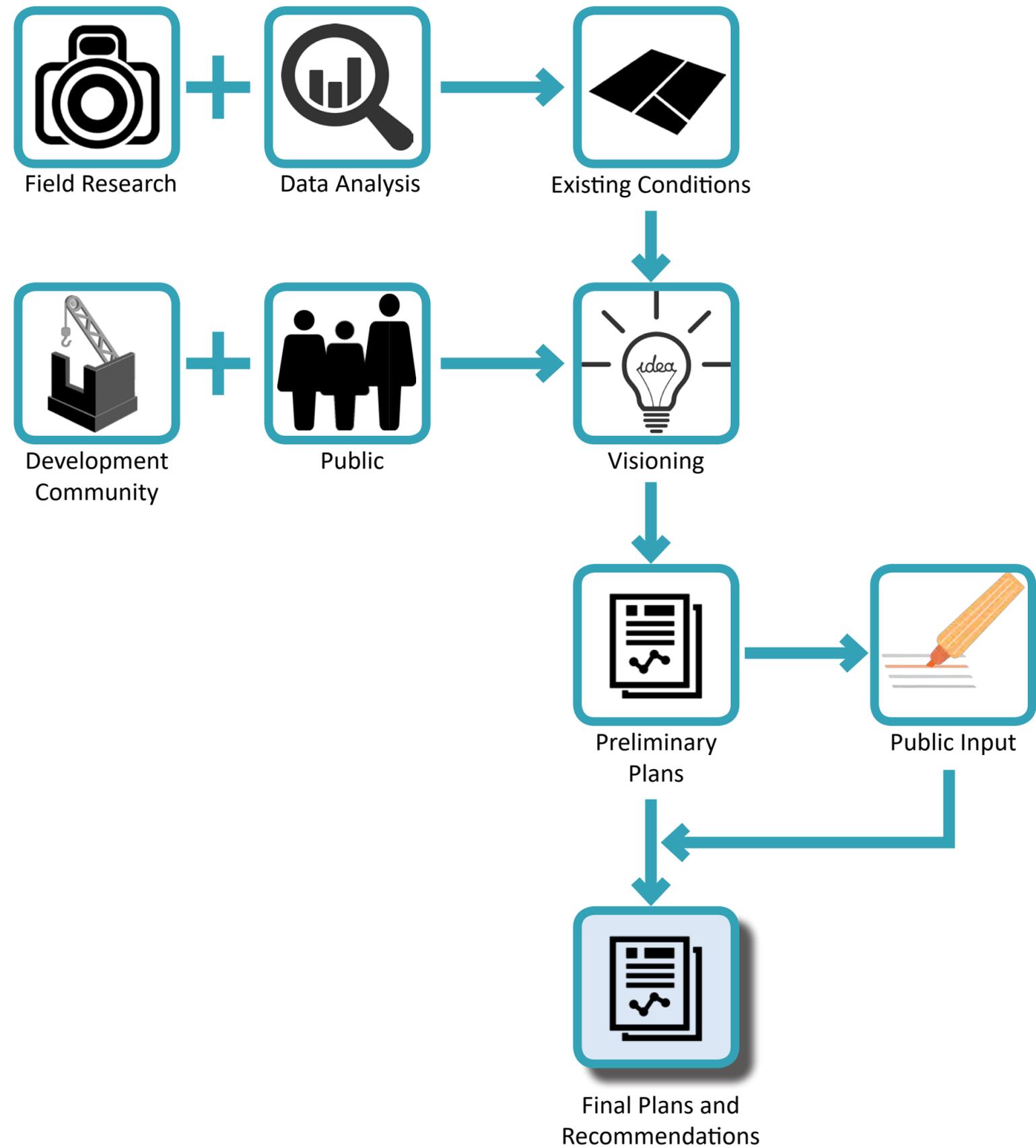
What Is TOD?

TOD is mixed-use development that is fully integrated with transit, where development prioritizes pedestrians and connections to transit in uses and design. TODs are vibrant, dense, compact, and unique places where pedestrians are encouraged to walk or ride between transit and their various destinations through the creation of safe and inviting environments. TOD areas strive to balance live, work and play opportunities in order to foster activity at all times of day, all days of the week. Because of historic development patterns, each of New Britain's station area presents unique opportunities to strike a balance between these three aspects of a successful TOD. Downtown is well-poised to balance the live-work-play equation due to its significant employers; arts, culture, entertainment and recreation assets; and, the history of and potential for housing in and around the Downtown. Whereas, the prevalence of residential development and the location of the multi-use trail in the East Main Street area provides a foundation in the live and play aspects of TOD that can be strengthened. Finally, the East Street location and its proximity to Central Connecticut State University (CCSU) imparts a "College town" flavor to the live-work-play equation.

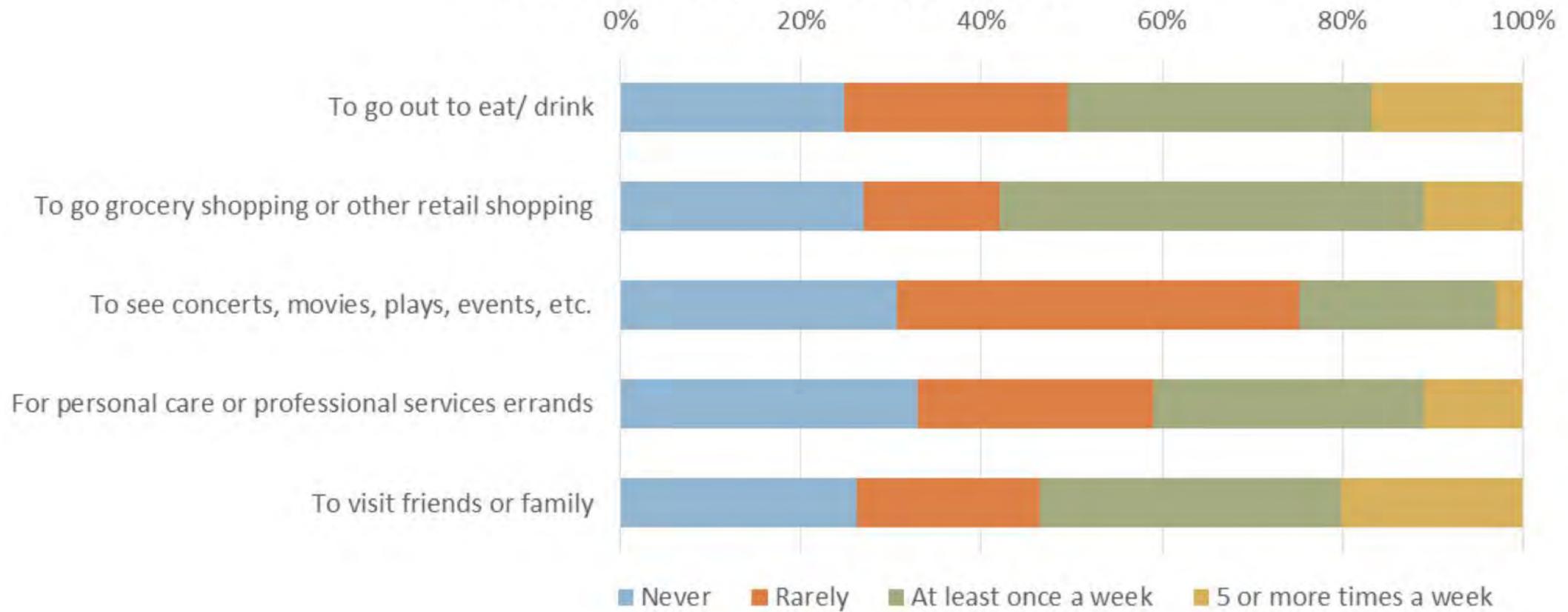


How Were the Plans Developed?

The process began with extensive analysis of existing conditions in each station area through data analysis, field work and discussions with City staff and regional developers. A thorough market analysis identified opportunities for commercial and residential development that could be absorbed over the next seven years. Community members were asked to provide input on the sites, types and design of redevelopment desired through five outreach meetings held within each of the station areas. Recommendations were developed around the conceptual development plans.



How often do you use CTfastrak...



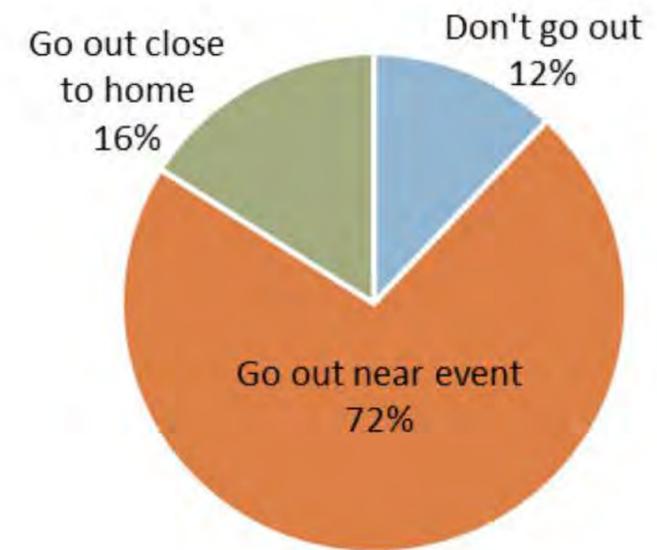
Typical Food/Drink Spend



Shopping Needs



Post-Entertainment Drinks and Dining



What Are the Plans?

Four overarching goals underpin the unique plans and recommendations around each station area. The goals stem from TOD best practices and New Britain's vision for three vibrant TOD neighborhoods. They are:

- 1. Increase the City's capacity to guide development**
- 2. Increase housing and residential population close to transit stations**
- 3. Activate streets near and around transit stations**
- 4. Integrate new development with existing assets**

Downtown Station Area

The Plan for Downtown seeks to capitalize on the existing urban, pedestrian friendly fabric, cultural and historic assets, and recent complete streets infrastructural investments. The plan calls for significant new development through replacement of under-performing properties and new construction. The planned development is intended to accommodate mixed-income housing in addition to creating a hub of food and entertainment uses along Main and West Main Streets, while restoring the historic facades and vibrancy of Downtown.



East Main Street Station Area

The master plan envisions significant changes in existing uses through the realignment of East Main/Newington Ave., the relocation of the DPW facility outside of the neighborhood, the relocation of the northbound CTfastrak platform to be opposite the southbound platform, the re-purpose of several older industrial buildings and the redevelopment of some existing residential neighborhoods. The intention is to concentrate commercial activity and residential density around the station, as well as along the BRT guideway and Stanley Street, taking advantage of underperforming and vacant properties.



East Street Station Area

The plan for the East Street station area established a mixed-use pedestrian friendly corridor along East Street connecting the CCSU campus to the CTfastrak Station. The intention is to create a destination for students, college employees and neighborhood residents that is walkable both from campus and the station platforms. Significant streetscape work as well as changes in site design and layout transform the current auto-centric corridor to a more traditional TOD neighborhood center.



What Does the Plan Mean for Me?

The work required to implement the plans around each station area falls on many shoulders – not just city officials and developers. Everyone from community residents and property owners to major employers and/or arts and cultural organizations in the community have a role to play in implementing the recommendations in order to achieve the vision.

IF YOU ARE...

A resident

A property or
business owner,
or developer in a
station area

A major private/
institutional
employer, and or
community investor

A city or state
official — elected,
appointed or staff

YOU CAN USE THE PLAN TO:

- Urge support for City, State and public-private TOD initiatives
- Make decisions on investing in properties, renovations, and/or future housing for yourself and family

- Identify potential development and redevelopment sites and where public investments are likely to occur
- Align your development and business projects with City goals and objectives

- Guide your strategic planning efforts
- Identify how your organization can contribute to and benefit from vibrant TOD neighborhoods
- Engage in effective public-private partnerships

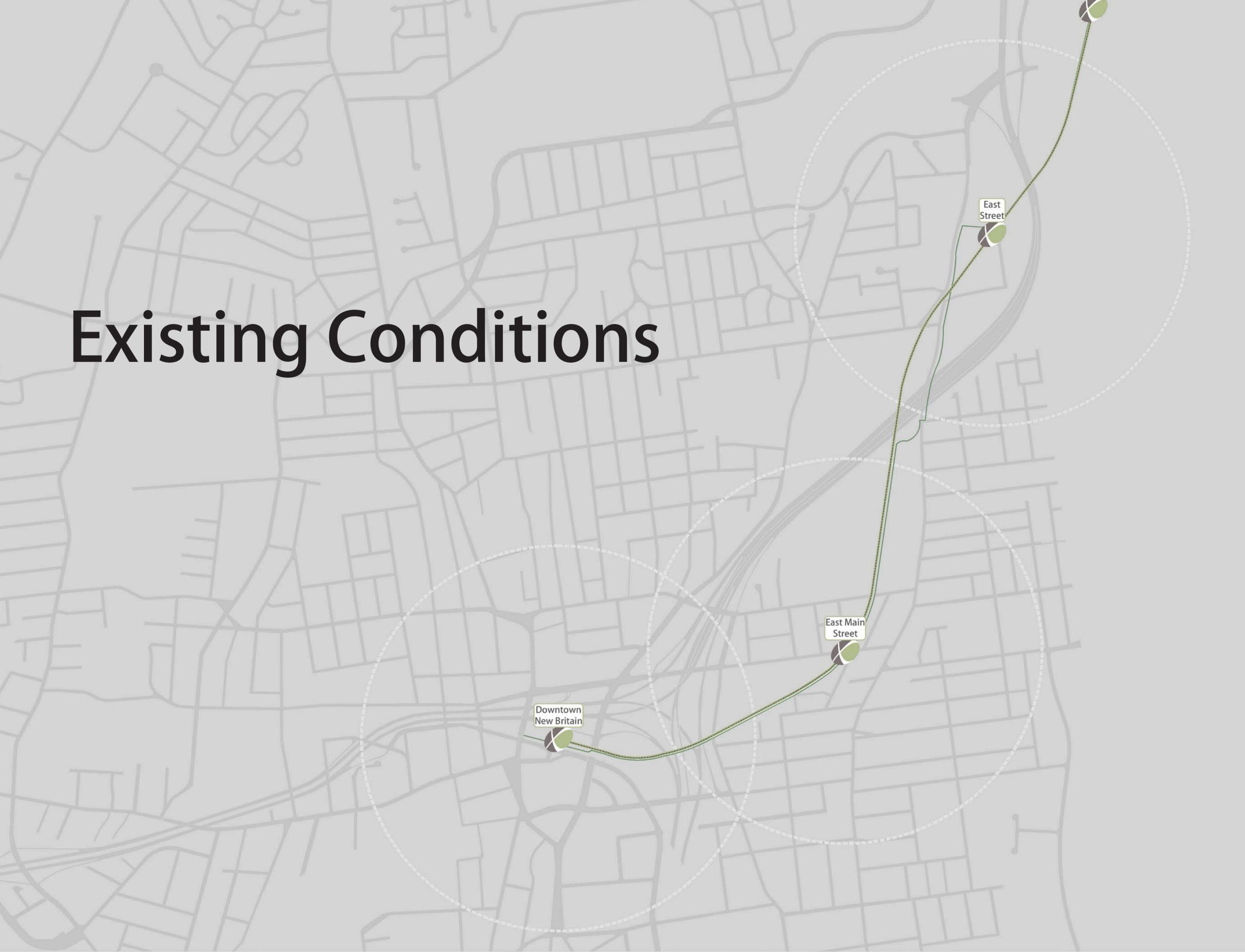
- Pursue funding for implementation
- Enact policy and regulations
- Develop an implementation work program
- Facilitate public-private partnerships



CONTENTS

Existing Conditions	17
Opportunity Sites	21
Public Engagement	25
Strategies and Recommendations	29
General TOD Strategies and Recommendations	31
Downtown Station Area	35
Strategies	36
Development Phases	47
Conceptual Master Plan	72
East Main Street Station Area	75
Strategies	76
Development Phases	83
Conceptual Master Plan	100
East Street Station Area	103
Strategies	105
Development Phases	111
Conceptual Master Plan	126
Action Agenda	129
Appendices	135
Appendix A:	Existing Conditions
Appendix B:	CTfastrak Rider Survey Results
Appendix C:	Market Assessment Report
Appendix D:	Public Workshop Results
Appendix E:	Sample Zoning Regulations

Existing Conditions



FINDINGS

DOWNTOWN

Advantages

- Recent and ongoing pedestrian, transportation and park improvements
- Historic and cultural assets
- Employment centers
- Ongoing public and private redevelopment efforts

Disadvantages

- Lack of residential density
- Lack of spending power amongst current residents
- Gaps in the urban fabric, especially immediately adjacent to CTfastrak hub

Opportunities

- Market potential for minimal office, 35,000 square feet retail (restaurants, coffee shops and niche retail) over 5 years, 250-500 housing units (rental)
- Strong redevelopment candidates

EAST MAIN

- Moderate residential density with mixed-incomes in TOD area
- City-owned land in strategic development locations
- Development interest

- Current zoning not conducive to TOD
- Auto-centric uses
- Lack of parking at station and divided platforms
- Pedestrian network gaps

- Potential for brownfields redevelopment
- Potential to enhance station to increase ridership from this station

EAST

- Existing market rate high-density residential with market for more
- CCSU campus connectivity
- Recent development

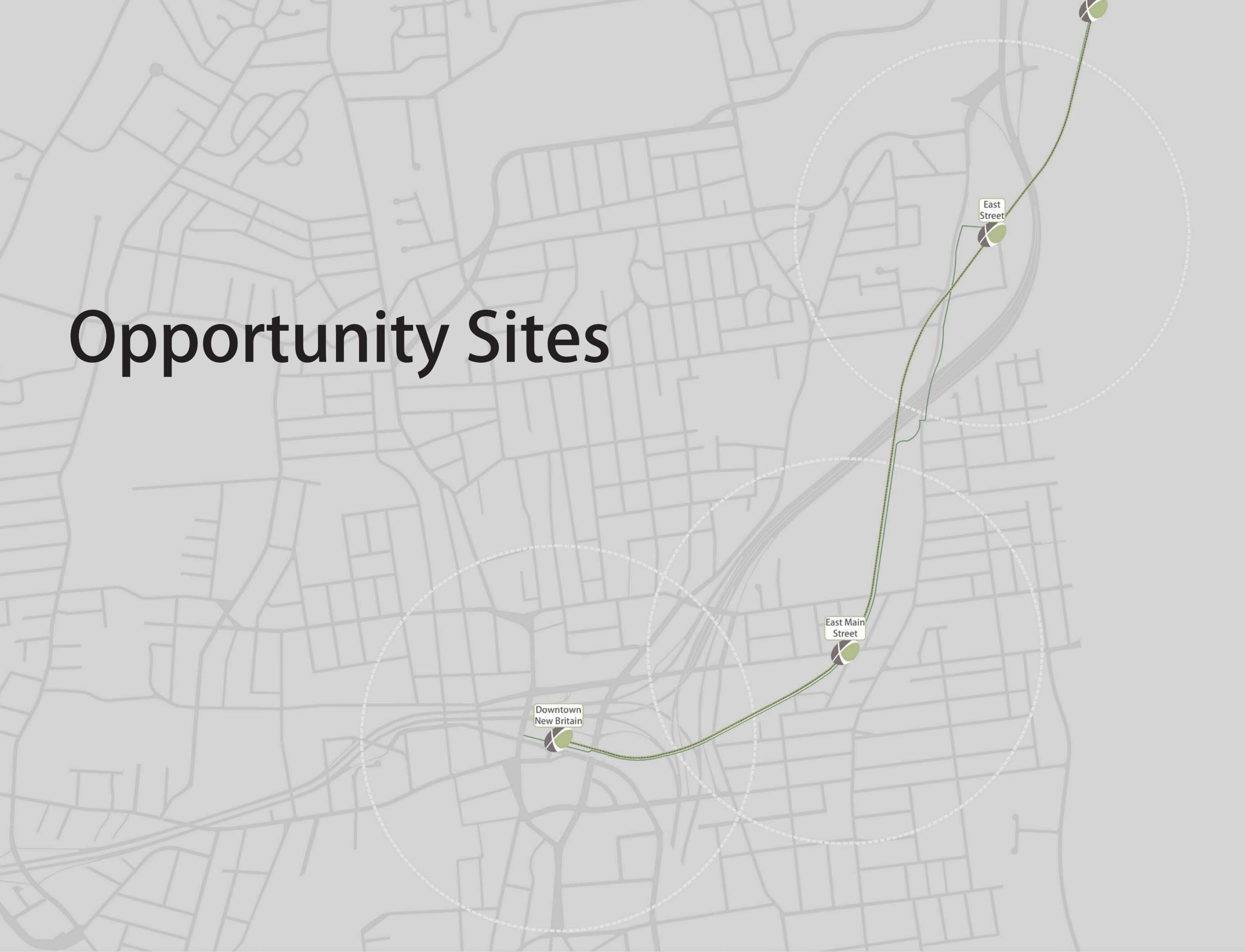
- Current zoning not conducive to TOD
- Auto-centric uses
- Unfriendly pedestrian environment
- Remaining viable industrial uses

- Available sites and redevelopment candidates and indicators of market demand
- Market potential for 15,000 square feet retail (smaller format) and 75-150 housing units (market-rate rental)

Extensive data analysis and field research within the half-mile planning radius around each CTfastrak station was conducted in early 2016 (see full Existing Conditions, CTfastrak Rider Survey Results and Market Assessment reports in the Appendices). Demographic, zoning, land use, assessment, market, traffic and transportation information was analyzed, including inventories of vacant properties, businesses, historic properties and cultural assets. A survey of CTfastrak riders provided more qualitative market information regarding potential consumers already using the BRT. A thorough commercial and residential market analysis was conducted.

The comprehensive Analyses helped to identify advantages, disadvantages and opportunities for TOD unique to each station area.

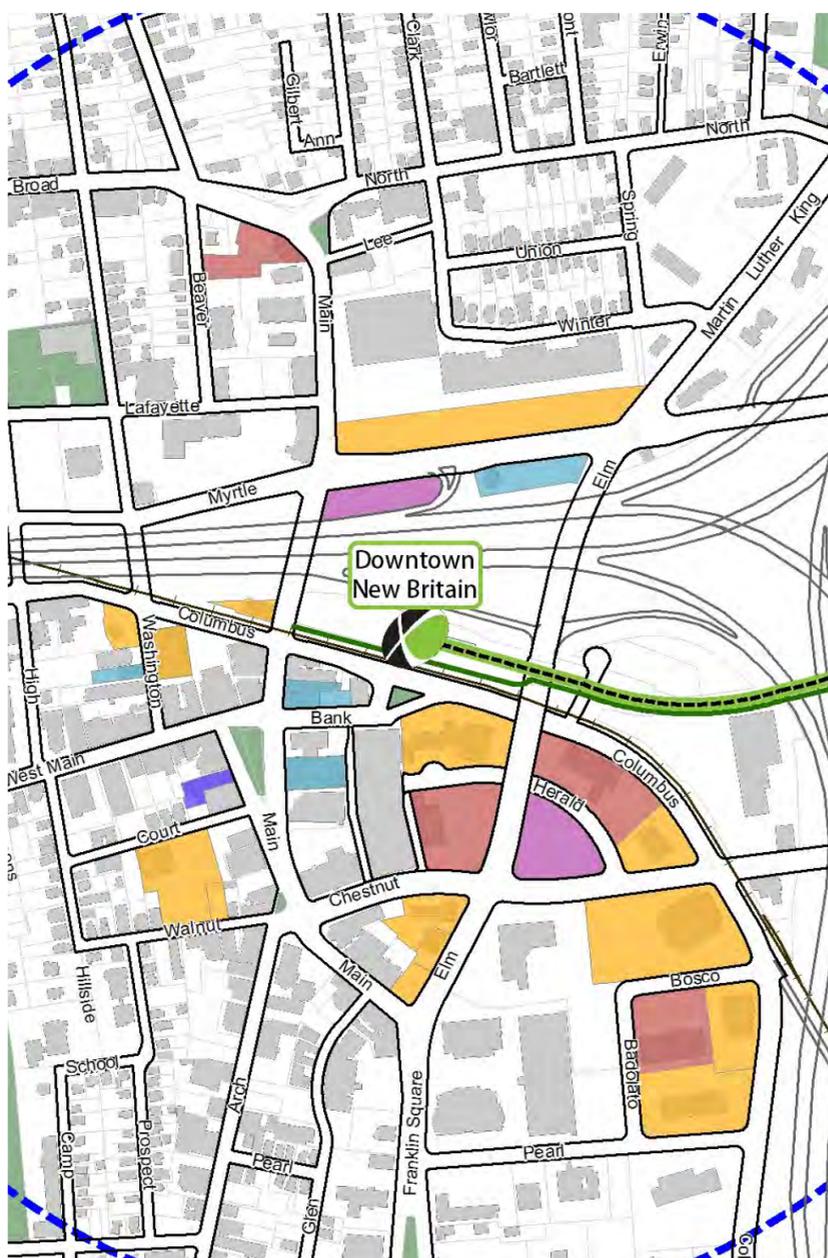
Opportunity Sites



- Development in Progress
- Partially Vacant
- Redevelopment Candidate
- Undeveloped
- Vacant
- Fastrak Guideway
- Multi-Use Trail

Ongoing development, undeveloped, vacant and partially vacant, and potential redevelopment sites within the half-mile radii around the stations were identified based on existing conditions analyses and field observations. The identified development opportunity sites were used to begin planning for future development.

The final conceptual master plan for each station area generally focuses on these development opportunity sites; however, these initially identified lists of sites were amended throughout the iterative planning process based on stakeholders input and technical issues.



DOWNTOWN

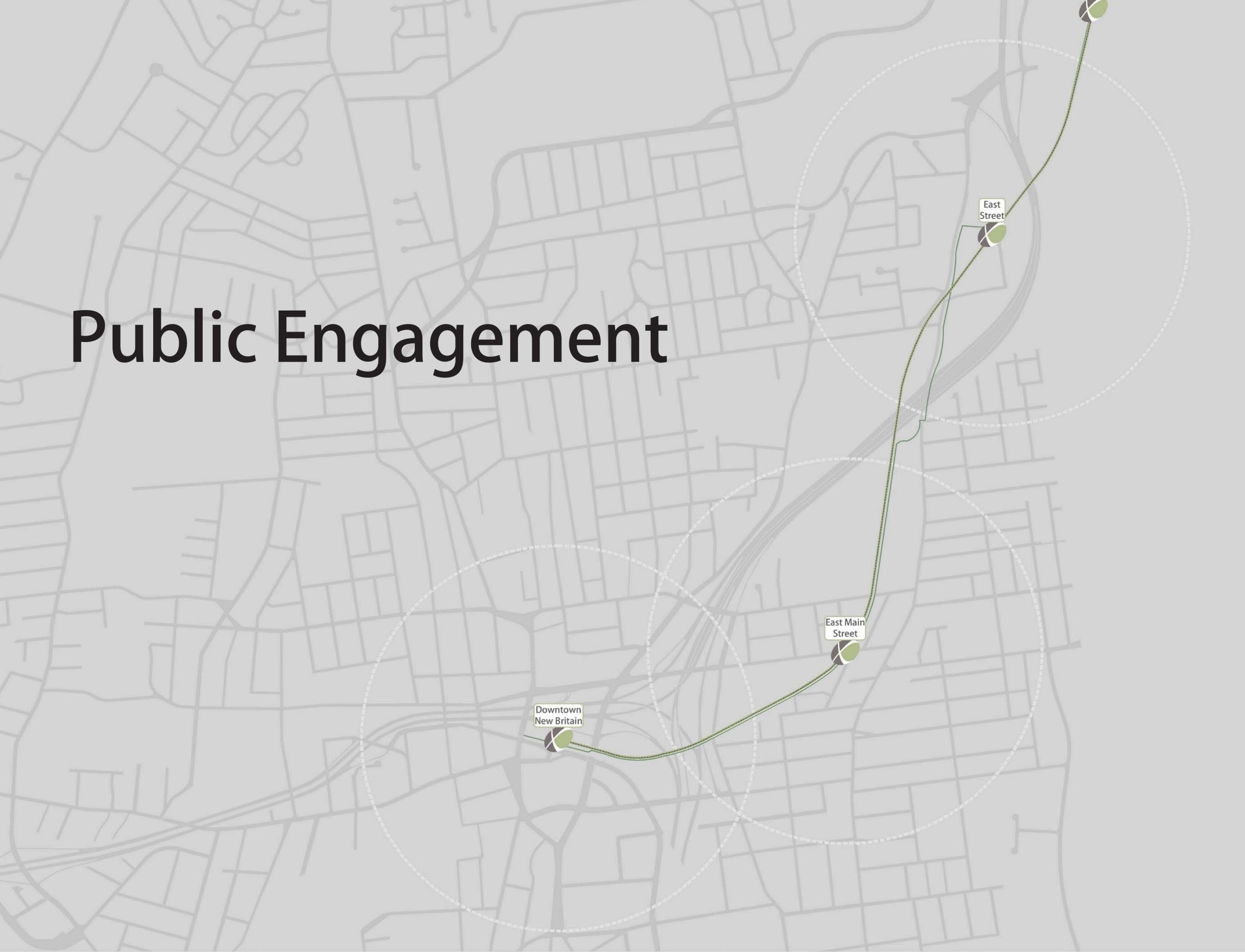


EAST MAIN

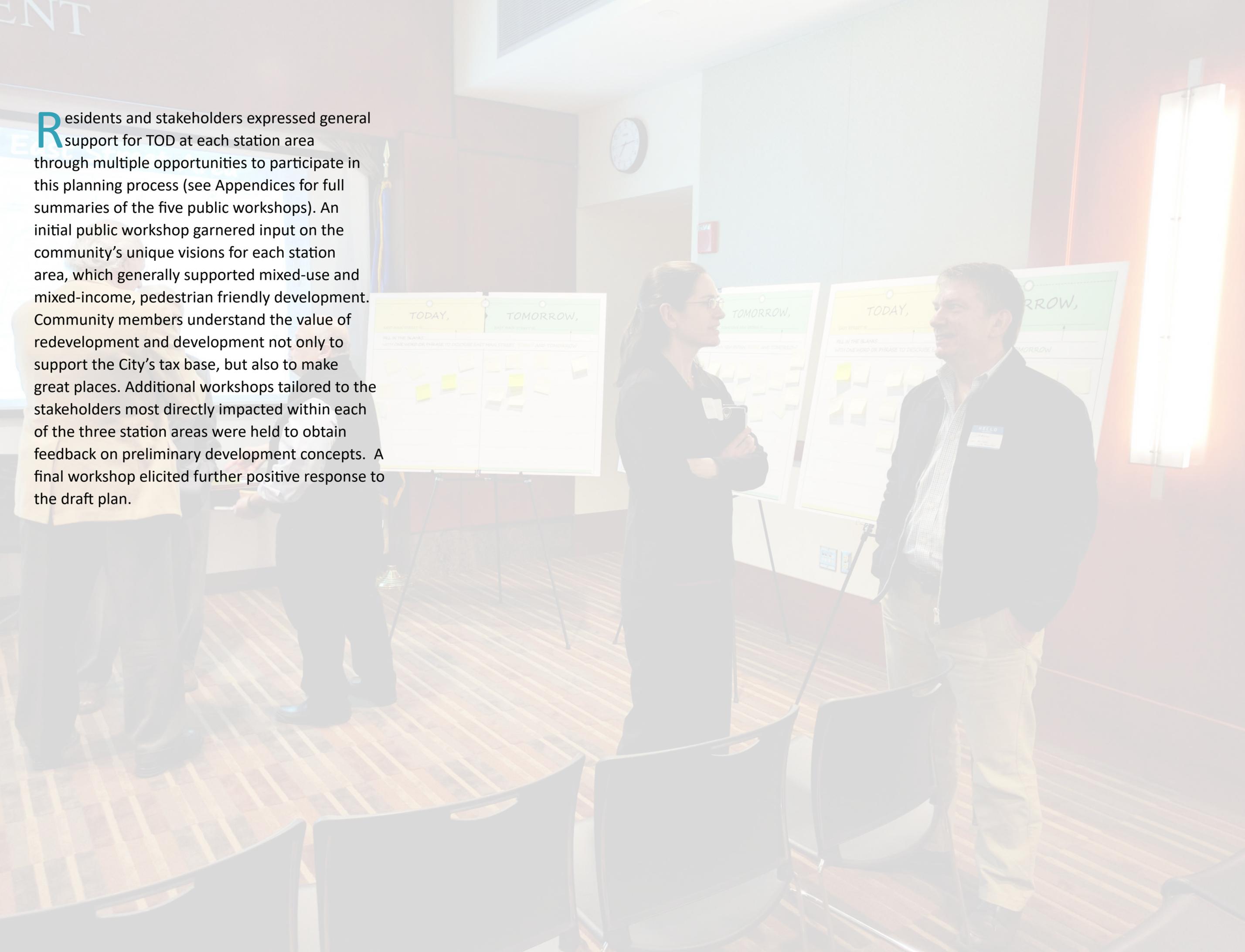


EAST

Public Engagement



Residents and stakeholders expressed general support for TOD at each station area through multiple opportunities to participate in this planning process (see Appendices for full summaries of the five public workshops). An initial public workshop garnered input on the community's unique visions for each station area, which generally supported mixed-use and mixed-income, pedestrian friendly development. Community members understand the value of redevelopment and development not only to support the City's tax base, but also to make great places. Additional workshops tailored to the stakeholders most directly impacted within each of the three station areas were held to obtain feedback on preliminary development concepts. A final workshop elicited further positive response to the draft plan.

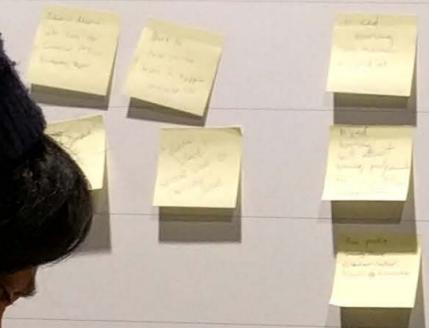


DREAM BIG!

New Britain Public Works Facility
55 Harvard Street

What Should Future Development at the New Britain Public Works Site Look Like?

Please write your ideas on a post-it and post them to the area below.



DREAM BIG!

Downtown Redevelopment
Old Police Station, LaQuinta, CVS, and Parcel 9

TODAY

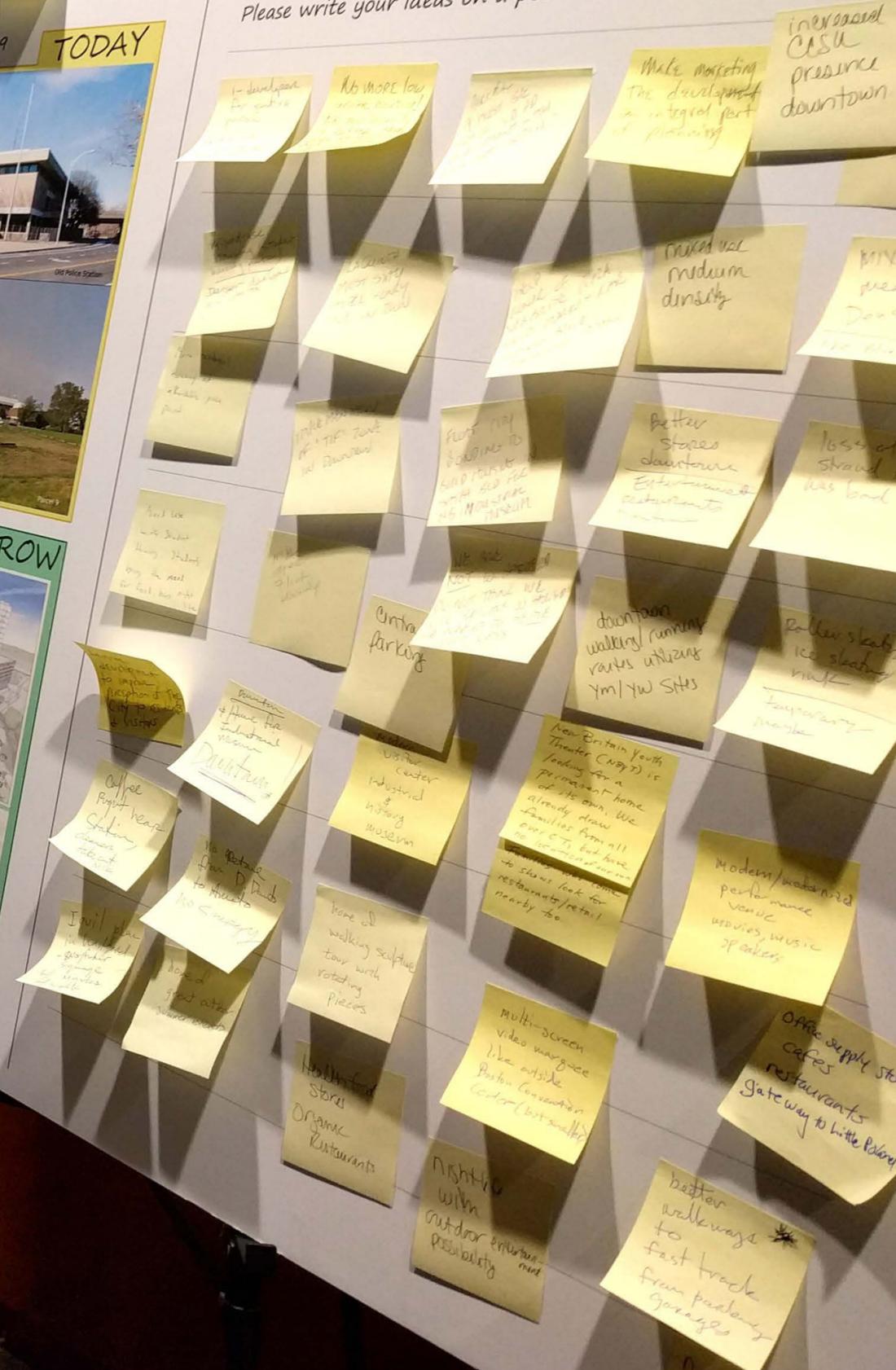


TOMORROW

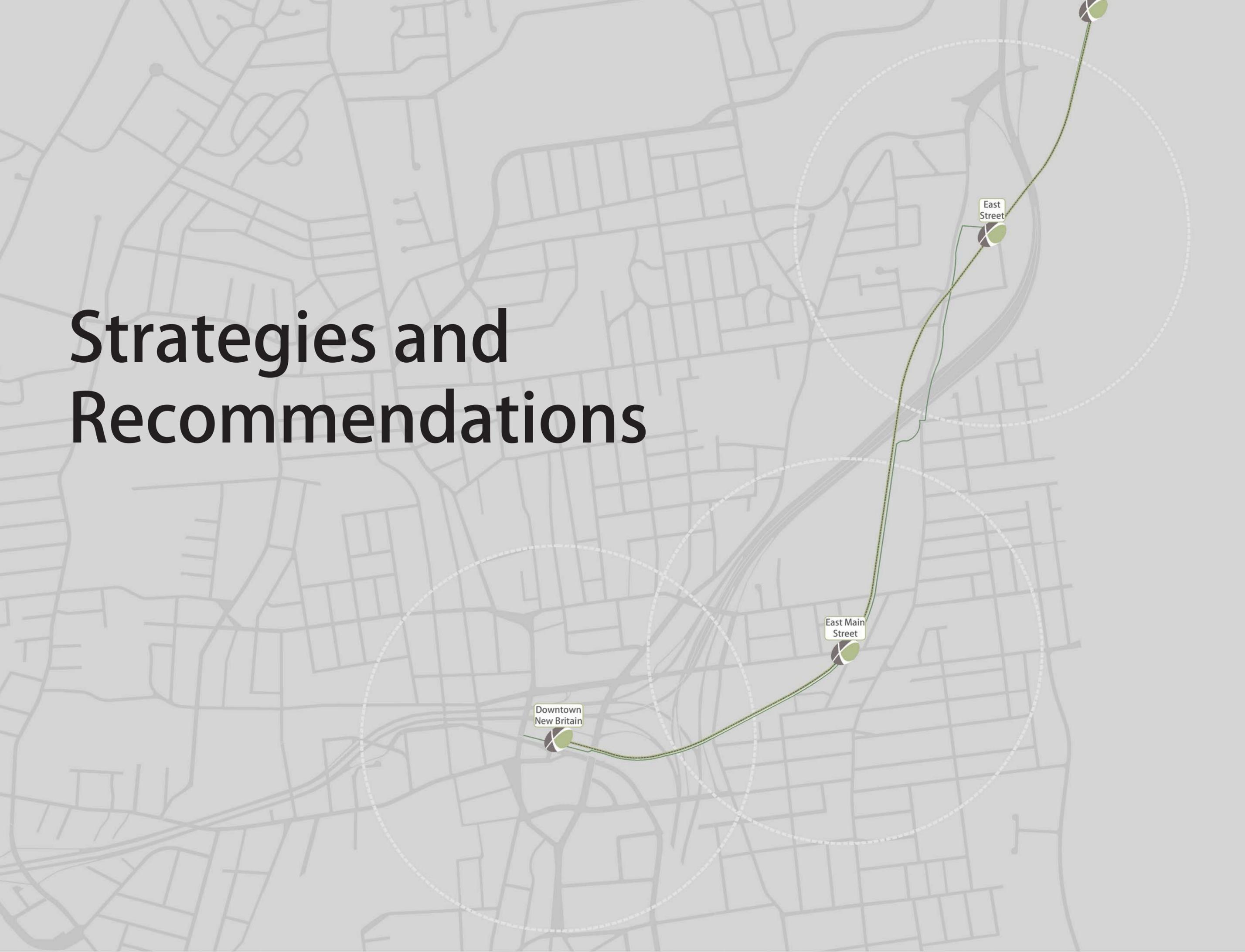


What Should Future Redevelopment in Downtown New Britain Look Like?

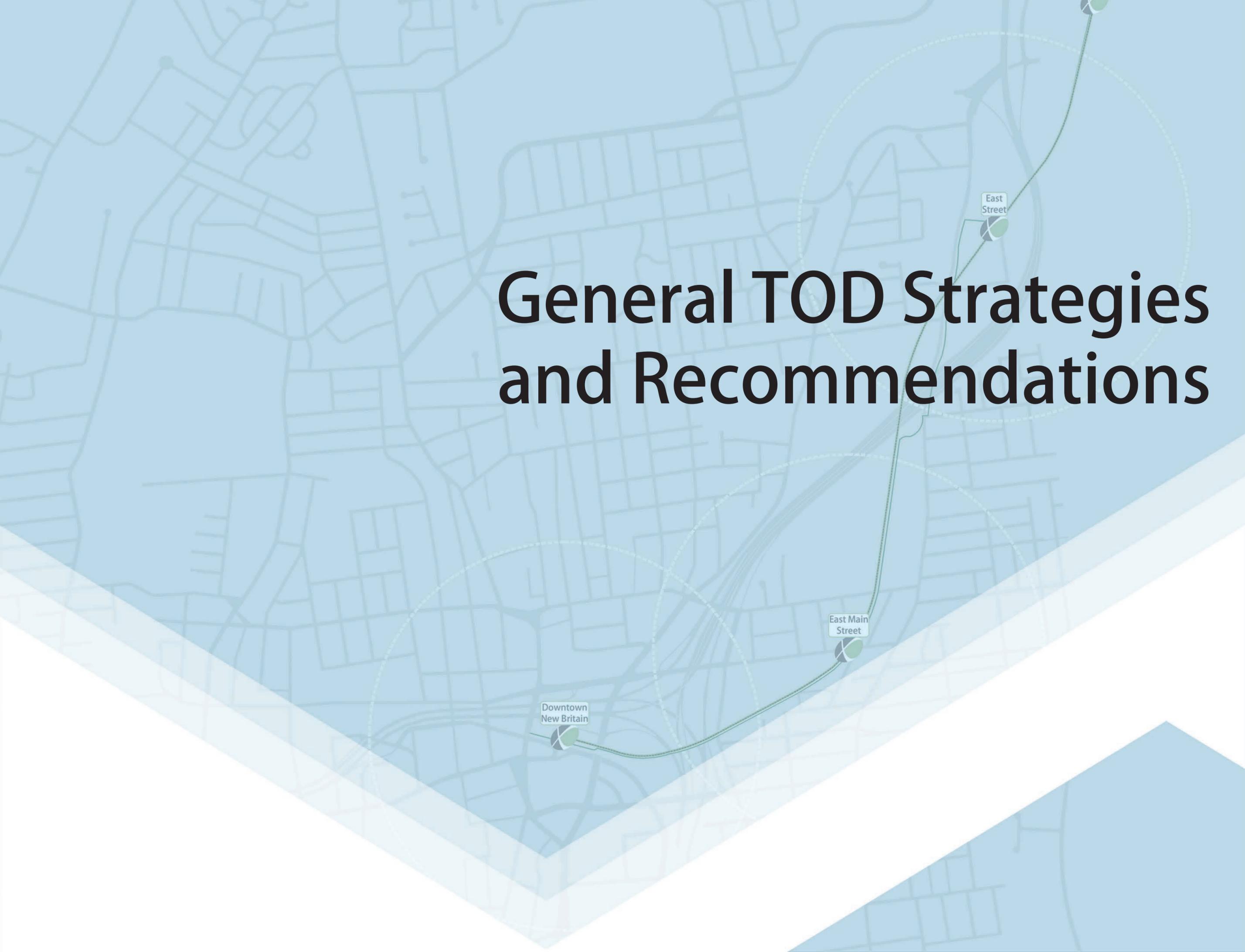
Please write your ideas on a post-it and post them to the area below.



Strategies and Recommendations



General TOD Strategies and Recommendations



The three CTfastrak station areas in New Britain present different opportunities and challenges for TOD due to their unique historic development patterns, land uses, demographics, and transportation and transit networks. Nevertheless, four overarching principles guide the following strategies for each neighborhood.

1. Increase the City's capacity to guide redevelopment

The plans for all three areas are ambitious, and will require significant capacity and effort by skilled professionals to advance. Ensuring the City is best organized to keep pace with the implementation time line, obtain funding, attract development partners, negotiate development agreements, and identify future needs is a key strategy affecting all three station areas.

2. Increase housing and residential population close to stations

In order to build the market potential for commercial development in all three station areas, it is imperative to increase the number and density of residents, especially those with disposable income, in close proximity to the stations.

3. Activate streets near and around transit stations

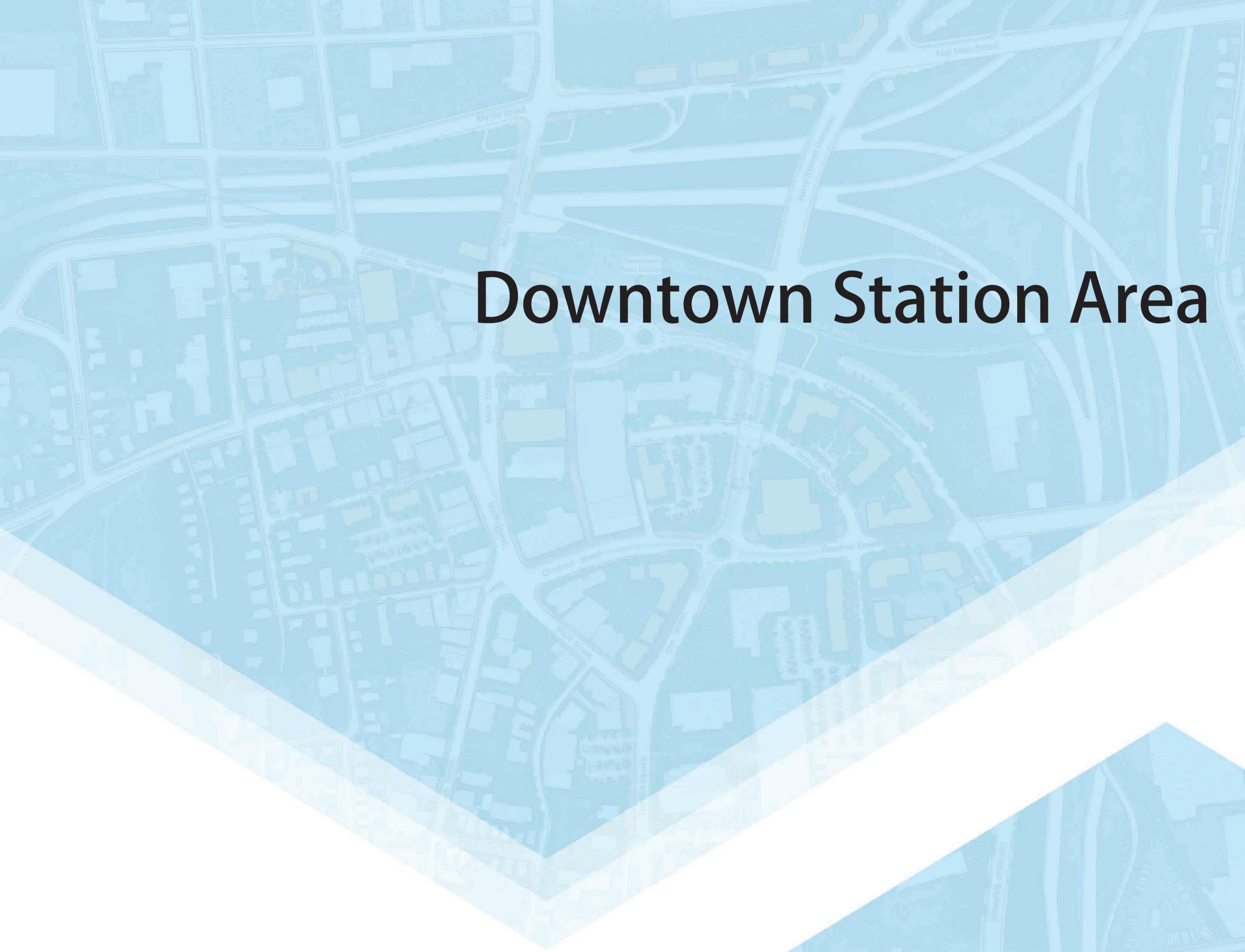
Plans call for more street activity in all three station areas. Redevelopment and revitalization of all three areas entails returning life to the streets Monday through Sunday at all hours – from commercial activity to public events and entertainment, streets in the station areas should buzz in order to support, maintain and attract development.

4. Integrate new development with existing assets

Promoting integration of new residential and commercial development with existing historic and cultural assets, transportation and transit features, and local and regional institutions is crucial for the long-term success of any new development and overall redevelopment efforts.

The following strategies and recommendations are organized around these four overarching principles for each station area. The Conceptual Mast Plan for each station area describes specific strategies and recommendations for site specific development opportunities.



An aerial photograph of a city street grid, specifically the Downtown Station Area. The image is overlaid with a semi-transparent blue filter and white diagonal stripes running from the bottom-left to the top-right. The text 'Downtown Station Area' is centered in a large, bold, black font. Various street names are visible, including Myrtle Street, Washington Street, Main Street, Columbus Boulevard, West Main Street, Court Street, Walnut Street, Chestnut Street, Elm Street, and East Main Street. A 'Downtown New Britain' label is also present near the center.

Downtown Station Area

DOWNTOWN STRATEGIES

Improve City Capacity

1) Improve economic development organization

There are currently several agencies responsible for aspects of Downtown redevelopment: Department of Municipal Development, Downtown District, Chamber of Commerce, and the Department of Public Works. However, the City lacks a clear internal structure hampering its ability to nimbly respond to changing conditions, ensure coordination of effort, and navigate the complex processes required to implement this plan. The lack of a well-organized internal structure also makes the development process less predictable and transparent to developers who have not previously worked within the City.

New Britain needs skilled leadership to bring all the partners involved in implementing these recommendations onto the same page, working under coordinated strategies and common agendas. Beyond the agencies identified above, several partners integral to the success of this plan are enumerated in Recommendation 5 below. Building and strengthening these relationships will take significant effort beyond what can be expected of the Mayor, due to the other duties required of that office. Furthermore, some of the recommendations below require the City to analyze market conditions and project costs in a swift and technically sound manner in order to negotiate fair and balanced incentive agreements with developers.

Therefore, creating a new staff position, or re-organizing such that at least one senior-level

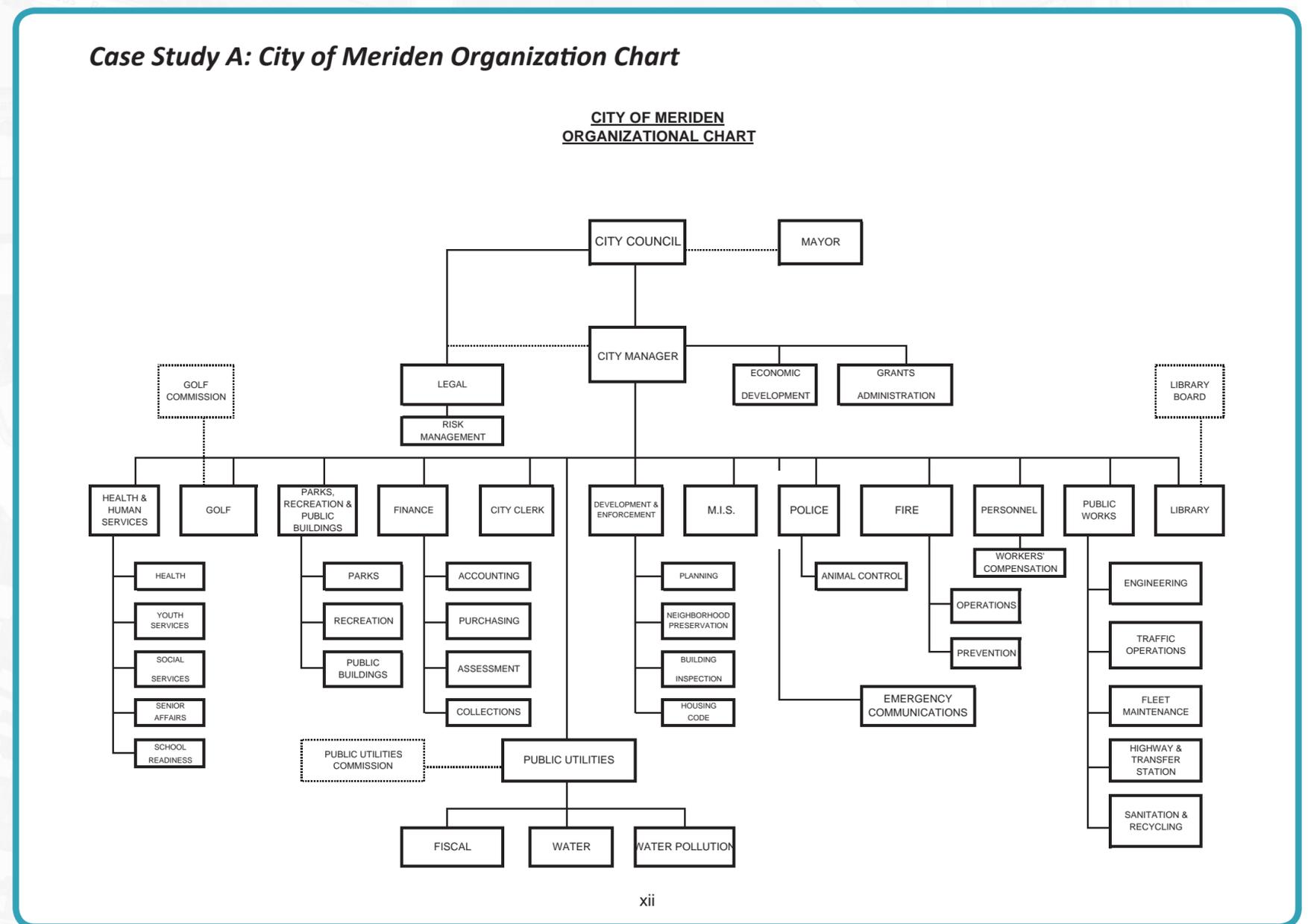
staff member is responsible solely for executing the strategies in this plan is the highest priority recommendation.

Recommendations:

- Consult with mayors in similar cities such as Bristol, Danbury, Manchester, Meriden

and Stratford, among other, the advantages and disadvantages of how their economic development staff is structured (see Case Study A).

- Devise an appropriate structure and fill positions with well-qualified staff.



2) Update Redevelopment Plan

The City should update the Downtown New Britain Development Plan adopted in 2008, under Connecticut General Statutes § 8-189 to incorporate Phase I project areas as shown in this Plan. Municipal Development Plans (MDPs) such as this are effective for only ten years, per state law, thus the 2008 Plan is nearly due for revision. In addition, conditions have changed since the pre-Recession era, many elements of the 2008 Plan have been implemented and some of the focus areas for redevelopment have shifted. Finally, enshrining the concepts of this TOD Plan into an MDP will assist the City in TOD Plan implementation insofar as the City will have:

- leverage in negotiating property acquisitions
- a plan in place for handling any relocations that may be necessary, and
- detailed information such as property appraisals, title searches, and estimated property tax benefits to demonstrate commitment to developers, investors and other sources of funding.

Recommendations:

- Reconstitute the New Britain Redevelopment Commission
- Hire a consultant or use City staff to draft the Project Plan update

3) Revise Zoning Regulations

The current Central Business District (CBD) and Municipal Parking District Zones should be revised to strengthen the City's intention of achieving TOD that is harmonious and complimentary to the remaining historic fabric in a tight ring around the Downtown CTfastrak station.

Recommendations:

- Establish a TOD Core District within the CBD Zone

While the current CBD regulations are generally pro-development, the lenient dimensional standards could result in new development that is not cohesive with the existing building stock. Anything from a commercial strip mall to an office tower are permitted in the CBD zone with site plan approval. The purpose of the TOD Core District would be to encourage high-density, mixed-use, pedestrian-scale buildings that take advantage of CTfastrak. The older building stock in the district already reflects these design principals. This new district would be roughly bounded by High Street to the west, Route 72 to the north, Main and Elm Streets to the south, and Columbus Boulevard to the east (see Figure 01). In order to ensure that development is cohesive with existing buildings, additional regulations governing building form should be established:

- Minimum floor-area-ratio (FAR) for example, a minimum FAR of 1.0 to prevent large surface parking lots)

- Maximum building line setback (buildings should be placed close to street and preserve the "building wall")
- Minimum ground floor transparency/fenestration – require that the ground floor of new development has ample windows to improve pedestrian experience.

- Make the Municipal Parking District Coterminous with the TOD Core Zone

With anticipated development and a limited amount of structure parking, the City should consider shrinking the Municipal Parking District so that it corresponds to the TOD Core District – the high density center of Downtown where off-site parking is most needed. In general, redevelopment projects within the CBD, but outside of the TOD Core area should have ample land area to accommodate on-site parking; whereas, critical Phase I and II projects are entirely reliant on public parking garages to succeed. Therefore, the Municipal Parking District should be shrunk to reflect this disparity.

- Lower the TOD Core District's Residential Parking Requirements

Currently, all residential dwelling units, regardless of size, are required to have 1.5 parking spaces per unit. In the TOD core district, we anticipate that parking demand will be lower due to proximity to CTfastrak. It is recommended that the City modify minimum parking requirements in the TOD core to distinguish by unit type. For example,

studio and one-bedroom apartments need fewer parking spaces than two-bedroom apartments. It is recommended that studios and one-bedroom apartments require 1.0 space per dwelling unit, while two or more bedroom units maintain the current 1.5 spaces per dwelling unit. These spaces do not need to be located on site and could be

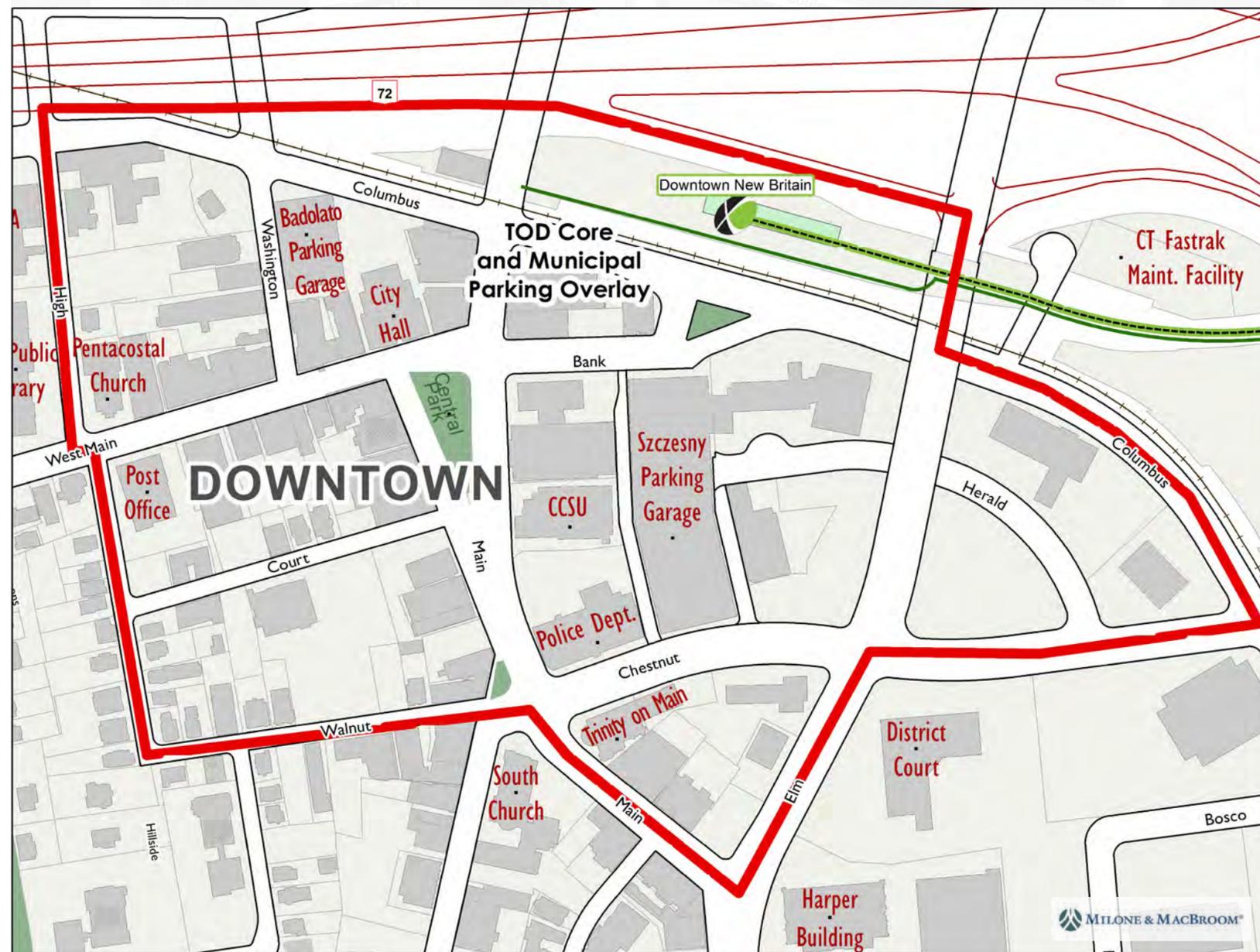
provided through a lease arrangement with the City or a private parking lot owner.

4) Improve existing parking and plan for future needs

Ample parking exists now in structured lots to accommodate current Downtown uses; however, the Badolato Garage needs improvements to

reflect typical consumer demand. In addition, once planned development starts to occur parking demand may start to exceed supply. While CTfastrak offers a new transportation option for new residents and visitors, the reality is that many, particularly those with discretionary income to spend at local retailers and restaurants, will need to drive to and park in Downtown New Britain.

Figure 01: Proposed TOD Core Zoning District



Recommendations:

- Modernize operations of Badolato Garage to upgrade meters to pay kiosks or some other technology that accepts credit/debit cards and/or mobile payment.
- Conduct a parking needs study and evaluate policy changes. The City will need to further study its anticipated parking inventory and operational needs, as planned development occurs in order to understand the extent of need for policy changes.
- Establish a Parking Partnership with Downtown restaurants and businesses allowing patrons to receive free or reduced parking rates at City parking garages (see Case Study B).
- Designate free short-term parking spaces (up to 30 minutes) in certain locations. Paid parking may discourage some prospective visitors from coming Downtown, particularly for brief visits such as grabbing a coffee or picking up take-out food. Strategically designating and locating free short-term parking spaces will help encourage these types of short visits to downtown.

Case Study B: New Haven Downtown Restaurants Parking Partnership

In an effort to remove a perceived barrier of having to pay for parking to dine out, the City's parking management agency, in cooperation with the Town Green Special Services District, Market New Haven and several downtown restaurants created a unique parking validation program in 2013. Funded by both Park New Haven and participating restaurants, who pay a per validation fee, the program offers free parking after 4pm in one of two downtown garages with a validation card from one of 15-18 participating restaurants.

Free parking in New Haven?



New Haven Register September 30, 2013

Further Information:

<http://nhparking.com/freeparkinginnewhaven.aspx>

be developed with private financing support. The City should work to understand the willingness and ability of its funding partners to engage in specific projects in order to best direct its efforts.

6) Maintain community partnership relations

To maintain relationships and momentum built through implementation of the strategies above, the Mayor and economic development staff should regularly meet with strategic partners in an open format. The purpose of the meetings will be to review progress on TOD Plan implementation, identify issues/ challenges, seek potential solutions, and maintain support for the Plan. It is critical that these meetings involve as many partners as possible in an open format to continue to build trust amongst partners.

5) Cultivate community partnerships to help establish funding sources, innovative programming, and build political support for TOD Plan implementation

City and state officials, staff, Downtown property owners and institutions need to start thinking and acting as partners working towards a common goal. The City's partners in this process must include public and private funders (HUD, the State, foundations, corporations, etc.), heads of institutions (CCSU, Hospital of Central Connecticut, Hospital for Special Care, the Museum of American Art, etc.), transit providers, developers and real estate professionals, local arts-based organizations,

religious institutions, Downtown property owners and residents.

Recommendations:

- Once this Plan is adopted, the Mayor and economic development staff should coordinate focus group meetings with these various strategic partners to present the plan, and more importantly, reach agreement on ways to work together for implementation.
- The City and its funding partners should develop a strategic plan for financing initiatives in the Plan. Some recommendations and strategies are more appropriate for public funding through HUD, state and/or local funds, while others may

Recommendations:

- City economic development staff should convene at least semi-annual, if not quarterly, round-table discussions with all strategic partners in an open format.

Increase Residents

DOWNTOWN

1) Promote Downtown as a place to live to capture middle-income households currently outside of the City

In order to assure developers of the Downtown housing market, the City must diligently promote its Downtown as a great place to live, work and play. To specifically promote its livability, there are several strategies the City can take, as housing projects get underway. With plans for redevelopment of 125 Columbus Boulevard proceeding, it is important for the City to begin working on the following strategies within the next year in order to be ready to effectively market and fill new units.

Recommendations:

- Establish a local housing incentive fund largely through donations from Hospital for Special Care, Hospital of Central Connecticut, CCSU, New Britain corporations, Community Foundation of Greater New Britain, CCSU Foundation, Home Builders and Re-modelers Association of Central CT Charitable Foundation, and others. Investigate whether Section 108 HUD funds might be used for such a fund, and the extent of need. The fund will offer rental incentives to attract new tenants to targeted housing developments.
- Work with CCSU to develop employee and/or grad student incentive housing program using the local housing incentive fund. Conduct a basic demographic analysis with employee/ student surveys to establish a basic housing demand

potential. Develop an incentive program with strategically designated market-rate multi-family developments in the Downtown. The program should have some basic requirements of incentive recipients, such as year-long leases, demonstrated employment or enrollment, etc. Incomes should not factor into the incentive program, as the goal is to attract residents of mixed-incomes.

- Work with local hospitals to develop a similar employee incentive housing program. Again, enlist the help of the Hospital of Special Care and the Hospital of Central Connecticut to analyze employee demographics and hiring practices, and to survey employees to determine potential demand. Develop an incentive program for both hospitals with strategically designated market-rate multi-family developments in the Downtown. The program should have some basic requirements of incentive recipients, such as year-long leases, demonstrated employment or enrollment, etc. Incomes should not factor into the incentive program, as the goal is to attract residents of mixed-incomes (see Case Study C).
- As new multi-family units are developing, hold a housing fair. Work with Downtown housing complex managers to promote all of Downtown's assets, cultural institutions, transportation and transit features, etc. to potential residents. Have property managers and/or realtors available

in one central space to market specific units/developments, with tours available. Promote such an event well (see Case Study D).

2) Support and capture upwardly mobile households from within the City

Equally important as capturing residents from outside the City is maintaining current residents who are prone to leaving the City due to a lack of high quality multi-family housing options. Enticing these residents to new Downtown development would help fill units with a population that already appreciates the City, helping to serve as ambassadors to new residents.

Recommendations:

- Design a local housing incentive for qualifying New Britain households to attract those upwardly mobile residents who might otherwise move out of New Britain. The rental incentive program would be similar to those described above for CCSU and local hospital employees. NRZs and other local community organizations may help promote the program.
- Continue to support investments in education, job training, access to employment, crime reduction and neighborhoods throughout the City to elevate the City's image throughout the region.

Case Study C: Cleveland, OH University Circle Housing Incentive

The Cleveland Foundation, with financial support from several philanthropic organizations and institutional partners, initiated the Greater Circle Living program in 2008 to increase socio-economic diversity in the residential neighborhoods immediately surrounding the cluster of institutional uses collectively known as University Circle. These neighborhoods had suffered from years of disinvestment and were generally not perceived by employees of institutions in the neighborhood as desirable places to live. The program aims to attract employees to live in the area, thereby increasing income diversity, improve existing and future housing stock offerings, and offer a single program to serve all institutional anchors in the neighborhood. As of 2013, the Foundation had raised \$1.5 million from philanthropic partners and \$2.5 million from institutional partners to fund the initiative.

Close to 70 local arts, education, medical, religious and other institutions participate, offering some form of housing incentives to employees. Incentives offered range from a forgivable loan of up to \$20,000 for employees of certain institutions; a supplemental working family loan for income-qualified family households; up to \$8,000 in matching funds for exterior renovations to ownership units; and one month's rent (up to \$1400) for employees signing a one-year lease.

EMPLOYEE ASSISTANCE

Program usage as of 11/5/13

160 **300**
TRANSACTIONS PEOPLE HELPED



From Cleveland's Greater University Circle Initiative: Building a 21st Century City through the Power of Anchor Institution Collaboration, Cleveland Foundation, 2013.

Further Information:

<http://www.universitycircle.org/live/incentives-for-home-buyers>

<http://www.clevelandfoundation.org/wp-content/uploads/2014/01/Cleveland-Foundation-Greater-University-Circle-Initiative-Case-Study-2014.pdf>

http://fairfaxrenaissance.org/qcl/qclOptions/qcl_option3.html

Case Study D: Dundalk, MD Housing Fair

The Dundalk Renaissance Corporation, a community development corporation formed to revitalize Dundalk, established this annual housing fair in 2014 as part of a broader marketing campaign to attract new residents to the community. The fair pulls together a variety of exhibitors and sponsors that offer residential real estate services, from mortgages, insurance and renovation contractors to rental property managers, home buyer grant and loan providers, among others. Bus tours to Dundalk's neighborhoods are conducted throughout the day, with tours of available properties. Prizes, child care, workshops and credit counseling is available on site.



DUNDALK HOUSING FAIR & NEIGHBORHOOD TOURS

Educational Sessions and Tour Bus Departure 2016

	Room 2460	Room 2452	Room 2450	Room 2429	Room 2425
9:30 am - 1 pm 1-on-1 Credit Counseling Sign up at Goodwill table for appointment 9:30 - 10:20 Round 1 Classes 10:30 - 10:50 Publication Welcome in Exhibitor Hall Prize, Partner/Sponsor Recognition 11:00 - 11:50 Round 2 Classes 11 am - 1:00 pm Clark-P&A available for purchase 12:00 - 12:50 Round 3 Classes 1 pm Kid Zone closes 1 - 2:30 pm Bus tours with open houses & board buses in parking lot	Make your Home a Green Home Fourth Edition	Special Capital One Grant and Loan Programs Capital One	The Homebuyer Process from Lender to Realtor Greater Baltimore Board of Realtors	MD Mortgage Program MD Department of Housing and Community Development	Understanding and Repairing Your Credit Cultivate Financial Solutions
	First Time Home Buyer Questions to Ask, Answers you Need Advanced Realty & National Mortgage	First Time Home Buyer Grants and Incentives in Spanish Baltimore Community Development Corporation	Down Payments Assistance and Grants Housing Fund	Low to Moderate Income Home Loans and Grants, PNC Programs PNC Mortgage	Fast Track to Credit Repair Max Score Credit
	You NEED a Buyer's Agent On Your Side! SC Team - Fred Gilling & Son - Quality Real Estate	Renovations That Make Sense and \$\$\$ Addison, Inc. Vibrant Neighborhoods 0% Loan Programs Dundalk Renaissance Corporation	Financial Literacy, the Mortgage Application and SunTrust programs SunTrust Mortgage	Transition from Renter to Buyer-All You Need to Know Residential Mortgage Solutions	First-time Home Buyer Grants and Incentives SE Community Development Corporation

Further information:

<http://www.unexpecteddundalk.com/events/housing-fair-neighborhood-tours/>

1) Attract more visits to Downtown venues from local employees and students

Build more interest in Downtown businesses and activities amongst those already working, studying and living in the Downtown or nearby in the City. Think of Downtown employees as potential marketing ambassadors.

Recommendations:

- Expand Downtown merchants' participation, especially with any new businesses, in CCSU's Blue Chip program to attract students to Downtown.
- Work with existing and new Downtown merchants to develop a Downtown Employee Discount Program. Promote the program with City and State workers, and other major employers within the half mile TOD area, especially.
- Collaborate with major State offices, the court and other large Downtown employers to develop a Downtown Employee Appreciation Day or Week with programming to occur in Central Park (see Case Study E).

2) Continue recruitment efforts for the Plaza building

While there is limited office market demand according to the market analysis, it is important to populate this building to support the development envisioned in this plan.

Recommendations:

- Continue marketing efforts – of this property specifically, and of the Downtown generally.
- Publicize TOD Plan, Complete Streets Master Plan implementation efforts, Development Incentives Toolbox, and other efforts that demonstrate the City's commitment to attracting new businesses, residents and visitors.
- Consider targeting a niche sector, such as healthcare, where market analyses indicate growing demand.

Case Study E: Downtown Employee Appreciation Week

Several communities around the country have established annual downtown employee appreciation days or weeks. These events build good will with local employees and businesses who contribute to the overall health and vitality of Downtowns; draw positive media attention; showcase public spaces and improvements; and, positively promote Downtown. They are frequently sponsored and organized by Business Improvement District (BID) or other similar groups. Merchants usually offer discounts and/or sponsor games and contests to local employees during the event. Music, entertainment and food is usually offered during breakfast and/or lunch to draw people out of their offices. Community nonprofit agencies set up donation stations. Sponsoring a day or week requires significant cooperation from major employers and sponsors, but can yield significant positive promotion of a downtown as a great place to work.



Downtown Nashville, TN and Ithaca, NY Employee Appreciation Week Competitions



Milwaukee, WI Downtown Employee Appreciation Week free lunch event

Further information:

<http://www.downtownithaca.com/ithaca-events/Downtown%20Employee%20Appreciation%20Week>

<https://www.boulderdowntown.com/events/employee-appreciation-day>

<http://www.nashvilledowntown.com/work/downtown-employee-appreciation-week>

3) Ensure year-round programming at Central Park

When reorganizing economic development team structure, carefully consider the best management of programming at Central Park. While a Parks and Recreation facility, Central Park is integral to the success of the TOD core, especially the dining and entertainment hub, and therefore may need oversight or co-management by another agency. While the City has taken positive first steps in programming for the park with food truck fests, the farmers' market, and summer concert series, there are strategies the City can employ to build broader programming to attract current Downtown employees and residents, as well as visitors, creating the active street life that assures developers of the local market.

Recommendations:

- Solicit community partners in establishing programs and events (see Case Study F).
- Coordinate programming with other Downtown and area cultural happenings. Work with local arts organizations on a master calendar for performances, open studios, gallery reception events and consider appropriate cross-promotional Central Park events, such as food truck nights on the same night as a performance in a Downtown theater.

**Case Study F: Host It Downtown Event Fund
Winnipeg, Manitoba, Canada**

The Winnipeg Business Improvement Zone (BIZ) raised funding to establish a program that will fund, serve and guide event organizers looking to relocate or establish events in Downtown Winnipeg. The goal is to ensure year-round activity in the Downtown. Potential funding recipients must apply to the BIZ with an event description, detailed budget and site plans for the Host It Downtown Committee to evaluate. Priority is given to those applying for events in the winter, on weekends and/or the evening. In its inaugural year (2015), the Host It Downtown Committee distributed \$78,000 (Canadian) to support 16 events.



Further information:

<http://downtownwinnipegbiz.com/programs-services/events/host-it-downtown/>

http://downtownwinnipegbiz.com/wp-content/uploads/2016/01/DBIZ-AR-Digital_1.pdf

4) Engage local arts institutions in developing a cultural plan for Downtown

Seek to optimize use of existing arts-based assets such as Trinity on Main, the Hole in the Wall, New Britain Artists' Co-Op and the Museum of American Art.

Recommendations:

- Cultivate leadership and a partnership with New Britain arts organizations. Encourage regular participation in community partner meetings (see [Improve City Capacity](#) strategies).

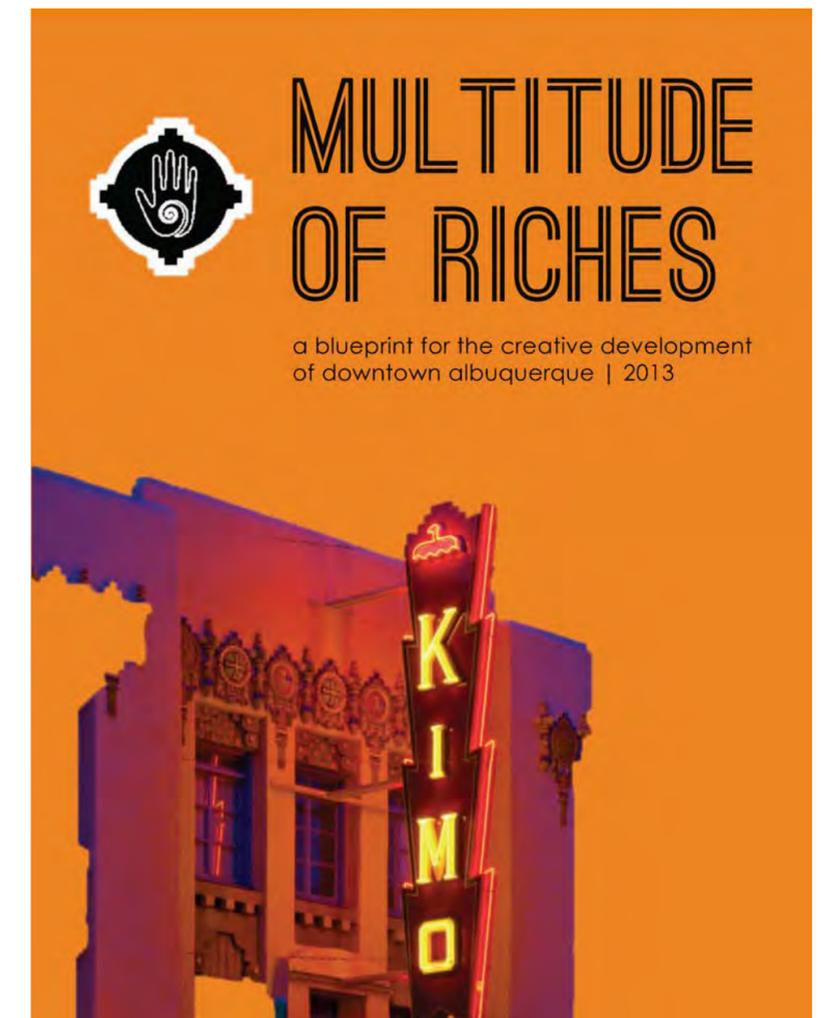
The City could help facilitate a cultural planning process that results in a year-round arts event calendar, either through devotion of staff time or assistance in identifying and pursuing grant funding for professional services (see Case Study G).

Case Study G: Albuquerque, NM Culture Plan

Culture Plans seek to support and augment arts and cultural assets as a means of achieving the physical, social and economic development goals of a community. Culture plans assess the value of existing arts and culture assets and ways to boost and supplement existing assets to attract more creative residents, institutions, businesses and tourists. Albuquerque's Culture Plan is built on a significant public planning process and strongly parallels more traditional Downtown revitalization plans, with recommendations for physical and regulatory improvements, land use, leadership and marketing.

Further information:

https://www.cabq.gov/culturalservices/public-art/documents/DACD%20Plan_2May2013%20compressed.pdf



Integrate Development

DOWNTOWN

1) Continue to implement Complete Streets Master Plan

The City has made excellent progress on implementing the infrastructural elements necessary to promote TOD. Continuing to implement additional elements of the Complete Streets Master Plan is crucial to realizing the development envisioned in this TOD Plan.

Recommendations:

- Continue to aggressively pursue funding opportunities. Consider alternative funding mechanisms such as TIF for some elements.
- Continue to promote implementation successes through awards, articles, etc.

2) Improve and maintain visual quality of Downtown

New developments, façade improvements and continued implementation of the Complete Streets Master Plan will significantly contribute to the general appearance of Downtown. However, it is important to continue to work with individual property owners to eliminate gaps in the overall aesthetic quality.

Recommendations:

- Enforce existing regulations on signs.
- Educate property owners on façade improvement programs, historic tax credits.
- Hold seasonal storefront/ window display or similar contests that garner media and public attention for property appearances.

3) Promote and support innovative and/or complementary uses as opportunities arise

The reality of any long-term land use plan is that they rely on the willing cooperation of property owners. For those sites where City acquisition and/or a targeted use has not been recommended, the City should support new uses that serve the overall interest of the Downtown and TOD. Uses such as co-working offices, maker-spaces, more artist live-work studios are increasingly found in revitalizing Downtowns.

City officials should keep an open mind to the ancillary benefits of proposed uses that may not add significantly to the grand list, but contribute to the overarching principles of the TOD Plan.

Recommendations:

- Economic development staff should review all proposals for new uses in the Downtown station area and work with permitting authorities and applicants to guide uses towards TOD principles.

DOWNTOWN

DEVELOPMENT PHASES

INTRODUCTION

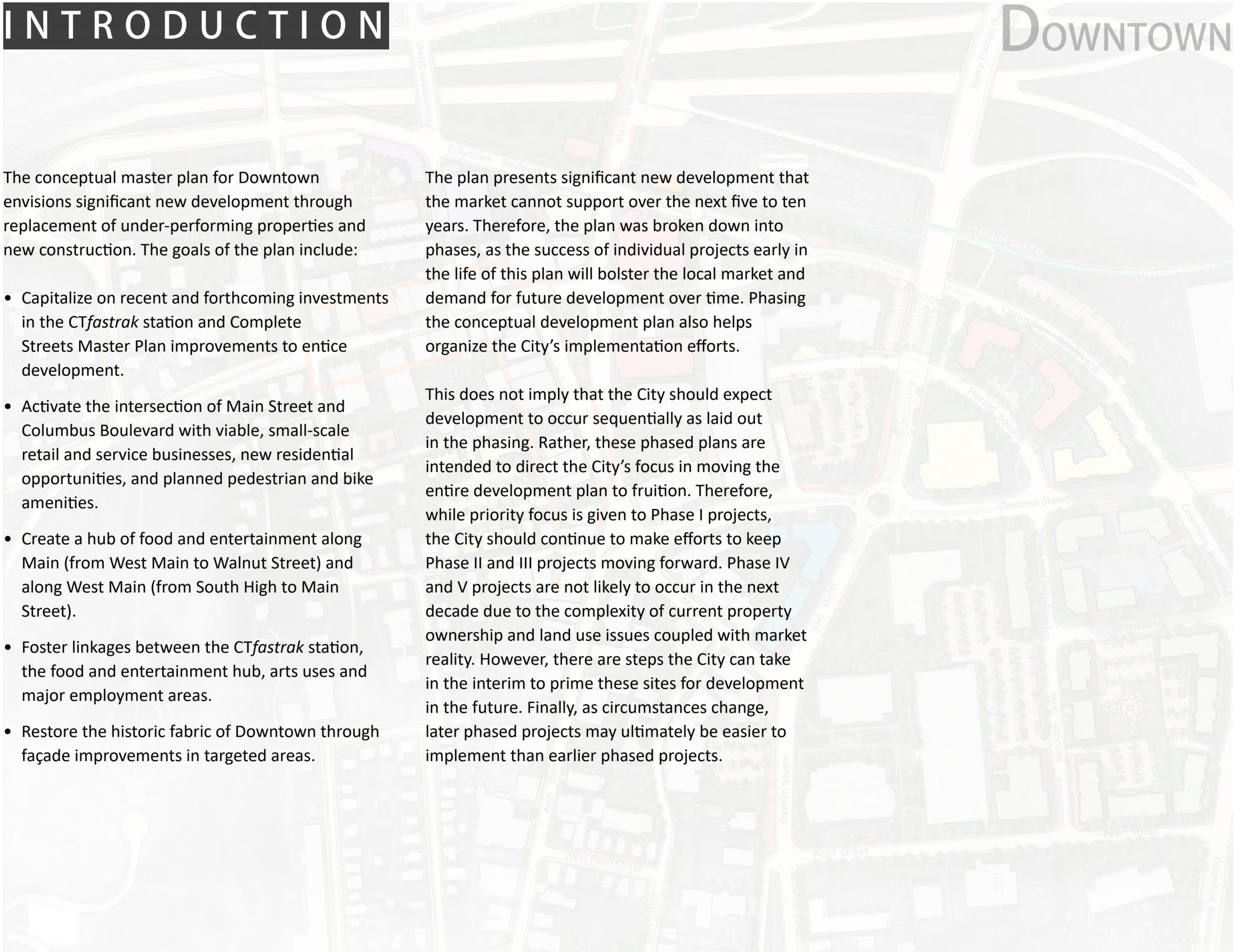
DOWNTOWN

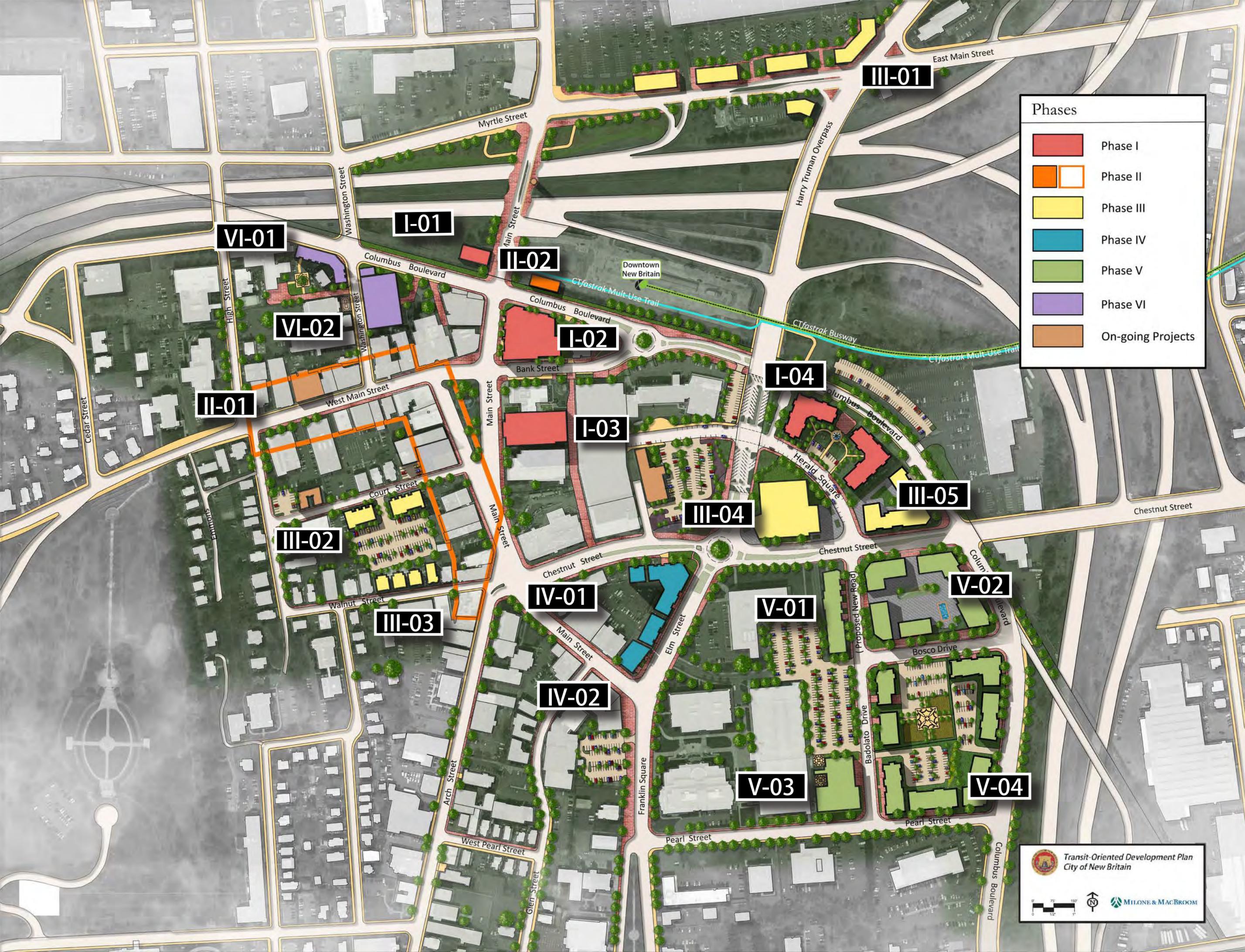
The conceptual master plan for Downtown envisions significant new development through replacement of under-performing properties and new construction. The goals of the plan include:

- Capitalize on recent and forthcoming investments in the CTfastrak station and Complete Streets Master Plan improvements to entice development.
- Activate the intersection of Main Street and Columbus Boulevard with viable, small-scale retail and service businesses, new residential opportunities, and planned pedestrian and bike amenities.
- Create a hub of food and entertainment along Main (from West Main to Walnut Street) and along West Main (from South High to Main Street).
- Foster linkages between the CTfastrak station, the food and entertainment hub, arts uses and major employment areas.
- Restore the historic fabric of Downtown through façade improvements in targeted areas.

The plan presents significant new development that the market cannot support over the next five to ten years. Therefore, the plan was broken down into phases, as the success of individual projects early in the life of this plan will bolster the local market and demand for future development over time. Phasing the conceptual development plan also helps organize the City's implementation efforts.

This does not imply that the City should expect development to occur sequentially as laid out in the phasing. Rather, these phased plans are intended to direct the City's focus in moving the entire development plan to fruition. Therefore, while priority focus is given to Phase I projects, the City should continue to make efforts to keep Phase II and III projects moving forward. Phase IV and V projects are not likely to occur in the next decade due to the complexity of current property ownership and land use issues coupled with market reality. However, there are steps the City can take in the interim to prime these sites for development in the future. Finally, as circumstances change, later phased projects may ultimately be easier to implement than earlier phased projects.





Phases	
	Phase I
	Phase II
	Phase III
	Phase IV
	Phase V
	Phase VI
	On-going Projects

PHASE I PROJECTS

DOWNTOWN

Current Conditions

About 51,000 gross sq ft of underutilized commercial buildings with a high vacancy rate, and average assessed value of \$16.60 per sq ft.

Potential Conditions

Assessed value at greater than \$30 per sq ft, based on current assessment information, from up to 330 new construction and rehab residential units and a net gain of approximately 30,000 square feet of commercial/retail with reuse and replacement of additional retail square footage.



PHASE I PROJECTS

DOWNTOWN

I-01: Redeveloped commercial building

The plan calls for a 6,000 sq ft coffee shop, bakery, deli or other food service establishment with indoor seating.

I-02: Redeveloped mixed-use Main Street block

The vision is for the one acre block, currently comprised of five parcels, to be redeveloped as one unified site with approximately 22,000 sq ft of retail

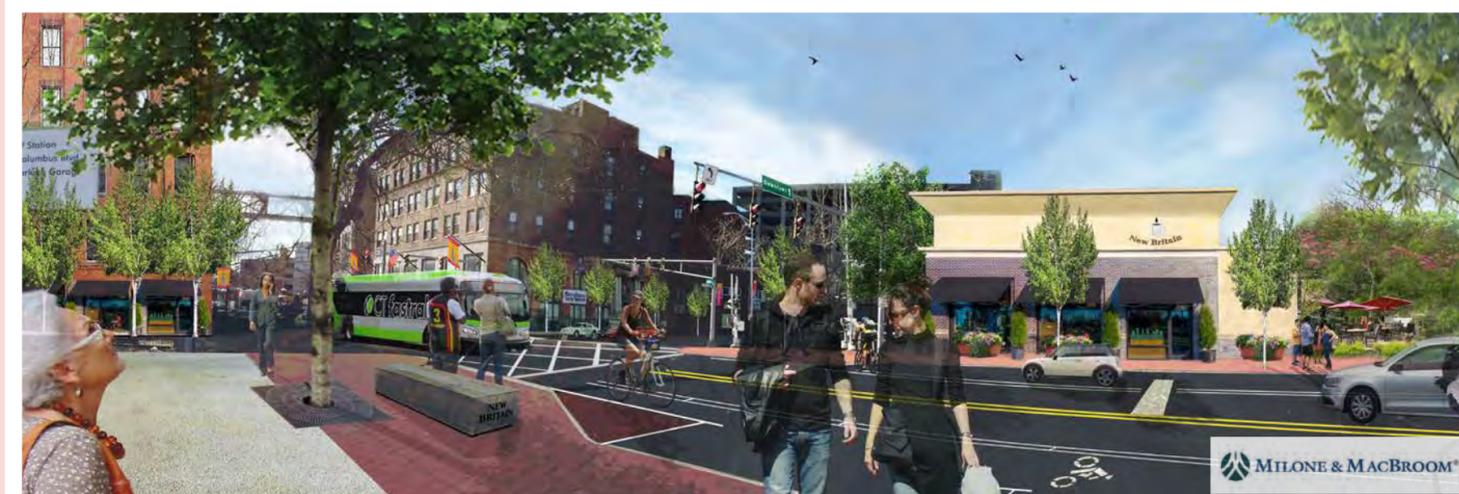
on the first floor, and three to four stories of studio to two-bedroom apartment units above, for a total of 100 to 135 residential units. The intention is for Amato's Toy Store to occupy a portion of the retail space.

Projects I-01 to I-03

1 Existing View of I-01/Current Rendez-Vous



1 Potential View of I-01



PHASE I PROJECTS

DOWNTOWN

I-03: Rehabbed mixed-use building

The new uses include approximately 25,000 square feet of retail or commercial on the first floor and approximately 30 one to two-bedroom apartment units on the second story.

② Current View of Columbus Boulevard and Main Street Block



② Potential View of Columbus Boulevard and Main Street Block



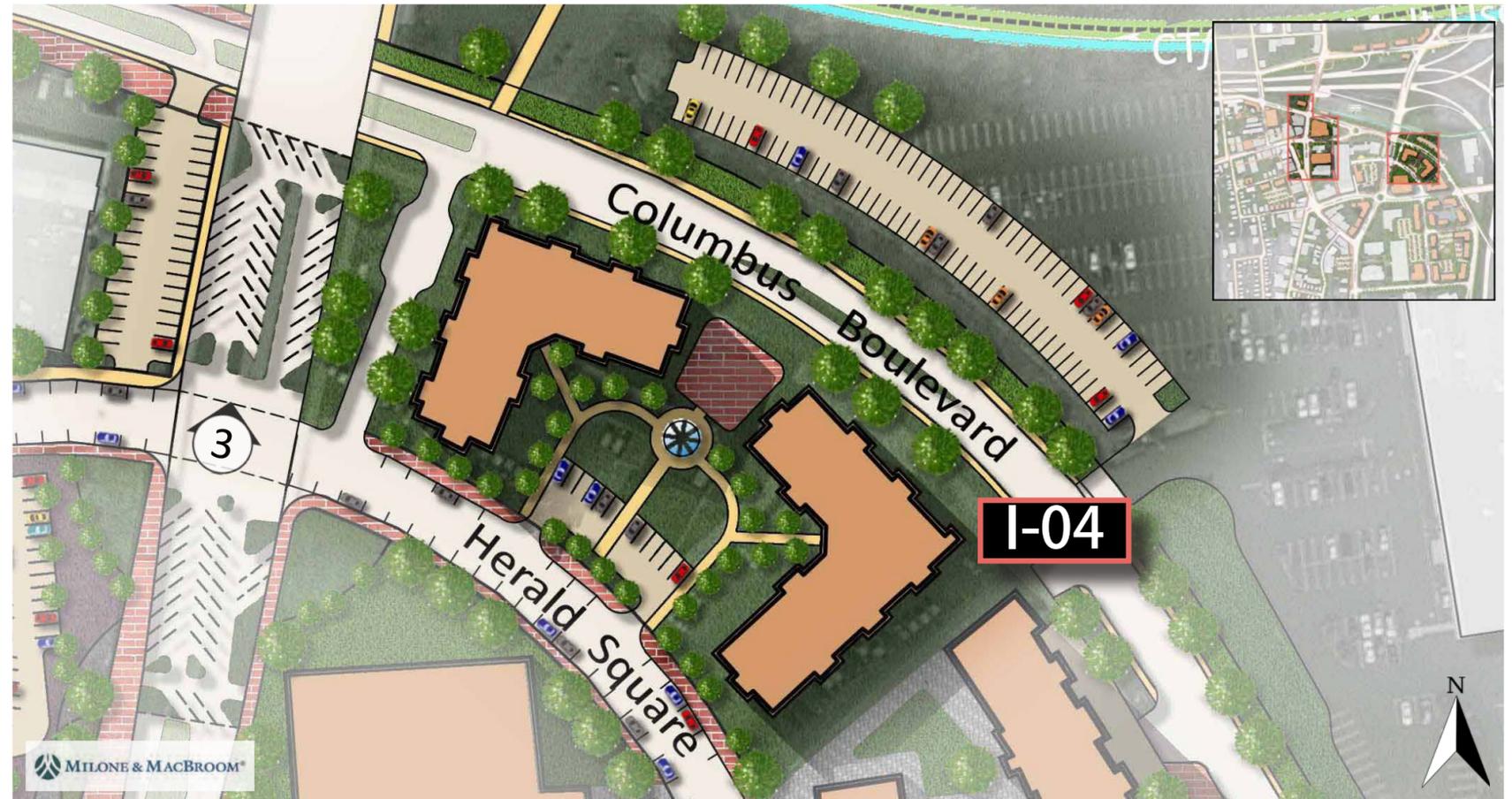
PHASE I PROJECTS

DOWNTOWN

I-04: Redeveloped mixed-use buildings currently planned

- The site includes two five-story L-shaped buildings containing a total of 36,000 square feet of commercial ground floor use, and 168 residential units above. The dwelling units are a mixture of one to two-bedroom mixed-income rental units.

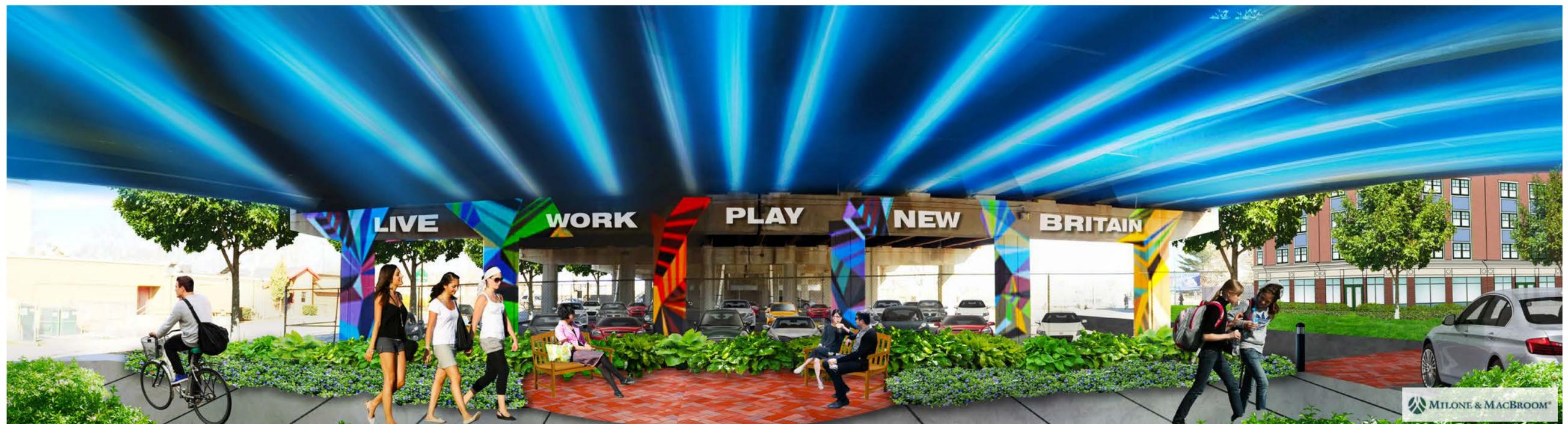
Project I-04



③ Current View Under Harry Truman Overpass



③ Potential View Under Harry Truman Overpass



PHASE I PROJECT SPECIFIC RECOMMENDATIONS

DOWNTOWN

I-01: 324 Main Street (current Rendez-Vous)

- Work with property owner to redevelop site into a café, coffee shop, deli or similar use. Assist in identifying and attracting potential tenants with help of property broker. Consider offering tax abatements and incentives under new restaurant incentive program and/or an independently negotiated and agreed upon property tax abatement/ deferral.

I-02: Main Street Block (61 Columbus Blvd., 291 Main St., 283 Main St., 277 Main St. and 267 Main St.)

- Identify and engage a development partner for the Main Street block between Columbus and Bank. Consider conducting an RFQ then RFP process (similar to the process Meriden went through for its Downtown TOD sites) to solicit developer interest and ensure the City has highly qualified options. Engage the preferred developer in an agreement that establishes aggressive, but realistic milestones and time lines for both the City and developer. For example, establish an 18-month period in which the City must have purchase agreements on all parcels, and a subsequent nine-month schedule for the developer to design the site.
- Pursue City acquisition of parcels. (The City may proceed with property acquisition at the same time as, or prior to, seeking a preferred developer.) The intention of this Plan is to maintain Amato's Toy Store in the new development, therefore, a special agreement

will need to be executed to assure temporary relocation of the business. Potential funding sources for acquisition include Section 108 funds, or TIF funds. An updated Redevelopment Plan will help establish fair market value for the properties and enable the City to use eminent domain as a last resort.

- Assist in relocation of current businesses from Main Street properties to be acquired, following Connecticut General Statutes Chapter 135 and the federal Uniform Relocation and Real Property Acquisition Act.
- Steer site design of the Main Street block towards a Floor Area Ratio (FAR) of 1.6 or above to align with existing development across Main Street. This should result in a three or four story building. Require permeable street facades and provision of bike and pedestrian friendly amenities.
- Work with preferred developer to assess the need and potential for leasing parking spaces in the Szczesny Garage to serve new residential units (See previous parking recommendations).

I-03: 227 Main Street (former Mitch's Place)

- Support re-use or redevelopment of the site to activate the eastern side of Main Street. Vacancy at this site, coupled with vacancies in the adjacent Plaza building result in diminished street life and activity. Encourage prospective developers to explore mixed commercial and residential redevelopment of the site, and the potential to apply for LISC TOD loans for pre-development and/or acquisition. If the existing building can be appropriately retrofitted for second story residential, there is potential for approximately 30 rental units.

I-04: 125 Columbus Boulevard (former police station)

- Aggressively support the planned redevelopment of this site. Work with the City's chosen developer on identifying appropriate potential parking areas to serve the development, as reliance on the Szczesny Garage is not beneficial to the project. Assist in any negotiations with adjacent property and easement owners to reserve existing or create new parking, especially under the Truman Overpass and/or in the westernmost area of the Columbus Plaza shopping center's existing parking lot.

PHASE II PROJECTS

DOWNTOWN

Current Conditions

Underutilized mixed-use buildings, with a mixture of façade treatments, reflecting different eras of redevelopment.

Potential Conditions

Fully leased mixed-use buildings with active dining and entertainment uses on street level, commercial and residential uses above, and a more cohesive street façade reflecting the original historic character of the neighborhood.

The setting across from Central Park, location in the newly created National Historic District, and the design of existing buildings lend this area to vibrant day and night life.



PHASE II PROJECTS

DOWNTOWN

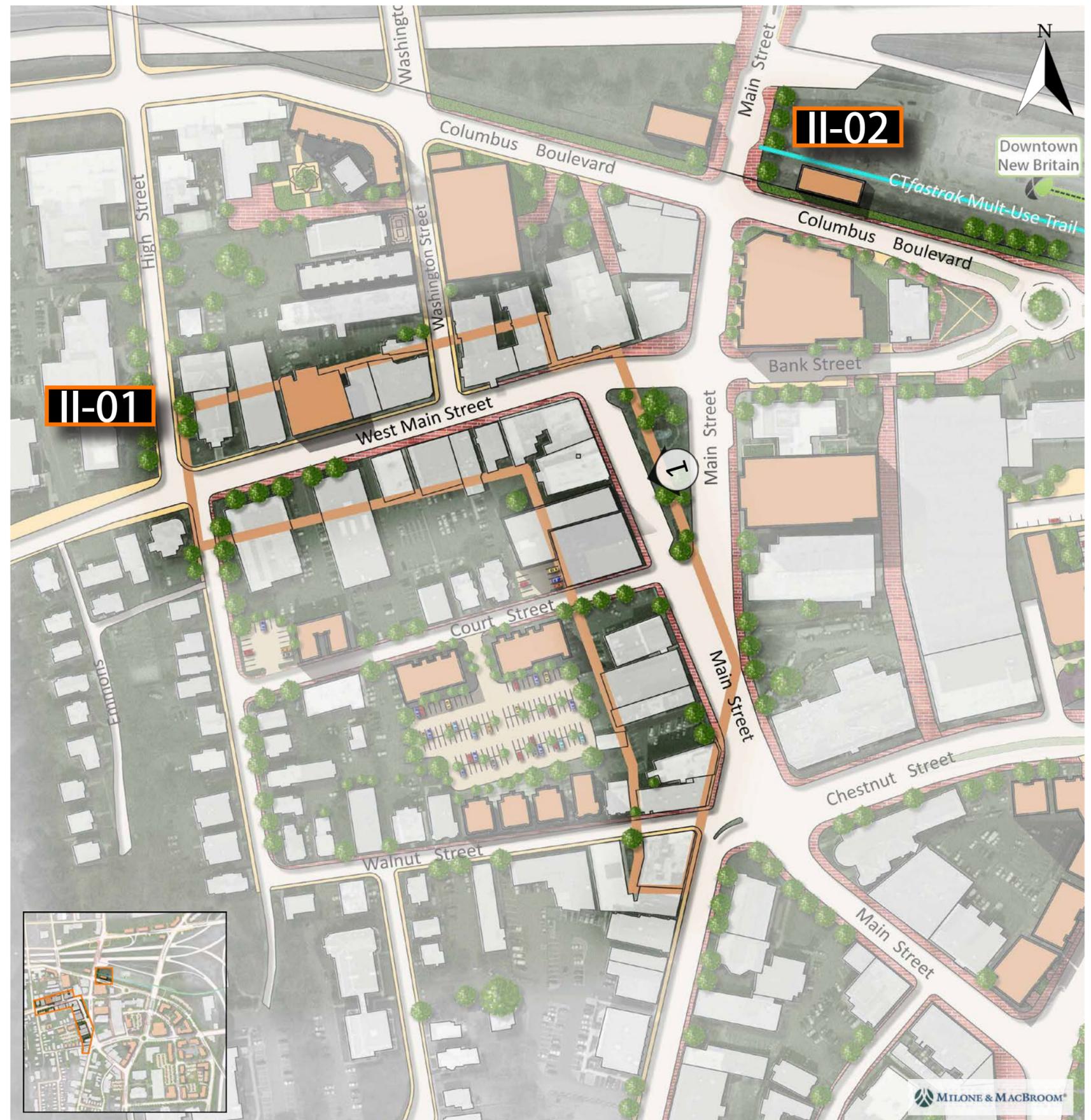
II-01: Improved facades and buildings to include restaurants, bars, cafes and other entertainment/service uses with residential and/or commercial uses above

- The plan is to restore and capitalize on the neighborhood's assets: historic architecture, inviting public spaces and public art, and strong pedestrian amenities to attract new dining and entertainment uses.

II-02: Relocated Downtown Visitors' Center

- A new 4,500 sq ft building on the current transit station site and at the foot of the new Beehive Bridge is built to accommodate the Downtown Visitor's Center. The current Visitor's Center on West Main Street would be reused for dining and entertainment use.

Projects II-01 to II-02



PHASE II PROJECT SPECIFIC RECOMMENDATIONS

DOWNTOWN

II-01: Main and West Main Streets

- Engage a property broker, who specializes in restaurant properties, to evaluate buildings in the restaurant row area for the best candidates for renovation. The broker should also assist in identifying potential restaurateurs to pursue. This will necessitate having already gained a level of trust and cooperation of property owners. Pursue grant funding to finance property broker consulting. Once potential sites and potential businesses have been identified, establish an appropriate restaurant incentive program specific to this area of Downtown. Such a program might be funded by Section 108 funds as an economic development activity. The incentives could range from as small as assistance with installation of standard venting and grease interceptor equipment to providing forgivable loans. Consider offering larger incentives, such as forgivable loans for initial projects, in order to be able to promote success in the TOD core.

- Expand façade improvement assistance programs. The Downtown District currently offers a match of up to \$5,000 for façade improvements. Pursue grants, private donations and/or TIF funds to establish a TOD Core façade improvement fund that is open to eligible property owners in the Main and West Main Street dining and entertainment hub.
- Work with the State Historic Preservation Office and the New Britain Historic Preservation Commission to educate property owners on historic tax credits – eligibility requirements, the process and benefits.

II-02: CTfastrak Station (Columbus Boulevard)

- Work with CT DOT and CT DECD to acquire OR lease southwest corner of the CTfastrak station site, as originally planned with the development of CTfastrak. Consider relocating the Downtown Visitor's Center to the site, thereby opening a West Main Street location for restaurant/entertainment use and creating a new pedestrian friendly use that provide services for transit riders (such as public restrooms), and enlivens the fourth corner of this critical intersection. Pursue grants, corporate sponsorships, other funding to design and construct building.

1 Current View of Main Street



1 Potential View of Main Street



PHASE III PROJECTS

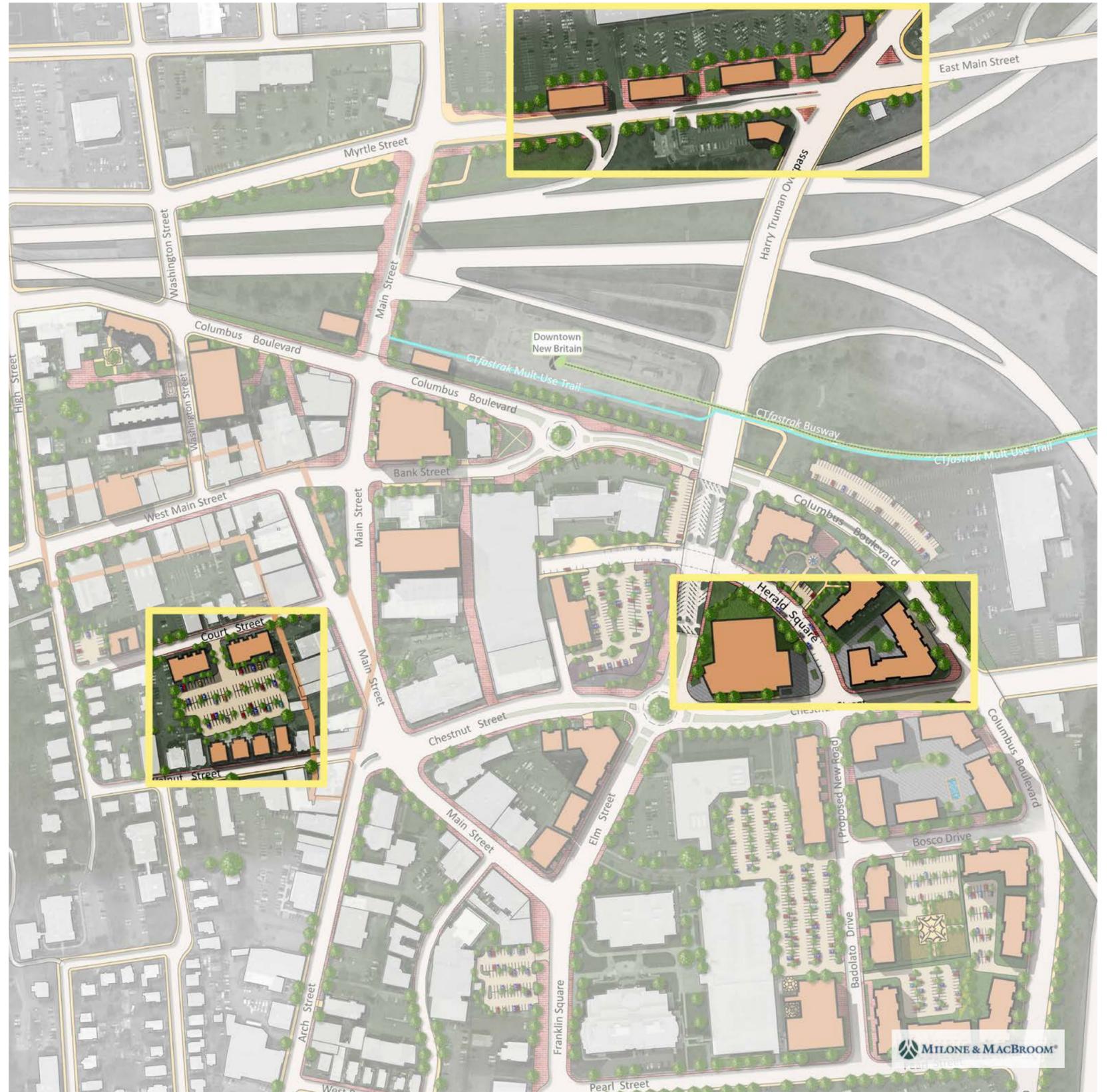
Current Conditions

Underutilized commercial and vacant properties creating gaps in the pedestrian environment and/or contributing to a more suburban feel.

Potential Conditions

Optimized use of parcels and filling in the urban fabric, in the TOD area.

DOWNTOWN



PHASE III PROJECTS

DOWNTOWN

III-01: Infill commercial development creating an urban street fabric along East Main Street

- As proposed in the Complete Streets Master Plan, smaller-scale retail buildings are added to New Brite Plaza along the street frontage, sharing parking with the existing shopping center. Similarly, additional commercial buildings are shown on the south side of East Main Street.

① Potential View of East Main Street Looking West



Project III-01



PHASE III PROJECTS

III-02: Adaptive reuse of existing AT&T office building on Court Street for residential use with adjacent infill development of an analogous building

- The existing three-story, 43,000 sq ft office building could house approximately 33 dwelling units. The plan is to provide access to parking between the existing and planned new building to create a cohesive residential development of approximately 65 residential units.

III-03: Additional infill residential development

- Four smaller three-story new construction buildings, similar to existing multi-family structures on Walnut Street, are shown. These could be developed in conjunction with the AT&T office building, or separately. Depending on market demands, these 18 to 24 residential units could be offered as ownership units.

② Current View of Court Street



② Potential View of Court Street



Projects III-02 to III-03



PHASE III PROJECTS

DOWNTOWN

III-04: Infill mixed-use development of currently vacant parcel

- Shown in the plan is a four-story mixed-use building that includes parking on grade below the building, about 11,000 sq ft of retail fronting Chestnut Street and approximately 120 residential rental units.

III-05: Redeveloped mixed-use, four-story building

- On-grade parking accessed off of Herald Square is located below the building. About 10,000 sq ft of retail and commercial use is located on the first floor with approximately 80 residential units on the floors above.

Projects III-04 to III-05



PHASE III PROJECTS:IFIC RECOMMENDATIONS

DOWNTOWN

- Continue to implement the Complete Streets Master Plan.
- Revise Zoning Regulations.
- Foster connections between developers interested in New Britain (e.g. those who submitted to an RFQ for Phase I development) and property owners of Phase III opportunity sites.

III-01: 60 East Main Street (New Brite Plaza) and 135 East Main Street

- Work with property owners to identify appropriate site design and layouts, attract potential developers and facilitate permitting process.

III-02 and III-03: 40 Court Street (AT&T/ Frontier site)

- Work with property owner to determine feasibility and advantages of listing existing office building on historic register, investigate underground infrastructure on site to more accurately determine development potential, and determine a strategic development plan.

III-04: 100 Chestnut Street (Parcel 9)

- Engage property owner in regular discussion to clarify intentions for the future development of the parcel, assist in pre-development efforts as feasible, and enable a clear permitting process.

III-05: 177 Columbus Boulevard (CVS)

- Engage property owner in regular discussion to clarify intentions for the future development of the parcel, assist in pre-development efforts as feasible, and enable a clear permitting process.
- Work with business and property owners to identify potential alternative locations, which may include new development sites identified in this Plan.
- Facilitate a relocation process, under state and federal law, as necessary.

③ Potential View Down Chestnut Street/Projects III-04 and III-05



PHASE IV PROJECTS

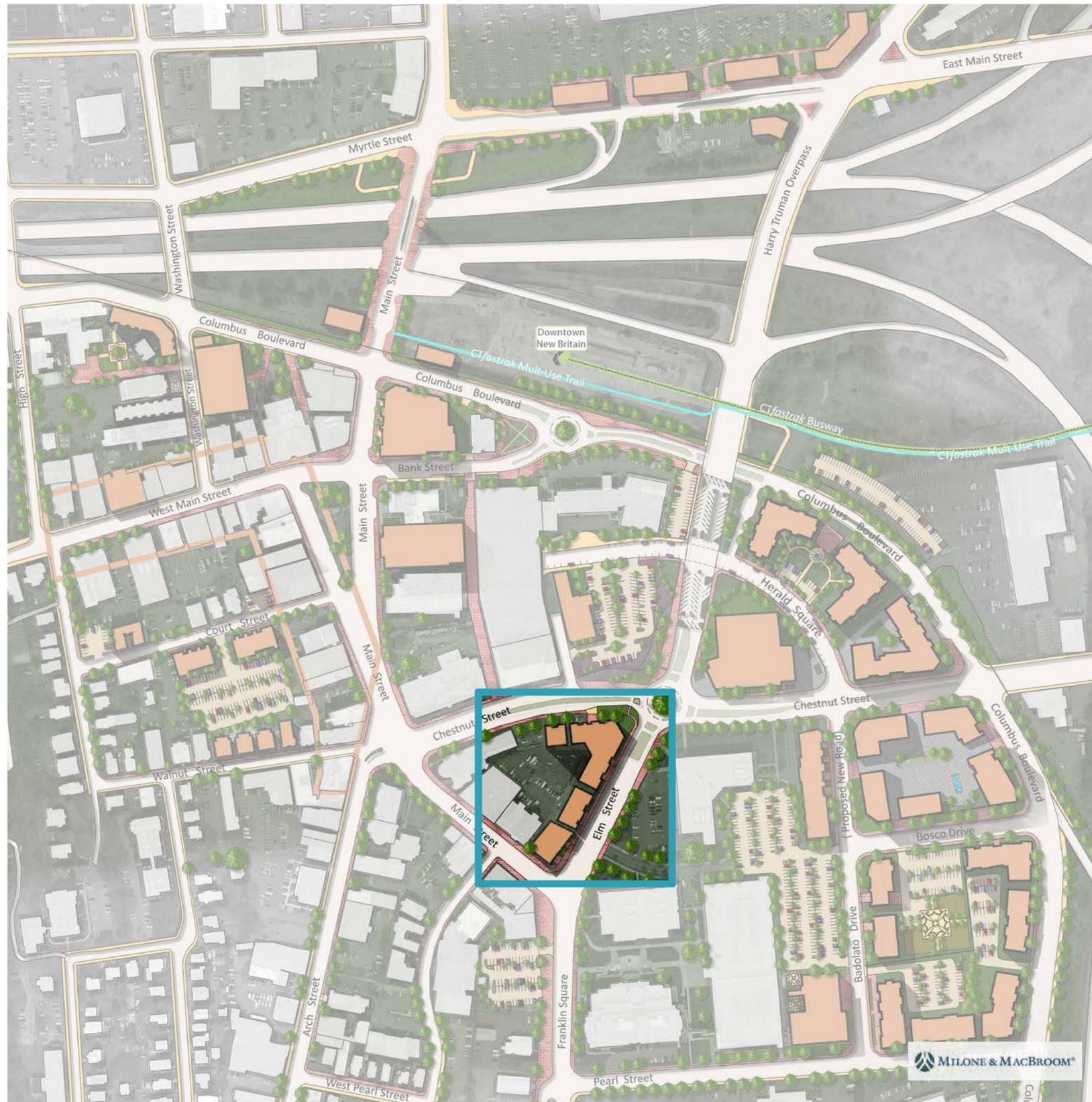
DOWNTOWN

Current Conditions

Auto-oriented and institutional uses, and vacant parcel.

Potential Conditions

Complex of mixed-use structures that complement the architecture and uses of the remainder of the triangular block.



PHASE IV PROJECTS

DOWNTOWN

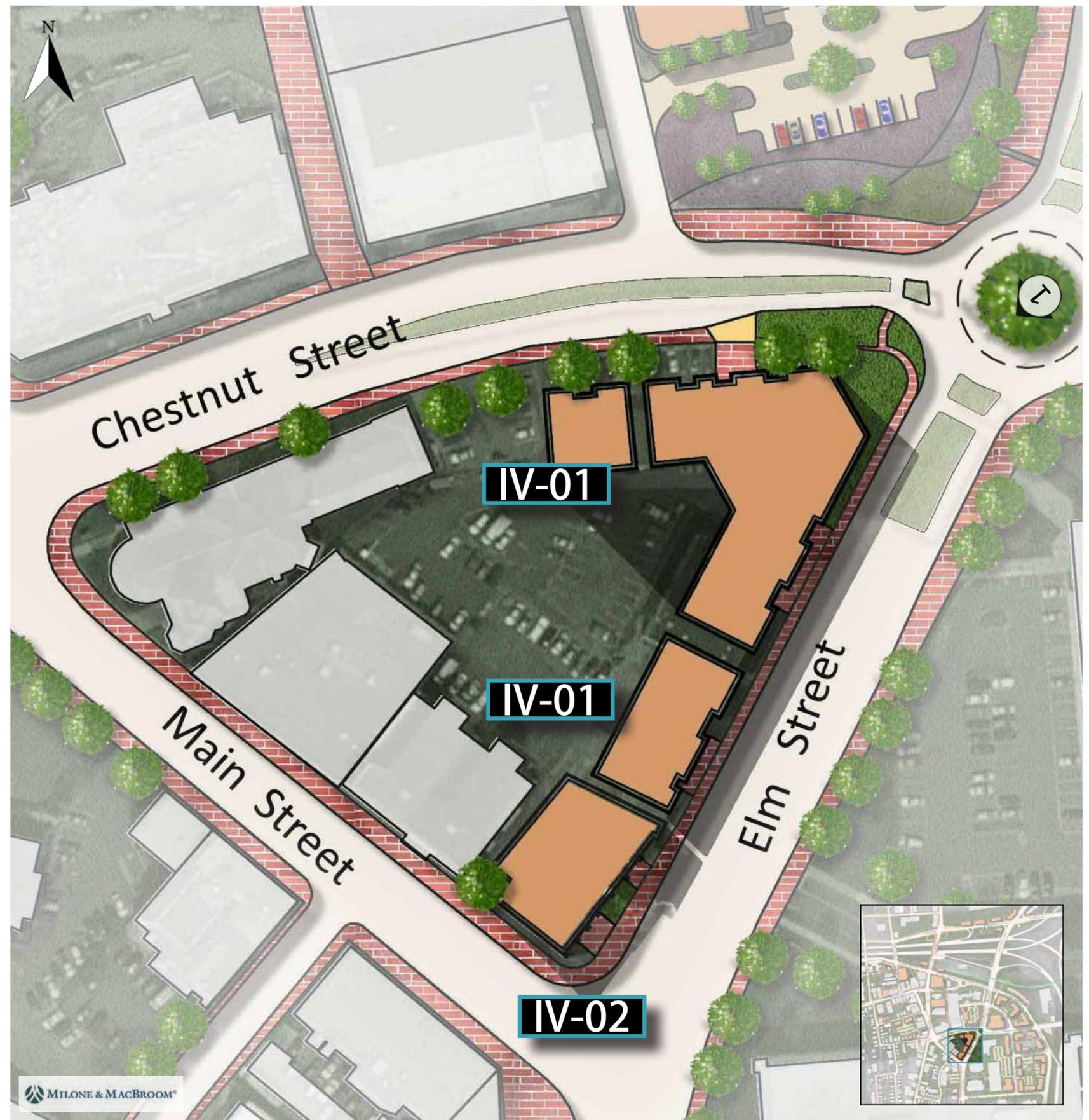
IV-01: Redeveloped mixed-use, three-story buildings, creating an iconic new corner on the new Chestnut/ Truman Pass rotary

- The plan shows 78,000 sq ft of buildings that include approximately 25,000 sq ft of retail and/or dining and entertainment uses on the first floor and about 100 residential units in upper stories.

IV-02: Infill development of a three-story, mixed-use building

- The vision is for a building similar in style to the adjacent existing structure on Main Street, offering approximately 7,500 sq ft of retail with approximately 16 residential units on upper stories.

Projects IV-01 to IV-02



PHASE IV PROJECT SPECIFIC RECOMMENDATIONS

DOWNTOWN

Engage property owners in regular discussion to clarify intentions for the future development of the block.

Assist in pre-development efforts as feasible, including helping to identify potential financing sources. Enable a clear permitting process.

① Potential View of Chestnut Street and Elm Street/Project IV-01



PHASE V PROJECTS

DOWNTOWN

Current Conditions

Post office, underutilized large-format commercial and vacant parcels.

Potential Conditions

A mixture of institutional (such as the currently planned community recreation center), professional office and commercial, with potential residential uses.



PHASE V PROJECTS

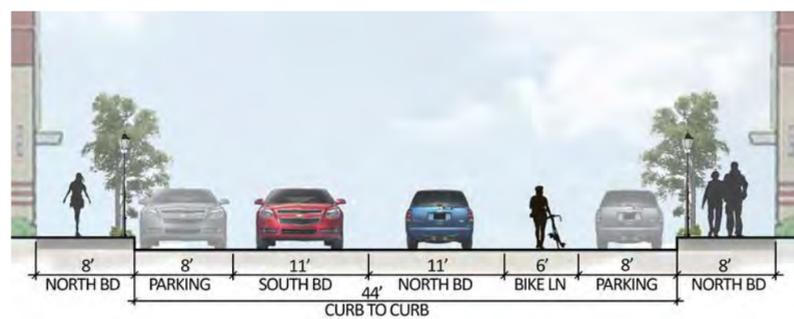
V-01 to V-04: Redeveloped Badolato and Bosco Drive neighborhood

- Redevelopment of the area includes new mixed commercial, institutional and residential buildings served by a combination of surface and structured or at-grade, below building parking. The vision is for developments in previous phases to have elevated market demand for professional office use within a quarter to half mile from the CTfastrak station. Given current state office and judicial uses in the area, and plans for a religiously affiliated community center in the development area, this block lends itself more readily to office, institutional and perhaps residential uses, than it does to retail. Existing parcels of significant size also enable future uses to develop surface parking as needed.
- Extended Badolato Drive to connect Pearl and Chestnut Streets. The extension would improve traffic circulation in the redeveloped neighborhood, and enhance the pedestrian environment along Chestnut.

Projects V-01 to V-04



1 Potential Proposed New Road Cross-Section



PHASE V PROJECT SPECIFIC RECOMMENDATIONS

DOWNTOWN

- Engage property owners in regular discussion to clarify intentions for the future development of the block. Assist in predevelopment efforts as feasible, including helping to identify potential

financing sources; and, enable a clear permitting process.

- Monitor U.S.P.S. plans for post office site.

② Potential View of Badolato Drive and Bosco Drive Block/Project V-01 to V-04



PHASE VI PROJECTS

DOWNTOWN

Current Conditions

Auto-oriented uses.

Potential Conditions

A mixture of commercial, retail and residential uses. The vision for Phase VI is to create a more welcoming, and pedestrian-oriented gateway to Downtown from Route 72 to the west.



PHASE VI PROJECTS

DOWNTOWN

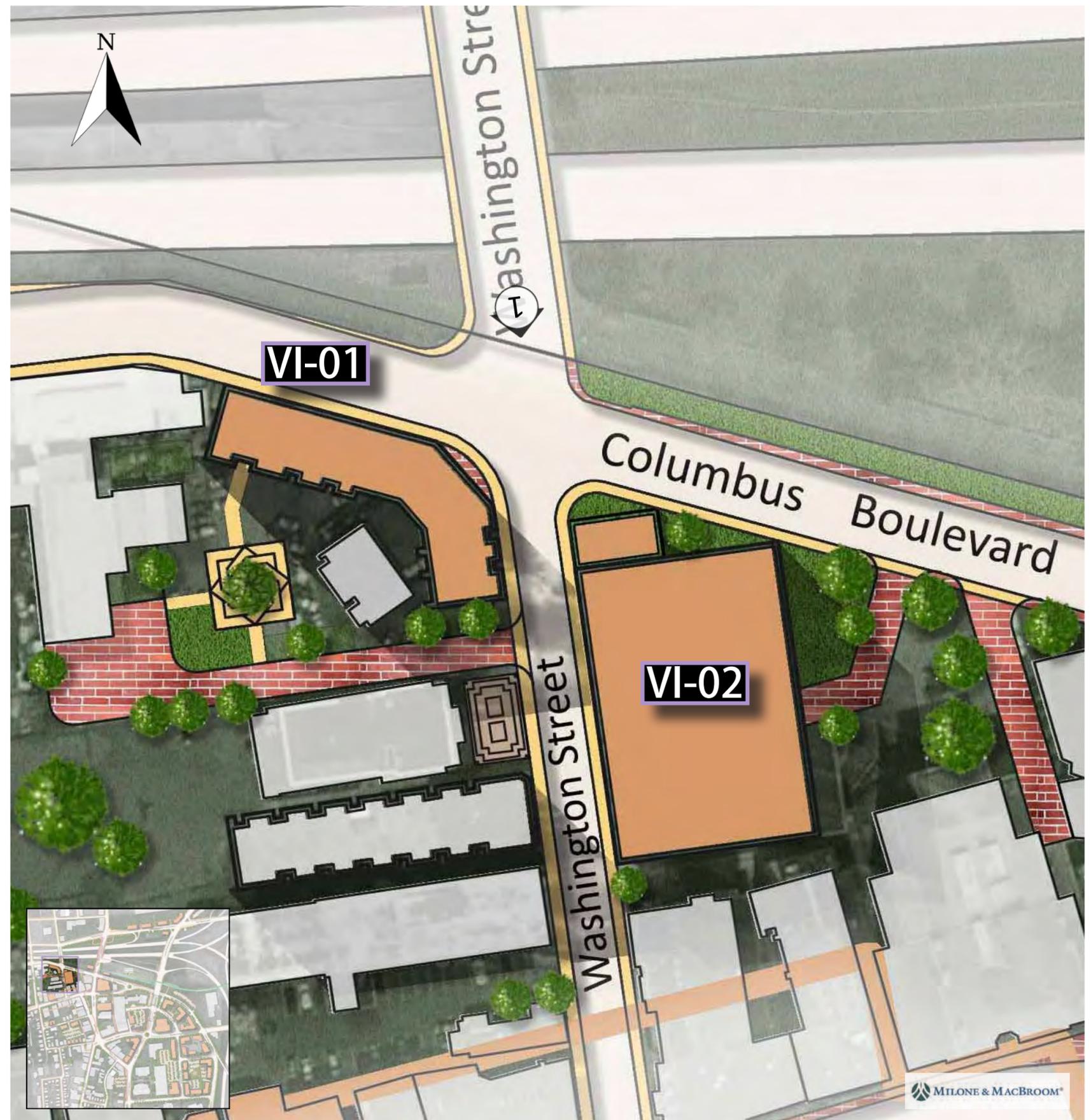
VI-01: Redeveloped three-story, mixed-use building

- Building shown includes about 30,000 sq ft fronting Columbus Boulevard and Washington Street. The plan envisions retail and/or artist gallery/ studio space on the first floor to capitalize on proximity to existing and planned artist live/work buildings, as well as proximity to the Museum of American Art. Residential units would be located on the upper floors.

VI-02: Small-scale, infill development and façade improvements

- A new 1,800 square foot dining establishment is shown along the Columbus Boulevard street frontage. In addition, architectural façade treatment of the existing Badolato Garage is envisioned to complement the architecture of the Beehive Bridge.

Projects VI-01 to VI-02



PHASE VI PROJECT SPECIFIC RECOMMENDATIONS

DOWNTOWN

VI-01: 46 Washington Street

- Engage property owner in regular discussion to clarify intentions for the future development of the parcel; assist in predevelopment efforts as feasible, including helping to identify brownfields concerns and financing sources for remediation.

VI-02: Badolato Garage

- Investigate site development and façade treatment feasibility through grant funding.
- Establish legal instrument to lease portion of site for development.
- Pursue grant funds and financing to perform façade improvements.

1 Current View of Washington Street and Columbus Boulevard Block



1 Potential View of Washington Street and Columbus Boulevard Block



DOWNTOWN

CONCEPTUAL MASTER PLAN



East Main Street

Myrtle Street

Harry Truman Overpass

Washington Street

Main Street

Downtown New Britain

CTfastrak Multi-Use Trail

Columbus Boulevard

Columbus Boulevard

CTfastrak Busway

CTfastrak Multi-Use Trail

High Street

Washington Street

Bank Street

West Main Street

Main Street

Columbus Boulevard

Cedar Street

Emmons

Court Street

Herald Square

Chestnut Street

Walnut Street

Chestnut Street

Chestnut Street

Columbus Boulevard

Main Street

(Proposed New Road)

Bosco Drive

Arch Street

Franklin Square

Badolato Drive

Pearl Street

West Pearl Street

Pearl Street

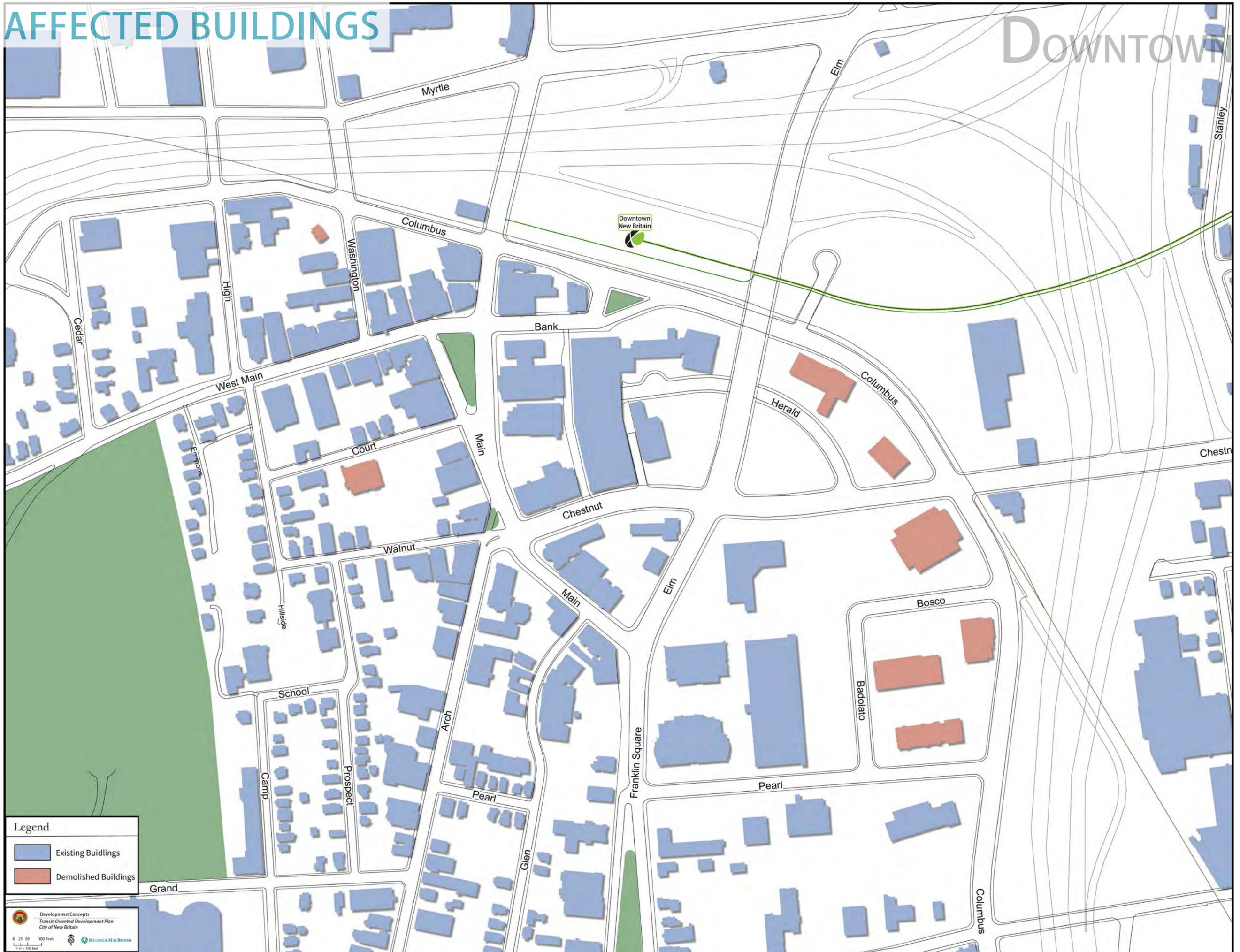
Columbus Boulevard

 Transit-Oriented Development Plan
City of New Britain

AFFECTED BUILDINGS

DOWNTOWN



Legend

- Existing Buildings
- Demolished Buildings

Development Concepts
Transit-Oriented Development Plan
City of New Britain

0 25 50 100 Feet
MILLANE & MACBROOM

An aerial photograph of an urban area, overlaid with a semi-transparent blue filter. A white arrow points from the bottom left towards the center of the image, highlighting a specific area. The text 'East Main Street Station Area' is centered over the image in a large, bold, black font. The background shows a grid of streets and building footprints. Labeled streets include Stanley Street, Maple Street, Simpson Street, East Main Street, Florence Street, Woodland Street, Dwight Street, and Julie Street. A large, dark, irregularly shaped area is visible in the lower-left quadrant, possibly representing a park or undeveloped land. The overall scene is a dense urban environment.

East Main Street Station Area

EAST MAIN STRATEGIES

Improve City Capacity

1) Pursue realignment of State Route 174

Traffic safety and movement has long been a concern in the neighborhood. With the investment in CTfastrak infrastructure on East Main Street, the time is ripe to seek overall traffic management and improve pedestrian circulation in the East Main corridor.

Recommendations:

- Conduct an engineering feasibility study of realignment alternatives.
- Engage DOT and state representatives in advancing the project.

2) Pursue relocation of the Department of Public Works (DPW) facility

The location of the DPW facility right at the East Main Street CTfastrak platforms precludes true transit oriented development. The sight of DPW trucks, plows, fueling pumps, etc. does not welcome mixed-use, moderately dense development. Also, while the neighborhood still reflects its industrial heritage in the remaining brownfields and small-scale industrial uses, the East Main Street station area is largely a residential neighborhood. The DPW facility might be better located in an area with continued commercial and/or industrial uses. The DPW site is a prime opportunity for TOD development of a moderate scale.

Recommendations:

- Establish operational needs and study alternative locations to determine suitable alternatives. Estimate costs for new construction and relocation.
- Continue to pursue grant funding to advance planning for relocation and redevelopment.
- Make concerted efforts at public education to maintain political and community support for investment in relocation.

3) Rezone the TOD area

A large section of the East Main Street area is currently zoned industrial (I-2), including a predominantly residential neighborhood between East Main and Smalley Streets. While the City has taken steps in adopting the Incentive Housing/Transit Oriented Development Overlay zone (IHZ/TOD-2) regulations, those regulations have yet to be landed on the official Zoning Map. The IHZ/TOD-2 regulations encourage transit oriented development of an appropriate scale with sufficient modifications to parking requirements and site layout standards to entice development. However, as overlay regulations, they do not remove current zoning districts, meaning property owners can continue to develop new industrial uses that are not compatible with the intent of the TOD zone. Therefore, the recommendations focus on rezoning the TOD area, as shown below, to better align regulations with the City's vision for a mixed residential and commercial, pedestrian friendly TOD area.

Recommendations:

- Consider developing Sub-districts within the existing IHZ/TOD-2 regulations to focus on multi-family housing development. The Multi-Family IHZ/TOD-2 subzone would allow only residential and select religious, fraternal and other institutional uses in order to concentrate more dense residential development. Such a sub-zone would encompass one largely residential neighborhood bounded by Noble St. to the west, East Main St. to the south, Smalley St. to the north and the guideway to the east, excluding properties fronting on East Main Street; and the west side of Stanley Street and east along Dwight Street to Yale Street. In the Multi-Family IHZ/TOD-2 sub-zone, multi-family, as opposed to single, two- and three-family residential is encouraged, although, the City may wish to continue allowing less dense housing on smaller lots in order to avoid creating significant non-conformities. Given that less than 15% of existing parcels in the recommended multi-family sub-zones are 10,000 square feet or greater, the City may wish to reduce the minimum lot area required for multi-family established in the current IHZ/TOD-2 regulations. In contrast, the City could encourage lot mergers for new multi-family development by maintaining the 10,000 sq ft minimum lot size in this sub-zone. Given the proximity to the CTfastrak station, greater residential density is preferable, and may occur with multiple lot mergers; and therefore, the recommendation is to maintain the 10,000 sq ft minimum to encourage lot mergers and larger scale multi-family developments.

- The remainder of the East Main Street area should be rezoned to the IHZ/TOD-2 zone as written, perhaps with some modifications to accommodate the expansion of existing businesses that would become non-conformities. Removing the Industrial (I-2) zoning district will prevent incongruous uses from developing, but will create several non-conforming uses in the district. Rezoning the existing Two-Family (T) and Business (B3) zones appears to make zoning less restrictive (except in the minimum lot area requirement for the B3; however, the one parcel currently zoned this way would not be impacted). Also, rezoning of the T and B3 districts would not result in many non-conforming uses (see Figure 02).

4) Collaborate with state agencies on planning and redevelopment in the neighborhood

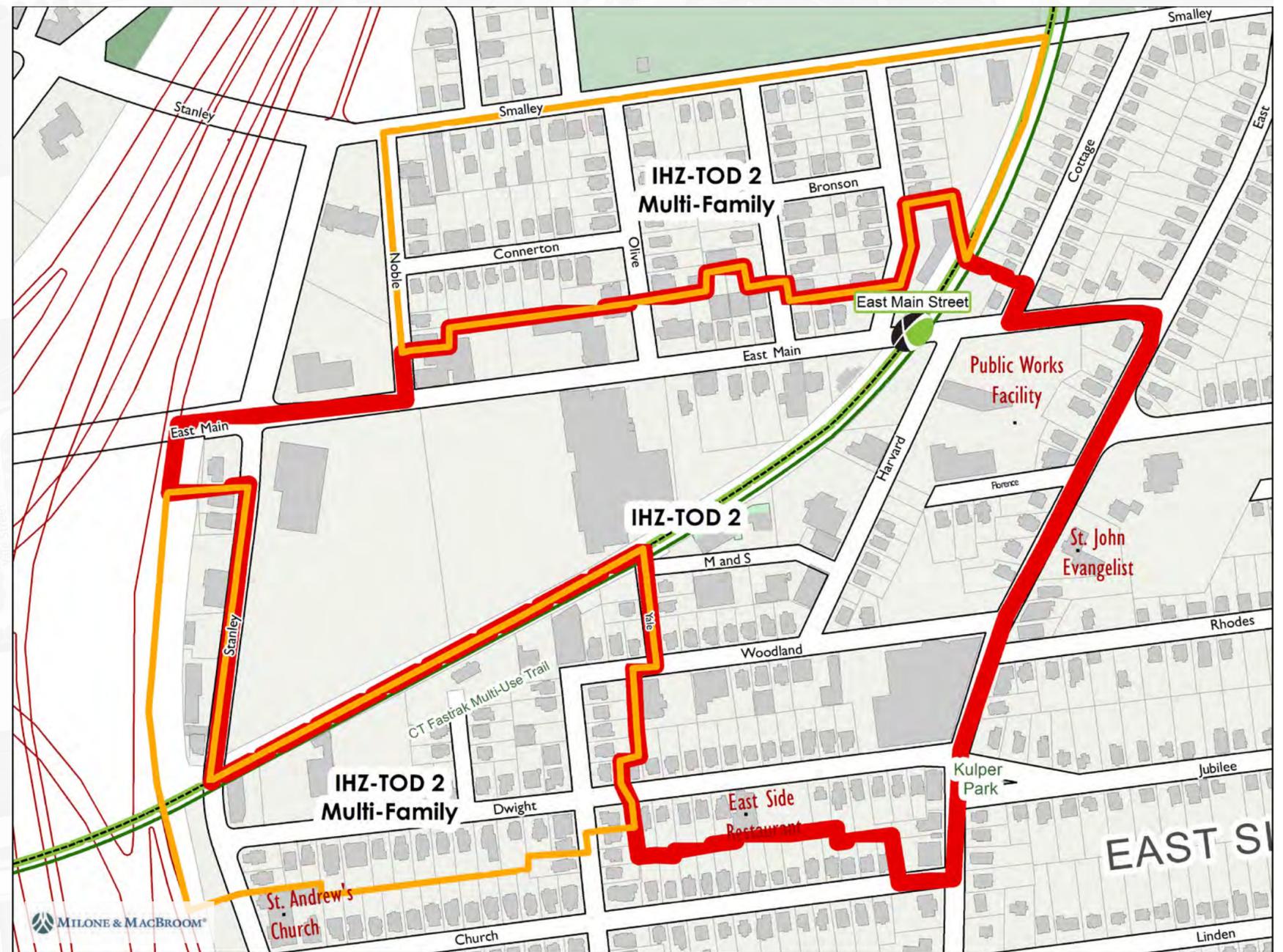
The intensity and scale of change envisioned in the neighborhood requires the cooperation of several willing state agencies over a period of years. Therefore, it is important for the City Administration and staff to maintain open lines of communication.

Recommendations:

- Maintain the interest and involvement of CT DECD, CT DOT, and CT DOH in the project area through regular updates on progress; discussions on road realignment, additional pedestrian

access points to the multi-use path, and housing rehabilitation needs; and, continued pursuit of brownfields, TOD, housing rehabilitation and other grants.

Figure 02: Proposed IHZ/TOD-2 Zone of East Main Street Station



1) Encourage and support new residential units

While there are well established residential neighborhoods ringing the East Main Street Station area, the critical ¼ mile radius around the platforms lacks true density. The East Main Street station area does not have the potential to serve as an employment center to the degree that the Downtown and East Street areas have. Therefore, the focus of the plan for this station is to build up a residential community with supportive neighborhood commercial services.

Recommendations:

- Encourage property owners with redevelopment potential to consider medium-density residential uses at an appropriate scale.
- Land the IHZ/TOD 2 zone.

2) Support existing residential neighborhoods in the station area to ensure a cohesive, quality, mixed-income neighborhood develops

The neighborhoods to the north of East Main Street between East, Smalley and Noble Streets, as well as the primarily residential neighborhood between Chestnut and East Main Streets, are two lower-income neighborhoods. They are well-situated to benefit from the accessibility to employment and services that CTfastrak offers. The stability of these two neighborhoods in particular is important to the overall success of redevelopment in the station area.

Recommendations:

- Encourage and support the preservation, maintenance and rehabilitation of these neighborhoods, and ensure access to appropriate supportive services for residents.

Activate Streets

EAST MAIN

1) Improve pedestrian circulation network

Especially given that the East Main Street station has no parking associated with it, currently high quality pedestrian and bike accessibility is very important. While some improvements were made to the sidewalk system as part of the CTfastrak construction project, there remain many gaps in the network and poorer quality sections. Moreover, due to street configurations, paths towards the station and/or multi-use path are somewhat inconvenient. To encourage use of CTfastrak and market transit accessibility for new development, it is important for the City to invest in pedestrian infrastructure, as well as encouraging new development and redevelopment to invest in pedestrian amenities.

Recommendations:

- Work with DOT to improve sidewalks along East Main Street (see Figure 03).
- Address poor quality and gaps in existing sidewalks on City-owned streets within a ¼ mile of the CTfastrak station platforms, especially Yale, Woodland, Harvard and M and S Ct.
- Work with DOT on additional pedestrian connections to the multi-use path mid-block between East Main and Stanley/ Dwight, as appropriate in concert with redevelopment projects.

2) Encourage pedestrian-friendly design

Given the anticipated mix of adaptive reuse and new construction in the neighborhood, the flexible design standards incorporated in the IHZ/TOD 2 regulations are appropriate, and further regulation is not suggested. However, a guide for appropriate IHZ/TOD 2 design could speed up and ease the development proposal process.

Recommendations:

- City staff should identify appropriate design elements, through illustrative examples, to serve as a guide for developers.

3) Provide more public park space in the neighborhood

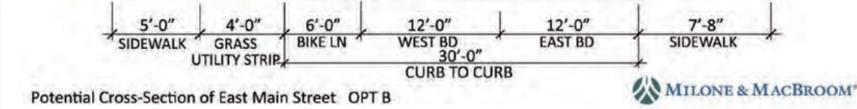
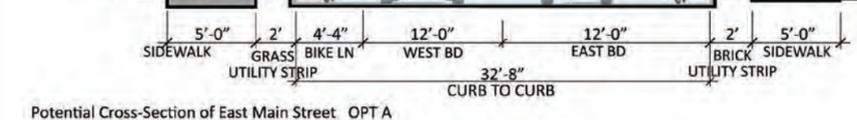
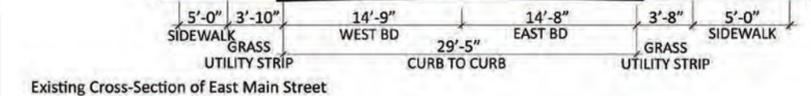
The station area lacks public open space, which can encourage more street activity, help to entice development, and present a more welcoming environment. With significant changes to infrastructure and the potential of creating a City-owned development site, comes the potential to create small public spaces to serve existing and new residential neighborhoods.

Recommendations:

- Through relocation of the DPW and/or realignment of Newington Ave., ensure that public green space is created/ reserved.

- Through redevelopment of existing brownfields along the multi-use path, encourage the provision of plazas and access points to the multi-use path to serve new and, as appropriate, the existing neighborhoods.

Figure 03: Existing and Potential East Main Street



Integrate Development

1) Improve the East Main Street CTfastrak station

The current configuration of the station, with no parking and platforms split by East Main Street diminishes the potential value of the station by making it less convenient than other stations. Relocating the DPW yard could facilitate the consolidation of the two platforms on one side of East Main and may facilitate the provision of commuter parking, thereby improving the function of the station by bolstering ridership, and easing transit connections. Increasing ridership at this station enhances the market for redevelopment.

Recommendations:

- Consider opportunities to consolidate the station platforms while studying road realignment and DPW relocation.
- Maintain dialogue with CT DOT on potential improvements to station.

2) Improve and maintain visual quality of area immediately surrounding CTfastrak platforms

As the current mix of older residential and generally auto-oriented commercial uses do not give the sense of place that helps to create market demand for new residential development, aesthetic improvements are necessary to induce redevelopment.

Recommendations:

- Create a welcoming and active gateway to the neighborhood at the CTfastrak platforms through streetscape design, landscaping and high quality pedestrian connections.

3) Promote and support innovative and/or complementary uses as opportunities arise

The plan for the East Main Street station area will take several years to implement, and opportunities for individual sites will arise prior to roadway realignment or relocation of the DPW site. These earlier sites will have less market support for significant investment, but can still contribute to the overall redevelopment of the neighborhood.

Recommendations:

- As property-owners of non-targeted sites seek to redevelop their properties, especially along East Main Street, support uses that contribute to overarching principals of the TOD Plan.

EAST MAIN DEVELOPMENT PHASES

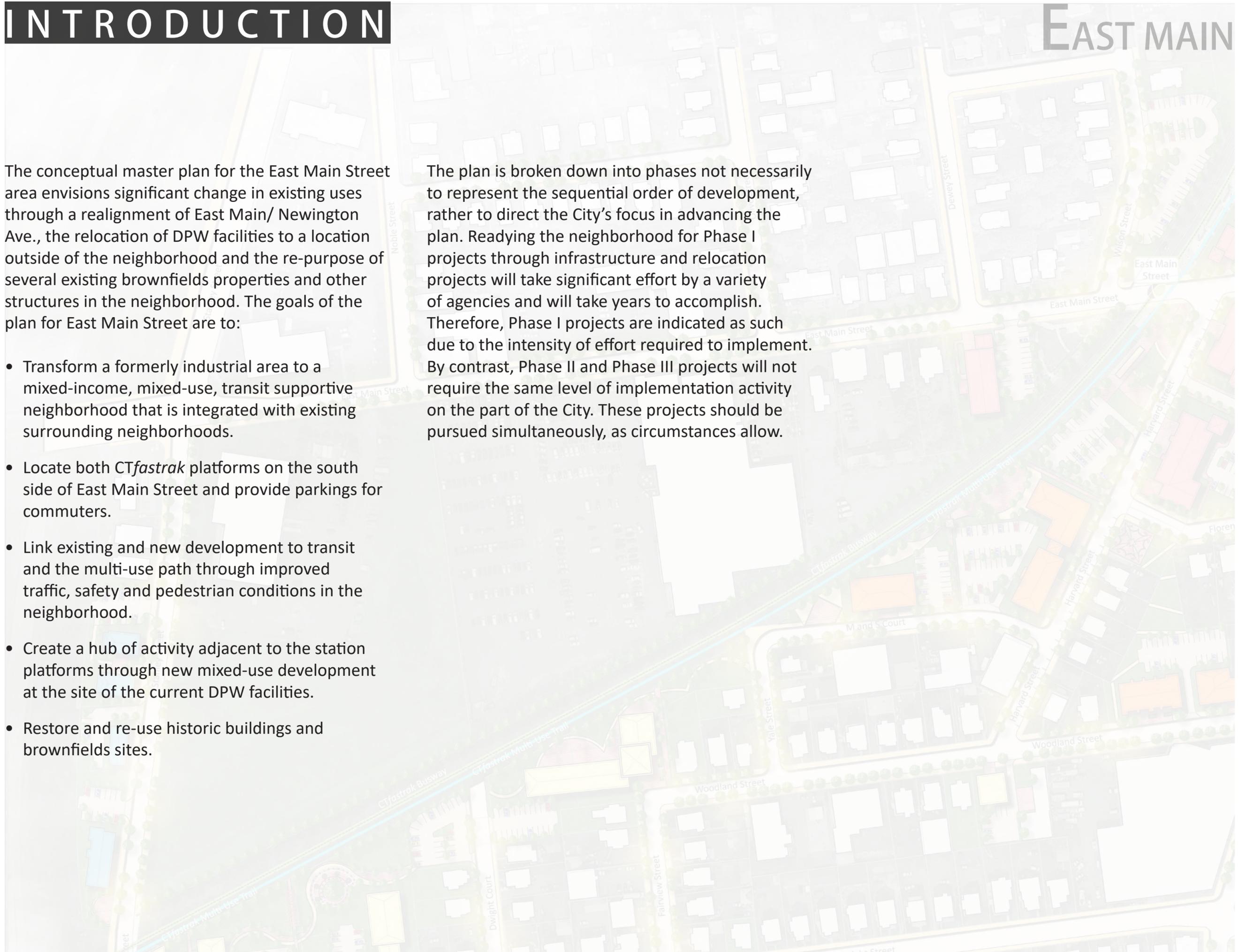
INTRODUCTION

EAST MAIN

The conceptual master plan for the East Main Street area envisions significant change in existing uses through a realignment of East Main/ Newington Ave., the relocation of DPW facilities to a location outside of the neighborhood and the re-purpose of several existing brownfields properties and other structures in the neighborhood. The goals of the plan for East Main Street are to:

- Transform a formerly industrial area to a mixed-income, mixed-use, transit supportive neighborhood that is integrated with existing surrounding neighborhoods.
- Locate both CTfastrak platforms on the south side of East Main Street and provide parkings for commuters.
- Link existing and new development to transit and the multi-use path through improved traffic, safety and pedestrian conditions in the neighborhood.
- Create a hub of activity adjacent to the station platforms through new mixed-use development at the site of the current DPW facilities.
- Restore and re-use historic buildings and brownfields sites.

The plan is broken down into phases not necessarily to represent the sequential order of development, rather to direct the City's focus in advancing the plan. Readyng the neighborhood for Phase I projects through infrastructure and relocation projects will take significant effort by a variety of agencies and will take years to accomplish. Therefore, Phase I projects are indicated as such due to the intensity of effort required to implement. By contrast, Phase II and Phase III projects will not require the same level of implementation activity on the part of the City. These projects should be pursued simultaneously, as circumstances allow.





Phases

	Phase I
	Phase II
	Phase III
	Phase IV

 *Transit-Oriented Development Plan*
City of New Britain

0' 50' 100'

  MILONE & MACBROOM

PHASE I PROJECTS

Current Conditions:

The Phase I area is dominated by the Department of Public Works garage, maintenance, salt/sand storage and fueling facilities. Given the proximity to a transit station, DPW is a significant underutilization of valuable property.

Potential Conditions:

New mixed-use development well-integrated with the CTfastrak platforms, and redevelopment to increase diversity in housing stock in the immediate block around the station. Complete street improvements along a two-way Harvard Street include widened brick sidewalks, on-street parking, new lighting, bike lanes and infiltration/ bio-swale plantings with trees.



PHASE I PROJECTS

I-01: Rehabbed mixed-use building

- The Plan shows interior and exterior renovations to the existing building and enhanced accessibility to the CTfastrak Station with removal of the one-story structure on the east side of the larger building. Removal of the smaller building enables desirable, expanded, on-grade parking to serve residential units and retail development.

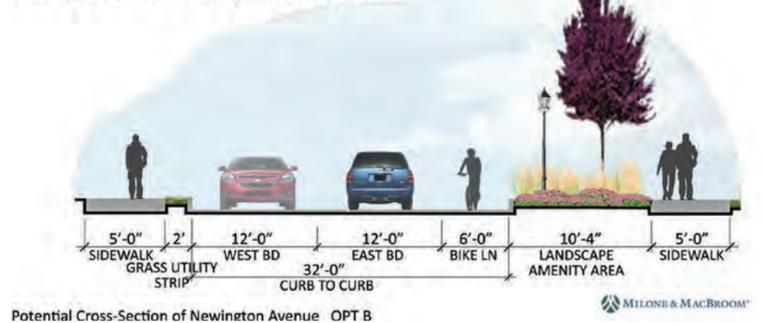
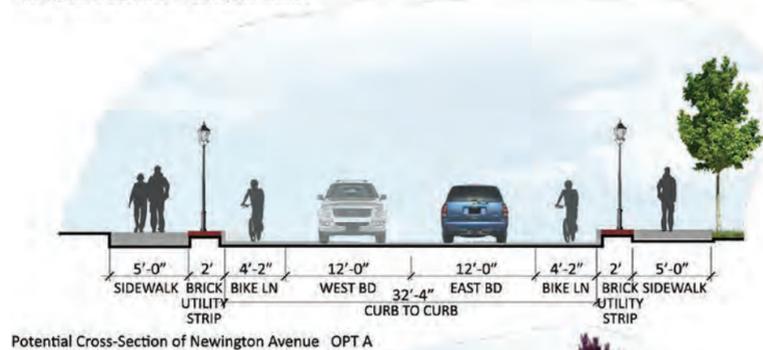
Projects I-01 to I-05

1 Existing and Potential Newington Avenue



Existing Cross-Section of Newington Avenue

4'-7"	3'-0"	3'-7"	12'-2"	12'-3"	3'-8"	2'-0"	5'-6"
SIDEWALK	GRASS	SHOULDER	WEST BD	EAST BD	SHOULDER	GRASS	SIDEWALK
UTILITY STRIP		CURB TO CURB				UTILITY STRIP	



PHASE I PROJECTS

I-02: Relocated northbound platform CTfastrak parking and small retail building

- The relocation of the DPW enables the relocation of the northbound platform, creating a more cohesive transit stop. Providing dedicated parking for CTfastrak serves to bolster ridership and the consumers market for the area. A small retail building is shown on the current northbound platform site.

② Current View of Harvard Street/Projects I-03 and I-04



② Potential View of Harvard Street/Projects I-03 and I-04



PHASE I PROJECTS

I-03 & I-04: New three-story mixed-use buildings

- These buildings serve to anchor the neighborhood and include up to 28,000 sq ft of ground floor retail/ restaurant. The upper-stories contain up to 70 residential apartment units. Wide sidewalks with outdoor seating, large open windows/ doors and awnings establish a human scaled, walkable streetscape.
- Open courtyard space with pedestrian amenities link residents to corner parklet features. Residential and retail patron parking is provided behind the buildings with access off of Harvard and Florence Streets.
- Realignment of East Main Street and Newington Avenue creates two public park/ gateway features into New Britain. Pedestrian amenities, lighting and sculptural elements are envisioned within the park space.

I-05: New two-story multi-family buildings

- The buildings establish a significant gateway visual when entering from Newington along the realigned intersection with East Street. The plan calls for two-story buildings with up to 30 residential units and strong architectural components surrounded by open space exponents. Parking would be provided in conjunction with the parking provided for mixed-use buildings in I-03 and I-04, as well as between the buildings.

③ Current View of East Main Street/Project I-03



③ Potential View of East Main Street/Project I-03



PHASE I PROJECT SPECIFIC RECOMMENDATIONS

EAST MAIN

I-01

- Work with property owners to identify potential financing to assist in implementation.

I-02 through I-05

- Evaluate feasibility of realigning roadway, relocating DPW and consolidating CTfastrak platforms on south side of East Main Street.
- Based on the feasibility analysis and cost estimates, work with DOT, CROG and state delegation to elevate road realignment in regional transportation plans.
- Seek funding to re-mediate existing site and plan for future redevelopment.

PHASE II PROJECTS

EAST MAIN

Current Conditions:

Smaller, industrial buildings of various condition and with some vacancy, and parking lots. All uses not generally consistent with transit-oriented development.

Potential Conditions:

Redevelopment and infill development of residential uses to increase population in critical quarter mile of the East Main Street station, and several pedestrian plaza spaces. Improved network of sidewalks with additional lighting that provides a safe, convenient and attractive environment to build community and sense of place.



PHASE II PROJECTS

II-01: New two-story residential building

- A 12,000 sq ft building, containing 12-15 residential units, with dedicated on-grade parking is shown. The plan envisions an adjacent plaza/ parklet feature for passive recreational uses, direct access to the multi-use trail and CTfastrak station, and links to the retail/ restaurant core of Harvard Street via new tree lined brick sidewalks.

II-02: Two new mixed-use buildings

- The corner of Harvard Street and M and S Court is revitalized with two new mixed-use buildings and on-grade parking facilities to the rear. Ground floor retail/ commercial space totals approximately 6,000 sq ft with about 8 residential units on the second floor. A pedestrian plaza space for tenant use is situated along the multi-use trail with potential direct access to the trail and CTfastrak station.

II-03: Two new multi-family buildings

- Construct two, two-story residential apartment buildings along Woodland Street and provide tenant parking behind buildings. The buildings shown could contain from 25-30 residential units. A network of walkways though the rear parklet connects residents to a corner pedestrian plaza space and onto the retail/ restaurant core and CTfastrak station via Harvard Street.

Projects II-01 to II-03



1 Potential View from CTfastrak Multi-use Trail Looking East



PHASE II PROJECT SPECIFIC RECOMMENDATIONS

II-01 and II-02:

- City staff should work with property owners to conduct environmental assessments. Through the City's upcoming Brownfields Area-Wide Revitalization project, engage property owners in preparing for remediation efforts and redevelopment planning. Ensure property owners are knowledgeable about available resources and assistance for brownfields redevelopment.
- As Phase I projects are critically important to the value and market potential for the future development of these parcels, City staff should regularly communicate to these and other key property owners in the area on progress.
- Develop appropriate remediation and redevelopment strategies to encourage redevelopment of the properties in keeping with this plan.

II-03:

- As the current property owner is actively marketing an associated parcel for TOD uses, the City should engage in ongoing dialogue on his plans. The parcel currently serves as the parking lot for the Chamberlain Square Business Center across Woodland Street and under common ownership. Depending on the uses of the Chamberlain Square building and the need for parking, the plan for this particular site may need revision. However, the intent is to provide a more traditional street wall and a potential means of pedestrian connection from Woodland to the corner of Harvard and Florence. Clear communication between City staff and the current owner is critical to the future development of this site.

PHASE III PROJECTS

EAST MAIN

Current Conditions:

A mixture of former industrial and residential uses, with some active industrial use and significant vacancy, interspersed throughout the neighborhood immediately surrounding the CTfastrak station.

Potential Conditions:

Redevelopment, infill development and renovation and conversion of existing buildings.



PHASE III PROJECTS

III-01 - III-03: New residential complex integrating existing and infill development

- Regeneration of the Guida's site includes renovations to the existing structure on the corner of Dwight and Stanley, renovations to the existing three-story residential structure fronting on Dwight, a new three-story residential building (25,000 sq ft), and a new 13,000 square foot/ three-story building - all with on-grade parking. The existing building on the corner of Stanley and Dwight creates a strong aesthetic anchor to not only this site, but the whole East Main TOD area. A pedestrian link between Dwight Street and the multi-use trail as well as generous open

space, plazas and sculptural playscape elements, linking each building, make this a very attractive residential complex of about 45 to 60 units.

III-04: New residential building

- A new two story "L" shaped residential building containing up 30 to 40 units is shown on the corner of Woodland and Fairview. On-grade parking serving the development is located on Dwight Court, which enables the provision of plaza space in a park-like setting along the multi-use path and guide way.

III-05: Renovated and converted existing building

- The existing building at the end of Harvard Street could provide a strong visual and architectural anchor. The plan calls for renovation of the building and conversion to residential units with parking to the rear.

Projects III-01 to III-05



PHASE III PROJECTS:IFIC RECOMMENDATIONS

III-01 to III-04:

- City staff should work with property owners to conduct environmental assessments. Through the City's upcoming Brownfields Area-Wide Revitalization project, engage property owners in preparing for remediation efforts and redevelopment planning. Ensure property owners are knowledgeable about available

resources and assistance for brownfields redevelopment.

- As Phase I projects are critically important to the value and market potential for the future development of these parcels, City staff should regularly communicate progress to these and other key property owners in the area on progress.

- Develop appropriate remediation and redevelopment strategies to encourage redevelopment of the properties in keeping with this plan.

III-05:

- Work with current property owner to assess market feasibility of residential conversion, and to appropriately market the property to potential developers.

① Potential View from CTfastrak Multi-use Trail Looking East/Phase III Projects



PHASE IV PROJECTS

EAST MAIN

Current Conditions:

Industrial/ auto-oriented uses of relatively low assessment value, and older, multi-family apartment buildings.

Potential Conditions:

Multi-family redevelopment in keeping with the 1920s era six-family multi-family buildings that remain on Stanley in this area, along with streetscape improvements to create better pedestrian and bike connections to CTfastrak and the multi-use path.



PHASE IV PROJECTS

IV-01: New multi-family residential in multiple buildings

- Two multi-family, three-story buildings replace the auto sales warehouse that currently exists. The buildings shown are designed to mimic the existing pair of multi-family buildings adjacent to the north, at a slightly smaller scale, and with a courtyard between the buildings. Parking is provided in the existing parking lot to the side of the buildings. Combined, the buildings house 12-16 dwelling units.

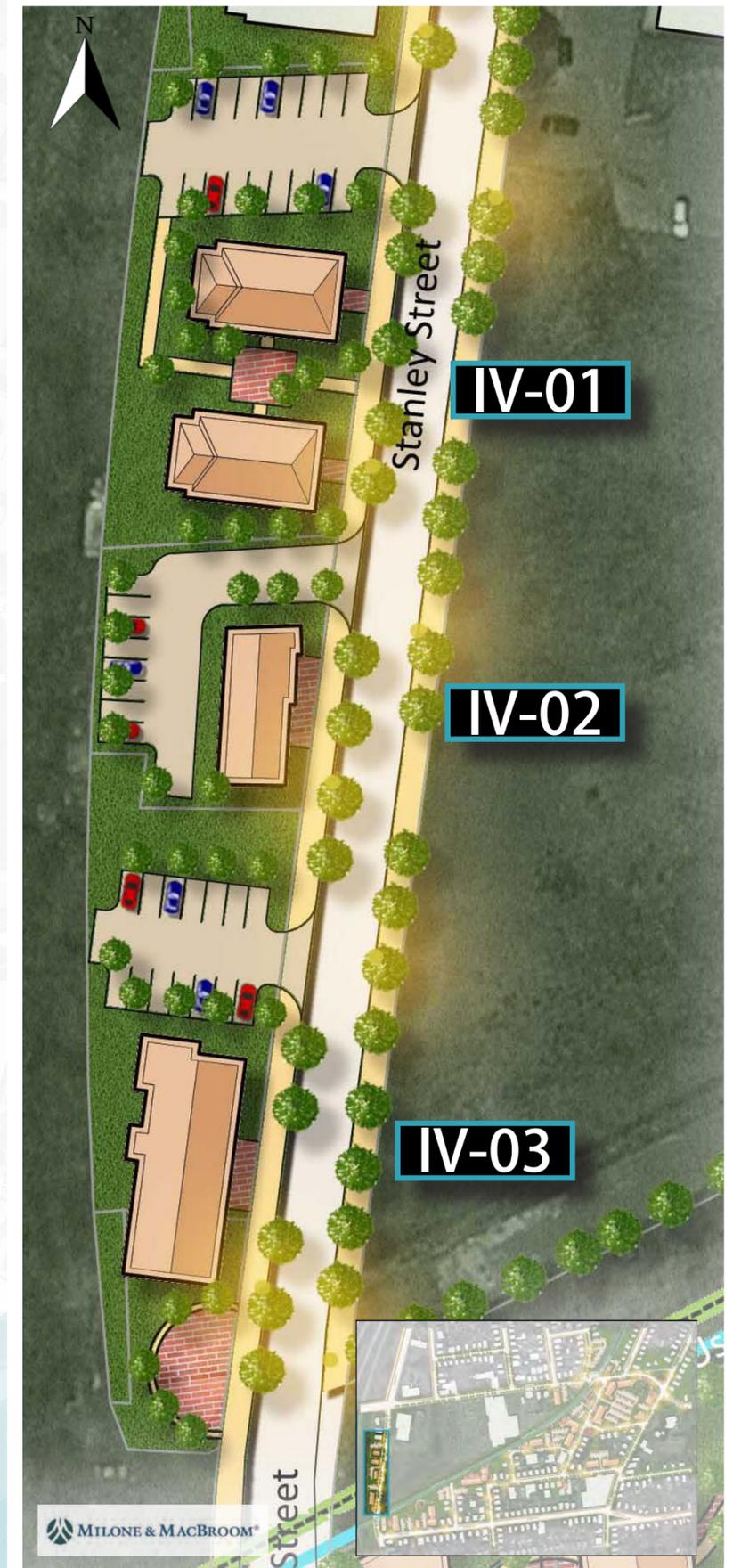
IV-02: New multi-family residential

- Three-story multi-family building located on the street with parking to the rear of the building. The building depicted in the plan contains six units in about 6,000 sq ft.

IV-03: New multi-family residential with corner pedestrian plaza

- Currently two parcels, the plan shows a merged lot with one three-story apartment or condo building and a corner pedestrian plaza area designed to foster connections to the adjacent CTfastrak multi-use path. The building shown houses approximately 12 units. Parking is provided on the north side of the building due to lack of property depth in the southern half of the site.

Projects IV



PHASE IV PROJECT SPECIFIC RECOMMENDATIONS

EAST MAIN

IV-01 through IV-03:

- Clearly communicate with property owners the vision for this block of Stanley Street is to convert it to multi-family residential as market conditions and property disposition allows.
- City staff should work with property owners to identify environmental concerns, and potential funding sources for remediation.
- Should any properties be listed for sale, work with property owners and realtors to appropriately market sites.

EAST MAIN

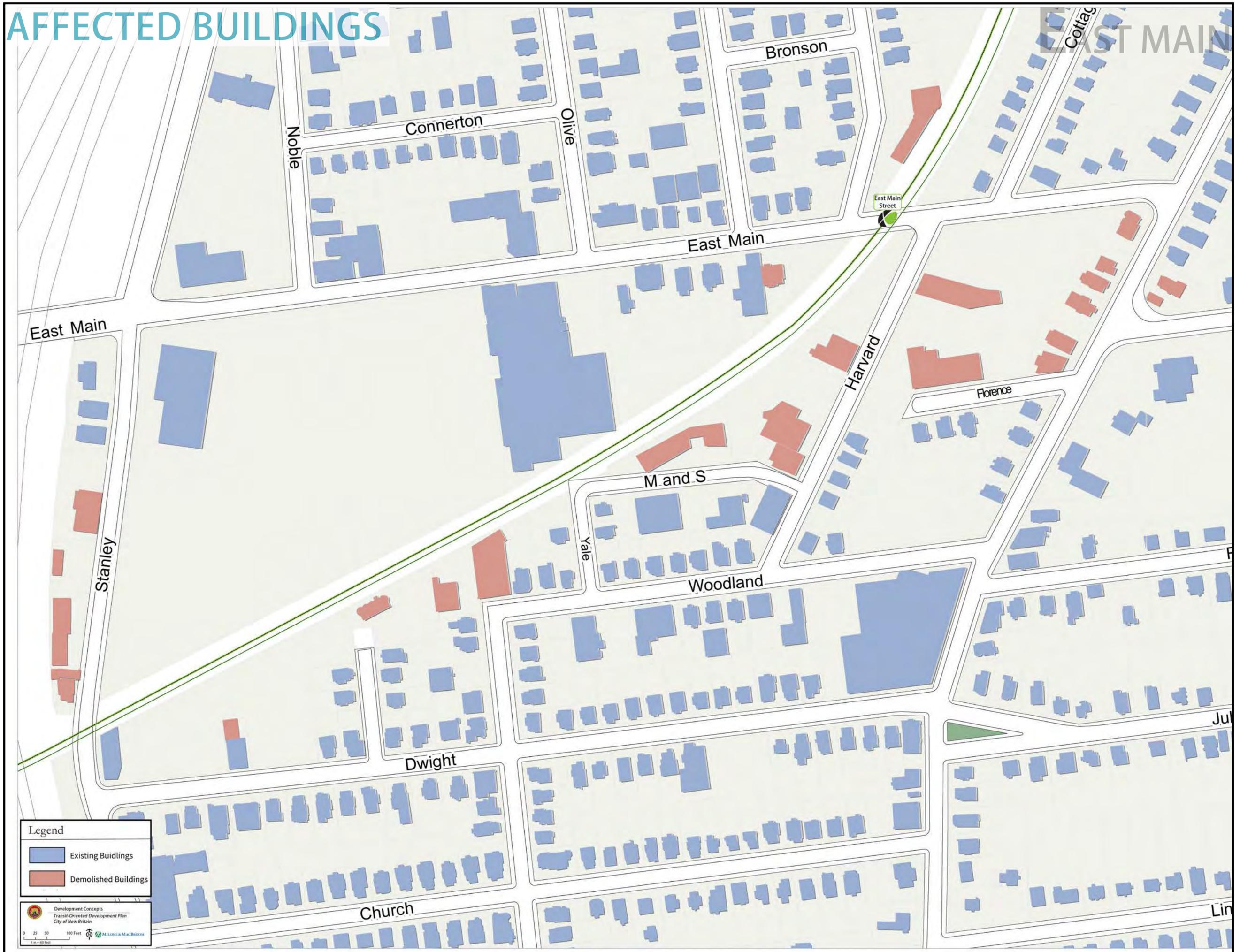
CONCEPTUAL MASTER PLAN



 **Transit-Oriented Development Plan**
City of New Britain



AFFECTED BUILDINGS



Legend

- Existing Buildings
- Demolished Buildings

Development Concepts
Transit-Oriented Development Plan
City of New Britain

0 25 50 100 Feet

MILLON & MACBROOM



East Street Station Area

EAST
STRATEGIES

Improve City Capacity

1) Adopt zoning regulations that enable mixed-use, transit oriented development

The current mix of business, industrial and multi-family zones does not allow a mixture of uses on a single lot to create better integrated, pedestrian friendly development. As a link between the CCSU campus and the CTfastrak station and with existing residential densities, East Street is a logical corridor in which to encourage TOD.

Recommendations:

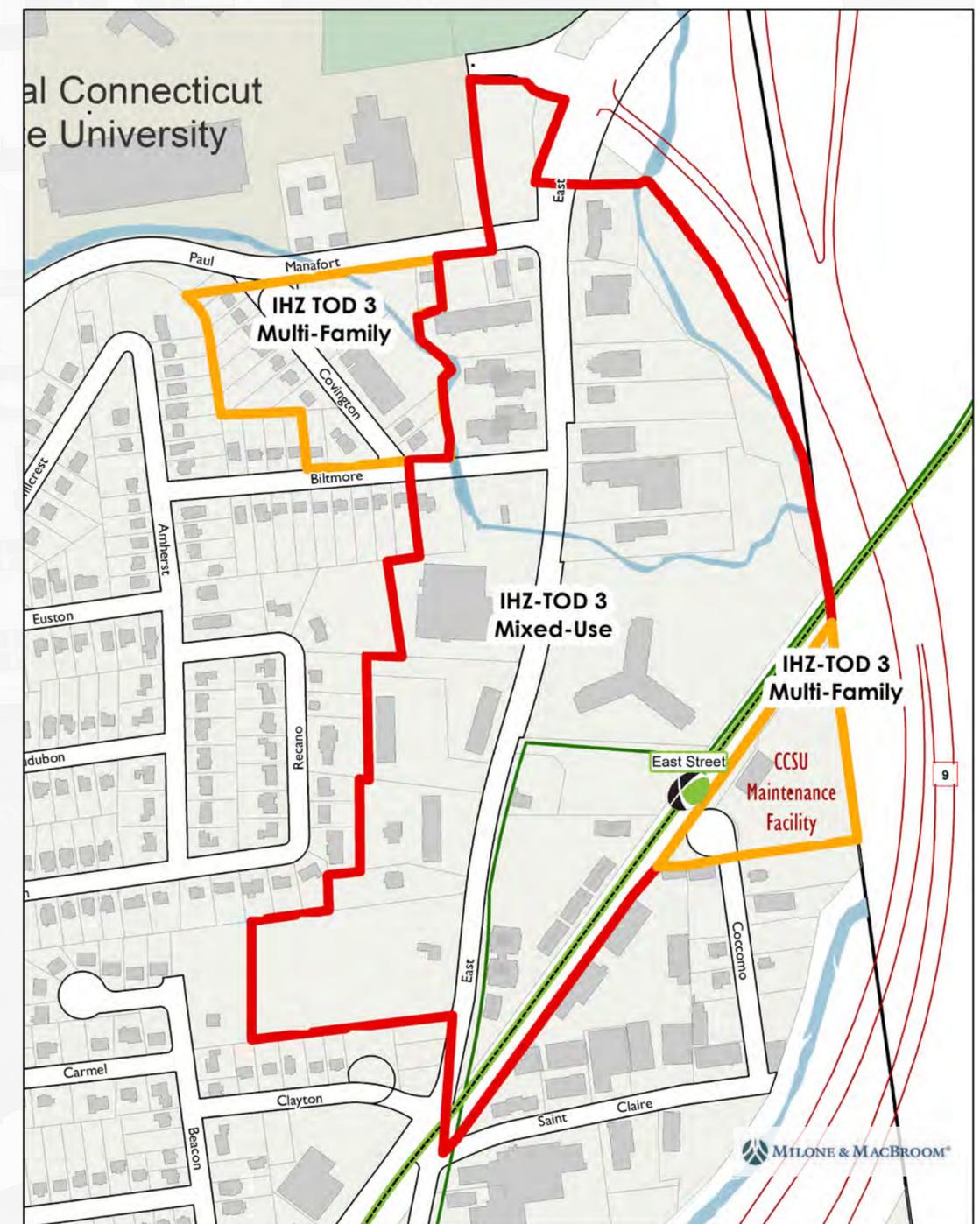
- Modify (see Figure 04) and adopt the draft IHZ/TOD-3 zone as a zoning district, not an overlay (as currently written). Consider sub-zones within the IHZ to enable multi-family residential development throughout the area, but limit commercial or mixed-use development to the immediate East Street corridor. Suggested sub-zones are shown below. The goal of such regulations is to create a vibrant, walkable, commercial/ mixed-use node on East Street connecting the CTfastrak station to the CCSU campus.
- In the recommended Multi-Family areas, consider establishing a minimum lot size around 15,000 sq. ft. to encourage consolidation of lots, especially on the west side of Covington, where the merger of two lots might not necessarily achieve 20,000 sq ft (as in current draft IHZ/TOD-3). Consolidating lots will enable an increased residential density in a cohesive manner. Also in the Multi-Family sub-zone, consider a lower maximum building height to

limit structures to three stories. The identified multi-family areas are envisioned to serve as a transition from single-family neighborhood and/or campus/ industrial uses to higher density mixed-use areas.

- In the Mixed-Use area, encourage lot mergers to facilitate cohesive and coordinated development. See sample zoning language from Southing, Connecticut in the Appendix.
- Add access management and ingress/egress width requirements to reduce frequent wide curb cuts, such as exist now on the eastern side of East Street between the Essex Place Apartments and Paul Manafort Drive. Requiring the provision of common driveways and/or easements for common driveways and/or future driveway. Parking and pedestrian connections to adjoining lots wherever practical could reduce potential pedestrian/ vehicle conflicts along East Street. See sample zoning language from Southington, Connecticut in the Appendix.

- Eliminate vehicle drive-through lane and windows as a special exception use. Focus on creating a pedestrian friendly environment that entices through commuters and travelers to park once and walk.

Figure 04: Proposed IHZ/TOD-3 Zone around East Street Station



2) Collaborate with CROG and DOT to improve East Street streetscape

In order to encourage pedestrian friendly development, East Street should undergo a “road diet” and other streetscape improvements including bike lanes, new or improved sidewalks and crosswalks, and landscaping (see Figure 05 & 06).

Recommendations:

- Build on success of Complete Streets Master Plan to collaborate with CROG and DOT on identifying funding opportunities to design, plan and implement improvements.

3) Collaborate with CCSU

The City needs to maintain open communications with the university to understand plans for the campus and their potential to impact East Street development, as well as to help ensure the success of new development in the East Street corridor.

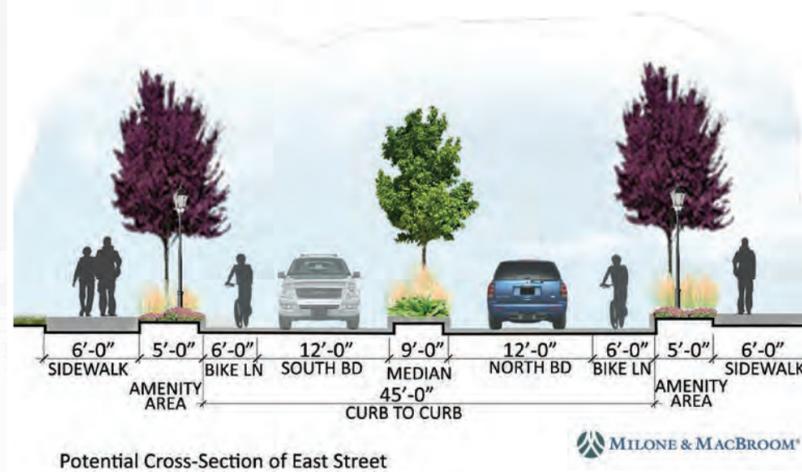
Recommendations:

- Consult with CCSU campus planning staff and administration on University owned parcels highlighted in this plan as multi-family residential opportunities.
- Use the existent Town-Gown group as a vehicle for maintaining open communications.

Figure 05: Current and Potential East Street

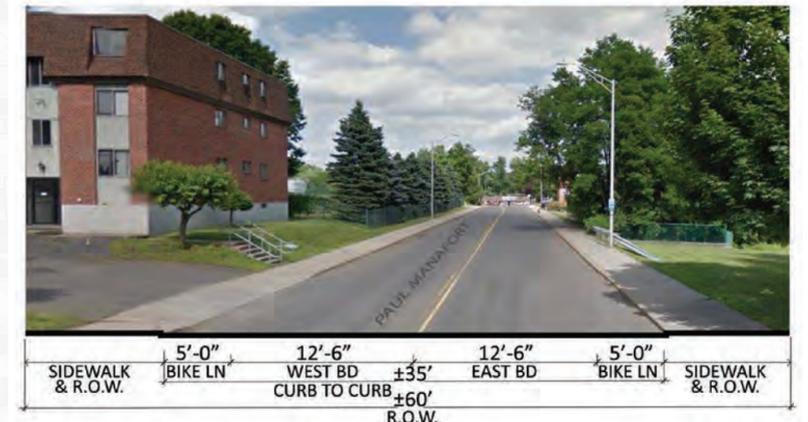


Existing Cross-Section of East Street

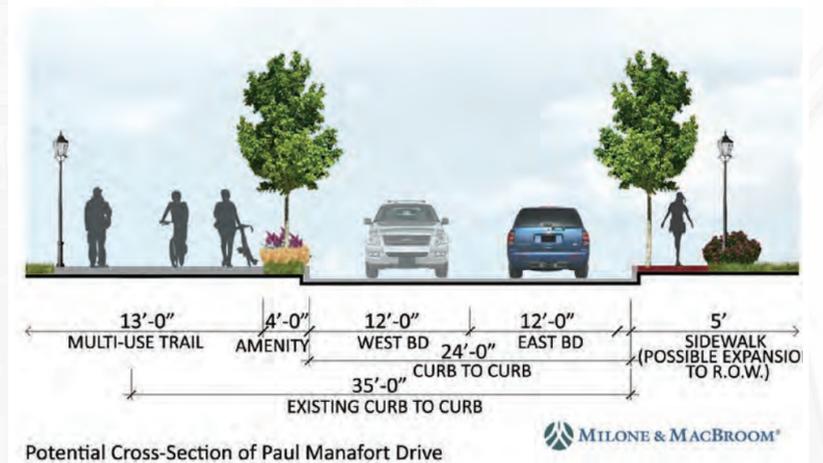


Potential Cross-Section of East Street

Figure 06: Current and Potential Paul Manafort Street



Existing Cross-Section of Paul Manafort Drive



Potential Cross-Section of Paul Manafort Drive

Increase Residents

Encourage and support new market-rate residential units

While high-density residential developments already exist in the neighborhood, there is market demand for additional units. Moreover, this is an area of the city that can support market-rate units. In addition, some existent multi-family developments may be ripe for redevelopment, with greater density and/or mixed-uses.

Recommendations:

- Adopt the IHZ/TOD-3 zone.
- Encourage property owners with redevelopment potential to consider mixed-use and/or medium-to high-density residential uses at an appropriate scale.
- Consult with CCSU staff and administration on University owned parcels highlighted in this plan as multi-family residential opportunities.
- Consider providing tax incentives to induce the first one or two redevelopment projects in the Station area. Phased-in assessments may help corner financing gaps for projects that could serve to catalyze future development.

1) Improve bike and pedestrian circulation network

While some improvements were made as part of the installation of CTfastrak and the multi-use trail, significant improvements could still be made.

Recommendations:

- Extend a bike lane from the on-road multi-use path to the CCSU campus.
- Work with DOT to develop sidewalks on the west side of East Street, as appropriate, and crosswalks.
- Improve Paul Manafort Drive Street Scape, bike and pedestrian amenities.
- Explore the potential of locating some CCSU offices/services in redeveloped commercial space.

2) Facilitate new business connections to student market

While the market analysis demonstrated market demand in the East Street corridor, not only for housing, but also for commercial, fostering connections between the CCSU campus and neighborhoods to new commercial development in the corridor will be important to sustaining new businesses.

Recommendations:

- Encourage new businesses to participate in the CCSU Blue Chip program.
- Explore the creation of a CCSU employee discount program with East Street businesses.

Integrate Development

Create a sense of place

A few existing industrial businesses and institutions on East Street would need to relocate to see the plan for this area come to fruition. The City can assist those entities in planning for their future. New development in the East Street corridor stands to serve not only new residents, but also existing residents in the single-family neighborhoods to the west of East Street and those who regularly travel through to Route 9 or Newington. The area is an important gateway into the City, therefore, the visual and aesthetic quality of development is important to creating a welcoming, vibrant TOD area.

Recommendations:

- Work with property owners on East Street where viable industrial and/or institutional uses remain, to help identify alternative suitable locations.
- Encourage reinvestment in existing multi-family residential properties through ongoing dialogue with property owners from economic development staff. Ensure the plan is understood, explain zoning regulation revisions in advance of public hearings, and help to identify financing sources.
- Create a welcoming and active gateway to the City and East Street TOD area through streetscape design, landscaping and high quality pedestrian connections.

EAST

DEVELOPMENT PHASES

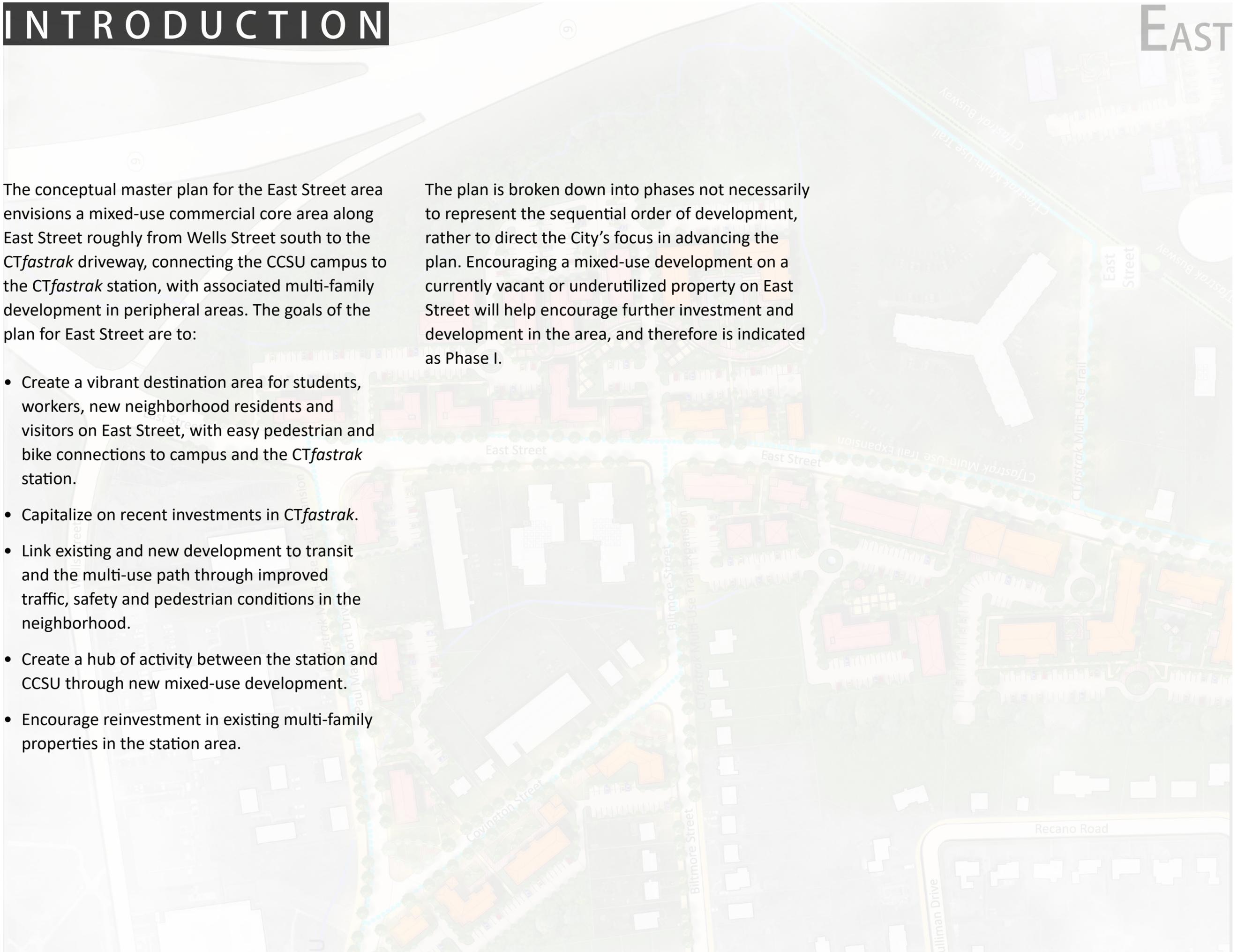
INTRODUCTION

The conceptual master plan for the East Street area envisions a mixed-use commercial core area along East Street roughly from Wells Street south to the CTfastrak driveway, connecting the CCSU campus to the CTfastrak station, with associated multi-family development in peripheral areas. The goals of the plan for East Street are to:

- Create a vibrant destination area for students, workers, new neighborhood residents and visitors on East Street, with easy pedestrian and bike connections to campus and the CTfastrak station.
- Capitalize on recent investments in CTfastrak.
- Link existing and new development to transit and the multi-use path through improved traffic, safety and pedestrian conditions in the neighborhood.
- Create a hub of activity between the station and CCSU through new mixed-use development.
- Encourage reinvestment in existing multi-family properties in the station area.

The plan is broken down into phases not necessarily to represent the sequential order of development, rather to direct the City's focus in advancing the plan. Encouraging a mixed-use development on a currently vacant or underutilized property on East Street will help encourage further investment and development in the area, and therefore is indicated as Phase I.

EAST



PHASE I PROJECTS

EAST

Current Conditions:

The Phase I area currently lacks a cohesive identity. It contains a mixture of strip commercial, multi-family, and vacant and/or underutilized industrial uses. The area is auto-centric, with numerous and wide curb cuts, a wide paved right-of-way, and large expanses of paved parking along street frontage.

Potential Conditions:

A “college town” node of new pedestrian friendly, mixed-use development centering on East Street, and extending up Paul Manafort Drive. Approximately 60,000 sq ft of commercial development is located on East Street on or near the streetline with approximately 170 new multi-family residential units on upper stories and/or to the rear of street-facing commercial buildings. Enhanced East Street and Paul Manafort Drive streetscapes provide ample pedestrian and bike amenities to promote interconnectivity between the station, residential areas, and the campus.



PHASE I PROJECTS

EAST

I-01: Mixed-use development

- The intent on this site is to bring TOD-style development to the corner of Biltmore and East Streets to create a strong street wall, and pedestrian friendly character along East Street. At three acres, and recently on the market, this property is an important piece of the overall plan that could catalyze future development. The plan shows approximately 19,000 sq ft of ground floor commercial development in three street-facing buildings, with a total of about 50 residential units throughout three rear buildings and on second stories in buildings fronting East Street. Buildings are clustered in three main areas with parking interspersed behind structures. This site is also critical because the natural desire path for pedestrian movement from the CCSU campus to the CTfastrak station would likely take advantage of Covington Street and this site for the most direct route.

Project I-01



PHASE I PROJECTS

EAST

I-02: Mixed-use building

- The Plan shows a redeveloped Elmer's site, anticipating the continuation of Elmer's business, with the potential for residential included. As depicted in the plan, the mixed-use building houses approximately 5,000 sq ft of retail on the ground floor and residential and/or office above. Parking is provided to the rear, as the building sits close to the streetline to help create a pedestrian friendly atmosphere. There is the potential for approximately six to twelve residential units depending on whether a two-story or three-story building.

development effort, if not one site plan. As illustrated, the site yields about 31,000 sq ft of ground floor commercial space with about 65 residential units (provided two story buildings). Access and parking is designed to align with adjacent parcels to facilitate the creation of an unbroken "block" of sidewalk with vibrant land uses along East Street.

- Open courtyard space with pedestrian amenities link residents in several multi-family buildings to the rear of the site. Parking for commercial uses is provided immediately behind East Street fronting buildings, with larger residential parking areas located behind the rear buildings.

I-03: New three-story mixed-use building

- This building establishes a significant link to the CCSU campus, as well as a visual gateway to the TOD node from points north, especially when coupled with potential redevelopment of the Elmer's site across East Street. The plan calls for a three-story mixed-use building with approximately 10 residential units on upper stories and about 4,600 sq ft of retail on ground level.

I-04: Mixed-use buildings on East Street with multi-family buildings to the rear

- The Plan shows street-facing commercial or mixed-use buildings and multi-family residential building to the rear of this block of East Street. Currently four parcels under different ownership, this area totals approximately 3.7 acres. The design shown anticipates a coordinated

Projects I-02 to I-05



PHASE I PROJECTS

I-05: New three-story multi-family buildings

- These buildings not only provide additional residential units, but also further help to connect the CCSU campus with East Street through consistency in uses. The Plan shows two new three-story buildings with a total of about 40 residential units and associated parking. The buildings are located on the streetline to create a street wall on Paul Manafort Drive that is inviting to pedestrians and bikes.

① Current View of East Street and Paul Manafort Drive Intersection



① Potential View of East Street and Paul Manafort Drive Intersection



PHASE I PROJECT SPECIFIC RECOMMENDATIONS

I-01

- Work with property owners to market the site as a mixed-use development site.
- Rezone site.

I-02

- Work with property and business owners to develop financing and business continuity plan for design, permitting and construction.

I-03

- Clearly communicate the vision of this Plan to property owners of the two current parcels.
- Encourage opportunities for merging the properties for future development through joint meetings with landowners and economic development staff.
- Assist in identifying potential development partners or marketing the site to potential developers.
- Ensure coordination between DOT and property owners on any East Street streetscape plans and potential curb cut closures/ realignments.

I-04

- Clearly communicate the vision of this Plan to property owners of the four current parcels.
- Encourage opportunities for amassing properties and/or coordinated site plan development through joint meetings with landowners and economic development staff.
- Assist property owners in identifying and addressing any environmental concerns.
- Work with property owner to identify potential development partners or market the site to potential developers.
- Ensure coordination between DOT and property owners on any East Street streetscape plans and potential curb cut closures/ realignments.

I-05

- Clearly communicate the vision of this Plan to CCSU planners and administration as well as additional property owner.
- Work with CCSU campus planners to evaluate best means of developing these properties whether the University develops directly, through lease arrangement or through sale of the property.
- Encourage opportunities for merging the properties for future development through joint meetings with landowners and economic development staff.

PHASE II PROJECTS



Current Conditions:

Single-family homes along Covington are currently used as student rentals. Underutilized and vacant industrial lands, as well as older existing multi-family developments located on East Street not fostering connections to the transit station.

Potential Conditions:

Continued street activity with mixed-use and/or commercial uses fronting along East Street and residential development to the rear, and a strengthened student rental row that also serves as an alternative, more direct pedestrian path towards the CTfastrak station from the CCSU campus.

PHASE II PROJECTS

EAST

II-01: New mixed-use buildings

- The plan continues commercial or mixed-use street frontage with multi-family buildings to the rear in this area, thereby creating a continuous, vibrant street presence from Paul Manafort Drive south to Essex Apartments. The plan shows approximately 8,000 sq ft of ground floor commercial space on East Street with 9 residential units above, and an additional 35 residential units in two buildings to the rear of the site. The site is currently two parcels under different ownership. The plan anticipates a single site plan; however, it could be adjusted to accommodate separate, but interconnected developments with each parcel comprising about half the space shown in the plan.

Project II-01



PHASE II PROJECTS

EAST

II-02: Rehabbed multi-family building

- The plan shows a continuation of the current multi-family use. The site is currently developed with good street frontage and parking to the rear, in keeping with the plan for the area. Therefore, the plan calls for reinvestment in the existing site.

II-03: Redeveloped multi-family site

- Currently two parcels under common ownership and housing the East Street Apartments, this site could be redeveloped for greater residential density and potentially the addition of ground floor commercial uses. As illustrated in the plan, approximately 60 multi-family units (currently 40 units) could be located in a cluster of four buildings with parking to the rear and interconnected with the adjacent existing multi-family parking lot. Walkways and the primary access way are all designed to foster connectivity with the CTfastrak driveway across the street.

Projects II-02 to II-03



PHASE II PROJECTS

II-04: New two-story multi-family buildings

- Approximately 40 to 45 units are shown on Covington Street in the Plan. The intent is to formalize the current rental activity occurring in the area as well as provide another pedestrian friendly connection between the campus and CTfastrak. Existing parcels are combined to result in a cohesive development pattern with shared driveways and interconnecting parking lots.

Project II-04



PHASE II PROJECT SPECIFIC RECOMMENDATIONS

II-01:

- Clearly communicate the vision of this Plan to property owners of the two current parcels.
- Encourage opportunities for amassing properties and/or coordinated site plan development through joint meetings with landowners and economic development staff.
- Assist property owners in identifying and addressing any environmental concerns.
- Work with property owner to identify potential development partners or market the site to potential developers.
- Ensure coordination between DOT and property owners on any East Street streetscape plans and potential curb cut closures/ realignments.

II-02:

- Clearly communicate the vision of this Plan to property owner to encourage reinvestment.

II-03:

- Work with property owner to develop financing plan for redevelopment. Consider offering tax incentives to cover gaps.
- Assist owner with planning for temporary relocations as needed.

II-04:

- Clearly communicate the vision of this Plan to property owners.
- Encourage opportunities for amassing properties and/or coordinated site plan development through joint meetings with landowners and economic development staff.
- Work with property owners to identify potential development partners or market the site to potential developers.

LONG TERM VISION

EAST



LONG TERM VISION

EAST

Long-Term Vision

- The newly developed CCSU maintenance facility at the end of Cocomo Circle and directly adjacent to the CTfastrak station may be appropriate for multi-family housing. Its proximity to the station and multi-use path is the primary impetus for residential development on this site. However, given recent investment in the site and the extent of new development that is recommended in the general plan for the East Street station area, redevelopment of this site is considered a long-term vision, beyond ten years out. Nevertheless, the plan shows approximately 40 multi-family residential units in a cluster of four buildings.

Long Term Vision Projects



EAST

CONCEPTUAL MASTER PLAN



9

CCSU

Covington Street

East Street

East Street

East Street

East Street

Cocco Circle

Recano Road

Sulliman Drive

Foxon Place

Transit-Oriented Development Plan
City of New Britain



MILONE & MACBROOM

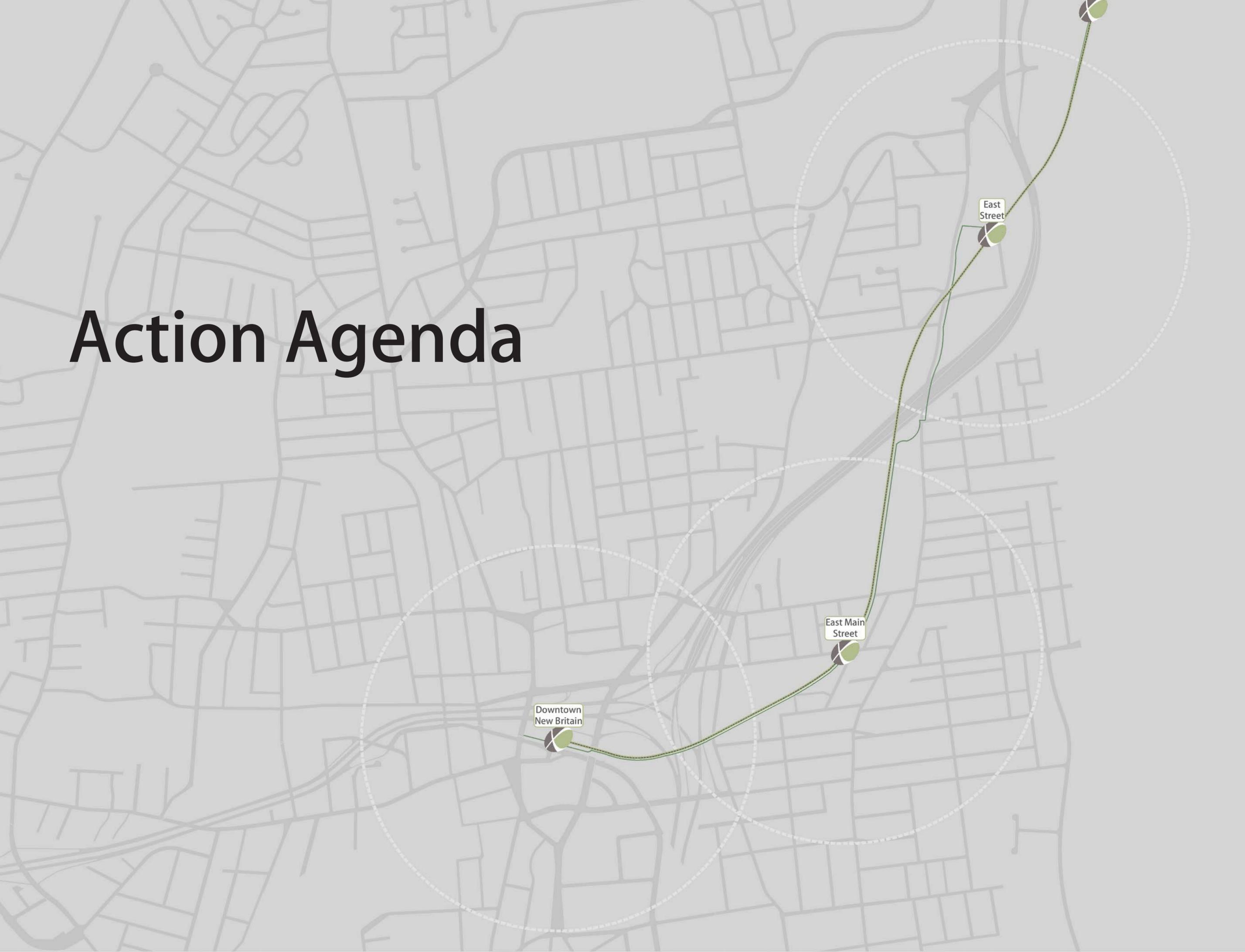


AFFECTED BUILDINGS

EAST



Action Agenda



Downtown
New Britain

East Main
Street

East
Street

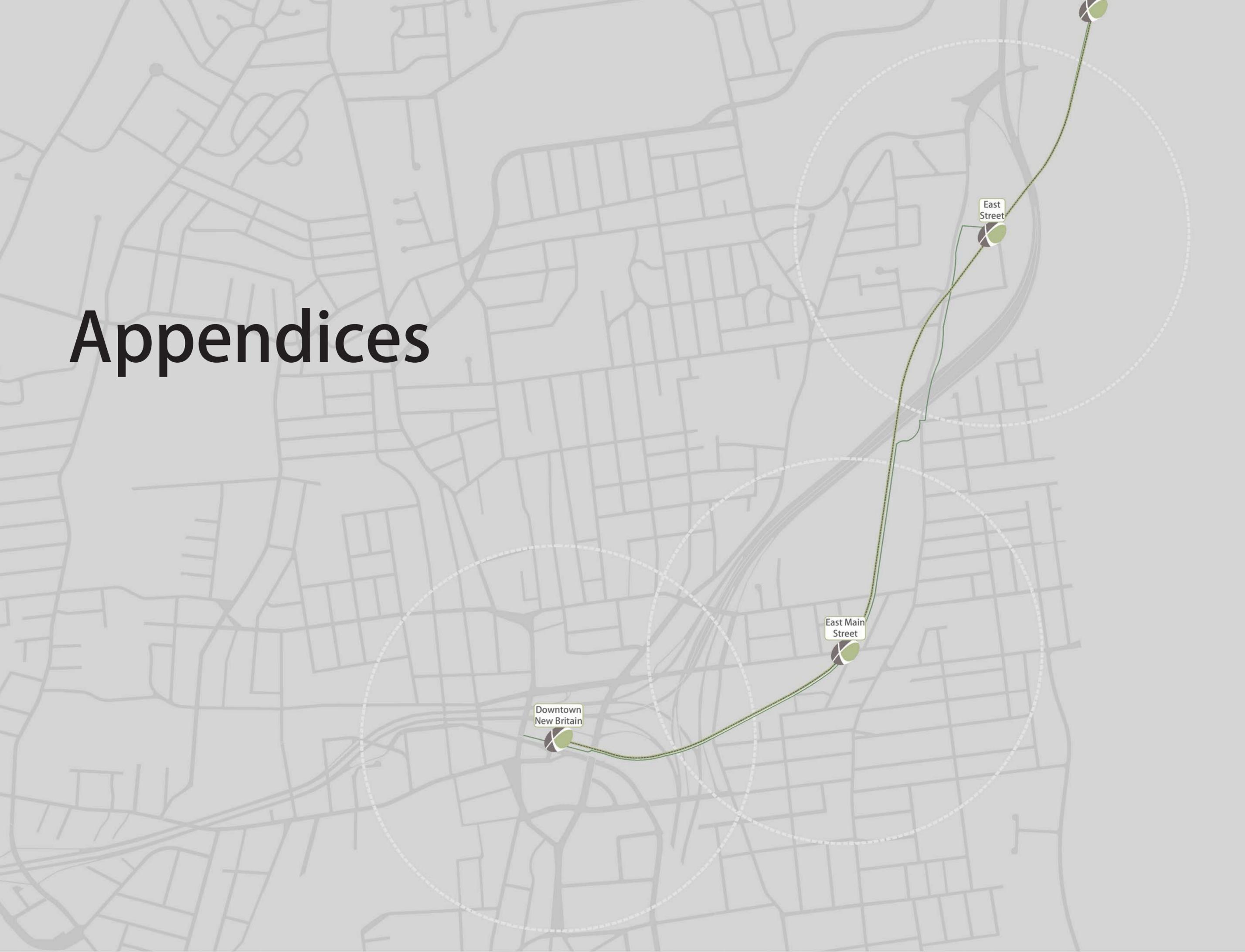
	Action	Tool 	Timeframe 	City/ State 	Partners 	Property Owners 
Improve City Capacity	Improve economic development organization - consult with other cities, reorganize and fill with well-qualified staff.	Structure	Short	●		
	Update Downtown Redevelopment Plan - reconstitute Redevelopment Commission and update the Project Plan	Plans	Short	●		
	Revise Downtown zoning to create a new TOD Core District coterminous with Municipal Parking District Overlay	Code	Short	●		
	Improve existing parking and plan for future needs - modernize Badolato, establish Parking Partnership with Downtown businesses, designate free short-term parking in strategic locations, identify future asset and operations needs	Operations, Plans	Medium	●	●	
	Cultivate community partnerships - focus groups with strategic partners, financial implementation plan	Partnership	Ongoing	●	●	
	Maintain community partner relations - regular meetings and progress reports from economic development staff	Partnership	Ongoing	●	●	
Increase Residents	Promote Downtown as a place to live to capture middle-income households currently living outside the City - local housing incentive fund, employee/ grad student housing incentives, hold a housing fair	Financing, Partnership	Medium	●	●	
	Support and capture upwardly mobile household from within the City - local housing incentives, support investments in education, job training, access to employment, and quality of life measures	Financing, Partnership	Medium	●	●	
Activate Streets	Attract more visits to Downtown venues from local employees and students - expand Blue Chip, establish Downtown Employee Discount program, Downtown Employee Appreciation Day or Week	Partnership	Short	●	●	
	Continue recruitment efforts for the Plaza building - market property, publicize TOD Plan, consider potential niche sectors	Operations	Short	●		
	Ensure year-round programming at Central Park - solicit community partners in establishing programs, coordinate with other cultural happenings	Operations	Short	●	●	●
	Engage local arts institutions in developing a cultural plan for Downtown - cultivate leadership within the existing arts community, facilitate a cultural planning process	Partnership, Plans	Medium	●	●	
Integrate Development	Continue to implement Complete Streets Master Plan - pursue funding opportunities, continue to promote successes	Financing, Operations	Ongoing	●		
	Improve and maintain visual quality of Downtown - enforcement of regulations, property owner education, storefront contests	Code, Operations	Ongoing	●		
	Promote and support innovative and/or complimentary uses as opportunities arise - economic development staff review new development/ use proposals	Code, Operations	Ongoing	●		●



	Action	 Tool	 Timeframe	 City/ State	 Partners	 Property Owners
Improve City Capacity	Pursue realignment of State Route 174 - conduct an engineering feasibility study, engage DOT and state reps	Plans	Short	●		
	Pursue relocation of DPW yard - establish needs and study alternative sites, pursue grant funding to plan and implement, educate public to garner support	Plans	Short to Long	●	●	
	Rezone the area - consider modifications to existing TOD/ IHZ-2 regulations, including multi-family specific sub-zones	Code	Short	●		
	Collaborate with state agencies on planning for redevelopment - maintain interest of grant agencies such as DECD, DOT, OPM and DOH who have all funded projects in the neighborhood recently	Partnership	Ongoing	●	●	
Increase Residents	Encourage and support new residential units - work with individual property owners, rezone	Operations, Plans	Ongoing	●		●
	Support existing residential neighborhoods to ensure a cohesive, quality, mixed-income neighborhood - consider Working Cities Challenge grant opportunities to ensure access to services and support for the preservation, maintenance and enhancement of neighborhoods	Operations, Financing	Short and Ongoing	●	●	●
Activate Streets	Improve pedestrian circulation network - sidewalks along East Main, poor quality and gaps on City owned streets within 1/4 mile of station, additional pedestrian connections to multi-use path	Operations	Medium to Long	●	●	
	Encourage pedestrian friendly design - develop guidance materials for developers and property owners through illustrative examples	Operations	Short	●		
	Provide more public park space - reserve park/ parklet areas in planning for road realignment and DPW relocation, encourage provisions for pedestrian plazas on private redevelopment projects	Plans	Medium to Long	●		
Integrate Development	Work with CT DOT to consolidate CTfastrak platforms on the south side of East Main Street - consider in road realignment and DPW relocation studies, and maintain dialogue with State agencies on potential	Plans	Medium to Long	●	●	
	Improve and maintain visual quality - create a welcoming and active gateway to the neighborhood at the station through streetscape design, landscaping and high quality pedestrian connections	Plans	Medium to Long	●		
	Promote and support innovative and/or complementary uses as opportunities arise	Plans, Partnership	Ongoing	●		●

	Action	Tool 	Timeframe 	City/ State 	Partners 	Property Owners 
Improve City Capacity	Modify and adopt the draft IHZ/TOD-3 zone to enable mixed-use, transit oriented development, consider multi-family specific sub-zones on the periphery of the East Street corridor, as well as encouraging shared access and lot mergers	Code	Short	•		
	Collaborate with CT DOT and CRCOG to improve East Street streetscape - design, plan and implement improvements to link the CTfastrak multi-use path to the CCSU campus along East Street, calm traffic, and create a complete street network	Plans, Operations	Medium	•	•	
	Collaborate with CCSU - discuss university owned properties shown as multi-family in this plan, explore potential for relocating some administrative offices/services in redeveloped commercial space on East Street, maintain communications on City and University plans	Operations	Short	•	•	
Increase Residents	Encourage and support the creation and rehab of market-rate rental units - consider tax incentives for a limited number of initial projects to assist in closing financial development gaps	Code	Short to Long	•		•
	Encourage property owners with redevelopment potential to consider mixed-use and/or medium to high-density residential uses at an appropriate scale	Plans, Operations	Ongoing	•		•
Activate Streets	Improve the bike and pedestrian circulation network - bike lane connecting CCSU to multi-use path, sidewalks and crosswalks as appropriate along East Street, improve Paul Manafort Dr, streetscape	Plans, Operations	Medium to Long	•		
	Facilitate new business connections to CCSU and existing neighborhood market - encourage participation in Blue Chip program, explore a CCSU employee discount program	Partnership	Medium	•	•	
Integrate Development	Create a sense of place - work with property owners with viable industrial and/or institutional uses remain to identify suitable alternative locations, encourage reinvestment in existing multi-family properties, create a welcoming gateway	Plans	Ongoing	•		
	Encourage reinvestment in existing multifamily residential properties through property owner education	Plans	Ongoing	•		

Appendices





Listing of Appendices

Appendix A: Existing Conditions

Appendix B: CTfastrak Rider Survey Results

Appendix C: Market Assessment Report

Appendix D: Public Workshop Results

Appendix E: Sample Zoning Regulations

