



# Plan newbritain

Plan of Conservation and Development

Final Draft | August 2021



## Acknowledgments

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The Honorable Erin E. Stewart

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# Welcome

August 2021



Dear Residents of New Britain,

I am pleased to bring you the City of New Britain's newly updated Plan of Conservation and Development (POCD), *Plan NewBritain*. This plan represents a culmination of hard work and creative visioning, brought to life through cooperation among City staff, our consultant SLR International Corporation, our residents, and City stakeholders. The process through which we developed the POCD has been as important as the product itself.

One of my responsibilities as your Mayor is integrating your needs and desires for your community into the future plans for our City. Having the opportunity to hear so many diverse perspectives was inspiring and has influenced my vision for a better New Britain. Now, we have a shared plan of action that we will use to guide future growth, development, and preservation goals for our great City. I am proud of the vision we have laid out together and look forward to advancing our common goals.

You are always welcome to reach out with any questions or comments you may have. I encourage you to join our staff at City Hall as we take action to advance your vision. My office can be reached at [mayor@newbritainct.gov](mailto:mayor@newbritainct.gov) or (860) 826-3303.

Sincerely,

Mayor Erin E. Stewart

August 2021



Dear New Britain Residents,  
Businesses, and Stakeholders,

We are proud to present you with the City of New Britain's new Plan of Conservation and Development (POCD). Our POCD will be treated as a "living document," which will be referred to as a guide to craft policy and make decisions for future development throughout the City. My office will act as the steward of this plan and turn vision into action.

As you read through the document, understand that it was developed from a wide range of perspectives with an attempt to accommodate all members of our community. The POCD will serve as a guiding document, which our consultant reflected in the format of the plan. The "Policy Area Map" especially is drafted to suggest rather than prescribe specific actions. We fully intend to make use of the plan and work toward improving quality of life, standard of living, and economic security for all in New Britain.

I look forward to working with you as we advance the exciting vision outlined in this plan. You can contact me with any comments or questions at [jack.benjamin@newbritainct.gov](mailto:jack.benjamin@newbritainct.gov) or (860) 826-3333.

Sincerely,

Jack Benjamin, Director of Planning & Development

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# Introduction



# Introduction

## What is a Plan of Conservation and Development?

A Plan of Conservation and Development (POCD) is the official statement from a municipality for the next decade setting forth its goals and aspirations for the future land use, development, and environment of the community. Typically, these plans include information about current housing stock, utilities, roads, parks and recreational facilities, and natural resources as well as strategies for how these features should be improved or maintained in future years. Chapter 126, Section 8-23 of the Connecticut General Statutes requires that the City Plan Commission “prepare, adopt and amend a plan of conservation and development for the municipality.” The recommendations of such a plan are drawn from data, independent analysis, and the knowledge and goals of the community and government. Together, they convey broad ideas about future development, conservation efforts, and the improvement of the City over the next decade and beyond.

The City of New Britain (the City) has a long history of planning and has completed several major planning studies over the last decade, including the Complete Streets Master Plan (2013), Transit-Oriented Development Plan (2017), Brownfields Area Revitalization Plan (2019), and Hazard Mitigation Plan (2019). The City has also established several committees to oversee planning initiatives, including the Mayor’s SMART City Initiative, the TOD Committee, the Mayor’s Roundtable, and site plan review for applicable projects. This plan builds off of those efforts to create a cohesive and holistic vision for the City. The Plan is intended to guide both public and private development by establishing a long-term community vision while also guiding short-term decision making. Maintaining a current and relevant plan allows land use and development decisions made in a city to be consistent with this vision.

Issues such as water quality, waste management, transportation, and economic development cross municipal boundaries, and it is crucial that a local POCD align with the goals and strategies of neighboring communities as well as larger regional and state entities. Policies and recommendations that are consistent with state and regional plans are incorporated throughout the document.

## Planning Process

The planning process is iterative and involves extensive data synthesis as well as conversations with elected officials, City staff, neighborhood organizations, businesses, and the general public. At the Plan’s onset, data on a range of topics was evaluated to understand key community trends, establish a point-in-time baseline for where the City is today, and identify opportunities and challenges. Previous planning studies were reviewed and summarized, and implementation progress was tracked. Questionnaires were circulated to City departments to ensure that the Plan recommendations were both founded on the most up-to-date information and aligned with ongoing initiatives. Finally, meetings were held with City leaders, including the Mayor’s office, the City Plan Commission, and the Common Council, to understand priorities and focus areas for the next decade. The results of the data synthesis stage covered the topics of demographics, housing, development patterns, the economy, community facilities, infrastructure, natural resources and sustainability, and arts and culture. Key data points, specifically those that support the Plan’s goals, are included in the body of the Plan. More detailed information can be found in **Appendix A**.

### Data Synthesis



**Staff Questionnaires  
& Interviews**



**Existing Conditions  
Analysis**



**City Plan Commission  
Meetings**



It is critical that a Plan of Conservation and Development reflect the values of a community and is responsive to a community's needs and desires over the next 10 years. Three focus groups were held with key stakeholders organized around the topics of Downtown New Britain, Housing, and Neighborhoods. To engage and draw upon the knowledge and priorities of residents, neighborhood organizations, and businesses, the planning team conducted a community-wide survey and two community workshops.

The community-wide survey ran from April to July 2021. The survey was launched in English, Spanish, and Polish, and was taken by 175 residents, workers, or property owners. The survey revealed residents' perceptions on a range of topics and asked residents to identify priorities for the future. Full survey results can be found in **Appendix B**. In addition to the survey, two community workshops were held in June and July 2021. The workshops allowed the community to learn about the planning process and contribute to the overall vision, goals, and objectives of the POCD. Approximately 25 people participated in each workshop. At the workshops, participants were asked to identify their top three planning issues, share their vision for the City, and identify opportunities and challenges. Common priorities emerged throughout the public outreach process: continued focus on grand list growth; a continuation of Downtown revitalization efforts; growing senior housing options; and focusing on neighborhood quality of life issues such as infrastructure and blight removal.



Participants at the June 29, 2021 public workshop. Photo courtesy of New Britain Herald.

## Community Outreach



**3 Focus Groups**

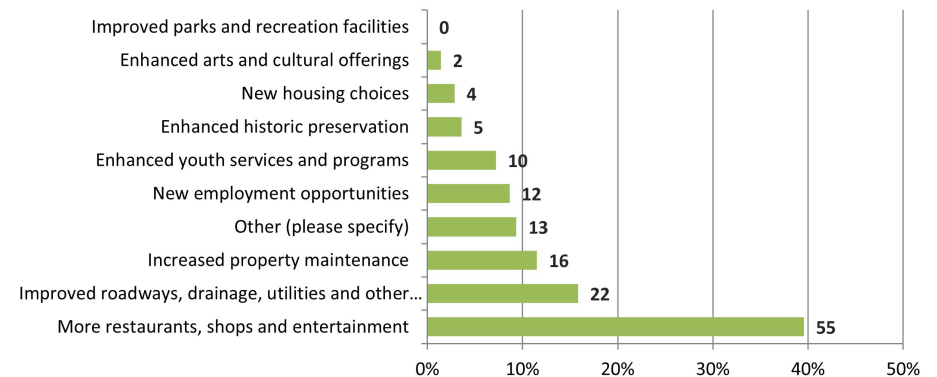


**1 Community Survey**



**2 Public Workshops**

## What change would do the most to create the City you want in the future?



Results of community survey question, asking which change would do the most to achieve the City's vision.

## Plan Structure

This Plan is divided into nine chapters and organized around five central themes: Live, Grow, Play, Connect, and Sustain. These five themes emerged from the key opportunities and challenges identified in the Plan development process. The chapters of the plan are organized as follows:

- **Chapter 1** introduces the POCD, including a review of statutory requirements, a summary of the Plan development process, and an evaluation of consistency with state and regional plans.
- **Chapter 2** focuses on New Britain in 2021. It represents a snapshot in time of key community trends and identifies key issues and opportunities that are addressed later in the Plan.
- **Chapter 3** establishes the City's vision for the future and specifically the next 10 years. It contains a policy area map depicting desired future land use mix, development intensity, and policy priorities. It also introduces the five planning themes in greater detail, which collectively form the vision statement for the Plan.
- **Chapters 4 through 8** are organized around each of the five planning themes of Live, Grow, Play, Connect, and Sustain. Each chapter contains a "Facts and Figures" section, which identifies key community trends that support each goal. Goals are established for each theme that identify the outcomes the City is trying to achieve over the next decade. More specific objectives and strategies are listed under each goal, outlining how each goal will be achieved. Since the Plan has a 10-year lifespan, it is important that the Plan include specific strategies that can be achieved in the near term as well as more general recommendations that can be adapted to fit future conditions.
- **Chapter 9** is the implementation plan, which identifies the lead and support entities responsible for the implementation of each strategy as well as a relative timeframe for completion. Supplemental information can be found in the appendices of the Plan.

## How to Use the Plan

This Plan is not intended to be a static blueprint, but rather a set of comprehensive and general guidelines for future development decisions that can be dynamically applied to specific proposals and initiatives. Since the Plan is comprehensive, a literal interpretation of one section of the Plan may reveal an inconsistency with other objectives. Thoughtful compromise is necessary. To determine conformance with the Plan, a user is required to balance competing planning goals and consider the realities and precise location of a specific proposal.





Each specific proposal must be evaluated within the context of its immediate surroundings to adequately determine conformance. Proposals should be evaluated for conformance by assessing how well the initiative or proposal fits within, or detracts from, the framework of goals, objectives, and strategies presented in Chapters 4 through 8, as well as how well the proposal aligns with the Policy Area Map described in Chapter 3.

## Consistency with State and Regional Plans

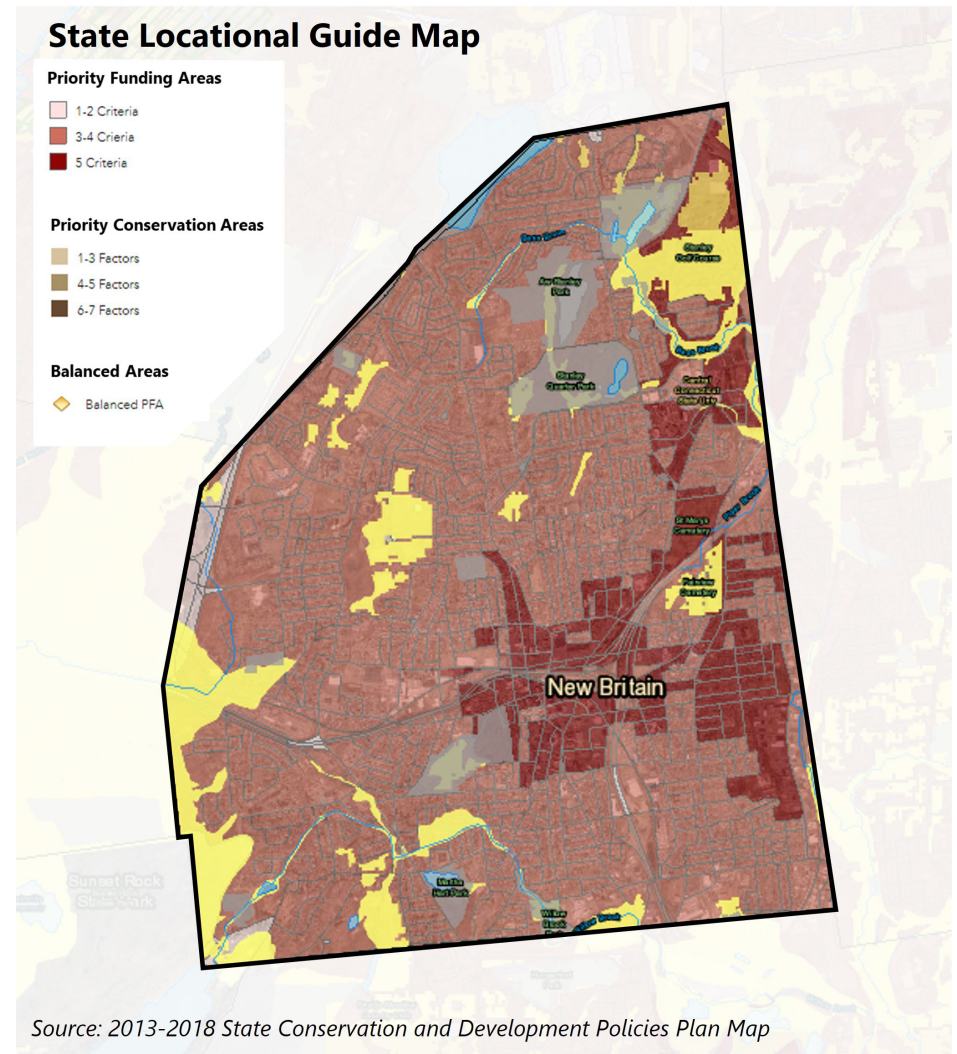
Understanding the importance of integrated planning between the local, state, and regional levels, the Connecticut General Statutes require that municipal Plans of Conservation and Development evaluate their consistency with the State Conservation and Development Policies Plan and Regional Plan of Conservation and Development. This consistency analysis is documented below.

### Regional Plan

New Britain is a member of the Capitol Region Council of Governments (CRCOG), and up until 2015 a member of the Central Connecticut Regional Planning Agency (CCRPA). The 2013-2023 CCRPA Regional Plan (being administered by CRCOG) is still in effect for former member communities and serves as the statutory regional plan for New Britain until a new CRCOG Regional Plan is adopted. The CCRPA Regional Plan prioritizes compact development nodes, diverse housing choices, a balanced transportation network, and the preservation of community character and natural resources. These principles all align with the goals, objectives, and strategies outlined in this Plan. The Regional Plan also depicts a range of development intensities in New Britain, with the highest intensity in Downtown New Britain and lower densities in the residential neighborhoods on the outskirts of the City. This aligns generally well with the densities described in the Policy Area Map in Chapter 3.

### State Plan

The most recent State Conservation and Development Policies Plan was adopted in 2013. While a draft update to the state Plan was completed in 2018, it has not yet been adopted by the Connecticut General Assembly. Therefore, the 2013-2018 State Plan was reviewed. The 2013 State Plan is centered around six growth management principals, which align well with the themes, goals, and objectives outlined in this Plan. The State Plan identifies most of New Britain as a "priority funding area," a testament to its dense development and access to infrastructure. As a built-out community, New Britain's vision for the future is focused on redevelopment and infill as opposed to "greenfield" development on vacant land.





# New Britain Today



# New Britain Today

In 2021, New Britain celebrates 150 years of incorporation as a City. New Britain has evolved tremendously over the past 150 years, growing from a small agricultural community to a manufacturing center to the large and diverse community that it is today. This chapter is meant to provide a succinct moment-in-time snapshot of New Britain in 2021. Additional details are found in Chapters 4 through 8 of this Plan as well as in **Appendix A**.

## Demographics and Housing

As of the 2020 decennial census, New Britain's population is estimated to be 74,135 residents, making it the eighth largest city in Connecticut. This represents an increase of 929 residents (1.3%) since 2010. New Britain's population has stayed largely stable since 1980, fluctuating between 71,000 and 75,000 residents. New Britain's population is extremely diverse; about 43% of the population is Hispanic, 40% is non-Hispanic white, 11% is Black or African American, and 3% is Asian (according to the 2019 American Community Survey [ACS]). New Britain has always been a city of immigrants and is home to large immigrant populations from Poland, the Dominican Republic, Jamaica, Mexico, India, and Peru, as well as a large migrant population from Puerto Rico. The median age for New Britain residents is 33.9 years old, compared to a median age of 41.2 in Connecticut as a whole. Despite having a younger-than-average population, New Britain's senior population is growing, leading to increased demand for senior housing and services.

New Britain's housing stock is similarly diverse. About 60% of housing units are renter occupied and 40% are owner occupied. New Britain's housing stock is about evenly split between single-family homes (34%), 2- to 4-family homes (37%), and 5+ unit apartments (28%). New Britain's housing stock is aging, and about two-thirds of homes were built before 1960. Housing repair and rehabilitation projects remain a priority. As a highly developed community, New Britain has limited vacant land available to support new development; future growth is tied to infill projects as well as the redevelopment of underutilized or obsolete uses. Recent housing development has been concentrated in Downtown New Britain, where over 200 units have either been built over the last 5 years or are in the pipeline.

## Economy

New Britain has long been a world leader in manufacturing innovation and is known as the "Hardware City." While the economy has diversified over the last 50 years, manufacturing plays an important role in the City's economy. Today, manufacturers such as Stanley Black & Decker, Polamer Precision, Creed Monarch, and B&F Machine produce modern hardware, including tools, aerospace components, machines, and fabricated metal. New Britain is also a leader in the healthcare industry and is home to the Hospital of Central Connecticut and the Hospital for Special Care, two of the City's largest employers. The healthcare sector employs nearly 7,000 workers in New Britain, making it the largest employment component of the local economy.

New Britain has seen positive fiscal indicators in recent years. The Grand List has grown by nearly 12% over the last 5 years, with the fastest growth in commercial property and personal property. The City's credit rating has been upgraded to A+ by Standard and Poor's, reducing long-term borrowing costs. The lack of vacant land and the large number of tax-exempt uses continue to be challenges that New Britain will tackle head-on over the coming decade. The City continues to prioritize economic development initiatives that grow the tax base and promote the "highest and best use," prioritizing the Downtown, the TOD station areas, brownfield sites, and business parks. New Britain is home to three federally designated Opportunity Zones, one Tax-Increment Financing (TIF) district, and a State of Connecticut Enterprise Zone promoting industrial development and job creation.

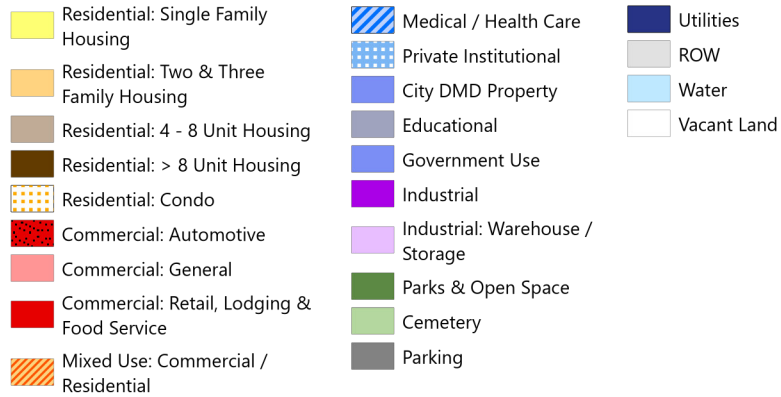
## Development Patterns

An existing land use inventory was conducted in spring 2021 to understand the land use mix within existing neighborhoods and evaluate changes since the 2010 Plan. As of 2021, residential uses make up the single largest land use category, at 42.8% of the total land area. Rights-of-way, which includes City streets, highways, utility corridors, and railroad corridors, are the second largest category at 18.4%. Open space, which includes parks, cemeteries, and water company land, make up 12.5% of the total land area. New Britain serves as a regional center for institutional uses such as healthcare, education, and community services, which together make up 12.2% of the total land area. These uses are typically tax exempt. Industrial uses (5.8%), commercial uses (4.7%), and mixed-use development (0.7%) round out the City's existing land use. The amount of commercial and industrial land has stayed relatively stable since the 2010 Plan.

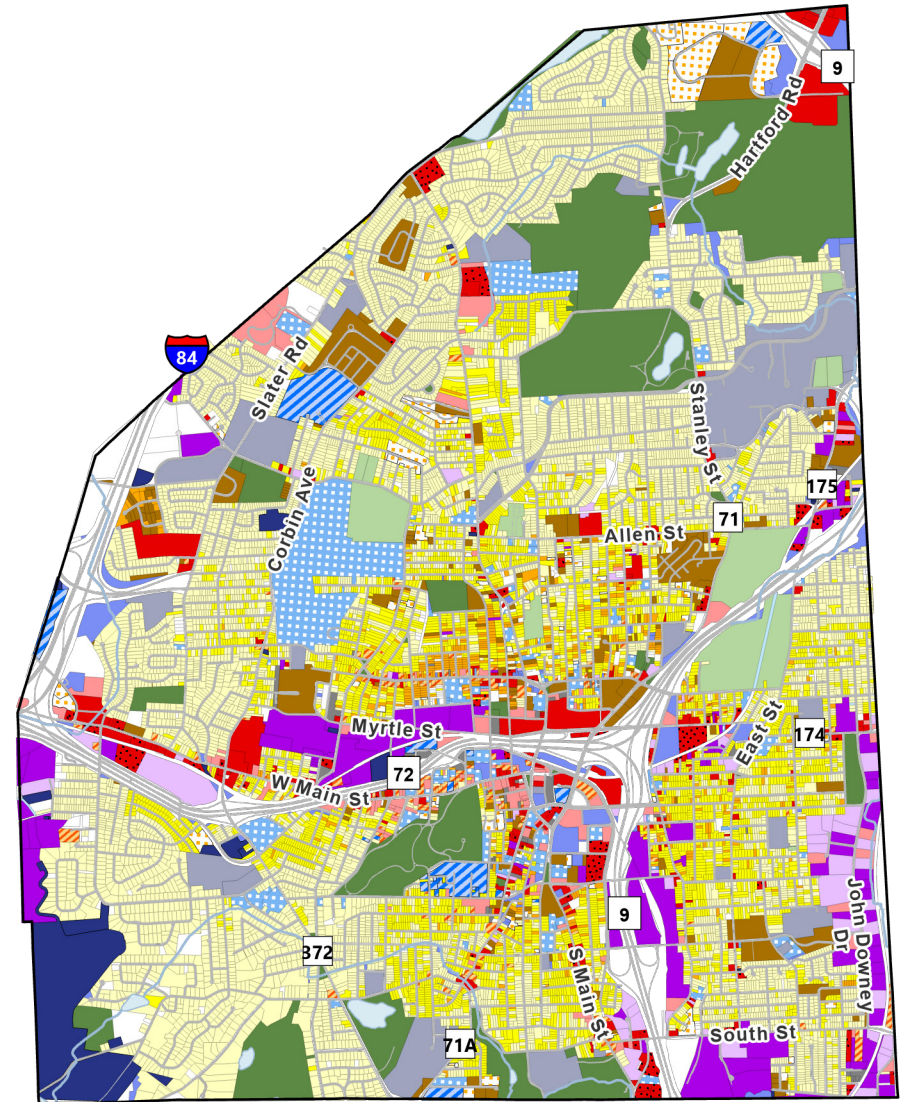
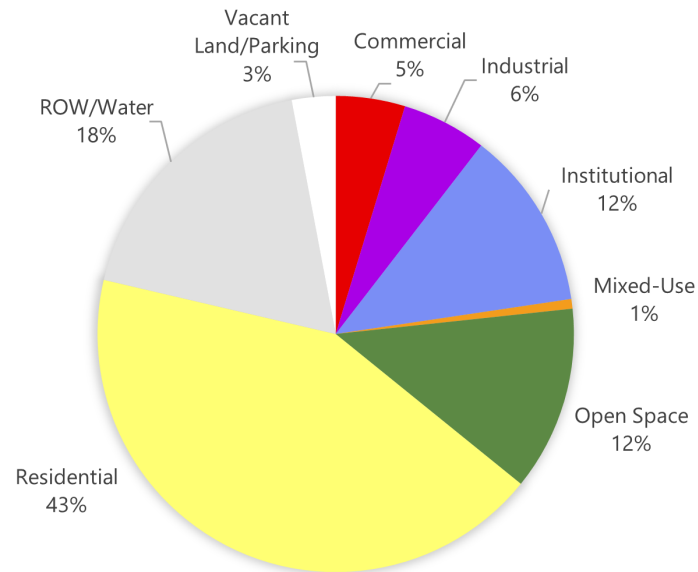
Vacant land and surface parking make up about 3% of New Britain's total land area in 2021, a decrease from 4.1% in 2010. Just under 60% of vacant land is zoned for industrial or business purposes. Four vacant lots totaling 27 acres in the Pinnacle Business Park were recently sold to Polamer Precision to facilitate its expansion. Much of the remaining vacant land has one or more development constraints, including natural resource constraints (steep slopes, wetlands, or flood zones), easements, or challenging site layouts. As a result, most of the City's desired economic growth will come through redevelopment and adaptive reuse as opposed to development on vacant land.

New Britain's zoning map divides the City up into a range of industrial, commercial, residential, and mixed-use districts at a range of densities. Over the last decade, New Britain has proactively modified its zoning to better achieve its land use vision. The Central Business District (CBD) zone was enlarged to include additional areas on the Downtown periphery. Transit-oriented development (TOD) and incentive housing zones were adopted for the areas surrounding the East Main Street and East Street CTfastrak bus rapid transit stations, as recommended in the TOD Plan.


























### Existing Land Use Classifications

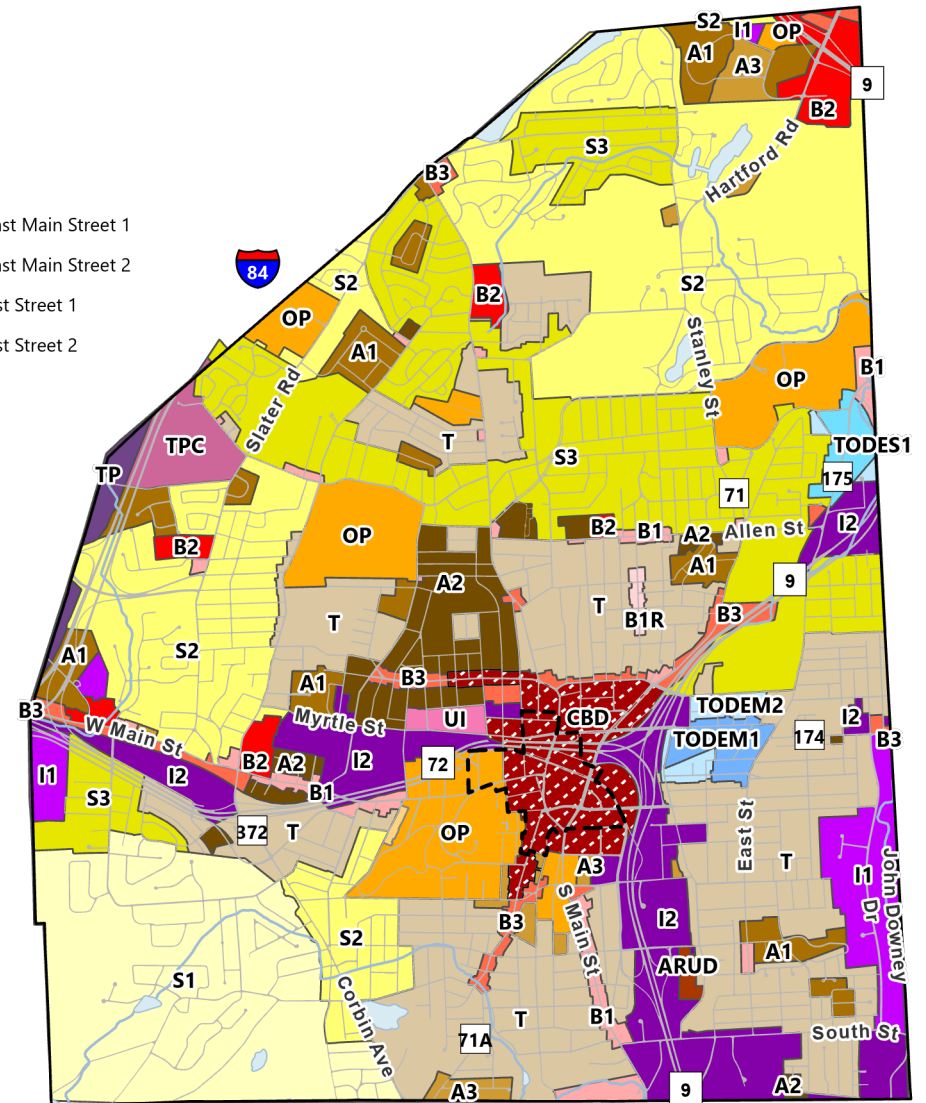


### Existing General Land Use



## Zoning Map

|   |  |   |  |
|---|--|---|--|
|  | A1   Garden Apartments                                       |  | S1   Single Family - 13,500 SqFt                           |
|  | A2   Multi-Family Houses                                     |  | S2   Single Family - 8,000 SqFt                            |
|  | A3   High Rise Apartments                                    |  | S3   Single Family - 6,000 SqFt                            |
|  | ARUD   Adaptive Reuse of Under-Utilized Industrial Districts |  | T   Two Family - 6,000 SqFt                                |
|  | B1   Neighborhood Business                                   |  | TODEM1   Transit Oriented Development - East Main Street 1 |
|  | B1R   Neighborhood Revitalization                            |  | TODEM2   Transit Oriented Development - East Main Street 2 |
|  | B2   Shopping Centers  |  | TODES1   Transit Oriented Development - East Street 1      |
|  | B3   Secondary Business                                      |  | TODES2   Transit Oriented Development - East Street 2      |
|  | CBD   Central Business District                              |  | TP   Technology Park                                       |
|  | I1   Industrial Park   |  | TPC   Technology Park - Commercial                         |
|  | I2   General Industry  |  | UI   Urban Industrial                                      |
|  | OP   Office & Public   |  | Municipal Parking District                                 |
|  | RO   Residential & Office                                    |   |  |





## Community Facilities and Services

New Britain's community facilities and parks contribute to the City's quality of life. Key facilities include City Hall, the New Britain Senior Center, the library, 6 fire stations, 1 police station, 1 police substation, 19 school facilities, 10 city parks, and a 27-hole golf course. Major improvements completed over the last 10 years include a new police station in Downtown New Britain; school renovations at Gaffney and Smalley Elementary Schools; and park improvements at Chesley Park and Willow Street Park. The City continues to modernize its public facilities and parks through its Capital Improvement Program (CIP).

New Britain provides efficient and effective public services to its residents and businesses. Reflecting its socioeconomic diversity, New Britain's services support a broad spectrum of community needs, including but not limited to education, social services, housing assistance, recreation programs, senior services, utilities, and trash collection. The City continues to look for ways to enhance existing services in a financially responsible manner. One area where New Britain has achieved both objectives is through investments in technology, resulting in improved service delivery as well as greater efficiency and cost savings. City services are also closely intertwined with economic development goals. By prioritizing economic development, the City can raise additional tax revenue that can further support public services, ensuring that they continue to meet the needs of residents and businesses for years to come.

## Transportation and Infrastructure

New Britain is served by a transportation system consisting of 193 miles of City streets, 33 miles of highways, a bus rapid transit system, 10 local bus routes, and many miles of sidewalks and bike lanes. In 2021, the City's transportation network is more diverse than it has ever been, ensuring that there is adequate infrastructure for all users. New Britain is recognized as a leader for complete streets improvements and the City has achieved a bronze-level certification from the League of American Bicyclists. Since 2013, significant upgrades have been made to streets in Downtown New Britain, expanding opportunities for parking, pedestrians, cyclists, and transit users while maintaining traffic flow. Complete streets improvements in Downtown New Britain are nearly complete (Phases VI and VII completed in summer 2021), and the City will look to expand this program to other neighborhoods over the coming decade. Many of the City's downtown improvements have followed recommendations of the Complete Streets Master Plan (2013) and the TOD Plan (2017).

New Britain is well served by utility infrastructure, including 274 miles of water mains, 179 miles of sanitary sewers, and 154 miles of storm drains. With limited opportunities for utility expansion, the City has focused its efforts

on modernizing and rehabilitating existing utilities, ensuring that they are in a state of good repair and meet the needs of residents and businesses. Infrastructure upgrades are budgeted for through the Capital Improvement Program (CIP), supplemented with state and federal grant funds for larger projects.

## Natural Resources and Sustainability

As a densely developed urban community, New Britain's natural resources are concentrated in its stream and wetland corridors. Much of the land in these corridors is protected as City parks, preserving natural resources while also providing a recreational asset to the community. New Britain's water system is made up of nine drinking water sources located mostly outside of the City's limits, and the City coordinates with those jurisdictions to ensure water sources remain up to quality standards.

New Britain is a state leader in sustainability and is one of 19 municipalities to achieve the highest-level silver certification from Sustainable CT. This certification recognizes New Britain's accomplishments in the areas of energy reduction, green energy, waste management, and complete streets. The Mayor's SMART City initiative was established to oversee sustainability programs, achieving both environmental benefits as well as cost savings.



# Vision

# Vision for the Future

New Britain's vision for the future is organized around five planning themes: Live, Grow, Play, Connect, and Sustain. These five themes also serve as the organizational structure of this document. The topics that are discussed under each theme are described in the graphic to the right. A vision statement within each theme describes where New Britain aspires to be in 2031.

**Live:** New Britain's greatest asset is its people. The City will continue to embrace its longstanding culture of diversity and innovation. The City will maintain strong residential neighborhoods that provide safe and affordable housing choices for all households. These neighborhoods are anchored by vibrant and unique neighborhood business districts. High-quality community facilities and efficient public services will ensure access to opportunity for all residents.

**Grow:** New Britain will continue to pursue smart and deliberate growth, with an emphasis on its Downtown, TOD districts around CTfastrak station areas, and business parks. The City will prioritize grand list growth, while pursuing the "highest and best" use on remaining development sites. Through redevelopment, rehabilitation, and adaptive reuse, the City is committed to returning underutilized and obsolete properties to productive use. New Britain will provide an educated workforce that meets local needs and promotes business retention and expansion.

**Play:** New Britain is a statewide center for arts and culture. Visitors are drawn to the City from throughout the region and state, bolstering local economic activity. As part of revitalization efforts, historic buildings and sites are preserved and enhanced, helping foster a unique sense of place. New Britain's excellent public park system and strong program offerings enhance public health and quality of life for all residents. W

**Connect:** New Britain is a recognized leader in complete streets improvements, ensuring that the transportation network is balanced and serves all users and connects residents with employment, services, and shopping. Investments have been made to utility infrastructure, ensuring that it continues to meet resident and business needs. 21<sup>st</sup> century internet and telecommunications infrastructure will be expanded throughout the City, providing equitable access to digital opportunities.

**Sustain:** New Britain is a state leader in sustainability promoting policies that meet the City's environmental, social, and fiscal goals. The City has accomplished a reduction in waste and energy consumption, promoted green energy, and invested in technologies that result in more efficient service delivery. New Britain supports policies that bolster health and wellness, and make the City more resilient to natural hazards.





# Policy Area Map

The Policy Area Map visually depicts the City's vision for the future and reflects the unique areas that share similar goals and objectives. The map depicts appropriate locations for and relationships between general categories of use and their intensity, ranging from land to be reserved for low-intensity use, to priority development areas such as Downtown New Britain or the TOD Station Areas. As a fully developed City, New Britain has limited vacant land to pursue new "greenfield" development. Rather than tying specific land uses to specific properties, the Policy Area Map strives to guide future decision making by identifying Focus Areas and Policy Types that apply to each neighborhood. The six policy areas depicted on the Map on the following pages represent the intersection of the Focus Areas and Policy Types described below. Each of these policy areas is described in detail later in this chapter.

## Focus Areas

The Policy Area Map divides the City up into two Focus Areas, which encompass the overarching policy goals that the City is trying to achieve.

**Grow Focus Areas** prioritize economic development and serve as the City's employment, retail, and institutional hubs. Over the next ten years, policies will be implemented that promote tax base and employment growth with a focus on Downtown New Britain, business districts and TOD areas.

**Live Focus Areas** prioritize quality of life and are anchored by the City's residential neighborhoods and neighborhood business districts. Over the next ten years, policies will be implemented that enhance resident quality of life, specifically those pertaining to housing, infrastructure, transportation, parks, and City services.

## Policy Types

The Policy Area Map is further divided up into three Policy Types, which represent how the City intends to navigate and manage change over the coming decade:

**Innovate Policy Areas** will promote creativity, entrepreneurship, arts, and culture that can drive the City forward. These areas encompass the City's entrepreneurial engines including the Downtown, TOD Areas, and neighborhood mixed-use corridors. Over the next decade, policies will be implemented that promote business development and expansion, site redevelopment, and placemaking.

**Adapt Policy Areas** are focused on areas of the City that will need to evolve and change to meet current needs. These areas encompass the City's older residential, commercial, and industrial neighborhoods. Over the next ten years, policy priorities include adaptive reuse, brownfield redevelopment, infrastructure investment, and neighborhood stabilization programs.

**Sustain Policy Areas** are focused on providing balanced development that meets the City's economic, environmental, energy, and social goals. These areas encompass the City's modern business parks and lower density residential neighborhoods. Policy priorities in these areas include infrastructure investment, energy efficiency upgrades, business expansion and retention, natural resource protection, and connection with community resources promoting health and wellness.

## How to Use the Policy Area Map

The Policy Area Map reflects the POCD's vision and goals for desirable future development across New Britain over the next decade. The map depicts areas that share similar policy priorities.

The Policy Area Map is informed by existing uses and zoning designations; availability of infrastructure; the vision expressed in POCD outreach efforts; and the goals and strategies enshrined in this Plan. The map graphically represents the desired outcomes of many of the Plan's recommendations and illustrates how those strategies may interact with the City's existing land uses.

Due to its generalized nature, there may be inconsistencies between the uses shown on this map and the actual use of individual properties. In addition, properties located in the transition areas may be consistent with one or more adjacent policy areas.

# Vision for the Future: Policy Area Matrix

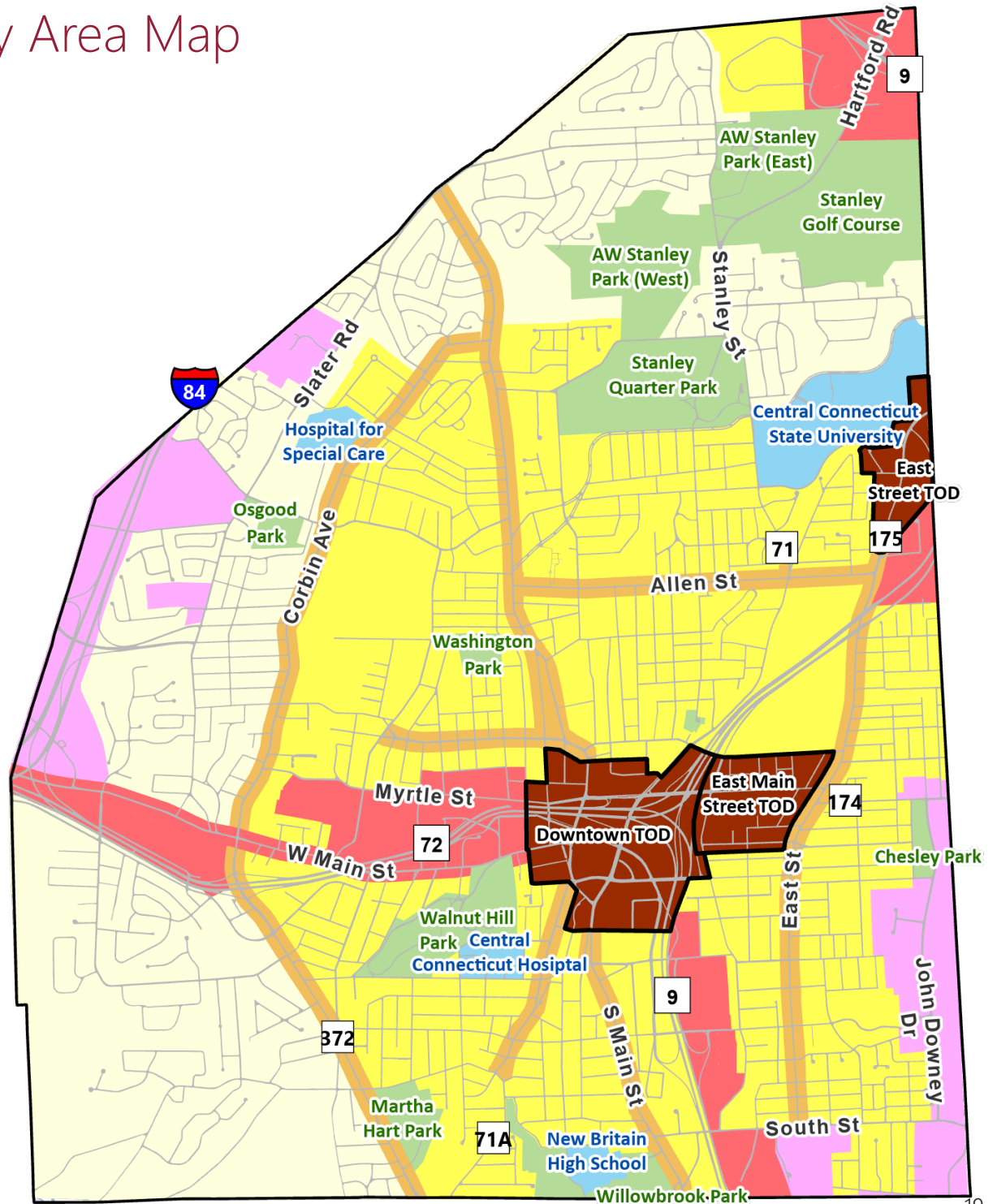
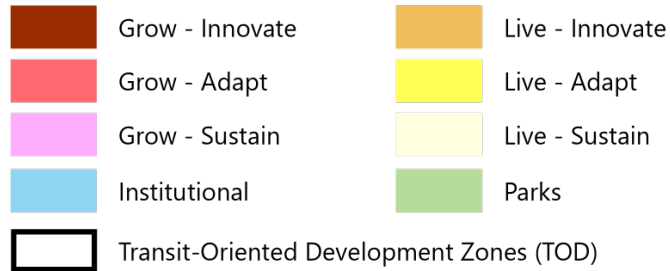
The Future Land Use Plan is comprised of six policy areas that are grouped together based on shared principles, including policy focus area (grow, live) and policy type (innovate, adapt, sustain). These areas are shown on the map on the following page and described in detail on the ensuing pages.

| <div>Policy Type</div> <div>Focus Area</div>  | <b>Innovate</b><br>Innovative policies will promote creativity, entrepreneurship, arts, and culture. Innovative policy areas encompass the City's central hives of activity, including Downtown, transit-oriented development areas, and neighborhood mixed-use corridors. | <b>Adapt</b><br>Adaptive policies are focused on areas of the City that will continue to evolve and change to meet current needs. Adaptive policy areas include the older residential, commercial, and industrial areas that have robust infrastructure in place. | <b>Sustain</b><br>Sustainable policies are focused on providing balanced development that meets the City's economic, environmental, energy, and social goals. Sustainable policy areas encompass lower-density residential neighborhoods and modern business parks. |
|---|--|---|---|
| <b>Grow</b><br>These focus areas prioritize economic development serving as the employment, retail, and institutional hubs of New Britain. These areas will contribute to a growing tax base, provide a range of employment opportunities, and promote vibrant, mixed-use centers.  | <b>Grow - Innovate</b><br>Downtown New Britain and TOD station areas   | <b>Grow - Adapt</b><br>Older industrial areas and auto-oriented commercial corridors  | <b>Grow - Sustain</b><br>Modern industrial and business parks   |
| <b>Live</b><br>These areas focus on quality of life and are characterized by diverse residential neighborhoods anchored by thriving mixed-use corridors that meet the shopping, entertainment, and service needs of residents. These areas are connected together with a robust transportation system and served by quality public infrastructure, parks, and community facilities. | <b>Live - Innovate</b><br>Neighborhood mixed-use corridors   | <b>Live - Adapt</b><br>Moderate- to high-density residential neighborhoods  | <b>Live - Sustain</b><br>Low-density residential neighborhoods  |



# Vision for the Future: Policy Area Map

## Future Land Use Plan | Policy Area Map





## Grow – Innovate

Grow – Innovate policy areas are the City's development priorities and encompass Downtown New Britain and the East Main Street and East Street Transit-Oriented Development (TOD) areas. These areas support the highest intensity and most diverse land uses in the city, including a mix of apartments, retail, restaurants, offices, employment, and institutional uses. As centers for entrepreneurship, arts, and culture, these policy areas foster creativity that can help generate new economic activity. The goals and recommendations for these policy areas build on previous planning efforts, notably the 2017 TOD Plan and 2019 Brownfield Area Revitalization (BAR) Plan.

### Downtown New Britain

Downtown New Britain encompasses the central business district roughly bounded by Broad Street and Clark Street to the north, Route 9 to the east, High Street to the west, and Pearl Street to the south. This area generally aligns with the 2017 TOD Plan study area as well as the central business district zone.

The vision for Downtown seeks to capitalize on the existing urban, pedestrian-friendly fabric; cultural and historic assets; recent complete streets investments; and new housing. Over the next decade, New Britain will pursue new development through replacement of underperforming 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. Developers can leverage Downtown's Opportunity Zone designation and Tax-Increment Financing options to facilitate development.



Rendering of potential improvements at the corner of Columbus Boulevard and Washington Street, including enhancements to the Badolato Garage (2017 TOD Plan).



The 2017 TOD Plan established an overall vision and development priorities for Downtown New Britain, growing its position as a housing, restaurant, and entertainment destination.



Downtown will continue to build on recent momentum, working with property owners to restore their historic façades and return buildings to productive use. The Andrews Building (above), was one of the first Downtown housing projects.



### East Main Street TOD

The East Main Street TOD area is roughly bounded by Smalley Street to the north, Route 9 to the west, East Street to the east, and Dwight Street to the south, and aligns with the study area identified in the TOD and BAR plans. This area will continue to transition towards more transit-oriented uses. The intention is to concentrate commercial activity and residential density around the station as well as along the CTfastrak guideway, Stanley Street, and the Connerton Street neighborhood, taking advantage of underperforming and vacant properties. The vision for the East Main Street TOD area will be achieved through realigning the intersection of East Main Street and Newington Avenue, the relocation of the Department of Public Works (DPW) facility outside of the neighborhood, the relocation of the northbound CTfastrak platform, the repurposing of several older industrial buildings, and the redevelopment of some existing residential neighborhoods. Additional policy priorities in this area include brownfield remediation, property assembly, and marketing the area's Opportunity Zone designation.



Rendering of potential development on the realigned East Street from the 2017 TOD Plan.



The East Main Street TOD area's development potential can be unlocked by relocating the City's DPW facility and realigning the intersection of East Street, East Main Street, and Newington Avenue.

### East Street TOD

The East Street TOD area is centered on the East Street corridor between the CTfastrak overpass and the Newington Town line, including portions of Paul Manafort Senior Drive, Cocomo Circle, and Covington Street. This area serves as an important gateway into New Britain and will transition towards a mixed-use pedestrian-friendly corridor along East Street, connecting the Central Connecticut State University (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 the campus and the station platforms. Policy priorities such as streetscape work as well as changes in site design and layout, which will transform the current auto-centric corridor to a more traditional transit-oriented neighborhood center.



Phase I development sites from the East Street TOD Plan focuses on properties fronting East Street and Paul Manafort Senior Drive that are located between the CTfastrak and the CCSU campus.



Rendering of potential development on the corner of East Street and Paul Manafort Senior Drive from the 2017 TOD Plan.



## Grow – Adapt

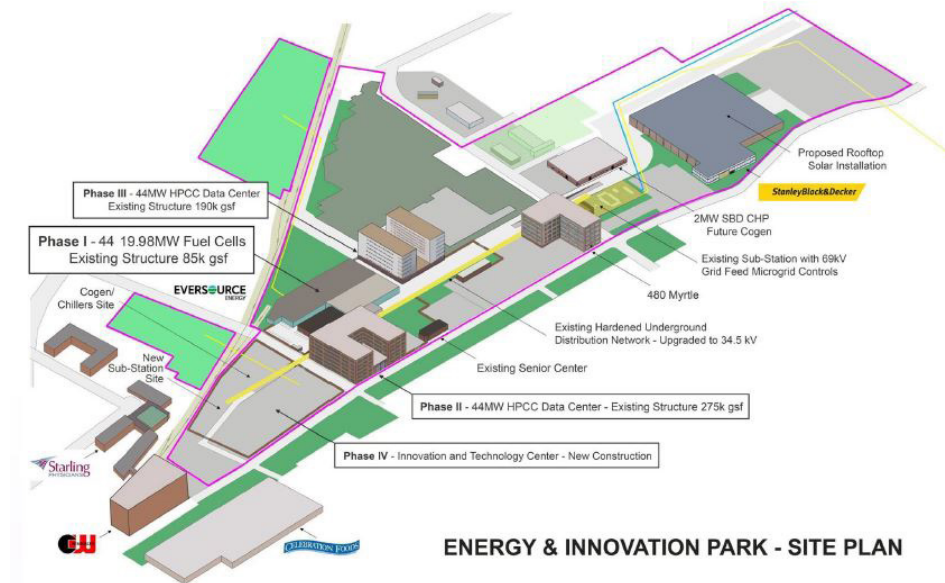
Grow – Adapt policy areas refer to older industrial areas and auto-oriented commercial corridors. Many thriving businesses are located here, and the City should continue to promote policies that allow these businesses to be successful and grow. However, as market conditions evolve, some sites may underperform or become obsolete and present opportunities for adaptive reuse and redevelopment. Due to the limited availability of vacant land within the City, these sites should prioritize commercial and industrial uses wherever possible.

### Industrial Areas

The Myrtle Street and Stanley Street corridors were the City's historic manufacturing centers, leveraging proximity to workforce housing as well as rail connections to markets throughout the country. While historic industrial buildings are not ideal for many modern manufacturers, there are opportunities for adaptive reuse or comprehensive redevelopment. A priority project within this area is the Energy and Innovation Park on Myrtle Street. Through a combination of adaptive reuse and redevelopment of the old Stanley Works site, this project will create the largest fuel cell installation in North America as well as build a data center that will support regional and national businesses. Priority policies for these older industrial sites include brownfield assessment and remediation, property assembly, infrastructure upgrades, and changes to zoning regulations to facilitate development.

### Commercial Corridors

The City's auto-oriented commercial districts along West Main Street and Hartford Road may also need to adapt to a changing retail marketplace. Today, these corridors contain a mix of big-box stores, services, and restaurants. The rise of e-commerce and changing consumer preferences have led to a shift away from traditional "big box" retail developments and towards smaller single-tenant buildings. The City will need to ensure that its policies maximize opportunities for reuse and redevelopment and continue to evolve to align with market conditions. Due to strong market conditions for light industrial uses, underutilized commercial sites could help attract and retain these industrial businesses within the City, so long as adequate buffers are maintained to adjacent residential areas. Policy priorities in these areas include transportation and streetscape improvements, modifications to parking requirements, and changes to the zoning regulations to facilitate development.



*The Energy and Innovation Park project on Myrtle Street combines the adaptive reuse and redevelopment principals identified in Grow - Adapt policy areas.*



*The former Shaw's supermarket located at 1055 West Main Street has been converted into a self storage facility. Because storage generates much less parking demand than a grocery store, infill development on excess parking could help the City attract new retailers.*



## Grow – Sustain

Grow – Sustain policy areas refer to the modern industrial and business parks along Slater Road, John Downey Drive, and South Street that are home to some of the City's largest employers, including Stanley Black & Decker and Polamer Precision. These areas leverage strong connections to the regional highway system, and buildings and sites that are ideally designed to meet modern manufacturing needs. The City's efforts in these areas will focus on business expansion and retention, workforce development initiatives, energy efficiency upgrades, and infrastructure investments that create an attractive business environment. Special focus will be given to developing a continuum of spaces that meet business needs from the start-up phase through the growth and maturation phases.



*While Stanley has moved much of its manufacturing out of the City, it retains its local presence through its world headquarters and its hand tool manufacturing facility on Myrtle Street.*



*Polamer Precision recently announced a major expansion to its facility in the Pinnacle Business Park. The company recently purchased 27.3 acres of land from the City of New Britain to support a major expansion that will triple its workforce in the City.*



*John Downey Drive is home to numerous small manufacturers in buildings ranging from 15,000 square feet to over 100,000 square feet.*



## Live – Innovate

Live – Innovate policy areas refer to neighborhood and mixed-use corridors that contain a blend of residential, commercial, and institutional uses that service the surrounding neighborhoods. Higher density corridors include Broad Street and Arch Street which have a greater connectivity to Downtown New Britain. Broad Street lies in the heart of Little Poland with many restaurants, retail, and institutional establishments, as well as mixed-use development on the upper floors. Arch Street or the Barrio Latino is a center for Hispanic-owned businesses and is home to numerous retailers, restaurants, religious institutions, and mixed-use developments.

Moderate density corridors include Corbin Ave, Farmington Ave, Allen Street, East Street, and South Main Street. These corridors have a greater focus on residential uses, although nodes of neighborhood oriented commercial activity may be appropriate at major intersections. Live – Innovate corridors provide opportunities for small-business growth and will continue to serve as critical shopping, cultural, and service hubs of the community over the next 10 years. Policy priorities in these areas include streetscape improvements, parking and utility upgrades, façade improvement programs, neighborhood beautification projects, blight removal, and business development initiatives.



*The Broad Street corridor forms the heart of the Little Poland neighborhood and business district and boasts strong connections to Downtown New Britain.*



*Allen Street serves as a lower-intensity, neighborhood-oriented mixed-use corridor.*



*The Arch Street corridor radiates south from Downtown and is home to many Hispanic-owned retailers, restaurants, and services.*



## Live – Adapt

Live – Adapt policy areas refer to the moderate to high density residential neighborhoods which radiate outwardly from Downtown New Britain, as well as the higher density neighborhoods located near Route 9 and West Farms Mall. Population densities are high enough to support walkable, neighborhood-oriented retail. Strong sidewalk, bicycle, and transit connections provide easy access to Downtown and employment opportunities in the larger region.

These areas contain the most diverse housing within New Britain, including single-family, 2- to 4-unit multifamily homes, condominiums, and apartment complexes. Small neighborhood-oriented retail and institutional uses are also appropriate on major roads. The housing stock in these areas is aging, with many structures exceeding 100 years old. These neighborhoods will need to continue to adapt to make sure that they meet modern housing needs and provide high quality, well maintained choices for all households. While these neighborhoods are mostly “built out”, there may also be opportunities for small scale infill projects. Policy priorities include infrastructure improvements, home repair and rehabilitation projects, blight removal, homeownership programs, and expanded senior housing options.



*The Jefferson, an affordable senior housing development on Corbin Avenue, has a long waiting list for units, indicating strong local demand. Growing the number of affordable senior housing units is a City priority over the next decade.*



*Repair and rehabilitation projects will continue to be a priority over the next 10 years. This home on Cottage Place was rehabilitated using City HUD funds and then sold to an income-eligible household.*

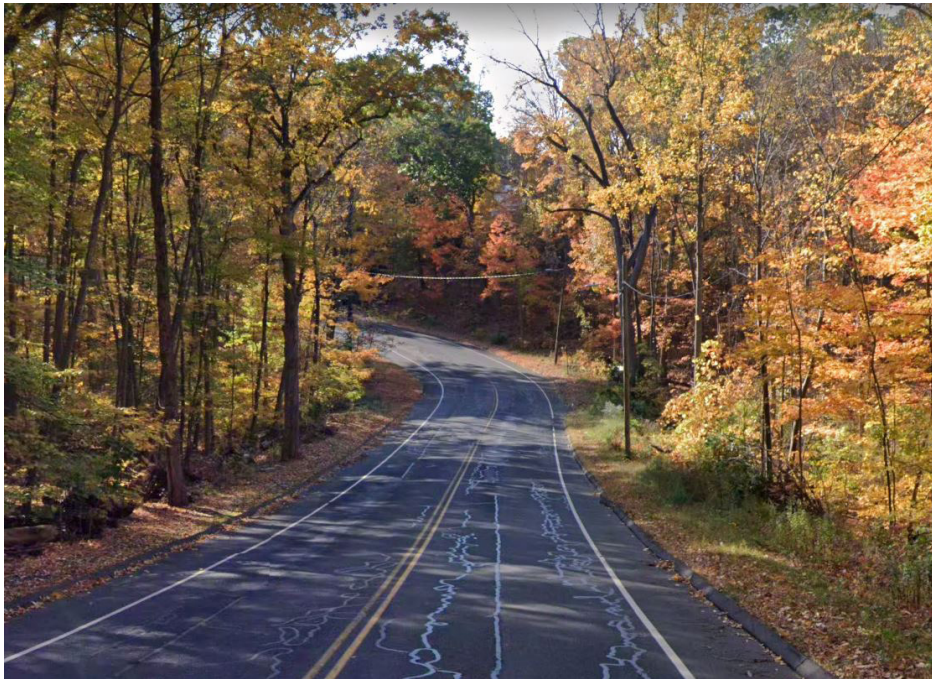


*Infill single-family homeowner units, such as these homes on Beaver Street, can help stabilize neighborhoods and give low- and moderate-income families the opportunity to build equity.*



## Live – Sustain

Live – Sustain policy areas refer to the lower-density residential neighborhoods located in the western and northern areas of the City. These neighborhoods are comprised of single-family residences ranging from small starter homes to larger single-family homes. These areas are interspersed with open space, and recreational lands, with limited available vacant land for additional development. Population densities are not high enough to support neighborhood scale retail and these areas are homogeneous in their use, except for occasional institutional use. Over the next ten years, this area will remain predominantly single-family homes with a homeownership focus. Proximity to natural resources necessitates a balanced approach to future development that considers both conservation and development goals. Policy priorities include homeownership and property maintenance programs, infrastructure investments, and natural resource protection.



*Many sensitive natural areas and open space lands are located within Live - Sustain policy areas, including Stanley Quarter Park pictured above.*



*Single-family homes on Sylvan Road.*



*Live - Sustain policy areas contain housing in close proximity to natural resources such as wetlands and watercourses, necessitating a balanced approach to future development.*





**Live**  
**newbritain**



# Live newbritain

The Live New Britain theme contains goals, objectives, and strategies that enhance quality of life, specifically the topics of neighborhoods, housing, community facilities, and City services.

## Vision for the Future

New Britain's greatest asset is its people. The City will continue to embrace its longstanding tradition of cultural diversity and innovation. The City will maintain strong residential neighborhoods that provide safe and affordable housing choices for all households. These neighborhoods are anchored by vibrant and unique neighborhood business districts. High-quality community facilities and efficient public services will ensure access to opportunity for all residents.

## Goal: Support Vibrant Neighborhood Corridors

### Facts and Figures

New Britain's diverse neighborhoods are anchored by strong mixed-use corridors along Broad Street, Arch Street, East Main Street, West Main Street, South Main Street, East Street, Allen Street, Farmington Avenue, and Corbin Avenue. These well-traveled corridors contain a mix of housing, retail, services, and restaurants and rely on strong transportation connections to the surrounding residential neighborhoods.

Over the last decade, New Britain has focused on investments in sidewalks, streetscapes, and utility infrastructure that help improve the function and aesthetics of these critical neighborhood arteries. Looking forward, New Britain will continue to foster an attractive business environment, provide supportive infrastructure and parking, and explore regulatory changes that can help ensure these corridors continue to thrive in the years to come. Each corridor is described in greater detail below.

### Broad Street

Broad Street combines the characteristics of a traditional "Main Street" and a regional destination. As the heart of the Little Poland neighborhood, Broad Street provides a variety of retail, restaurant, and service uses in a pedestrian-oriented environment. Many buildings are mixed-use and contain apartments or offices on the upper floors. The unique businesses, as well as cultural events such as the Little Poland Festival, draw in residents from throughout the Greater Hartford region. Over the last decade, there has been significant investment in public infrastructure such as streetscapes and parking areas as well the restoration of historic buildings.

### Arch Street

The Arch Street Corridor, like Broad Street, resembles a traditional Main Street shopping district, especially on its northern end near Downtown New Britain. Arch Street is known as "Barrio Latino," and is the City's center of Hispanic culture. The corridor is also home to numerous Hispanic-owned businesses.

Arch Street also serves as an institutional hub and contains numerous non-profit and religious organizations. South of Whiting Street, Arch Street becomes more residential in character. Over the last decade, several historic façades have been renovated in support of new residential and business uses. The City continues to make investments in supportive infrastructure such as parking areas and sidewalks.



*Broad Street*



*Mural on Arch Street near Monroe Street*



### East Main Street

The East Main Street corridor serves as a short but important link between the northern area of Downtown New Britain, East Street, and Newington Avenue. West of Route 9, the corridor is dominated by commercial uses anchored by New Brite Plaza. East of Route 9, the corridor contains a mix of residential and commercial uses. Complete streets improvements are underway in the western portion of the corridor, with the goal of making the corridor more pedestrian friendly and consistent with Downtown. The corridor can leverage opportunities for transit-oriented development due to its proximity to both the Downtown and East Main Street CTfastrak stations.

### West Main Street

The West Main Street corridor radiates from Downtown New Britain, connecting to the Town of Plainville. This corridor serves as an important gateway into New Britain. The corridor contains a mix of residential and commercial uses, with density increasing moving from west to east. The western portion of the corridor is auto-oriented and contains some of the highest traffic volumes in New Britain. Development becomes more pedestrian in scale moving closer to Downtown. This portion of the corridor is home to numerous historic structures as well as Walnut Hill Park.

### South Main Street

South Main Street is one of the City's primary north-south routes and serves as the southern gateway into the City from the Town of Berlin. Residential densities are highest in the northern portion of the corridor and decrease moving south. Nodes of neighborhood-oriented commercial activity are centered around major intersections such as Ellis Street, Ash Street, and Mill Street. The southern portion of the corridor serves as the entryway to New Britain Stadium. This area is primarily automotive and industrial uses. There may be opportunities in the South Main Street corridor to pursue land uses that better support the stadium and the regional audience it draws in.

### East Street

East Street connects CCSU to the East Side neighborhood and South Street and serves as an important gateway from Newington and Route 9. East Street contains a mix of residential, commercial, and light industrial uses. Near CCSU, the corridor contains higher density residential development that supports the student population. There is also a retail node at the corner of Paul Manafort Senior Drive that largely serves the college community. South of Allen Street, housing decreases in density and consists mostly of single-family homes, duplexes, and triplexes. The corridor can leverage opportunities for transit-oriented development due to its proximity to both the East Street and East Main Street CTfastrak stations.



East Main Street near the CTfastrak station



West Main Street in Downtown New Britain



South Main Street near Brook Street



### Allen Street

Allen Street is an east-west route connecting Farmington Avenue to East Street. The corridor serves as a neighborhood commercial hub and contains small retailers, grocery stores, restaurants, and personal services. These uses are concentrated between Oak Street and Lawlor Street. New Britain has invested in infrastructure and complete streets improvements within this commercial core and is seeking additional funding for future drainage and infrastructure improvements. Allen Street is also home to a range of housing types, ranging from apartment buildings to duplexes to single-family homes. There are a few vacant or underutilized sites that could support small-scale infill development.



*Commercial development on Allen Street, across the street from an undeveloped lot*

### Corbin Avenue

Corbin Avenue is a key north-south roadway in eastern New Britain, connecting Farmington Avenue to Route 372. The northern portion of the corridor consists primarily of residential and institutional uses, with limited neighborhood commercial uses. This area has seen significant housing redevelopment over the last decade, including Corbin Heights and the Jefferson senior housing development. The corridor is home to the Hospital for Special Care and is proximate to several major employers along Slater Road. The corner of Corbin Avenue and West Main Street is one of New Britain's key retail nodes, anchored by a supermarket and numerous chain retail businesses. South of Route 72, Corbin Avenue becomes residential in character, with density decreasing as you move south.

### Farmington Avenue/Beaver Street

The Farmington Avenue and Beaver Street corridor serves as the northern gateway into New Britain and connects Main Street and Broad Street to the Town of Farmington. The corridor contains a mix of commercial and residential uses. The northern commercial node at the corner of Slater Road has seen significant commercial development over the last decade, taking advantage of its proximity to I-84 and corporate parks in nearby Farmington. The commercial node at the corner of Corbin Avenue has shifted away from big-box retail uses over the last decade. Interspersed between these two commercial nodes is a mix of housing types including single-family homes, duplexes, and apartments. South of Eddy Glover Boulevard, density increases, and land uses become more pedestrian-oriented. The southern portion of the corridor offers opportunities for small-scale infill and redevelopment projects.



*Borinqueneers monument on Farmington Avenue at Lasalle Street*



*A range of housing types on Corbin Avenue, near Governor Street*

## Objectives and Strategies

### 1. Support Neighborhood Retail and Services

- Assist new businesses in navigating the state and local permitting process.
- Explore the creation of a small business revolving loan fund, utilizing state funds, City funds, or Community Development Block Grant (CDBG) allocations.
- Consider allowing small scale, mixed-use development within the B1 and B2 zones, allowing residential development on the upper floors only.
- Highlight neighborhood retail as part of larger City marketing efforts.
- Encourage strong building and site design standards within neighborhood corridors, such as placing buildings close to the street, pedestrian-oriented design, and providing attractive landscaping and signage.
- Establish a façade improvement matching fund for businesses within neighborhood corridors.
- Allow the leasing of on-street parking spaces to support outdoor dining.
- Evaluate zoning within neighborhood corridors, inclusive of site design standards, permitted uses, and parking. Consider changes to the zoning that result in more consistent design and use standards throughout corridors.

### 2. Provide Well-Designed Parking Opportunities

- Identify opportunities to expand public parking in the Broad Street neighborhood, including a potential parking structure on the corner of Broad Street and Beaver Street.
- In areas of high parking demand, consider the use of time limits or meters in order to encourage turnover.
- Encourage the use of on-street parking within neighborhood corridors. Consider modifying the zoning regulations for business zones to allow on-street parking spaces to count toward a portion of the minimum off-street parking requirements.
- Consider acquiring vacant properties within neighborhood corridors and converting them into small public parking areas. Consider establishing lower parking standards for businesses within 1,000 feet of these parking areas.
- Leverage underutilized parking areas, such as religious institutions, and encourage the use of shared parking arrangements.
- Assist businesses in identifying suitable off-street parking locations for their employees in order to reserve on-street parking spaces for customers.

### 3. Enhance Public Infrastructure in Neighborhood Corridors

- Maintain and upgrade water, sanitary sewer, and stormwater infrastructure within neighborhood corridors.
- Enhance public green spaces and public spaces within neighborhood corridors.
- Enhance aesthetics through streetscape improvements such as sidewalks, street trees, lighting, and bus shelters.
- Secure funding for Phase II of the Allen Street reconstruction project.
- Improve sidewalk and bicycle connections between neighborhood corridors and surrounding residential areas.



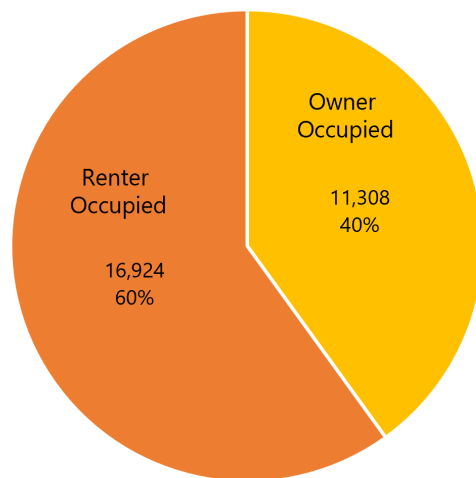
## Goal: Preserve Healthy, Affordable, and Livable Neighborhoods

### Facts and Figures

New Britain recognizes the importance of having a balanced housing stock that supports its diverse population. As of 2019, about 40% of housing units were owner-occupied, while the remaining 60% were renter-occupied. Similarly, about 34% of housing units are single-family while the remaining 66% are multifamily. Multifamily and rental housing is concentrated in the older residential neighborhoods adjacent to Downtown and in the East Side neighborhood.

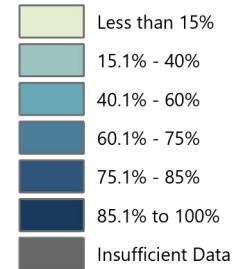
New Britain's population is projected to grow slowly over the next decade. This growth, coupled with smaller household sizes, will lead to demand for new housing units. New Britain seeks to concentrate new multifamily development within the Downtown and TOD areas, while growing single-family homeownership opportunities in the remaining neighborhoods. The zoning regulations were amended in Downtown, the East Main Street, and the East Street TOD areas to facilitate higher-density, market-rate housing within walking distance of CTfastrak. The Downtown housing market has been particularly strong over the last 5 years, and over 200 new units have either been built or are in the pipeline. Recent projects include Columbus Commons, 222 Main Street, and Courtland Arms. This has allowed New Britain to capture upwardly mobile households who previously left due to the lack of housing options while also sparking additional demand for Downtown retail and restaurants.

### New Britain Housing Tenure

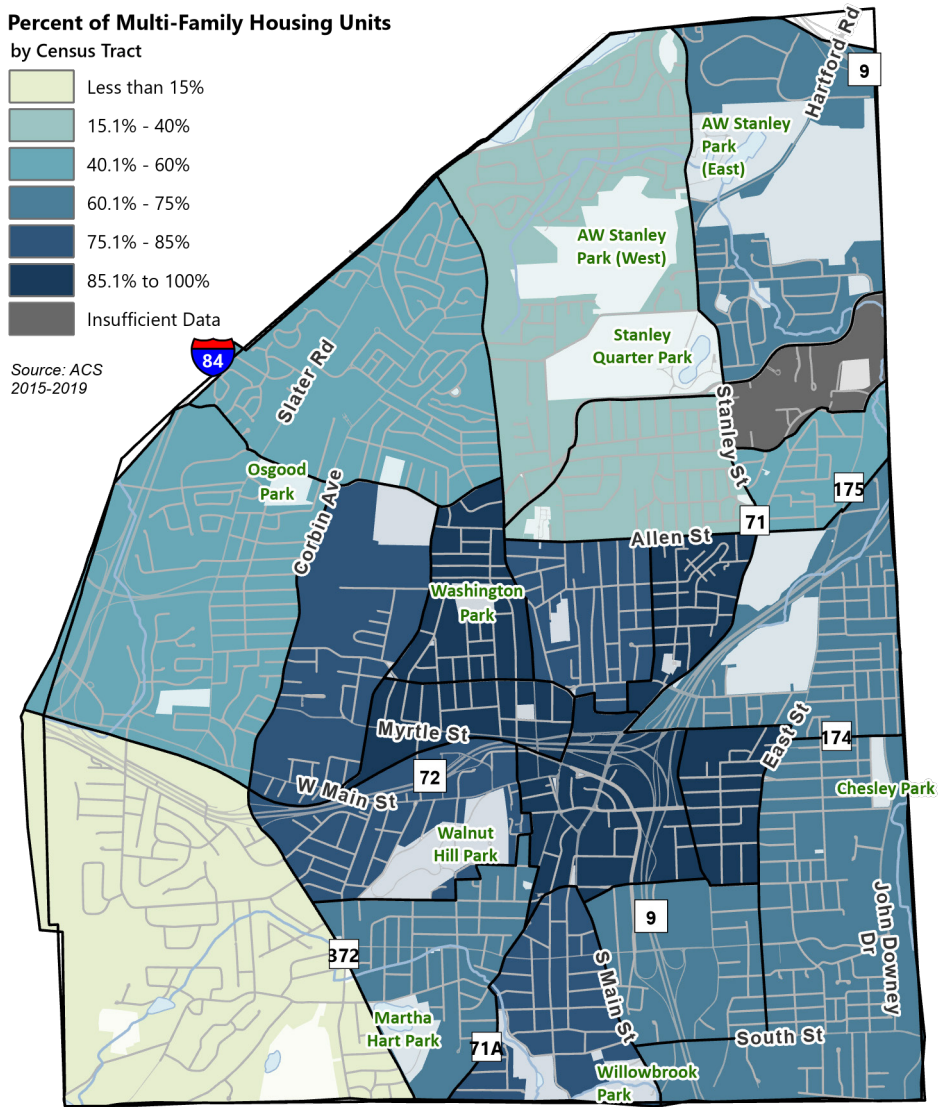


Source: ACS 5-Yr (2015-2019) Table B25003

### Percent of Multi-Family Housing Units by Census Tract



Source: ACS  
2015-2019





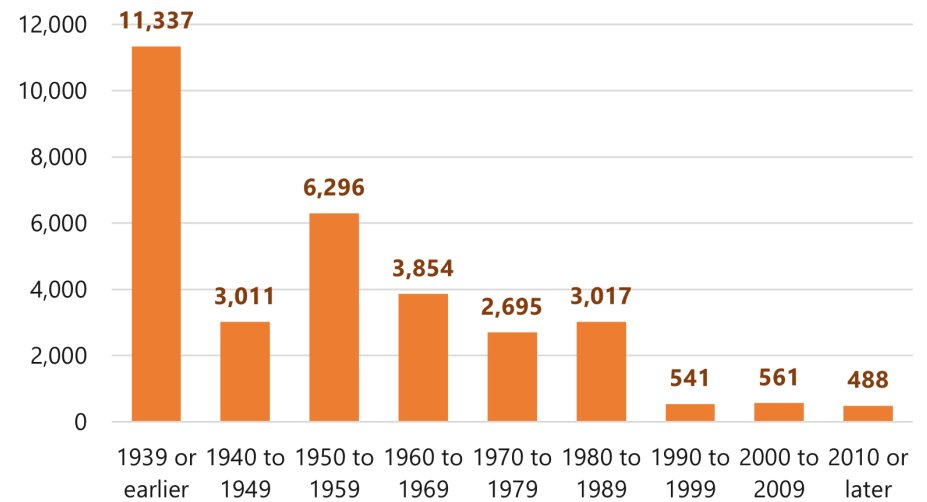
About two-thirds of all housing units were built before 1960, underscoring the importance of repair and rehabilitation projects. The City continues to prioritize annual funding from the US Department of Housing and Urban Development (HUD) for housing repair and rehabilitation projects. Recent success stories include the rehabilitation and sale of two single-family homes on Cottage Place. The Neighborhood Stabilization Program was recently reactivated and will continue to provide financial and technical assistance in support of residential rehabilitation projects.

Affordable housing remains a need within the community, especially among seniors and renters. Over 40% of New Britain households spend more than 30% of their income on housing and may have difficulty affording other necessities. As of 2020, 18% of the City's housing stock meets the statutory definition of affordable housing, nearly double the state requirement. New Britain is also home to many lower-priced units that do not meet the statutory definition of affordable housing but nevertheless provide housing choices for low- and moderate-income families. An ongoing priority is to ensure that existing affordable units are safe and well-maintained. Over the last decade, the aging Corbin Heights and Pinnacle Heights affordable housing complexes were redeveloped through public-private partnerships. The Jefferson was built in 2013, also utilizing a public-private partnership, greatly expanding the number of affordable senior housing units in the City. However, demand for affordable senior housing continues to outpace supply and will continue to be a focus over the next decade.



*The Corbin Heights housing development was redeveloped utilizing a public-private partnership.*

### New Britain Year Housing Structure Built



Source: ACS 5-Yr (2015-2019) Table B25034



*Single-family home on Cottage Place. This home was rehabilitated using City HUD funds and then sold to an income-eligible household.*

## Objectives and Strategies

**4. Maintain a Diverse Housing Stock that Supports All Life Stages and Income Levels**

- Expand senior housing options, including units affordable to low- and moderate-income seniors. Prioritize these units in locations proximate to retail, shopping, services, and healthcare.
- Conduct a site feasibility study of the Israel Putnam and St. John Paul II schools to determine their capacity to support affordable senior housing. This study should examine site features, circulation, building reuse, and potential impacts to adjacent properties.
- Based on the recommendations of the site feasibility study, modify the zoning of recommended sites to allow for affordable senior housing and identify potential development partners.
- Continue to grow market rate rental housing within Downtown New Britain and the East Main Street and East Street TOD station areas.
- Adopt an Affordable Housing Plan by June 30, 2022, in accordance with state requirements.
- Prioritize single-family homeownership opportunities in residential neighborhoods outside of Downtown and the TOD station areas.
- Modify the City's accessory dwelling unit ordinances in accordance with statutory requirements.

**5. Upgrade, Modernize, and Rehabilitate the Housing Stock**

- Continue the Healthy Homes residential lead abatement programs and secure funding for program expansion.
- Consider adopting a Landlord Registration ordinance to better enforce property maintenance and blight issues at rental housing units.
- Utilizing HUD funds, continue to repair and rehabilitate New Britain's housing stock, prioritizing homeowner units.
- Continue blight enforcement and "clean and lien" programs.
- Redevelop the New Britain Housing Authority's Mount Pleasant apartments, exploring opportunities for public-private partnerships. Portions of this site may be suitable for light industry or other tax-generating use. If all units are not rebuilt on site, ensure that these units are replaced elsewhere in the City.

**6. Bolster Homeownership Programs**

- Continue to prioritize HUD CDBG and HOME funds in support of affordable homeownership opportunities, prioritizing rehabilitation and strategic infill development projects.
- Provide down payment assistance to low- and moderate-income households utilizing state and federal funds.
- Support the creation of affordable single-family homeownership units on the St. Thomas Aquinas School site.
- Work with local employers to establish an Employer-Assisted Housing program, which would provide financial assistance to eligible employees who buy homes in New Britain.



## Goal: Maintain High Quality Community Facilities and Services

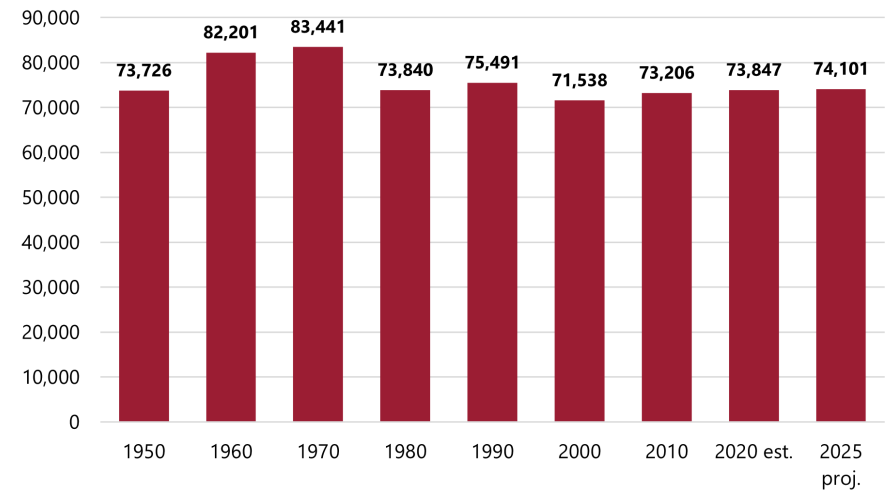
### Facts and Figures

Demand for services is driven by the City's population and demographics. Since 2010, the City's population is estimated to have grown by about 600 residents. Slow growth is expected to continue through 2025. This slow population growth is not likely to result in a substantial increase in demand for services. However, there may be shifting priorities due to demographic changes within the population. New Britain's senior population grew by 6% between 2010 and 2019, which may lead to additional need for senior services, transportation, and senior housing.

New Britain's population is racially, ethnically, and socioeconomically diverse. The City's Hispanic population grew by 17% between 2010 and 2019 and now comprises a plurality of the population. New Britain is home to large immigrant populations from Poland, the Dominican Republic, Jamaica, Mexico, India, and Peru, as well as a large migrant population from Puerto Rico. About 20% of the population speaks English "less than very well," underscoring the importance of publicizing City services in multiple languages. The median household income of New Britain residents increased by 17% between 2010 and 2019, exceeding the rate of inflation. Nevertheless, about 27% of households make less than \$25,000 per year and rely on social, health, and housing services to meet basic needs.

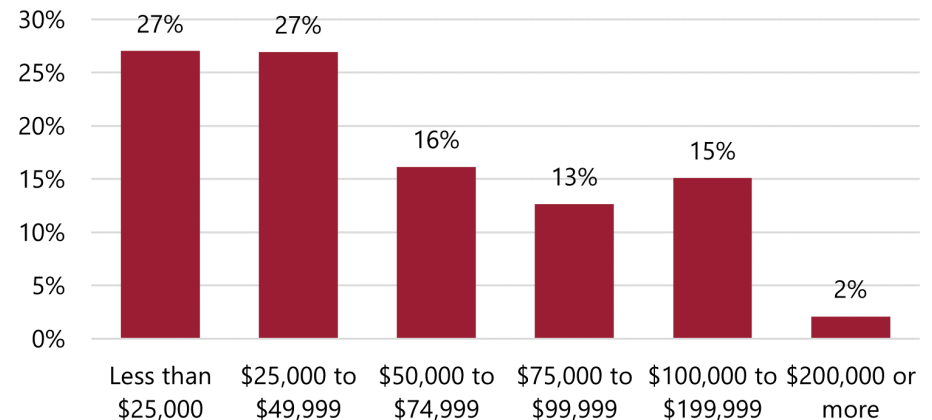
New Britain has made significant investments in technology over the last 5 years, improving the quality and transparency of services. Accomplishments include the creation of a new City website; roll-out of an online permit and licensing system that streamlines contractor and resident requests; software and hardware upgrades; and investments in Wi-Fi and fiberoptic infrastructure.

### New Britain Historic and Projected Population



Source: U.S. Census Bureau 1950 to 2010  
ESRI population estimates: 2020 and 2025

### Household Income Distribution: 2019



Source: 2019 American Community Survey 5-Year Estimates, Table B19001

New Britain has continued to invest in its community facilities over the last decade. In 2011, a new police station was built on the corner of Main Street and Chestnut Street in Downtown New Britain. The old police station site was redeveloped into Columbus Commons, a mixed-use commercial and residential development. Ongoing improvements through the City's Capital Improvement Program (CIP) ensure that facilities are maintained in a state of good repair. Future facility priorities include the City's fire stations, the relocation of the public works garage on East Main Street, and the relocation of the health department to an expanded senior center building, allowing for better coordination of services.

Student enrollment in New Britain Public Schools has been very stable over the last decade at about 10,000 students. Existing classroom space is adequate to meet current and projected needs. A continued priority is to modernize school buildings to meet modern educational needs, improving technology, energy efficiency, air quality, and support spaces. Since the last Plan, school construction projects have been completed at Gaffney Elementary School and Smalley Elementary School. Future school improvements are planned at Chamberlain Elementary, Jefferson Elementary, Holmes Elementary, Northend Elementary, and Smith Elementary.



*Smalley Elementary School*



*New Britain Police Station Headquarters in Downtown New Britain*



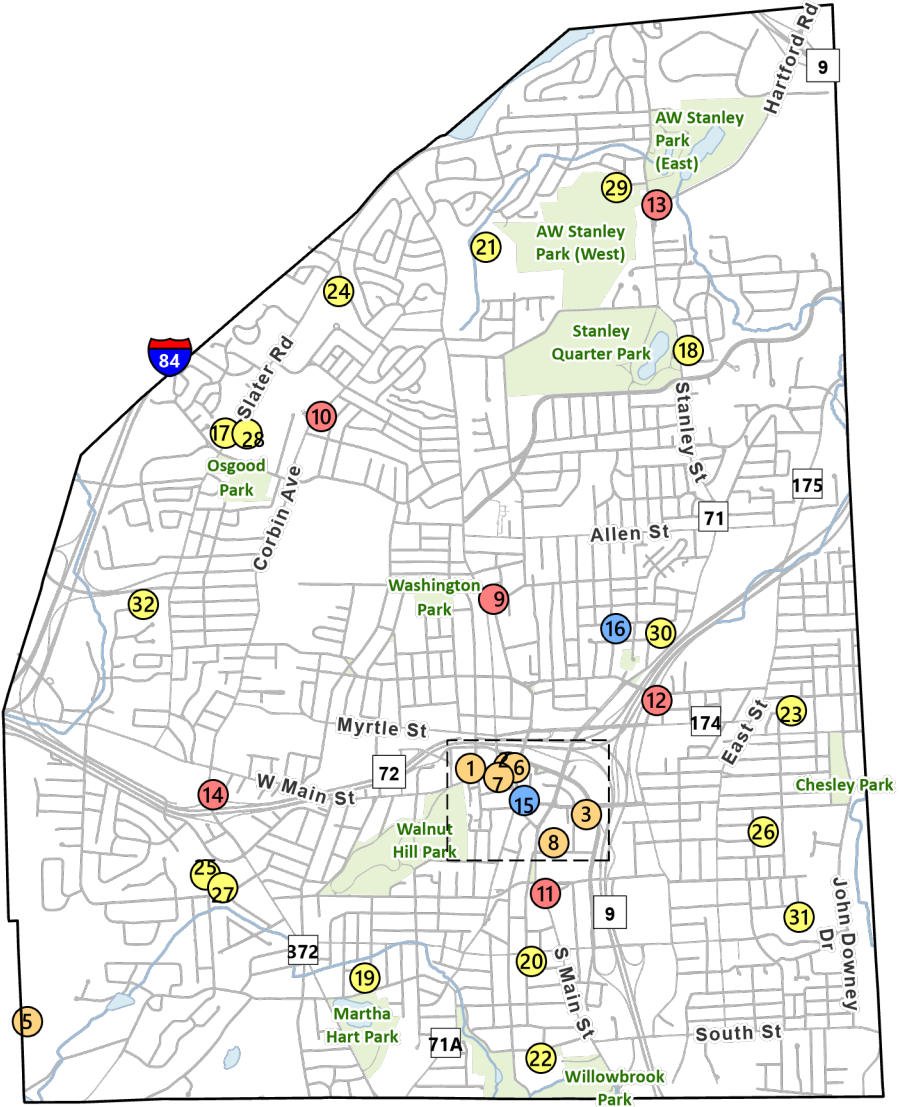
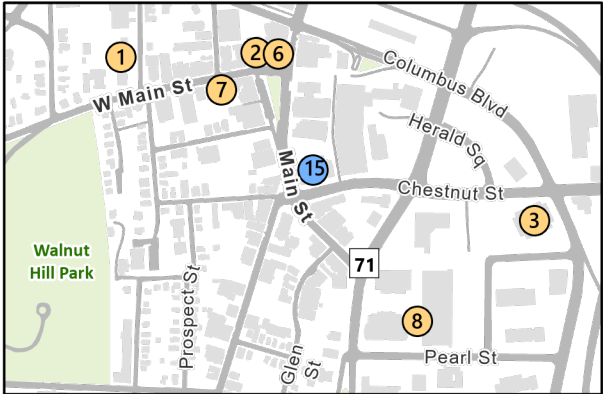
*Gaffney Elementary School*



Community Facilities Map

|                      |    |                               |    |                                     |
|----------------------|----|-------------------------------|----|-------------------------------------|
| Community Facilities | 1  | New Britain Public Library    | 17 | Frank J Diloreto School             |
|                      | 2  | New Britain City Hall         | 18 | HALS Academy                        |
|                      | 3  | US Post Office                | 19 | Vance School                        |
|                      | 4  | Water Treatment Plant         | 20 | Northend School                     |
|                      | 5  | Water Department              | 21 | Pulaski Middle School               |
|                      | 6  | Board of Education            | 22 | New Britain High School             |
|                      | 7  | Downtown Visitor Center       | 23 | Chamberlain School                  |
|                      | 8  | Government Center             | 24 | Jefferson School                    |
| Fire                 | 9  | Fire Station 1                | 25 | Slade Middle School                 |
|                      | 10 | Fire Station 8                | 26 | Roosevelt Middle School             |
|                      | 11 | Fire Station 2                | 27 | Lincoln School                      |
|                      | 12 | Fire Station 5                | 28 | E. C. Goodwin Technical High School |
|                      | 13 | Fire Station 7                | 29 | Holmes School                       |
|                      | 14 | Fire Station 4                | 30 | Smalley Academy                     |
| Police               | 15 | New Britain Police Department | 31 | Smith School                        |
|                      | 16 | Police Sub Station            | 32 | Gaffney School                      |

Downtown New Britain



**Objectives and Strategies****7. Continue to Make Strategic Investments in Community Facilities**

- Complete school construction projects at Chamberlain Elementary, Jefferson Elementary, Holmes Elementary, Northend Elementary, and Smith Elementary.
- Complete renovations and code updates at New Britain High School.
- Conduct a City-wide Facilities Master Plan inclusive of school facilities. Inventory current City and public-school facilities and uses, understand demographic drivers and enrollment projections over the next 10 years; and identify operational needs across all departments. Assess capital needs and identify opportunities for enhanced operational efficiency and space needs.
- Complete the expansion of the New Britain Senior Center in support of the Public Health Department.
- Maintain existing facilities in a state of good repair.
- Renovate and modernize fire stations and the Fire Department Headquarters building.

**8. Continue to Provide High-Quality Public Services**

- Continue to provide cost-effective and efficient public services that meet residents' needs.
- Continue to expand the City IT systems and website to improve usability and transparency.
- Periodically evaluate City staffing levels, organization, and operation relative to City goals and objectives. Consider expanding staff as necessary to help further the goals outlined in this Plan.
- Continue to publicize existing services and explore new methods to communicate these services more effectively to residents.
- Explore opportunities to expand public services for youth and young adults in partnership with the school district, major employers, institutions, and community organizations.





**Grow**  
newbritain



# Grow newbritain

The Grow New Britain theme contains goals, objectives, and strategies related to economic development, the tax base, and workforce development.

## Vision for the Future

New Britain will continue to pursue smart growth, with an emphasis on its Downtown, TOD station areas, and business parks. The City will prioritize grand list growth while pursuing the “highest and best” use on remaining development sites. Through the use of redevelopment, rehabilitation, and adaptive reuse, the City is committed to returning underutilized and obsolete properties to productive use. New Britain will provide an educated workforce that meets local needs and promotes business retention and expansion.

## Goal: Position Downtown New Britain as a Regional Center

### Facts and Figures

Downtown New Britain serves as the City’s center of commerce, employment, government, arts, and culture. The Chamber of Commerce and Downtown District actively partner with City government to support existing businesses, recruit new businesses, market the Downtown’s assets, and create year-round arts and cultural programming that draws in visitors from throughout the City and region. This successful partnership will continue to move Downtown forward over the next decade.

Over the last decade, Downtown New Britain has undergone a transformation that continues to this day. In 2015, CTfastrak opened, providing high-frequency transit service between Downtown New Britain and Downtown Hartford. Access to high-quality transit service has bolstered the market for housing and employment. Significant effort and resources have been spent on complete streets improvements, ensuring that roadways balance the needs of drivers, pedestrians, bicyclists, and transit riders. These investments not only enhance the quality of the built environment, but also signal to the private development community the City’s willingness to invest in its own future.

The initial phases of complete streets improvements focused on the Downtown core. Recently, improvements have sought to better connect Downtown to adjacent areas. The award-winning Beehive Bridge opened in 2019, strengthening connections between Downtown, the CTfastrak station, and the Broad Street neighborhood. Over the next decade, New Britain will complete the remaining phases of the Complete Streets Master Plan and will look to strengthen connections to the Downtown periphery, better connecting to major employers such as the Hospital of Central Connecticut, cultural institutions such as the Museum of American Art, and adjacent neighborhood business districts.



Complete Streets improvements at the intersection of Columbus Boulevard and Bank Street



Phasing Plan from the Downtown TOD Plan. The initial priority focuses on City-owned property, such as 125 Columbus Boulevard, as well as the development sites closest to CTfastrak.



In 2017, the City adopted a Transit-Oriented Development (TOD) Plan for Downtown that establishes an overall land use vision for the future. The POCD Plan envisions Main Street and West Main Street as a hub for entertainment and restaurants, serving as a unique local and regional draw. The TOD Plan underscores the need to grow the Downtown residential population in order to provide a critical mass to support these businesses. In particular, creating new market rate housing for upwardly mobile New Britain households can ensure that these households remain in the City while also bolstering local spending potential. Employment growth can also grow Downtown's critical mass by generating activity throughout the work week. The TOD Plan will be accomplished by pursuing new development on vacant sites, such as 125 Columbus Boulevard; redeveloping obsolete uses such as New Brite Plaza; and supporting the rehabilitation of existing mixed-use buildings.

Since the adoption of the TOD Plan, over 200 housing units have either been built or are in the planning phase. Recently completed projects include Columbus Commons (80 units), 222 Main Street (40 units), Courtland Arms (24 units), and the Andrews Building (20 units). Excess parking in City-owned garages has been used to meet the parking requirements for these developments. Similarly, Downtown's employment base has expanded over the last 4 years. Community Mental Health Associates purchased The Plaza building at 235 Main Street and will bring hundreds of new employees Downtown. Similarly, the former CCSU Institute of Technology and Business Development (ITDB) building will house hundreds of administrative staff from the Connecticut State Colleges and Universities (CSCU) as well as Charter Oak State College. Continuing to grow the residential population and employment will help grow the critical mass that can support retail, restaurant, and entertainment uses. New Britain will also continue to host events throughout the year to draw in a diverse range of households from throughout the City and region.

The City has several funding programs to facilitate Downtown development. In 2017, a Tax-Increment Financing (TIF) District was established that allows the City to designate future incremental real property tax revenues from the properties in Downtown to support economic development activities that benefit the TIF District. In addition, Downtown New Britain is designated as a Federal Opportunity Zone. This provides tax benefits to developers and those who invest in projects within these designated areas.



*Columbus Commons is an 80-unit mixed-income development built on the former site of the New Britain Police Station. Growing the Downtown residential population is one of the key objectives over the next decade.*



*The rehabilitation of historic structures is also key to Downtown's revitalization. In October 2020, plans were submitted for the construction and rehabilitation of the upper two floors of the Doris Building. The upper floors are planned to be developed into 20 new studio apartments.*

## Objectives and Strategies

### 1. Grow the Downtown Residential Population through Infill and Adaptive Reuse

- Continue to pursue redevelopment and infill projects as specified in the Downtown TOD Plan.
- Identify a preferred developer for 125 Columbus Boulevard.
- Support the conversion of vacant or underutilized upper floors of buildings into market rate apartments.
- Continue to leverage available funding sources such as Tax-Increment Financing, Historic Preservation Tax Credits, and Opportunity Zone benefits.
- Pursue redevelopment or infill development on the New Brite Plaza site.

### 2. Grow the Downtown Employment Base

- Explore opportunities to rezone areas on the Downtown periphery to encourage employment.
- Continue to actively market vacant or underutilized commercial space to prospective tenants.
- Establish a business incubator in Downtown New Britain, providing both physical space and support services to start-up businesses.
- Encourage live-work spaces.
- As part of future Downtown residential developments, encourage the provision of amenities that support the work-from-home population, such as business centers or co-working spaces.

### 3. Expand Restaurant, Retail, and Service Opportunities

- Continue the Downtown Façade Improvement Program through the Downtown District.
- Continue to aggressively market vacant ground floor spaces within the Downtown to prospective tenants.
- Implement the recommendations in the Downtown District Strategic Plan, in partnership with the New Britain Downtown District.
- Work with major employers and cultural institutions to establish a “buy and eat local” campaign within the Downtown.
- Identify opportunities for public restrooms within the Downtown to better serve visitors.

### 4. Provide Efficient and Accessible Parking Opportunities

- Update the Downtown Parking Study to understand existing parking supply, changes in demand, and any needs that currently exist. Consider exploring shared parking arrangements as part of this effort.
- Seek funding for façade and lighting improvements to the Badolato Garage.
- Continue to utilize parking spaces in the Badolato and Szczesny garages to support new residential and commercial developments.
- Work with the State of Connecticut to better utilize the state-owned Blogoslawski Parking Garage, particularly for future development in the southern and eastern portion of Downtown.
- Consider establishing financial or zoning incentives that facilitate the consolidation of surface parking lots and removal of existing physical barriers. Prioritize the area between Walnut Street, South High Street, Main Street, and West Main Street.
- Encourage the use of undergrade or structured parking as part of future Downtown developments. Consider leveraging TIF or other funding sources to help pay for these facilities.
- Maintain or expand on-street parking opportunities as part of future complete streets or streetscape improvements.



## 5. Create Hives of Activity for All Populations

- Maintain a balance between employment, retail, restaurants, and residential uses within the Downtown to ensure that there is activity throughout the day.
- Grow the number of businesses and activities that draw in families and children into the Downtown.
- Continue to host the annual Celebrate New Britain festival, Car Show, Halloween Trick or Treat Safe Zone, and other community events Downtown, in partnership with the Downtown District.
- Continue to host the Farmers Market at Central Park in Downtown New Britain and work with the Downtown District to establish other retail events throughout the year.
- Explore opportunities to establish a permanent indoor food hall and retail market within the Downtown. Identify appropriate sites for this use and modify the zoning regulations accordingly.
- Support the expansion of food trucks within the Downtown.
- Continue to program and promote art exhibits, music and other entertainment at the Visitors Center, in partnership with the Downtown District, in addition to improving, activating, and programming other spaces Downtown such as Trinity on Main to offer live performances that draw patrons from out-of-town.

## 6. Enhance “Last Mile” Connections

- Secure funding for the final phases of the Downtown Complete Streets Master Plan.
- Establish a circulator bus route or tourist trolley between CTfastrak, Downtown New Britain, and locations on the Downtown periphery such as the Hospital of Central Connecticut, Museum of American Art, and Walnut Hill Park.
- Explore opportunities for bike share programs, e-scooters, or other micro-mobility options within the Downtown, in partnership with CRCOG and neighboring towns.
- Improve bicycle and pedestrian connections to the Hospital of Central Connecticut.

## Goal: Pursue Transit-Oriented Development

### Facts and Figures

The opening of CTfastrak in 2015 created new opportunities for transit-oriented development (TOD) around the East Main Street and East Street stations. Transit-oriented development seeks to build higher intensity, mixed-use, and pedestrian-scale development that supports transit ridership. The City established a clear land use vision through its 2017 TOD Plan for the East Main Street and East Street station areas, as well the Brownfield Area Revitalization (BAR) Plan for the East Main Street station area.

The TOD and BAR plans for the East Main Street station area envision significant changes in existing uses through the realignment of East Main Street and Newington Avenue, the relocation of the Department of Public Works (DPW) facility outside of the neighborhood, the relocation of the northbound CTfastrak platform to be opposite the southbound platform, the repurposing 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, Stanley Street, and Connerton Street, taking advantage of underperforming and vacant properties.

The plan for the East Street station area establishes 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 the campus and the station platforms. Significant streetscape work as well as changes in site design and layout transform the current auto-centric corridor into a more traditional TOD neighborhood center. This node serves as an important gateway into New Britain and has seen new commercial development over the last 10 years, particularly for businesses that cater to the CCSU student population. Since the adoption of the TOD and BAR plans, the City has adopted new zoning ordinances for both station areas to encourage higher density and mixed-income housing.



*CTfastrak bus at the East Street station.*



*Plan for future development in the East Street station area from the TOD Plan.*



## Objectives and Strategies

### 7. Reposition Brownfield Sites in TOD areas

- Continue to pursue state and federal environmental assessment and remediation funds, prioritizing the sites identified in the TOD and BAR plans.
- Consider coordinating environmental assessments and remediation work across multiple sites to gain economies of scale.
- Utilize CDBG anti-blight or economic development funds to support building demolition projects.

### 8. Relocate the Public Works Facility

- Complete additional due diligence work to identify a preferred site for the DPW facility.
- Implement the recommendations from the due diligence study.
- Complete environmental site assessments and remediation activities, as necessary.
- Conduct a market assessment and real estate pro forma for the current DPW site, identifying the preferred uses, market conditions, and potential funding gaps.
- Consider the provision of public green space as part of future development proposals on the current DPW site.

### 9. Grow the Residential Population in the East Street and East Main Street TOD Areas

- Implement the housing recommendations from the TOD and BAR Master Plans.
- Identify priority sites for off-campus student housing in the East Street TOD area.
- Encourage property assembly and redevelopment in the Connerton Street neighborhood.
- Market the Opportunity Zone designation to eligible property owners within the East Main Street TOD area.
- Utilize a set aside of CDBG or other housing funds to support homeowner rehabilitation projects in the TOD areas.

### 10. Enhance Connections Between East Street Station and CCSU

- Complete the Community Connectivity pedestrian improvements in the East Street TOD area.
- Extend the CTfastrak multiuse path and the CCSU campus utilizing East Street, Paul Manafort Senior Drive, Biltmore Street, and Covington Street.
- In partnership with CTDOT, make complete streets improvements along East Street.
- Develop a commercial node at the intersection of East Street and Paul Manafort Senior Drive that serves the CCSU student community.

## 11. Complete Public Infrastructure Improvements in the East Main Street TOD Area

- Work with CTDOT and CROCOG to complete the realignment of State Route 174, exploring funding sources such as RAISE grants or CT Communities Challenge grants.
- Consider proactively acquiring properties needed for the realigned State Route 174 as they come on the market or through tax delinquency.
- In partnership with CTDOT, make complete streets improvements along East Street and East Main Street.
- Work with CTDOT to create parking for the East Main Street station and explore opportunities for shared parking arrangements that can also support future development.
- Address poor quality and gaps in existing sidewalks, prioritizing Yale Street, Woodland Street, Harvard Street, and M and S Court.
- Enhance connections between the multiuse trail and adjacent properties.



Relocation of the City DPW facility on East Main Street (bottom) and the realignment of the East Main Street, East Street, and Newington Road intersection (top) can help open up prime development sites for transit-oriented development in the East Main Street station area.



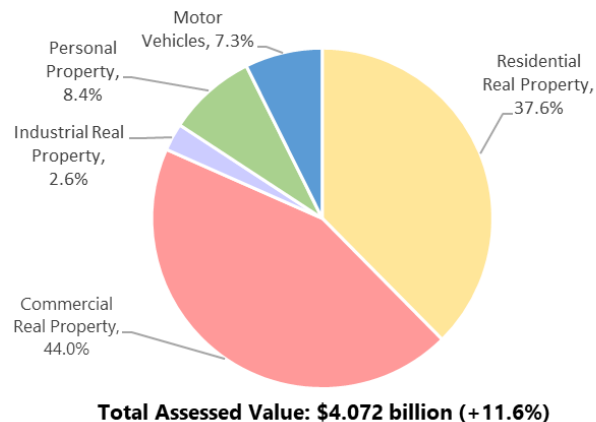
## Goal: Grow the Tax Base

### Facts and Figures

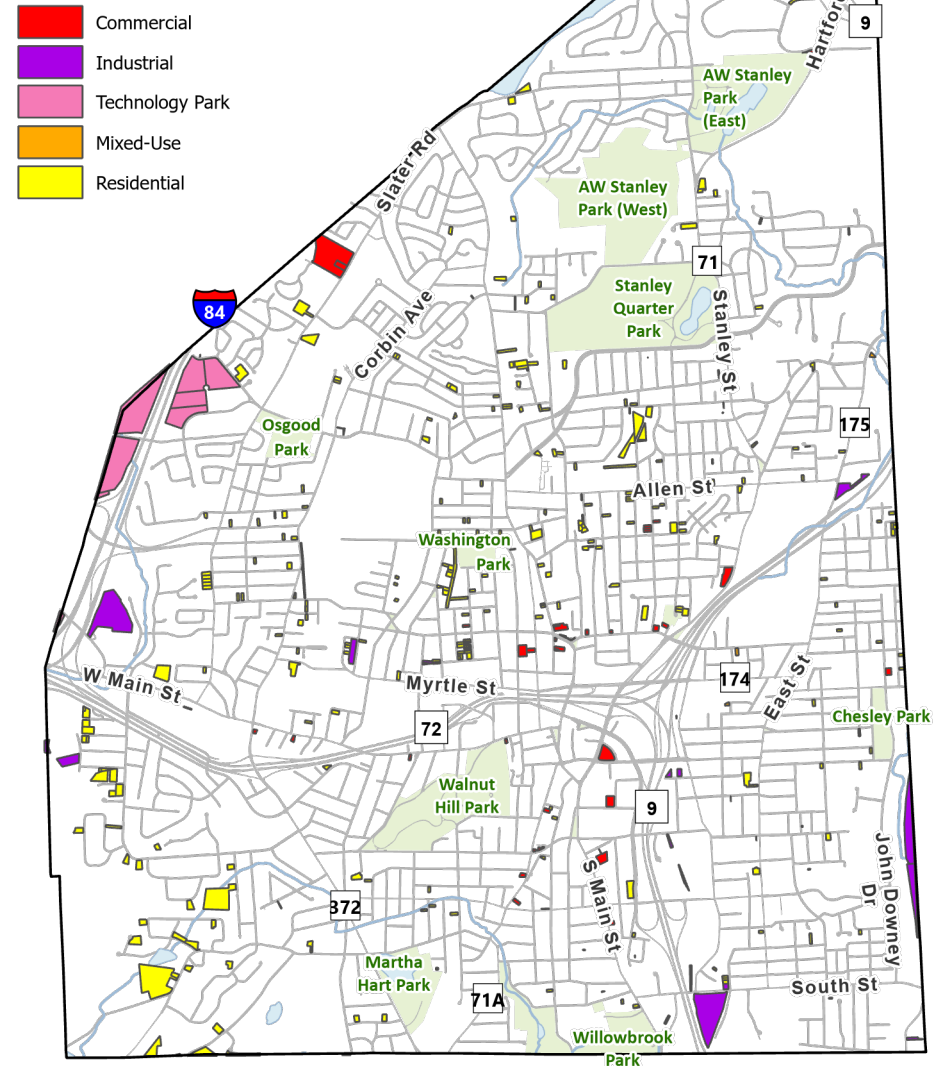
Municipal property taxes are one of the primary sources of revenue for the City of New Britain, accounting for about 40% of all revenues in fiscal year (FY) 2020. Intergovernmental revenues such as state and federal grants and payments in-lieu of taxes account for about 53% of revenues. Like many cities in Connecticut, New Britain serves as a regional institutional hub, resulting in many tax-exempt uses such as colleges, hospitals, religious institutions, and social services. As of 2021, over 30% of New Britain's grand list is tax-exempt. Payments in-lieu of taxes (PILOT) do not make up for the full value of lost property tax revenues, putting New Britain at a disadvantage compared to other municipalities. Despite these challenges, New Britain has grown the total value of its grand list by 11.6% between FY 2016 and FY 2020. Commercial real property and personal property have grown at the fastest rate and have resulted in a lower residential share of the property tax burden. Recognizing its financial progress, the City's bond rating has been upgraded to an A+ rating from Standard & Poor's.

Growing the tax base is critical to New Britain's financial health and remains a top priority over the next decade. As of 2021, only 3% of the City's land was vacant. About 57% of vacant land is zoned for commercial or industrial purposes, although much of this land is encumbered by development constraints such as steep slopes, wetlands, flood zones, or utility rights-of-way. Due to these challenges, the City has had to think outside the box to grow its tax base through redevelopment, adaptive reuse, and the repositioning of underutilized properties. Three of the City's success stories are described below. Over the next decade, New Britain will continue to think outside the box as it pursues the "highest and best use" in commercial and industrial zones. To better coordinate economic development activities across departments, the City recently consolidated its economic development staff into a new Planning and Development Department.

**FY 2020 Grand List Composition**



**Vacant Land by Zoning Classification**



**Vacant Land by Zoning Classification**

| Zoning Category | Vacant Land (Acres) | % of Vacant Land (Area) |
|-----------------|---------------------|-------------------------|
| Commercial      | 35.2                | 11.2%                   |
| Industrial      | 76.6                | 24.3%                   |
| Mixed-Use       | 2.2                 | 0.7%                    |
| Residential     | 131.7               | 41.8%                   |
| Technology Park | 69.7                | 22.1%                   |
| <b>Total</b>    | <b>315.4</b>        | <b>100.0%</b>           |

## Development Success Stories

### Technology Park

A successful redevelopment project completed in the last decade is Technology Park off of Osgood Avenue. Technology Park was created from City-owned land that once housed a deteriorating public housing complex. The housing units have since been demolished and rebuilt elsewhere in the City, allowing the land to support economic development objectives. In 2013, Polamer Precision, an aerospace manufacturing company, purchased an 8-acre site and has subsequently purchased the remaining 27 acres to support a major expansion of its operations. This expansion will increase the number of employees from 200 to 800 and will make Polamer Precision one of the City's largest taxpayers.



Polamer Precision

### Costco

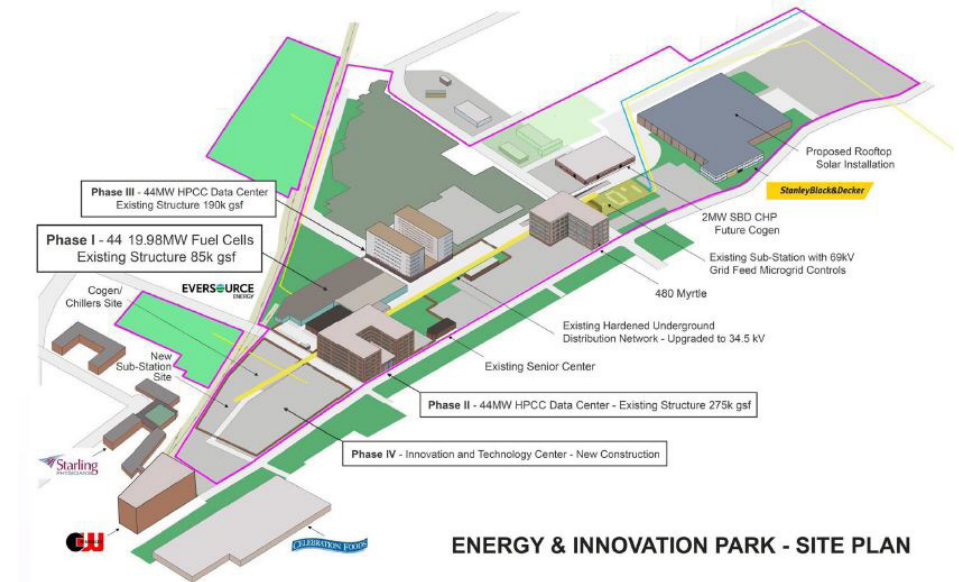
Costco on Hartford Road is another example of a project that creatively leveraged underutilized City-owned land to grow the tax base. The development site formerly housed a portion of Stanley Golf Course and is ideally situated for retail development due to its proximity to Route 9 and West Farms Mall. The retail store was built on a portion of the golf course, requiring the relocation and redesign of several holes. Today, Costco is among the largest employers and taxpayers in New Britain.



Costco site before and after development

### Energy and Innovation Park

One of the City's most innovative projects is the Energy and Innovation Park (EIP), located at the corner of Myrtle Street and Curtis Street, at the site of the former Stanley Works factory buildings. The first phase of the project involves adding 44 Doosan fuel cells to the site. In subsequent phases, a data center will be added, making this development one of the largest of its kind. The EIP will return several underutilized properties to productive use through a combination of adaptive reuse and brownfield redevelopment.



ENERGY & INNOVATION PARK - SITE PLAN

Energy and Innovation Park



## City of New Britain Principal Employers: 2020

| Name                                 | Type of Business | Employees (2020) | Percent of Total |
|--------------------------------------|------------------|------------------|------------------|
| Hospital of Central CT               | Hospital         | 2,214            | 6.7%             |
| City of New Britain                  | Municipality     | 1,918            | 5.8%             |
| Central Connecticut State University | University       | 1,450            | 4.4%             |
| Hospital for Special Care            | Hospital         | 1,231            | 3.7%             |
| Stanley-Black & Decker               | Manufacturing    | 600              | 1.8%             |
| Webster Bank                         | Banking          | 600              | 1.8%             |
| Creed Monarch                        | Manufacturing    | 280              | 0.9%             |
| Guida's                              | Dairy            | 240              | 0.7%             |
| Costco                               | Retail           | 235              | 0.7%             |
| B&F Machine                          | Manufacturing    | 210              | 0.6%             |
| <b>Total Principal Employers</b>     |                  | <b>8,978</b>     | <b>27.3%</b>     |
| <b>Total Employment</b>              |                  | <b>32,903</b>    | <b>100.0%</b>    |

Source: FY2020 Comprehensive Annual Financial Report

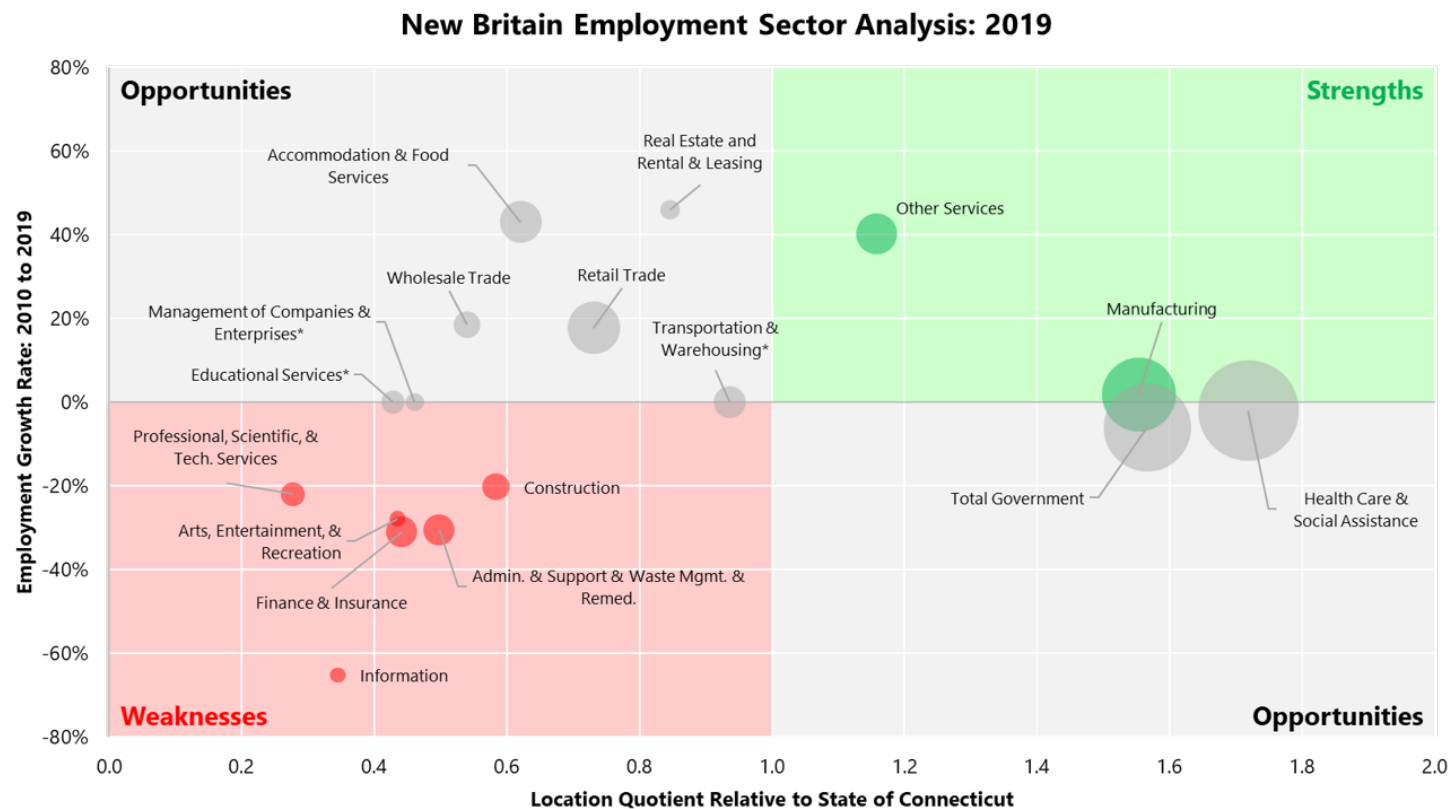
## City of New Britain Principal Property Taxpayers: 2020

| Name                              | Taxable Assessed Value | Percent of Total |
|-----------------------------------|------------------------|------------------|
| CT Light & Power                  | \$73,811,900           | 2.6%             |
| Stanley Black & Decker, Inc       | \$49,223,351           | 1.7%             |
| Pebblebrook Apartments LLC        | \$22,750,000           | 0.8%             |
| Jubilee Equities LLC              | \$17,232,950           | 0.6%             |
| Connecticut Natural Gas           | \$15,116,870           | 0.5%             |
| Corwest Plaza Power LLC           | \$14,984,340           | 0.5%             |
| Healthcare Portfolio III DST      | \$13,217,980           | 0.5%             |
| Corbin Pinnacle, LLC              | \$10,664,650           | 0.4%             |
| Paramount Plaza at New Brite, LLC | \$10,150,000           | 0.4%             |
| NB-BTMC, LLC                      | \$10,150,000           | 0.4%             |
| <b>Total Principal Taxpayers</b>  | <b>\$237,302,041</b>   | <b>8.3%</b>      |
| <b>Total All Taxpayers</b>        | <b>\$2,850,539,307</b> | <b>100.0%</b>    |

Source: FY2020 Comprehensive Annual Financial Report

New Britain has long been the place where an entrepreneurial spirit has helped spur development and new technologies. Historically, New Britain was the world leader in tool manufacturing, earning the moniker “The Hardware City.” New Britain remains a manufacturing center with a much higher job concentration than the state. Today, manufacturers have shifted to making modern “hardware” that supports the aerospace, financial services, and energy sectors. As of 2019, the manufacturing sector employs over 3,700 workers in New Britain and employment has grown over the past 10 years. Today’s manufacturing jobs are highly skilled and well-paid, with workers earning an average annual wage of over \$93,000 in 2019. Several manufacturers are among the City’s top employers, including Stanley Black & Decker, Creed Monarch, Guida’s, B&F Machine, and Polamer Precision.

New Britain is also a regional healthcare center, and healthcare is the largest employment sector with 6,860 jobs as of 2019. Like the manufacturing sector, these jobs are well-paid, with workers earning over \$55,000 per year, on average. The Hospital of Central Connecticut and Hospital for Special Care are among the City’s largest employers and support nearly 3,500 direct jobs combined.



Source: Connecticut Department of Labor, Quarterly Census of Employment and Wages; SLR Analysis

\*Note that employment growth could not be calculated for the educational services, transportation & warehousing, and Management of Companies and Enterprises sectors due to redacted employment data for 2010. Each of these sectors grew between 2010 and 2019



## Objectives and Strategies

**12. Reposition Underutilized and Obsolete Sites**

- Consider lowering minimum parking requirements for industrial and retail uses to facilitate infill development or business expansions.
- Consider broadening permitted uses within the B2 zone in order to provide greater flexibility for the reuse of big box retail sites. Consider allowing mixed-use development, light industrial, manufacturing uses subject to special exception approval.
- Consider providing more flexible dimensional regulations in the B2 zone.
- Lobby CTDOT to redevelop or sell all or a portion of the Park & Ride lot at the corner of Hartford Road and Village Square Drive. This site is ideally located to support commercial retail uses.
- Work collaboratively with other Connecticut cities to advocate for statewide reforms pertaining to PILOT and tax-exempt uses.
- Ensure that the sale of City-owned development sites results in tax-generating uses and consider proactively acquiring strategic parcels to facilitate grand list growth.

**13. Return Brownfields to Productive Use**

- Continue to aggressively pursue state and federal assessment and remediation grants.
- Ensure a balanced approach to adaptive reuse, prioritizing commercial and industrial uses when possible.
- Complete the Energy and Innovation Park on the former Stanley Works site.
- Prioritize brownfield remediation projects that support commercial, industrial, or transit-oriented uses.
- Consider leveraging TIF for remediation activities within the Downtown TIF District.

**14. Focus on Strong Performing Industry Clusters in Manufacturing and Healthcare**

- Provide a continuum of spaces and sites to support manufacturers throughout the business lifecycle (start-up space, small industrial spaces, large industrial spaces).
- Identify underutilized sites between 1 and 5 acres that could support small industrial users with buildings of 20,000 square feet or less.
  - Conduct a due diligence assessment of these sites, evaluating ownership, adjacent land uses, utility capacity, and site access.
  - Consider proactively changing the zoning on appropriate sites to allow light industrial uses. As part of zoning changes, ensure that adequate buffers are maintained for adjacent residential uses.
  - Consider acquiring strategic properties as they come on the market.
- Consider creating a medical office zone for the areas surrounding the Hospital of Central Connecticut and Hospital for Special Care to capture supportive medical uses and outpatient services.

**15. Provide an Educated, Skilled, and Dynamic Workforce**

- Continue outreach efforts with the local business community to understand its workforce needs.
- Expand workforce development programs in target industries such as manufacturing and healthcare, in partnership with CCSU, community colleges, Capital Workforce Partners, and the Opportunities Industrialization Center.
- Expand employment opportunities for teens and young adults, in partnership with the school district, local employers, and City departments.
- Align local curriculum at New Britain High School, technical schools, colleges, and trade schools to fit New Britain's future employment needs.

**16. Support Entrepreneurship and Small Business Growth**

- Expand entrepreneurship and business development curriculum at New Britain High School.
- Consider establishing a small-business revolving loan fund. This fund can leverage CDBG funds for physical improvements, supplemented by City funds to cover other start-up costs.
- Assist businesses with identifying suitable start-up spaces as well as spaces that can support business expansion.
- Continue to highlight small businesses as part of the City's website and marketing efforts.





**Play**  
**newbritain**

# Play newbritain

The Play New Britain theme contains goals, objectives, and strategies related to arts and culture, tourism, and parks and recreation.

## Vision for the Future

New Britain is a statewide center for arts and culture. Visitors are drawn to the City from throughout the region and state, bolstering local economic activity. As part of revitalization efforts, historic buildings and sites are preserved and enhanced, helping foster a unique sense of place. New Britain's excellent public park system and strong program offerings enhance public health and quality of life for all residents.

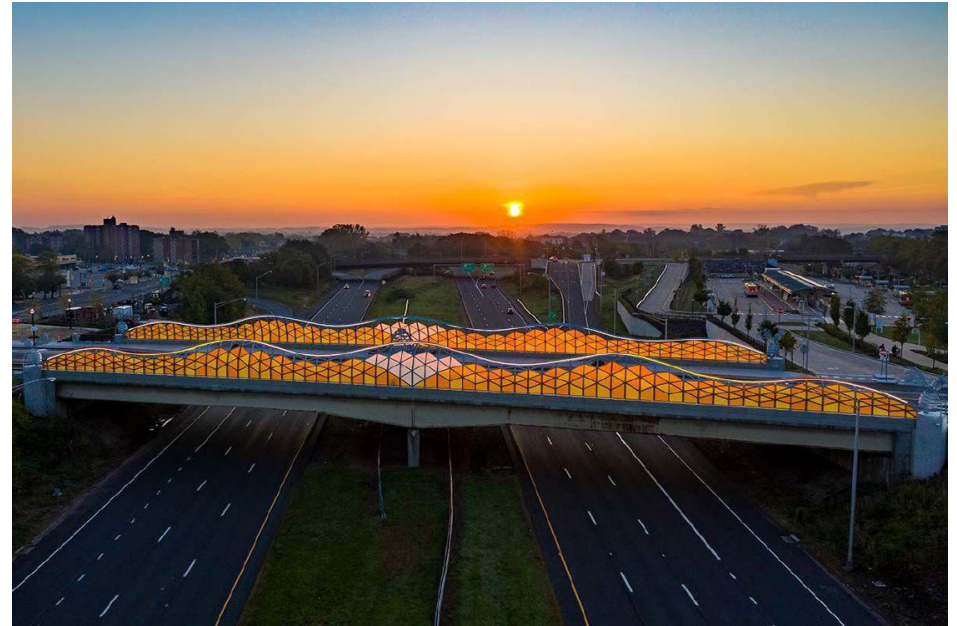
## Goal: Support Arts, Culture, and Tourism

### Facts and Figures

New Britain serves as an arts and cultural hub of Central Connecticut, leveraging the City's cultural diversity and many unique neighborhoods. Arts and cultural institutions are an important part of the City's economy and draw in visitors from throughout the region. Downtown New Britain serves as a cultural center and is home to institutions such as the New Britain Artists Co-op, New Britain Public Library, New Britain Youth Museum, New Britain Industrial Museum, Art in the Heart of the City, Trinity-on-Main Theater, and the Hole in the Wall Theater. Outside of Downtown, arts and cultural venues include the Museum of American Art, University Galleries at CCSU, and the first Church Gallery.

New Britain has launched several successful public art programs over the last 5 years. The "High Voltage Art Project" was commissioned in 2016 and partners with local artists to turn electrical or traffic signal control boxes into public art pieces. In 2019, New Britain, in partnership with the Greater New Britain Arts Alliance, began the "Bees Across New Britain" public art campaign, placing bee statues throughout the City. Public art has also been incorporated into City facilities and complete streets improvements. In 2019, the award-winning Beehive Bridge opened, which connects Downtown New Britain with neighborhoods to the north.

The City plans events throughout the year, in partnership with organizations such as the City Commission on the Arts, the Art League of New Britain, the Chamber of Commerce, the Downtown District, neighborhood associations, and the Greater New Britain Arts Alliance. The Little Poland Festival is one of the largest events held in the City and attracts over 35,000 visitors to the Broad Street area from across the state and region. Events are held throughout the year including the Summer Music Series, Farmers Market, Celebrate New Britain Festival, Memorial Day Parade, and Great American Boom, among others.



*Beehive Bridge*



*Summer music series in Walnut Hill Park*



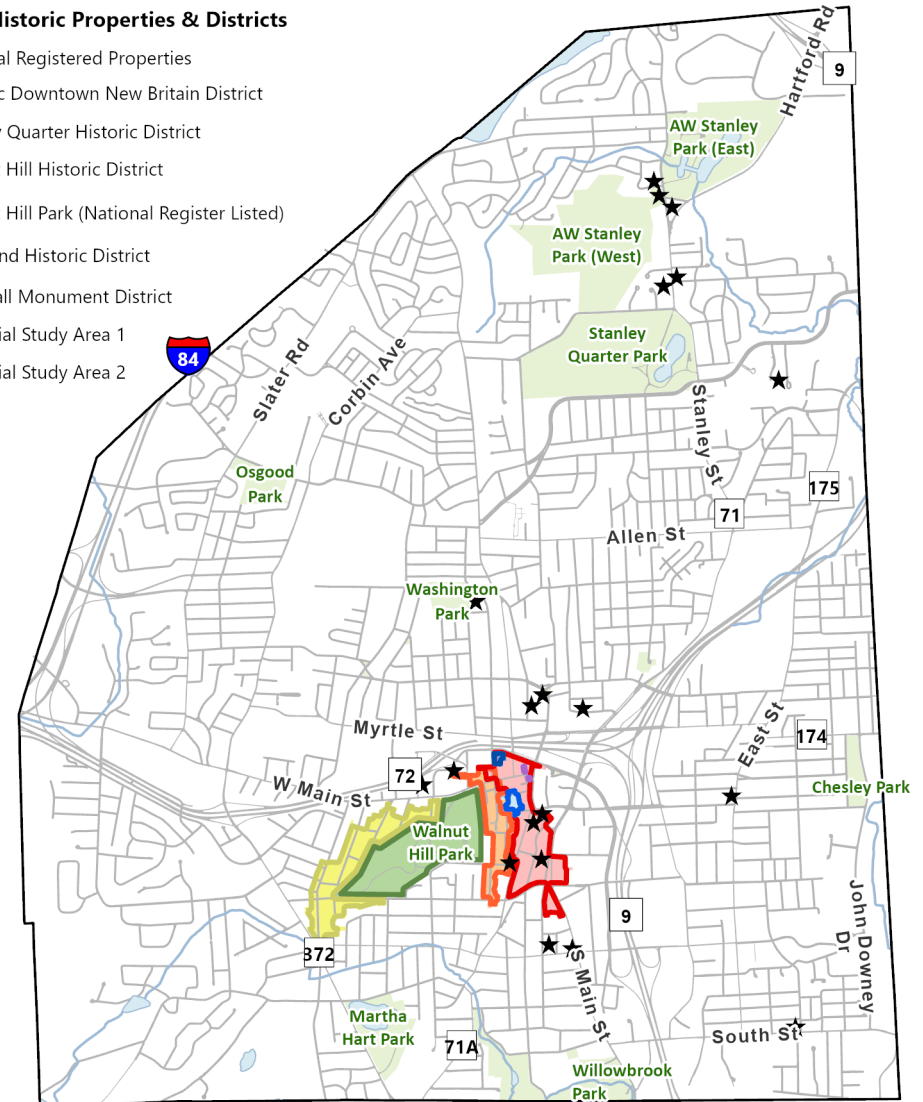


*The Erwin Home located at 140 Bassett Street is listed on the National Register of Historic Places.*

In 2021, New Britain celebrates its 150<sup>th</sup> anniversary since its incorporation as a City. New Britain's rich history is reflected in its numerous historic districts and sites, including four National Historic Districts: the City Hall-Monument District, Downtown New Britain, the Walnut Hill District, and the West End Historic District. There are also 15 properties individually listed on the National Register of Historic Places, including Walnut Hill Park. In 2011, New Britain adopted a Historic Preservation Ordinance and established a Historic Preservation Commission to oversee the City's preservation efforts. In 2016, a Demolition Delay ordinance was adopted, allowing a review and documentation process prior to the demolition of historically significant structures.

#### New Britain Historic Properties & Districts

- ★ National Registered Properties
- Historic Downtown New Britain District
- Stanley Quarter Historic District
- Walnut Hill Historic District
- Walnut Hill Park (National Register Listed)
- West End Historic District
- City Hall Monument District
- Potential Study Area 1
- Potential Study Area 2



## Objectives and Strategies

### 1. Support and Market Historic Resources

- Encourage establishment of the New Britain Historical Society, responsible for overseeing and marketing historical resources and properties.
- Market a historical and cultural walking trail linking Downtown and Walnut Hill Historic Districts as well as Little Poland. Encourage visitors and residents to explore historical and cultural resources by using maps and information hosted on [historicnb.org](http://historicnb.org).
- Educate property owners about existing federal and state historic tax credit programs available for the rehabilitation of eligible historic structures.
- Continue to maintain City-owned historic resources in a state of good repair, in line with historic preservation standards.
- Provide additional information on the City's website that highlights local history, sites, and historic resources.
- Ensure that public infrastructure projects in historic districts reinforce and enhance the distinct built environment in each district.

### 2. Grow and Promote Arts and Cultural Assets

- Foster connections between local and regional arts organizations and New Britain Public Schools.
- Highlight New Britain's arts and cultural assets as part of larger marketing efforts.
- Continue public art and mural programs in partnership with local artists.
- Consider establishing a Municipal Cultural District as established in CGS Section 10-401a. If established, the District should include Downtown New Britain as well as the Walnut Hill Park and the Museum of American Art.

### 3. Promote and Encourage Community Events and Civic Opportunities

- Support festivals and community events by providing supportive services such as public safety and traffic management.
- Continue to publicize neighborhood and community events on the City website.
- Utilize technology to bolster civic engagement, leveraging hybrid meetings, online outreach, and language translation tools.



## Goal: Maintain Quality Parks and Recreational Opportunities

### Facts and Figures

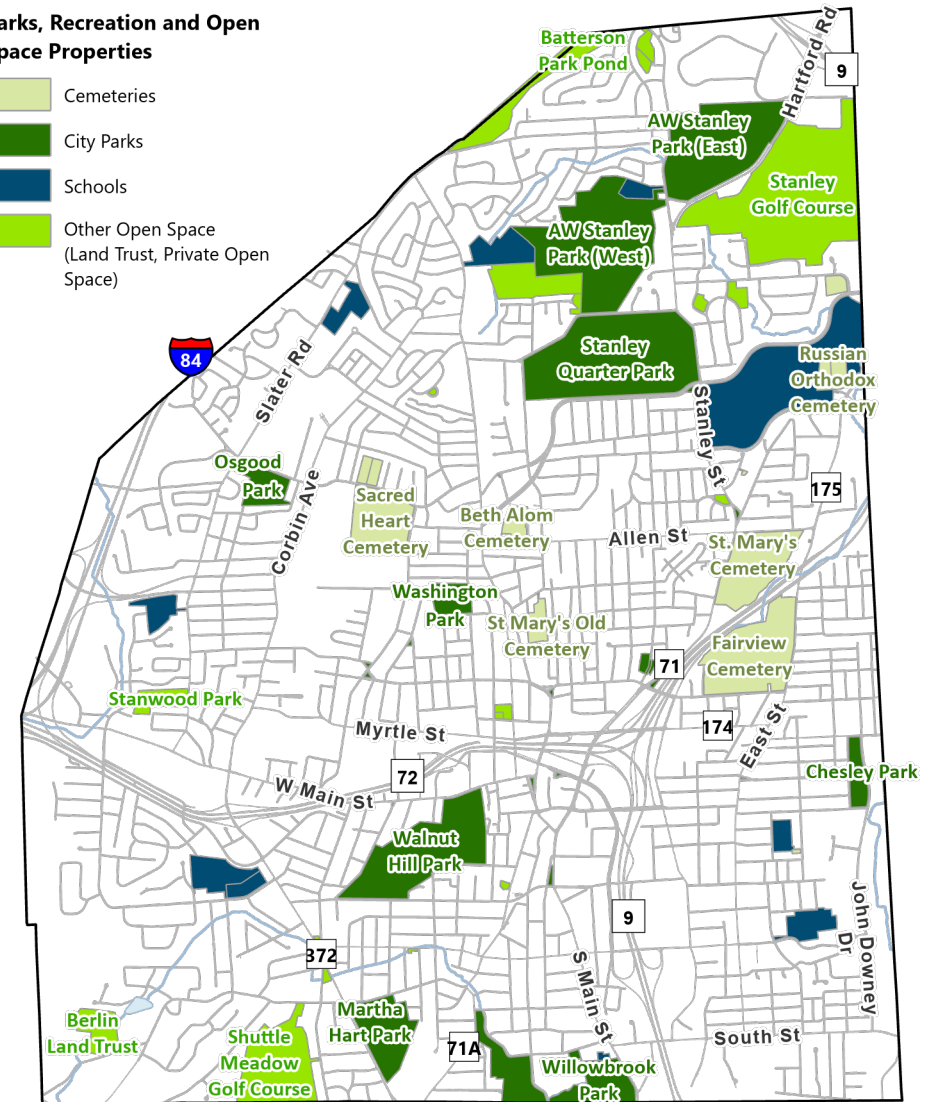
New Britain contains over 1,300 acres of park, recreation, and open space lands. The City's 10 public parks cover 581 acres, making it the largest open space category. These facilities contain a range of active recreation activities, including playgrounds, athletic fields and courts, and walking trails. Stanley Golf Course is a City-owned 27-hole public golf course that hosts approximately 50,000 rounds annually, a driving range, restaurant, and pro shop. Over the last decade, there have been significant improvements at City parks, including major renovations at Chesley Park and Willow Street Park, a new dog park, skate park, and playground, athletic facility, and lighting improvements at multiple parks. Future improvements include Master Plan improvements at Osgood Park and Washington Park, installation of turf fields at Stanley Quarter Park, and pond dredging at A.W. Stanley Park and Martha Hart Park. As a heavily developed urban community, New Britain has limited potential for additional open space acquisition; thus, efforts will continue to focus on the stewardship and management of existing open space and recreation resources.

Willow Brook Park is home to Veterans Memorial Stadium, New Britain Stadium, and Beehive Stadium and is New Britain's premier venue for high school and semiprofessional sports. Since 2010 there have been significant improvements to all three facilities. At Veterans Memorial Stadium, upgrades include the installation of artificial turf; Americans with Disabilities Act (ADA) upgrades; and improvements to press boxes, team rooms, and restrooms. New Britain Stadium also saw improvements with the replacement of roofs and upgrades to locker rooms, concessions, seating areas, and HVAC systems. Finally, there have been significant improvements to Beehive Stadium, including renovations to roofs, locker rooms, team rooms, bathrooms, seats, concession areas, and scoreboards. The New Britain Bees have called the +6,100-seat New Britain Stadium home since 2015.

Tens of thousands of residents are served by the Parks and Recreation programs each year. The recreation division oversees hundreds of programs that are open to residents, including youth/adult sport leagues, start smart programs, youth and adult music lessons, a comprehensive tennis program, after school programs at all elementary and middle schools, spring and summer youth camps, pools with swim lesson offerings, splash pads at two locations, concerts in the parks, and the City's Farmers Market. In addition, the department hosts many special events throughout the year that draw a large number of residents, including the Adult/Youth Fishing Derby, Breakfast with the Easter Bunny, Princess Tea Party, Memorial Day Parade, Rose Garden Festival, Great America Boom, Main Street USA, Little Monsters Bash, and Breakfast with Santa. The recreation and community services department is made up of 33 full-time staff and over 200 seasonal staff; staffing levels are adequate to provide the desired level of programming and facilities management.

### Parks, Recreation and Open Space Properties

- Cemeteries
- City Parks
- Schools
- Other Open Space (Land Trust, Private Open Space)



**Parks, Recreation & Open Space Summary Table**

| Property Type    | Total Area (Acres) |               |
|------------------|--------------------|---------------|
|                  | #                  | %             |
| Cemetery         | 183                | 13.9%         |
| City Parks       | 581                | 44.1%         |
| Schools          | 213                | 16.2%         |
| Other Open Space | 340                | 25.8%         |
| <b>Total</b>     | <b>1,317</b>       | <b>100.0%</b> |



Renovated Chesley Park (photo from TO Design)



Renovated AW Stanley Park (photo from TO Design)

### New Britain Public Parks Survey

| City Parks             | Type   | Number of Facilities |               |             |                   |                   |               |           | Total Facilities |
|------------------------|--------|----------------------|---------------|-------------|-------------------|-------------------|---------------|-----------|------------------|
|                        |        | Playground           | Swimming Pool | Ball Fields | Football & Soccer | Basketball Courts | Tennis Courts | Other     |                  |
| AW Stanley Park (East) | Active | 1                    | 1             | 2           |                   | 1                 |               | 3         | 8                |
| Chesley Park           | Active | 1                    | 1             | 4           |                   | 2                 | 2             | 1         | 11               |
| Martha Hart Park       | Active | 1                    |               | 2           |                   | 1                 |               | 1         | 5                |
| Osgood Park            | Active | 1                    |               | 2           | 1                 | 2                 |               |           | 6                |
| Stanley Quarter Park   | Active | 1                    |               | 3           | 2                 | 1                 | 6             | 3         | 16               |
| Walnut Hill Park       | Active | 1                    |               | 4           |                   |                   | 4             | 4         | 13               |
| Washington Park        | Active | 1                    |               | 1           |                   | 2                 |               |           | 4                |
| Willow Street          | Active | 1                    | 1             | 1           |                   | 2                 |               | 6         | 11               |
| Willowbrook Park       | Active | 1                    | 1             | 2           | 5                 |                   | 6             |           | 15               |
| <b>Total All Parks</b> |        | <b>9</b>             | <b>4</b>      | <b>21</b>   | <b>8</b>          | <b>11</b>         | <b>18</b>     | <b>18</b> | <b>89</b>        |

Source: New Britain Parks and Recreation Department

Passive parks not included in table (do not have any facilities). Other Facilities may include fishing pond, picnic area, ping pong, athletic complex, skate park, 10-station fit trail, concert shell, pavilions, concessions gazebo, bocce courts, life size chess/checkers, and shuffleboard



## Objectives and Strategies

**4. Continue to Maintain and Renovate the Public Park System**

- Complete Master Plan improvements at Stanley Quarter Park, Osgood Park, and Washington Park.
- Continue to modernize playgrounds, fields, parking areas, lighting, and parks buildings through the Capital Improvement Program (CIP).
- Complete dredging at Martha Hill Park and A.W. Stanley Park.
- Complete ADA upgrades to ensure that parks and recreational resources are accessible to all.
- Work with the Town of Farmington and City of Hartford to complete upgrades to Batterson Park.

**5. Enhance Parks and Recreation Programming**

- Continue outreach to residents to identify changing recreational preferences and adjust programs, as necessary.
- Maintain appropriate seasonal and full-time staffing levels to support recreational programs.
- Continue to work collaboratively with community organizations such as the Police Activity League, Boys & Girls Club, YMCA, and youth sports leagues.

**6. Enhance Connections Between Parks and Residential Neighborhoods**

- Complete the bicycle connections between City parks, as specified in the Bike Plan.
- Prioritize sidewalk improvements within ¼ mile of parks and school facilities and connections between parks and neighborhood corridors.

**7. Establish a Long-Term Vision for New Britain Stadium**

- Conduct a facility conditions assessment to determine the capital needs of the stadium and weigh those against potential financial and community benefits.
- Concurrently, conduct a reuse study to determine potential future uses of the stadium under renovation and redevelopment scenarios. This study should also evaluate the market for different uses, identify potential tenants, and the feasibility of public-private partnerships.
- Work to secure a long-term tenant for New Britain Stadium, in line with the recommendations of the facility conditions assessment and reuse study.





# Connect newbritain



# Connect newbritain

The Connect New Britain theme contains goals, objectives, and strategies related to the transportation system, utilities, and telecommunications.

## Vision for the Future

New Britain is a recognized leader in complete streets improvements, ensuring that the transportation network is balanced and serves all users and connects residents with employment, services, and shopping. Investments have been made to utility infrastructure, ensuring that it continues to meet resident and business needs. 21<sup>st</sup>-century internet and telecommunications infrastructure will be expanded throughout the City, providing equitable access to digital opportunities.

## Goal: Improve Connectivity for all Travel Modes

### Facts and Figures

In 2015, the CTfastrak bus rapid transit (BRT) system opened, providing fast and high-frequency transit service between Downtown New Britain and Downtown Hartford. CTfastrak also provides transit connections throughout the region, including to Bristol, Waterbury, Newington, and West Hartford. CTDOT is studying potential expansion of CTfastrak, which would provide additional connections to Bradley Airport and communities to the east of the Connecticut River such as East Hartford, Manchester, and Vernon. In the 12 months after opening, the corridor averaged between 12,000 and 16,000 trips on the average weekday. CTfastrak has not only provided New Britain residents with easier access to job opportunities, but has also made it easier for New Britain businesses to tap into a larger regional workforce. New Britain has embraced opportunities for transit-oriented development around its three CTfastrak stations in Downtown New Britain, East Main Street, and East Street, as described in greater detail in the Grow New Britain chapter.

As of 2019, 15% of New Britain households lacked access to a vehicle, and another 40% only had access to one vehicle, underscoring the importance of transit service to the local economy. Local bus service in New Britain is provided by the New Britain division of CTtransit and provides connections between the Downtown, hospitals, business districts, and higher-density residential neighborhoods. Local buses congregate on Columbus Boulevard in Downtown New Britain, just east of Main Street. This allows riders to transfer to other local bus routes as well as CTfastrak. Recent improvements have been made to shelters, seating, and lighting along Columbus Boulevard to provide a more comfortable experience for riders. Working collaboratively with CTDOT, the City plans to relocate the pedestrian rail crossing closer to the local bus hub, providing better connections with CTfastrak and Szczesny Parking.



*Complete Streets improvements in Downtown New Britain*

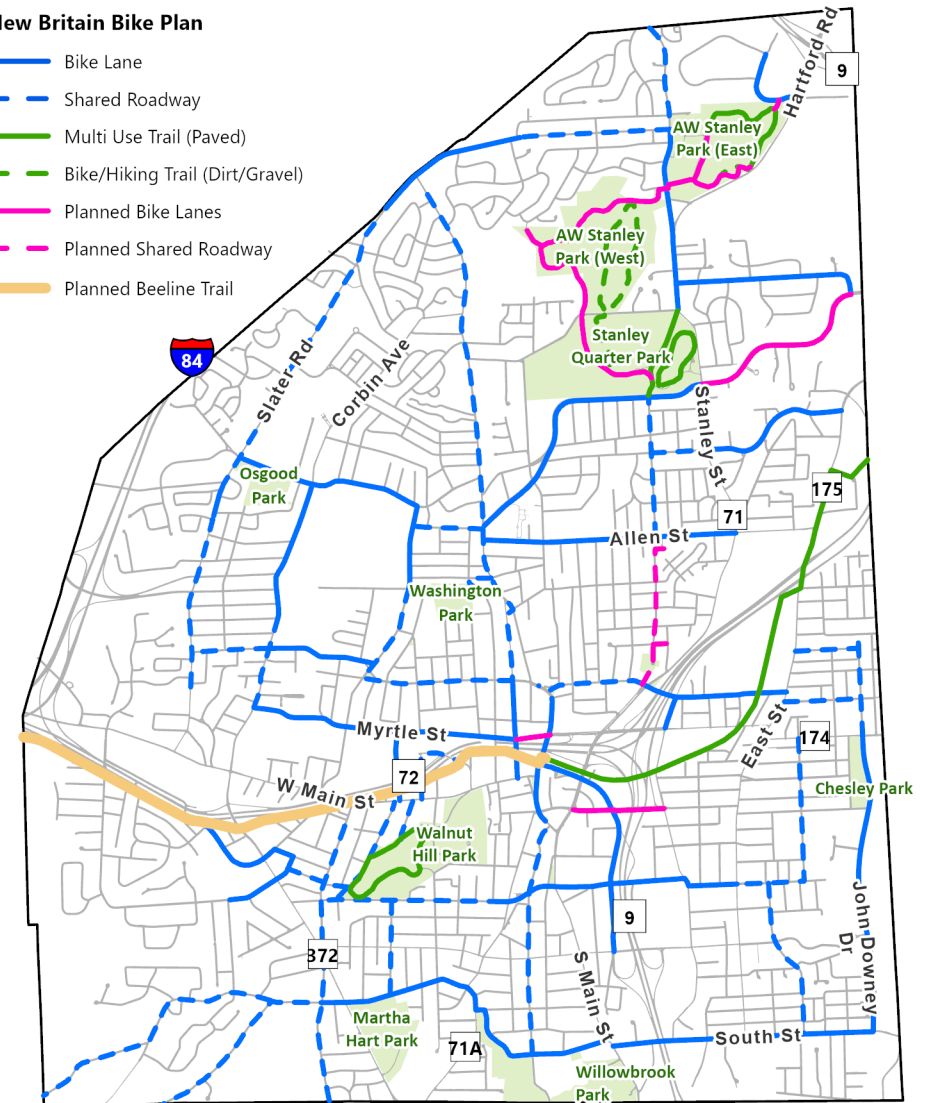
New Britain is a state leader in implementing complete streets improvements that meet the needs of drivers, cyclists, and pedestrians. Significant investments have been made to Downtown streets, including widening sidewalks, installing bicycle lanes, slowing traffic speeds, and enhancing opportunities for on-street parking. Over the next 10 years, New Britain will finish Downtown complete streets improvements and look to expand improvements to other parts of the City, prioritizing areas on the Downtown periphery, TOD areas, neighborhood corridors, and business parks.

New Britain is designated as a Bicycle Friendly Community by the League of American Cyclists and maintains a bronze-level certification. Over the last decade, bicycle lanes have been installed on Main Street, Chestnut Street, Columbus Boulevard, John Downey Drive, Kelsey Street, Osgood Avenue, Slater Road, Eddy Glover Boulevard, and Curtis Street. Shared lanes, or "sharrows" have been installed on numerous other city streets. The CTfastrak multiuse trail provides bicycle and pedestrian connections between Downtown New Britain, the East Side neighborhood, CCSU, and Newington. The planned Beeline trail will connect the CTfastrak multiuse trail in Downtown New Britain to the Farmington Canal Trail in Plainville. This will connect New Britain to the state multiuse trail system as well as the East Coast Greenway.

The Department of Public Works maintains 193 miles of local roadways. The City improves local roadways, culverts, bridges, and drainage system through its Capital Improvement Program (CIP). In fiscal year 2020, 8 miles of roads were resurfaced. Upgrades are also underway for downtown traffic signals as well as the rollout of a Traffic Management System to better integrate traffic controls throughout the City. Funding for larger infrastructure projects is supplemented by state and federal grants. State highways such as Route 9, Route 72, Route 372, and Route 174 are under the jurisdiction of CTDOT. New Britain will need to work collaboratively with CTDOT to ensure that future improvements on state roadways support the City's land use vision.

#### New Britain Bike Plan

- Bike Lane
- - - Shared Roadway
- Multi Use Trail (Paved)
- - - Bike/Hiking Trail (Dirt/Gravel)
- Planned Bike Lanes
- - - Planned Shared Roadway
- Planned Beeline Trail





## Objectives and Strategies

**1. Maintain an Efficient and Balanced Roadway Network**

- Complete the Citywide Traffic Signal Modernization Program.
- Continue to maintain City streets in a state of good repair, leveraging state and federal funding where possible.
- Work with CTDOT to ensure that all improvements to state roads are context sensitive and support the City's land use objectives.
- Maintain City-owned bridges and culverts in a state of good repair.

**2. Provide Complete Streets that Support All Users**

- Relocate the rail line pedestrian crossing in Downtown New Britain, providing better connections between the Szczesny Parking garage and CTfastrak.
- Implement complete streets improvements on John Downey Drive.
- Identify and prioritize future complete streets efforts, focusing on projects within the TOD station areas and neighborhood corridors.
- Enhance bicycle, pedestrian, and streetscape infrastructure on bridges that connect Downtown New Britain to adjacent neighborhoods, including High Street, Washington Street, the Harry Truman Overpass, and Chestnut Street.

**3. Enhance Bicycle and Pedestrian Infrastructure**

- Complete the Beeline Trail.
- Implement bicycle infrastructure improvements as identified in the New Britain Bike Plan map.
- Improve pedestrian safety at signalized intersections, focusing on commercial corridors and arterial roadways.
- Pursue a range of funding sources to support sidewalk upgrades, including Community Connectivity grants, Safe Routes to School, and LOTCIP.
- Pursue silver certification from the League of American Cyclists.

**4. Provide High-Quality Transit Service**

- Expand transportation options for seniors and persons with disabilities, exploring opportunities for regional or public-private partnerships.
- Support the expansion of evening bus service to better meet the needs of second and third shift employees.
- Support the creation of higher frequency and more direct CTtransit service between Downtown New Britain and major employment and retail centers such as the West Main Street corridor, John Downey Drive, Technology Park, the Hospital of Central Connecticut, and the Hospital for Special Care.

**5. Support Emerging Transportation Trends**

- Make modifications to the zoning regulations that better accommodate ridesharing and delivery services. Consider zoning incentives, such as a reduction in parking, for property owners that incorporate pickup and drop-off areas.
- Consider reconfiguring on-street parking spaces to better support deliveries and pickup/drop-off.
- Expand the number of electrical vehicle charging stations at City facilities, leveraging available funding programs.

**6. Enhance Regional Connections to Greater Hartford**

- Support expansions of CTfastrak services to Bradley Airport and east of the Connecticut river.
- Support the completion of the Farmington Canal Trail and East Coast Greenway through Central Connecticut.
- Support improvements to the regional highway system, including I-84, I-91, Route 9, and Route 72.

## Goal: Provide Infrastructure that Meets 21<sup>st</sup> Century Needs

### Facts and Figures

New Britain is a member of the Mattabassett Sewer District, which processes wastewater from New Britain, Berlin, Cromwell, Middletown, Newington, Rocky Hill, and Farmington. In 2017, the regional water pollution control facility in Cromwell underwent a \$106 million upgrade to increase capacity and achieve compliance with environmental regulations. New Britain's contract capacity with the Mattabassett Sewer District is 14.25 million gallons per day, with a reserve capacity of 22.5 million gallons per day for high-flow events. The City's existing sewer contract has adequate capacity to serve the future development envisioned in this Plan. The Department of Public Works maintains 179 miles of sanitary sewer lines. As is common in older cities, many of New Britain's sewer mains are 50 years old and older and allow groundwater inflow and infiltration, which increases sewer flows, especially during heavy rain events. Sanitary sewers are replaced and rehabilitated through the City's Capital Improvement Program (CIP), prioritizing projects that address inflow and infiltration. The entire City is considered a sewer service area, and no sewer avoidance areas have been identified.

Municipalities are required by the Connecticut Department of Energy & Environmental Protection (CTDEEP) to develop and implement a stormwater management plan (MS4 Plan). The City's latest MS4 Plan was adopted in 2017 and contains strategies to reduce stormwater runoff and non-point source pollution associated with the City's 154 miles of storm drains. Strategies outlined in the Plan include public outreach and education, illicit discharge detection and elimination, construction site stormwater runoff control, post-construction stormwater in new development or redevelopment, pollution prevention, and wet weather monitoring. The lack of state funding has made it challenging for municipalities to fully implement the recommendations outlined in their MS4 Plans. Over the next decade, major drainage upgrades are planned for Allen Street, Overlook Avenue, and McKinley Drive, as well as the reconstruction of the culverts carrying Elbridge Road and Shuttle Meadow Road. The City continues to seek grant funds to help move these projects forward.

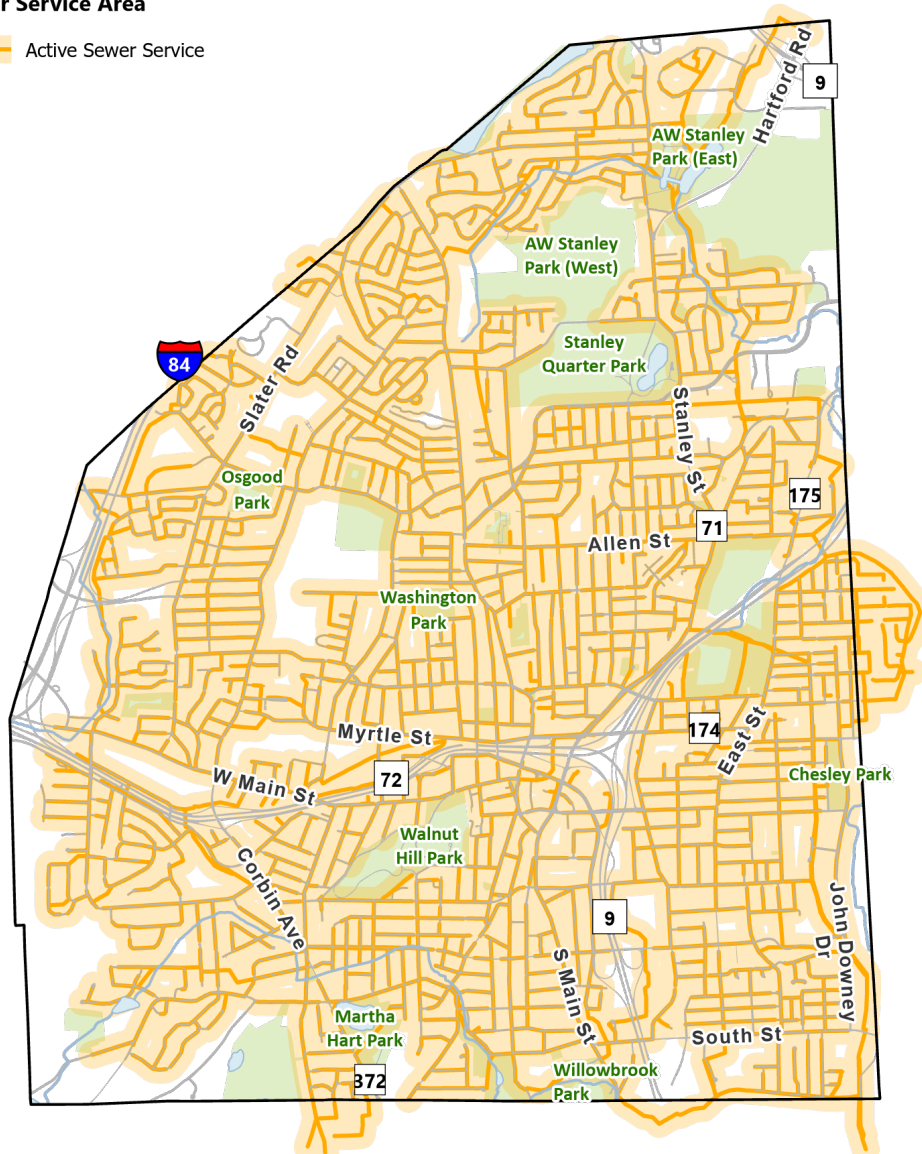


*The Mattabassett Regional Water Pollution Control Facility in Cromwell recently underwent a \$106 million upgrade to increase capacity and lessen environmental impacts.*



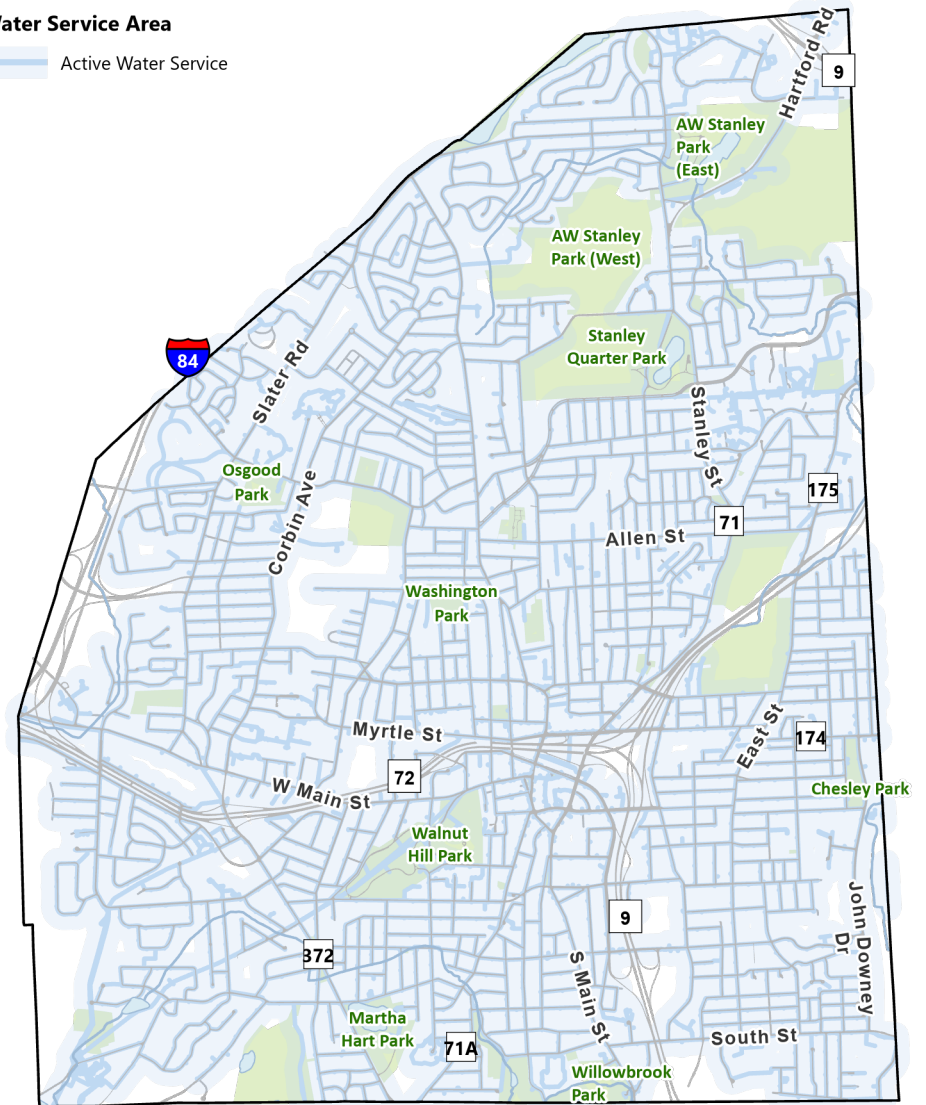
### Sewer Service Area

Active Sewer Service



### Water Service Area

Active Water Service



As per CGS Section 8-23, municipal plans of conservation and development adopted after July 1, 2015 must identify the general location and extent of areas served by the existing sewerage system, areas where sewer systems are planned, and areas where sewers are to be avoided. New Britain is fully served by sanitary sewer. No sewer avoidance areas have been identified.



The New Britain Water Department (NBWD) maintains the City's drinking water. The NBWD maintains its water levels from nine different sources: The Shuttle Meadow Water Treatment Plant draws water from the Shuttle Meadow, Wasel, Whigville, Wolcott, White Bridge, and Hart Ponds Reservoirs. The department also has three well fields: the upper and lower White Bridge well fields in Bristol, and the Patton Brook well in the Town of Southington. New Britain can also supplement its water supply by withdrawing water from the Metropolitan District's Nepaug Reservoir. These sources store a collective 2.8 billion gallons of water. Most of the New Britain's water supplies are located outside of City boundaries, underscoring the importance of supporting watershed management and land conservation efforts in neighboring communities. Average daily water consumption is about 8.4 million gallons per day. The Department of Public Works maintains 274 miles of water mains and 2,080 fire hydrants. Like the sewer system, many water mains are over 50 years old, and efforts will continue to be made to replace aging infrastructure and keep the system in a state of good repair. When possible, these upgrades will be combined with other complete streets, roadway, and infrastructural improvement projects. Other planned upgrades over the next 10 years include well field reconstruction, upgrades to Water Department computer hardware and software, and modernization of pump stations.

The COVID-19 pandemic underscored the importance of telecommunications and information technology infrastructure, as many employers and school systems switched to remote or hybrid schedules. As of 2019, an estimated 10% of New Britain households lacked access to a computer and about 20% lacked an internet subscription. A greater share of residents in low-income neighborhoods lack access to in-home internet. As a response to the pandemic, the school district switched to a 1-to-1 technology system, where all PK-12 students have access to their own computer. In 2020, the City began offering more robust public Wi-Fi at its Downtown library as well as locations in the Arch Street and North Oak neighborhoods. New Britain also has made significant investments in City-wide information technology systems. City-owned fiber has been extended to better connect City Hall with other assets and facilities; the City website has been updated; and new information technology systems have been implemented for numerous City functions, including video streaming, permitting, blight tracking, and health records. City government has also deployed a *SeeClickFix* website that allows residents, business owners, and visitors to report nonemergency issues to City departments. This system also allows City government and citizens to track responses to the reported issues. Over the next decade, New Britain will continue to invest in technology that improves the quality of services and ensure equity for all residents.



Water line replacement on Broad Street



## Objectives and Strategies

**7. Maintain and Modernize Sewer and Stormwater Infrastructure**

- Continue to address inflow and infiltration as part of sewer rehabilitation projects.
- Consider implementing a downspout disconnection program. This program would cover the cost of disconnecting gutters and downspouts from the sanitary sewer system, thus reducing flows during heavy rain events. Target this program in neighborhoods that experience sewer surcharging.
- Identify a funding source and complete drainage upgrades to Allen Street, Overlook Avenue, and McKinley Drive.
- Continue to implement the City's MS4 stormwater management plan in accordance with state requirements.
- Encourage low-impact development principals in future development to reduce stormwater runoff.

**8. Modernize Public Water Infrastructure**

- Upgrade the water treatment plant hardware and software.
- Complete improvements at the Whites Bridge lower well field.
- Complete upgrades to the Steele Street Pump Station and continue to modernize and maintain pump stations in a state of good repair.
- Complete water main extensions in the Batterson Pond area.
- Continue upgrades for the distribution and service lines for water and sewer, which include lead pipe replacement projects and replacement of aging infrastructure.
- Modernize the City's meter reading system.

**9. Enhance Information Technology Infrastructure**

- Provide supportive infrastructure for telecommuters and home occupations.
- Modernize IT infrastructure at public buildings.
- Expand the fiber network to increase connectivity between municipal buildings. Develop a Master Plan to prioritize projects based on need and potential return on investment.
- Ensure adequate IT Department staffing and expertise to oversee information technology improvements.
- Continue to expand public Wi-Fi at City-owned facilities.





**Sustain**  
newbritain



# Sustain newbritain

The Sustain New Britain theme contains goals, objectives, and strategies related to energy, sustainability, waste management, public health, and disaster preparedness.

## Vision for the Future

New Britain is a state leader in sustainability promoting policies that meet the City's environmental, social, and fiscal goals. The City has accomplished a reduction in waste and energy consumption, promoted green energy, and invested in technologies that result in more efficient service delivery. New Britain supports policies that bolster health and wellness and that make the City more resilient to natural hazards.

## Goal: Promote Energy Efficiency and Sustainability

### Facts and Figures

In 2016, Mayor Stewart launched the SMART City Initiative along with the creation of the Mayor's Energy and Innovation Committee. The purpose of the SMART City Initiative is to make New Britain's government more streamlined through the effective use of existing and new resources, focusing on energy efficiency and reliability, asset management, and realistic budgeting. Through this process, the City is able to meet its energy management and conservation goals while also saving money.

The SMART City Initiative has achieved many accomplishments over the last 5 years. In 2019, New Britain was able to achieve an 11% reduction in energy usage, resulting in a savings of over \$200,000. This was achieved through energy efficiency upgrades to HVAC systems, LED light conversions, and the addition of SMART controls for lights. The City continues to improve the fuel efficiency of its vehicle fleet as part of the vehicle replacement program. Hardware, software, and technology investments have also allowed City staff to operate more efficiently. In 2015, wall-mounted charging stations were placed within the Szczesny and Blogoslawski parking garages. A dual-head pedestal charging station was also installed at the surface parking lot located at 121 Main Street near the rear of the police department. Combined, these locations provide a total of six charging stations. The City is looking to add more charging stations in the near future as demand continues to increase.

The City has also grown its green energy portfolio by investing in solar and fuel cells. Solar panels have been installed at Smalley Elementary School and at Shuttle Meadow Reservoir, reducing electrical costs by up to 35%. New Britain High School (NBHS) is home to one of the state's only fuel cells located on a high school campus. Fuel cells use natural gas to generate electricity through a chemical reaction using a hydrogen core. As electricity is created, a byproduct of heat is also generated. The heat can be used to supplement boilers, or hot water heaters being used to heat the building. The fuel cell generates

3.6 Million kWh of electricity annually. Currently, NBHS only uses roughly 2.5 million kWh of electricity each year. This self-sufficient energy source also enables the high school to be a standalone emergency shelter during times of crisis.

Sustainable CT is an independently funded, grassroots certification program to recognize Connecticut municipalities taking strides to become more sustainable. It is a voluntary certification program offering a wide-ranging menu of best practices for municipalities to choose and implement in order to earn points toward certification. The certification was initiated to invigorate municipalities to think about the future. New Britain was awarded the highest-level Silver Certification in October 2020, making New Britain one of 19 municipalities in the state to achieve this designation.



Solar array adjacent to the Shuttle Meadow Reservoir Water Treatment Plant

## Objectives and Strategies

**1. Maintain the Highest-Level Certification through the Sustainable CT Program**

- Continue implementing sustainable best practices through the SMART City Initiative.
- Continue to promote cost-effective sustainable policies that result in cost savings for the City.
- Maintain Silver Level certification and pursue higher-level certification, when available.

**2. Reduce Energy Consumption and Promote Green Energy Technology**

- Identify City-owned sites or buildings that can support solar panels and pursue funding for installation through Eversource, C-PACE, and the Connecticut Green Bank.
- Consider establishing zoning incentives (such as a density bonus or parking reduction) for developments that include solar panels or meet energy efficiency requirements.
- Complete energy efficiency upgrades to school facilities.
- Complete the installation of fuel cells as part of Phase I of the Energy and Innovation Park.
- Continue to improve the fuel efficiency of the City fleet as vehicles are replaced.

**3. Protect the City's Drinking Water Supply**

- Reduce water consumption at City facilities as part of future building projects.
- Continue to educate residents on water conservation best practices, in accordance with the Drought Response Plan.
- Support open space acquisition efforts within the Water Department's drinking water supply watersheds within the City of Bristol, Town of Wolcott, Town of Burlington, and Town of Southington.
- Continue to explore opportunities to increase New Britain's drinking water supply through the acquisition of property to be used for additional water storage and capable of being connected to the Shuttle Meadow Water Treatment Plant.



## Goal: Enhance Opportunities for Health and Wellness

### Facts and Figures

According to the 2018 Community Health Needs Assessment, New Britain's health indicators are below the state average, largely reflecting the City's demographics and income levels. The COVID-19 pandemic disproportionately impacted residents within Connecticut's urban areas. The City continues to implement programs aimed at improving public health and wellness. The New Britain Health Department provides public health services pertaining to environmental hazards and infectious diseases and also enforces health and safety regulations. The Health Department has spearheaded local COVID-19 vaccination efforts by establishing clinics at City schools, government facilities, and public parks. The City is building an addition to the Senior Center, which will allow the Health Department to relocate to that facility, allowing for better coordination of health and senior services. The City has also established the Healthy Homes New Britain Program, which is focused on residential lead abatement and reducing the incidence of lead poisoning in children. The Community Services Department oversees programs related to youth services, disability services, and fair housing. These services are supplemented by non-profit organizations throughout the City.

Like many cities, New Britain serves as a regional hub for social services that serve both City residents as well as residents of the larger region. The Central Connecticut Coordinated Access Network (CAN) is a regional organization that coordinates homelessness prevention programs as well as associated social services. The CAN partners with the Mayor's Building Hope Together to reduce chronic homelessness in New Britain by focusing on homelessness prevention and rapid rehousing strategies. Another community social services partner includes New Britain Recovers. New Britain continues to advocate for a more equitable approach that ensures each community in the region provides their fair share of services to meet their local needs.

Food systems planning is of growing interest to many communities, as bolstering access to healthy foods can improve health outcomes while also lowering medical costs. Several neighborhoods in New Britain are classified as "food deserts" by the United States Department of Agriculture, and residents may have difficulty accessing healthy foods, especially households that lack access to a vehicle. The Downtown Farmers market accepts SNAP, EBT, WIC, and Senior FMNP funds, providing greater access to low-income households. Urban farming organizations such as New Britain Roots help bolster access to fresh, healthy food in low-income neighborhoods while also providing educational and workforce development opportunities for residents. Vacant lots can be utilized to meet community needs by becoming community gardens on either a temporary or permanent basis. Two community gardens exist on vacant lots on Chapman Street and Lawlor Street. An urban farm has been established on Oak Street on the site of a former gas station. Brownfields grants helped turn this contaminated property into a community asset. Vacant lots, particularly those in residential neighborhoods, may present an opportunity to support community gardens or urban farms on a temporary or permanent basis.



*Community garden on Lawlor Street*

## Objectives and Strategies

**4. Promote Public Health and Wellbeing**

- Complete the expansion of the New Britain Senior Center to allow the Public Health Department to relocate to the facility. This will allow for more efficient and coordinated delivery of public health and senior services.
- Continue to support the coordinated provision of social and health services through the Central Connecticut Coordinated Access Network.
- Market available social, health, and wellness services through the health department, New Britain Public Schools, and the City's website.
- Continue to support the New Britain Recovers initiative, a consortium of community resources that provides services in homelessness, addiction, and youth mental health struggles. Also, explore associated sustainable funding opportunities.
- Support the creation of a homeless day center that provides facilities and services for the City's homeless population throughout the day.

**5. Increase Access to Healthy Food Options**

- Promote and Support CSA (community-supported agriculture) co-ops and the health benefits of local produce, in partnership with local and regional farmers.
- Conduct a food access study, in partnership with CCSU or other higher education institutions. Identify target neighborhoods that would benefit from greater access to healthy foods.
- Consider zoning or financial incentives to encourage the development of grocery stores in underserved areas identified in the food access study. Incentives should be tied to the provision of perishable goods and fresh produce.

**6. Support Urban Agriculture**

- Modify the zoning ordinances to permit indoor agriculture and hydroponics in industrial and adaptive reuse zones.
- Consider establishing an urban garden pilot program, which would allow the temporary use of vacant City properties to support community agricultural and education programs.



## Goal: Promote Sustainable Waste Management Practices

### Facts and Figures

New Britain provides weekly curbside rubbish collection as well as recycling collection every other week. This service is primarily for single and multifamily residential properties. In 2020, approximately 90 tons of refuse and 16 tons of recyclables were collected each day. Properties that are eligible for curbside collections can also schedule curbside burnable and non-burnable bulky waste collections. The City also owns and operates a Residential Recycling Center eligible for use by residents, which is open Monday through Friday along with a set number of Saturdays per year.

Providing these services has become increasingly expensive due to the limited capacity of waste disposal within the state. Nearly all of Connecticut's landfills have been closed, and the capacity at the state's Trash-to-Energy facilities has been reduced due to closures and the age and condition of several of these facilities. To complicate matters further, in 2018 China placed a ban on importing several types of recyclable materials, including most forms of plastic and paper. Before the ban nearly 4,000 large shipping containers full of recyclable materials were shipped from the US to China daily as well as similar quantities of recyclable materials from Canada, Great Britain, and Australia. This has led to a dramatic shift in the cost of processing recyclable materials faced by New Britain and other communities.

With increasing costs, municipalities are looking for ways to reduce overall disposal costs. These include waste reduction strategies such as SMART, diverting waste to less costly disposal methods such as composting, and reducing contamination of single-stream recycling.



Recycling bins outside of City Hall

### Objectives and Strategies

#### 7. Reduce Waste Generated from Municipal Buildings and Schools

- Provide educational materials to staff and visitors on waste management best practices.
- Consider implementing a composting program at school cafeterias to divert food scraps from the municipal solid waste stream.

#### 8. Explore Opportunities to Reduce Waste Management

- Continue to explore SMART (Save Money and Reduce Trash) waste management strategies.
- Continue to participate in state-wide product stewardship initiatives for paint, mattresses, and electronics.
- Continue waste management education programs for businesses and residents.
- Add a second anaerobic digester to the City portfolio.
- Continue to work with regional municipalities and state legislators to modernize regional waste management infrastructure.
- Continue to explore residential composting collection opportunities to sustainably reduce waste and provide naturally sourced nutrients back into the soil.

## Goal: Enhance Resiliency and Disaster Preparedness Capabilities

### Facts and Figures

In 2019, the City of New Britain, in partnership with the Capitol Region Council of Governments (CROG), completed an update to the Natural Hazard Mitigation Plan (NHMP). The NHMP outlines current hazard risks, describes the City's current disaster preparedness capabilities, and recommends ways to be better prepared for the future. The primary natural hazards facing New Britain are winter storms, tropical storms, and hurricanes. Heavy rainfall events can also overwhelm stormwater infrastructure in certain neighborhoods, causing localized flooding along Webster Brook, Brass Brook, the Quinnipiac River, Willow Brook, and West Canal.

New Britain's Emergency Operations Center is located at the New Britain Police Department and an Emergency Operations Plan is updated on an annual basis. Critical facilities include the police department, city hall, six fire stations, New Britain High School, EMS facility, and sewage pumping stations. All critical facilities have generators, although many generators are dated and reaching the end of their useful lives and need to be replaced over the next decade. A fuel cell has been installed at the High School, which serves as the City's primary emergency shelter, making it an independent microgrid that is not vulnerable to regional power outages. Recommendations for the future include replacement of aging generators, improving communication with residents on emergency preparedness, and hardening vulnerable infrastructure such as dams, retaining walls, and stream banks.




### Objectives and Strategies

#### 9. Implement the Recommendations of the Natural Hazard Mitigation Plan





- Acquire generators to ensure adequate back up power supply for critical infrastructure and community facilities.
- Improve communication with residents and businesses about disaster preparedness and mitigation. Ensure that communications are made in multiple languages.
- Complete upgrades to vulnerable infrastructure such as dams, retaining walls, and stream banks.

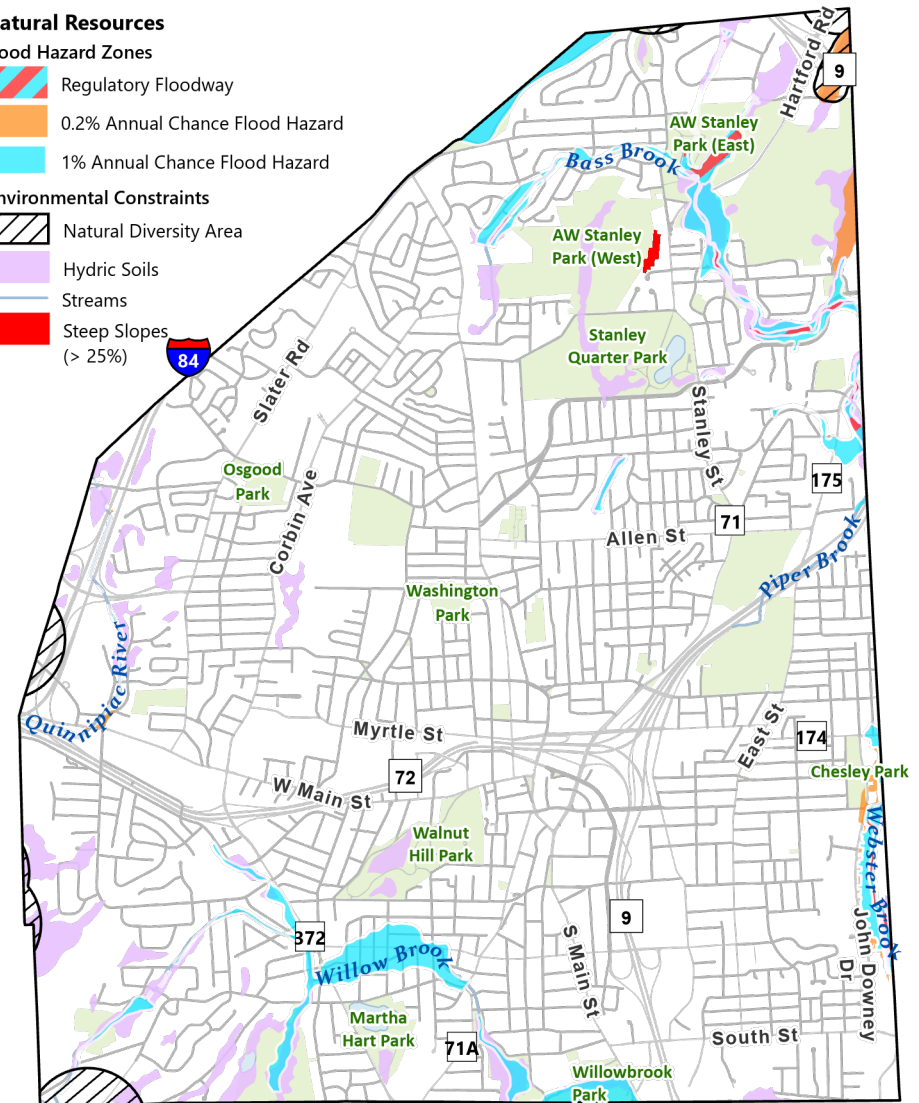
#### Natural Resources

##### Flood Hazard Zones

-  Regulatory Floodway
-  0.2% Annual Chance Flood Hazard
-  1% Annual Chance Flood Hazard

##### Environmental Constraints

-  Natural Diversity Area
-  Hydric Soils
-  Streams
-  Steep Slopes (> 25%)







# Implementation

# Implementation

The following tables are a summary of the goals, objectives, and strategies of this Plan. The Implementation chapter is meant only as a guide for the various City department, commissions, and organizations responsible for implementation. The Implementation Plan lists the lead and support entities responsible for executing each particular action item. In addition, it notes the timeframe for the completion of each action item.

In the Implementation Plan:

- **Short-term actions are marked with an “S.”**

Short-term actions are those that should be implemented within the first year and include those that are less complex, or higher-priority items that need to be completed prior to other actions.

- **Medium-term actions are marked with an “M.”**

Medium-term actions are likely to be completed within 1 to 5 years.

- **Long-term actions are marked with an “L.”**

Long-term actions are those that are likely to be completed in the last 5 years of the POCD horizon.

- **Ongoing efforts are marked with an “O.”**

It is recommended that a Plan Implementation Committee be established. The entities assigned responsibility for pursuing the goals in this Plan would be accountable to the ongoing decisions and priorities expressed by the Plan Implementation Committee, its member Commissions, and the City as a whole. In addition to driving specific objectives forward, the Plan Implementation Committee would also be responsible for periodically taking stock of progress achieved so far; facilitating communication between involved parties; recognizing changes in conditions that may render some objectives infeasible or inappropriate; and refocusing the efforts of all major responsible entities to ensure continued progress toward the Plan's goals.

## Implementing Agencies

| Responsible Entity  | Key     |
|---|---------|
| <b>Elected Officials, Boards, Commissions, and Committees</b> |         |
| Mayor's Office  | Mayor   |
| City Plan Commission  | CPC     |
| Common Council  | CC      |
| Arts Commission   | AC      |
| Board of Education  | BOE     |
| Board of Health   | BH      |
| Board of Water Commissioners                                  | BWC     |
| Conservation Commission                                       | CC      |
| Commission on Community and Neighborhood Development          | CCND    |
| Commission on Aging   | CA      |
| Energy and Innovation Committee                               | EIC     |
| Historic Preservation Commission                              | HPC     |
| Parking Commission  | PC      |
| Public Works Commission                                       | PWC     |
| Parks and Recreation Commission                               | PRC     |
| Zoning Board  | ZB      |
| <b>City Departments</b>                                       |         |
| Department of Planning and Development                        | DPD     |
| Department of Public Works                                    | DPW     |
| Health & Building Services Department                         | HBSD    |
| New Britain Police Department                                 | NBPD    |
| New Britain Fire Department                                   | NBFD    |
| Recreation and Community Services Department                  | RCSD    |
| Support Services Department                                   | SSD     |
| Consolidated School District of New Britain                   | CSDNB   |
| <b>Other Implementing Agencies</b>                            |         |
| New Britain Housing Authority                                 | NBHA    |
| Neighborhood Revitalization Zones                             | NRZ     |
| New Britain Downtown District                                 | DD      |
| New Britain Chamber of Commerce                               | Chamber |
| Connecticut Department of Transportation                      | CTDOT   |
| Central Connecticut State University                          | CCSU    |



## Goal: Support Vibrant Neighborhood Corridors

| Objective 1: Support Neighborhood Retail and Services    |  |                    |                |          |
|--|--|--------------------|----------------|----------|
| #  | Strategies   | Responsible Entity | Support Entity | Timeline |
| 1.1  | Assist new businesses in navigating the state and local permitting process.  | DPD                |                | O        |
| 1.2  | Explore the creation of a small business revolving loan fund, utilizing state funds, City funds, or Community Development Block Grant (CDBG) allocations.  | Mayor              | CC, DPD        | S        |
| 1.3  | Consider allowing small scale, mixed-use development within the B1 and B2 zones, allowing residential development on the upper floors only.  | CC, CPC            | DPD            | S        |
| 1.4  | Highlight neighborhood retail as part of larger City marketing efforts.  | Mayor              |                | O        |
| 1.5  | Encourage strong building and site design standards within neighborhood corridors, such as placing buildings close to the street, pedestrian-oriented design, and providing attractive landscaping and signage.                                | CC, CPC            | DPD            | M        |
| 1.6  | Establish a façade improvement matching fund for businesses within neighborhood corridors.   | CC                 | DPD            | L        |
| 1.7  | Allow the leasing of on-street parking spaces to support outdoor dining.   | CC, CPC            | NBPD           | S        |
| 1.8  | Evaluate zoning within neighborhood corridors, inclusive of site design standards, permitted uses, and parking. Consider changes to the zoning that result in more consistent design and use standards throughout corridors.                   | CC, CPC            | DPD            | L        |
| Objective 2: Provide Well-Designed Parking Opportunities |  |                    |                |          |
| #  | Strategies   | Responsible Entity | Support Entity | Timeline |
| 2.1  | Identify opportunities to expand public parking in the Broad Street neighborhood, including a potential parking structure on the corner of Broad Street and Beaver Street.   | DPW                | PC, DPD        | L        |
| 2.2  | In areas of high parking demand, consider the use of time limits or meters in order to encourage turnover.   | DPW                | PC             | O        |
| 2.3  | Encourage the use of on-street parking within neighborhood corridors. Consider modifying the zoning regulations for business zones to allow on-street parking spaces to count toward a portion of the minimum off-street parking requirements. | DPW, CC            | DPD            | M        |
| 2.4  | Consider acquiring vacant properties within neighborhood corridors and converting them into small public parking areas. Consider establishing lower parking standards for businesses within 1,000 feet of these parking areas.                 | DPD                | DPW, CC        | L        |
| 2.5  | Leverage underutilized parking areas, such as religious institutions, and encourage the use of shared parking arrangements.  | DPD                |                | S        |
| 2.6  | Assist businesses in identifying suitable off-street parking locations for their employees in order to reserve on-street parking spaces for customers.   | DPD                |                | S        |

| Objective 3: Enhance Public Infrastructure in Neighborhood Corridors |  |                    |                |          |
|--|--|--------------------|----------------|----------|
| #  | Strategies   | Responsible Entity | Support Entity | Timeline |
| 3.1  | Maintain and upgrade water, sanitary sewer, and stormwater infrastructure within neighborhood corridors.         | DPW                | PWC            | O        |
| 3.2  | Enhance public green spaces and public spaces within neighborhood corridors.                                     | DPW                | RCSD           | M        |
| 3.3  | Enhance aesthetics through streetscape improvements such as sidewalks, street trees, lighting, and bus shelters. | DPW                |                | O        |
| 3.4  | Secure funding for Phase II of the Allen Street reconstruction project.  | DPW                |                | M        |
| 3.5  | Improve sidewalk and bicycle connections between neighborhood corridors and surrounding residential areas.       | DPW                |                | O        |

## Goal: Preserve Healthy, Affordable, and Livable Neighborhoods

| Objective 4: Maintain a Diverse Housing Stock that Supports All Life Stages and Income Levels |   |                    |                |          |
|---|---|--------------------|----------------|----------|
| #   | Strategies  | Responsible Entity | Support Entity | Timeline |
| 4.1   | Expand senior housing options, including units affordable to low- and moderate-income seniors. Prioritize these units in locations proximate to retail, shopping, services, and healthcare.   | DPD                | CPC, CCND      | S        |
| 4.2   | Conduct a site feasibility study of the Israel Putnam and St. John Paul II schools to determine their capacity to support affordable senior housing. This study should examine site features, circulation, building reuse, and potential impacts to adjacent properties.  | DPD                | CPC, CCND      | M        |
| 4.3   | Based on the recommendations of the site feasibility study, modify the zoning of recommended sites to allow for affordable senior housing and identify potential development partners.  | CC                 | CPC, DPD       | L        |
| 4.4   | Continue to grow market rate rental housing within Downtown New Britain and the East Main Street and East Street TOD station areas.   | DPD, Mayor         | CC             | O        |
| 4.5   | Adopt an Affordable Housing Plan by June 30, 2022, in accordance with state requirements.   | CPC                | DPD            | S        |
| 4.6   | Prioritize single-family homeownership opportunities in residential neighborhoods outside of Downtown and the TOD station areas.  | DPD                | CCND           | O        |
| 4.7   | Modify the City's accessory dwelling unit ordinances in accordance with statutory requirements.   | CC                 | CPC            | S        |
| Objective 5: Upgrade, Modernize, and Rehabilitate the Housing Stock                           |   |                    |                |          |
| #   | Strategies  | Responsible Entity | Support Entity | Timeline |
| 5.1   | Continue the Healthy Homes residential lead abatement programs and secure funding for program expansion.  | HBSD               |                | O        |
| 5.2   | Consider adopting a Landlord Registration ordinance to better enforce property maintenance and blight issues at rental housing units.   | CC                 |                | M        |
| 5.3   | Utilizing HUD funds, continue to repair and rehabilitate New Britain's housing stock, prioritizing homeowner units.   | DPD                | CCND           | O        |
| 5.4   | Continue blight enforcement and "clean and lien" programs.  | HBSD               |                | O        |
| 5.5   | Redevelop the New Britain Housing Authority's Mount Pleasant apartments, exploring opportunities for public-private partnerships. Portions of this site may be suitable for light industry or other tax-generating use. If all units are not rebuilt on site, ensure that these units are replaced elsewhere in the City. | DPD                | NBHA           | L        |



| Objective 6: Bolster Homeownership Programs |   |                    |                |          |
|---|---|--------------------|----------------|----------|
| #   | Strategies  | Responsible Entity | Support Entity | Timeline |
| 6.1   | Continue to prioritize HUD CDBG and HOME funds in support of affordable homeownership opportunities, prioritizing rehabilitation and strategic infill development projects. | DPD                | CCND           | O        |
| 6.2   | Provide down payment assistance to low- and moderate-income households utilizing state and federal funds.   | DPD                | CCND           | O        |
| 6.3   | Support the creation of affordable single-family homeownership units on the St. Thomas Aquinas School site.   | CC                 | Mayor, DPD     | M        |
| 6.4   | Work with local employers to establish an Employer-Assisted Housing program, which would provide financial assistance to eligible employees who buy homes in New Britain.   | DPD                | DD, Chamber    | L        |

## Goal: Maintain High Quality Community Facilities and Services

| Objective 7: Continue to Make Strategic Investments in Community Facilities |  |                    |                 |          |
|---|--|--------------------|-----------------|----------|
| #   | Strategies   | Responsible Entity | Support Entity  | Timeline |
| 7.1   | Complete school construction projects at Chamberlain Elementary, Jefferson Elementary, Holmes Elementary, Northend Elementary, and Smith Elementary.   | BOE                | CSDNB           | S-M      |
| 7.2   | Complete renovations and code updates at New Britain High School.  | BOE                | CSDNB           | L        |
| 7.3   | Conduct a City-wide Facilities Master Plan inclusive of school facilities. Inventory current City and public-school facilities and uses, understand demographic drivers and enrollment projections over the next 10 years; and identify operational needs across all departments. Assess capital needs and identify opportunities for enhanced operational efficiency and space needs. | Mayor              | All Departments | M        |
| 7.4   | Complete the expansion of the New Britain Senior Center in support of the Public Health Department.  | CSD                | CC, CA          | S        |
| 7.5   | Maintain existing facilities in a state of good repair.  | SSD                | CC              | O        |
| 7.6   | Renovate and modernize fire stations and the Fire Department Headquarters building.  | NBFD               | CC              | S-L      |
| Objective 8: Continue to Provide High-Quality Public Services               |  |                    |                 |          |
| #   | Strategies   | Responsible Entity | Support Entity  | Timeline |
| 8.1   | Continue to provide cost-effective and efficient public services that meet residents' needs.   | Mayor, CC          | All departments | O        |
| 8.2   | Continue to expand the City IT systems and website to improve usability and transparency.  | SSD                |                 | S        |
| 8.3   | Periodically evaluate City staffing levels, organization, and operation relative to City goals and objectives. Consider expanding staff as necessary to help further the goals outlined in this Plan.  | Mayor              | All departments | M        |
| 8.4   | Continue to publicize existing services and explore new methods to communicate these services more effectively to residents.   | SSD                | Mayor, CC       | O        |
| 8.5   | Explore opportunities to expand public services for youth and young adults in partnership with the school district, major employers, institutions, and community organizations.  | CSD                |                 | S        |

## Goal: Position Downtown New Britain as a Regional Center

| Objective 1: Grow the Downtown Residential Population through Infill and Adaptive Reuse |  |                    |                |          |
|---|--|--------------------|----------------|----------|
| #   | Strategies   | Responsible Entity | Support Entity | Timeline |
| 1.1   | Continue to pursue redevelopment and infill projects as specified in the Downtown TOD Plan.  | DPD                |                | O        |
| 1.2   | Identify a preferred developer for 125 Columbus Boulevard.   | Mayor, CC          | DPD            | S        |
| 1.3   | Support the conversion of vacant or underutilized upper floors of buildings into market rate apartments.   | CPC                | DPD            | M        |
| 1.4   | Continue to leverage available funding sources such as Tax-Increment Financing, Historic Preservation Tax Credits, and Opportunity Zone benefits.                                    | DPD                |                | O        |
| 1.5   | Pursue redevelopment or infill development on the New Brite Plaza site.  | CPC                | DPD, Mayor     | L        |
| Objective 2: Grow the Downtown Employment Base  |  |                    |                |          |
| #   | Strategies   | Responsible Entity | Support Entity | Timeline |
| 2.1   | Explore opportunities to rezone areas on the Downtown periphery to encourage employment.   | CC                 | CPC, DPD       | M        |
| 2.2   | Continue to actively market vacant or underutilized commercial space to prospective tenants.   | DPD                |                | O        |
| 2.3   | Establish a business incubator in Downtown New Britain, providing both physical space and support services to start-up businesses.   | DD                 | DPD            | M        |
| 2.4   | Encourage live-work spaces.  | CPC                |                | S        |
| 2.5   | As part of future Downtown residential developments, encourage the provision of amenities that support the work-from-home population, such as business centers or co-working spaces. | CPC                |                | M        |
| Objective 3: Expand Restaurant, Retail, and Service Opportunities                       |  |                    |                |          |
| #   | Strategies   | Responsible Entity | Support Entity | Timeline |
| 3.1   | Continue the Downtown Façade Improvement Program through the Downtown District.  | DD                 |                | O        |
| 3.2   | Continue to aggressively market vacant ground floor spaces within the Downtown to prospective tenants.   | DD, DPD            |                | O        |
| 3.3   | Implement the recommendations in the Downtown District Strategic Plan, in partnership with the New Britain Downtown District.  | DD                 | DPD            | S        |
| 3.4   | Work with major employers and cultural institutions to establish a “buy and eat local” campaign within the Downtown.   | DD                 | DPD            | M        |
| 3.5   | Identify opportunities for public restrooms within the Downtown to better serve visitors.  | DPW                | DPD, DD        | L        |



| Objective 4: Provide Efficient and Accessible Parking Opportunities |   |                    |                |          |
|---|---|--------------------|----------------|----------|
| #   | Strategies  | Responsible Entity | Support Entity | Timeline |
| 4.1   | Update the Downtown Parking study to understand existing parking supply, changes in demand, and any needs that currently exist. Consider exploring shared parking arrangements as part of this effort.  | DPW                |                | S        |
| 4.2   | Seek funding for façade and lighting improvements to the Badolato Garage.   | DPW                | Mayor          | M        |
| 4.3   | Continue to utilize parking spaces in the Badolato and Szczesny garages to support new residential and commercial developments.   | DPW                | PC, DPD        | O        |
| 4.4   | Work with the State of Connecticut to better utilize the state-owned Blogoslawski Parking Garage, particularly for future development in the southern and eastern portion of Downtown.  | DPW                | PC, DPD        | L        |
| 4.5   | Consider establishing financial or zoning incentives that facilitate the consolidation of surface parking lots and removal of existing physical barriers. Prioritize the area between Walnut Street, South High Street, Main Street, and West Main Street.  | DPW, CPC           | CC, DPD        | M        |
| 4.6   | Encourage the use of undergrade or structured parking as part of future Downtown developments. Consider leveraging TIF or other funding sources to help pay for these facilities.   | DPD, DPW           |                | L        |
| 4.7   | Maintain or expand on-street parking opportunities as part of future complete streets or streetscape improvements.  | DPW                |                | M        |
| Objective 5: Create Hives of Activity for All Populations           |   |                    |                |          |
| #   | Strategies  | Responsible Entity | Support Entity | Timeline |
| 5.1   | Maintain a balance between employment, retail, restaurants, and residential uses within the Downtown to ensure that there is activity throughout the day.   | CPC                | DPD            | S        |
| 5.2   | Grow the number of businesses and activities that draw in families and children into the Downtown.  | RCSD, CPC          | DPD            | M        |
| 5.3   | Continue to host the annual Celebrate New Britain festival, Car Show, Halloween Trick or Treat Safe Zone, and other community events Downtown, in partnership with the Downtown District.   | RCSD               | DD             | O        |
| 5.4   | Continue to host the Farmers Market at Central Park in Downtown New Britain and work with the Downtown District to establish other retail events throughout the year.   | RCSD               | DD             | O        |
| 5.5   | Explore opportunities to establish a permanent indoor food hall and retail market within the Downtown. Identify appropriate sites for this use and modify the zoning regulations accordingly.   | CPC                | DPD            | L        |
| 5.6   | Support the expansion of food trucks within the Downtown.   | CC                 | DPD, CPC       | M        |
| 5.7   | Continue to program and promote art exhibits, music and other entertainment at the Visitors Center, in partnership with the Downtown District, in addition to improving, activating, and programming other spaces Downtown such as Trinity on Main to offer live performances that draw patrons from out-of-town. | AC                 | DD             | O        |

**Objective 6: Enhance “Last Mile” Connections**

| #   | Strategies  | Responsible Entity | Support Entity | Timeline |
|-----|---|--------------------|----------------|----------|
| 6.1 | Secure funding for the final phases of the Downtown Complete Streets Master Plan.   | DPW                |                | S        |
| 6.2 | Establish a circulator bus route or tourist trolley between CTfastrak, Downtown New Britain, and locations on the Downtown periphery such as the Hospital of Central Connecticut, Museum of American Art, and Walnut Hill Park. | DPW                | Mayor, CTDOT   | M        |
| 6.3 | Explore opportunities for bike share programs, e-scooters, or other micro-mobility options within the Downtown, in partnership with CRCOG and neighboring towns.  | DPW                |                | M        |
| 6.4 | Improve bicycle and pedestrian connections to the Hospital of Central Connecticut.  | DPW                |                | M        |

**Goal: Pursue Transit-Oriented Development****Objective 7: Reposition Brownfield Sites in TOD areas**

| #   | Strategies   | Responsible Entity | Support Entity | Timeline |
|-----|--|--------------------|----------------|----------|
| 7.1 | Continue to pursue state and federal environmental assessment and remediation funds, prioritizing the sites identified in the TOD and BAR plans. | DPD                |                | S-L      |
| 7.2 | Consider coordinating environmental assessments and remediation work across multiple sites to gain economies of scale.                           | DPD                |                | S-L      |
| 7.3 | Utilize CDBG anti-blight or economic development funds to support building demolition projects.  | DPD                | HBSD           | M        |

**Objective 8: Relocate the Public Works Facility**

| #   | Strategies   | Responsible Entity | Support Entity | Timeline |
|-----|--|--------------------|----------------|----------|
| 8.1 | Complete additional due diligence work to identify a preferred site for the DPW facility.  | DPW                | PWC            | S        |
| 8.2 | Implement the recommendations from the due diligence study.  | DPW                | Mayor, CC, PWC | M        |
| 8.3 | Complete environmental site assessments and remediation activities, as necessary.  | DPD                | DPW            | L        |
| 8.4 | Conduct a market assessment and real estate pro forma for the current DPW site, identifying the preferred uses, market conditions, and potential funding gaps. | DPD                | DPW            | L        |
| 8.5 | Consider the provision of public green space as part of future development proposals on the current DPW site.  | DPD                | DPW            | L        |

**Objective 9: Grow the Residential Population in the East Street and East Main Street TOD Areas**

| #   | Strategies  | Responsible Entity | Support Entity | Timeline |
|-----|---|--------------------|----------------|----------|
| 9.1 | Implement the housing recommendations from the TOD and BAR Master Plans.  | DPD                | CC, CPC        | S-L      |
| 9.2 | Identify priority sites for off-campus student housing in the East Street TOD area.                               | DPD                | CPC, CCSU      | M        |
| 9.3 | Encourage property assembly and redevelopment in the Connerton Street neighborhood.                               | DPD                | CPC            | M        |
| 9.4 | Market the Opportunity Zone designation to eligible property owners within the East Main Street TOD area.         | DPD                | Chamber        | O        |
| 9.5 | Utilize a set aside of CDBG or other housing funds to support homeowner rehabilitation projects in the TOD areas. | DPD                |                | S        |



| Objective 10: Enhance Connections Between East Street Station and CCSU                     |  |                    |                |          |
|--|--|--------------------|----------------|----------|
| #  | Strategies   | Responsible Entity | Support Entity | Timeline |
| 10.1   | Complete the Community Connectivity pedestrian improvements in the East Street TOD area.   | DPW                | PWC            | S        |
| 10.2   | Extend the CTfastrak multiuse path and the CCSU campus utilizing East Street, Paul Manafort Senior Drive, Biltmore Street, and Covington Street.                       | DPW                | CTDOT, CCSU    | M        |
| 10.3   | In partnership with CTDOT, make complete streets improvements along East Street.   | DPW                | PWC, CTDOT     | M        |
| 10.4   | Develop a commercial node at the intersection of East Street and Paul Manafort Senior Drive that serves the CCSU student community.                                    | CPC                | DPD, CCSU      | L        |
| Objective 11: Complete Public Infrastructure Improvements in the East Main Street TOD Area |  |                    |                |          |
| #  | Strategies   | Responsible Entity | Support Entity | Timeline |
| 11.1   | Work with CTDOT and CROG to complete the realignment of State Route 174, exploring funding sources such as RAISE grants or CT Communities Challenge grants.            | DPW                | PWC, CTDOT     | M-L      |
| 11.2   | Consider proactively acquiring properties needed for the realigned State Route 174 as they come on the market or through tax delinquency.                              | DPD                |                | S        |
| 11.3   | In partnership with CTDOT, make complete streets improvements along East Street and East Main Street.  | DPW                | PWC, CTDOT     | M        |
| 11.4   | Work with CTDOT to create parking for the East Main Street station and explore opportunities for shared parking arrangements that can also support future development. | DPW                | PWC, CTDOT     | L        |
| 11.5   | Address poor quality and gaps in existing sidewalks, prioritizing Yale Street, Woodland Street, Harvard Street, and M and S Court.                                     | DPW                |                | M        |
| 11.6   | Enhance connections between the multiuse trail and adjacent properties.  | DPW                |                | M        |

## Goal: Grow the Tax Base

| Objective 12: Reposition Underutilized and Obsolete Sites |   |                    |                |          |
|---|---|--------------------|----------------|----------|
| #   | Strategies  | Responsible Entity | Support Entity | Timeline |
| 12.1  | Consider lowering minimum parking requirements for industrial and retail uses to facilitate infill development or business expansions.  | CC                 | CPC, DPD       | S        |
| 12.2  | Consider broadening permitted uses within the B2 zone in order to provide greater flexibility for the reuse of big box retail sites. Consider allowing mixed-use development, light industrial, manufacturing uses subject to special exception approval. | CC                 | CPC, DPD       | S        |
| 12.3  | Consider providing more flexible dimensional regulations in the B2 zone.  | CC                 | CPC, DPD       | M        |
| 12.4  | Lobby CTDOT to redevelop or sell all or a portion of the Park & Ride lot at the corner of Hartford Road and Village Square Drive. This site is ideally located to support commercial retail uses.   | Mayor              | CC             | M        |
| 12.5  | Work collaboratively with other Connecticut City's to advocate for statewide reforms pertaining to PILOT and tax-exempt uses.   | Mayor              | CC             | S        |
| 12.6  | Ensure that the sale of City-owned development sites results in tax-generating uses and consider proactively acquiring strategic parcels to facilitate grand list growth.   | DPD                | CC             | S-L      |

| Objective 13: Return Brownfields to Productive Use   |  |                    |                 |          |
|--|--|--------------------|-----------------|----------|
| #  | Strategies   | Responsible Entity | Support Entity  | Timeline |
| 13.1   | Continue to aggressively pursue state and federal assessment and remediation grants.   | DPD                |                 | O        |
| 13.2   | Ensure a balanced approach to adaptive reuse, prioritizing commercial and industrial uses when possible.   | DPD                | CPC, CC         | O        |
| 13.3   | Complete the Energy and Innovation Park on the former Stanley Works site.  | Mayor              | All Departments | M        |
| 13.4   | Prioritize brownfield remediation projects that support commercial, industrial, or transit-oriented uses.  | DPD                |                 | M        |
| 13.5   | Consider leveraging TIF for remediation activities within the Downtown TIF District.   | CC                 | DPD             | M        |
| Objective 14: Focus on Strong Performing Industry Clusters in Manufacturing and Healthcare |  |                    |                 |          |
| #  | Strategies   | Responsible Entity | Support Entity  | Timeline |
| 14.1   | Provide a continuum of spaces and sites to support manufacturers throughout the business lifecycle (start-up space, small industrial spaces, large industrial spaces).   | DPD                | Chamber         | S        |
| 14.2   | Identify underutilized sites between 1 and 5 acres that could support small industrial users with buildings of 20,000 square feet or less.   | DPD                | CPC             | M        |
| 14.3   | Conduct a due diligence assessment of these sites, evaluating ownership, adjacent land uses, utility capacity, and site access.  | DPD                | CPC             | L        |
| 14.4   | Consider proactively changing the zoning on appropriate sites to allow light industrial uses. As part of zoning changes, ensure that adequate buffers are maintained for adjacent residential uses.                        | CC                 | CPC, DPD        | M        |
| 14.5   | Consider acquiring strategic properties as they come on the market.  | DPD                | CC              | M        |
| 14.6   | Consider creating a medical office zone for the areas surrounding the Hospital of Central Connecticut and Hospital for Special Care to capture supportive medical uses and outpatient services.                            | CC                 | CPC, DPD        | L        |
| Objective 15: Provide an Educated, Skilled, and Dynamic Workforce                          |  |                    |                 |          |
| #  | Strategies   | Responsible Entity | Support Entity  | Timeline |
| 15.1   | Continue outreach efforts with the local business community to understand its workforce needs.   | DPD                | Chamber         | O        |
| 15.2   | Expand workforce development programs in target industries such as manufacturing and healthcare, in partnership with CCSU, community colleges, Capital Workforce Partners, and the Opportunities Industrialization Center. | DPD                |                 | M        |
| 15.3   | Expand employment opportunities for teens and young adults, in partnership with the school district, local employers, and City departments.  | DPD                | All Departments | M        |
| 15.4   | Align local curriculum at New Britain High School, technical schools, colleges and trade schools to fit New Britain's future employment needs.   | BOE                | CSDNB           | S        |



| Objective 16: Support Entrepreneurship and Small Business Growth |  |                    |                |          |
|--|--|--------------------|----------------|----------|
| #  | Strategies   | Responsible Entity | Support Entity | Timeline |
| 16.1   | Expand entrepreneurship and business development curriculum at New Britain High School.  | BOE                | CSDNB          | S        |
| 16.2   | Consider establishing a small-business revolving loan fund. This fund can leverage CDBG funds for physical improvements, supplemented by City funds to cover other start-up costs. | DPD                | Mayor, CC      | L        |
| 16.3   | Assist businesses with identifying suitable start-up spaces as well as spaces that can support business expansion.   | DPD                |                | S        |
| 16.4   | Continue to highlight small businesses as part of the City's website and marketing efforts.  | Mayor              | DPD, SSD       | O        |

## Goal: Support Arts, Culture, and Tourism

| Objective 1: Support and Market Historic Resources                       |  |                    |                 |          |
|--|--|--------------------|-----------------|----------|
| #  | Strategies   | Responsible Entity | Support Entity  | Timeline |
| 1.1  | Encourage establishment of the New Britain Historical Society, responsible for overseeing and marketing historical resources and properties  | Mayor, CC          |                 | M        |
| 1.2  | Market a historical and cultural walking trail linking Downtown and Walnut Hill Historic Districts as well as Little Poland. Encourage visitors and residents to explore historical and cultural resources by using maps and information hosted on historicnb.org. | HPC                |                 | L        |
| 1.3  | Establish a historical and cultural walking trail linking Downtown, Walnut Hill, and West End Historic Districts. Install wayfinding trail signage as well as historical exhibits along the route as well as publish a map on the City website.                    | HPC                | AC, SSD         | M        |
| 1.4  | Educate property owners about existing federal and state historic tax credit programs available for the rehabilitation of eligible historic structures.  | HPC                | DPD             | S        |
| 1.5  | Continue to maintain City-owned historic resources in a state of good repair, in line with historic preservation standards.  | DPW                | HPC             | O        |
| 1.6  | Provide additional information on the City's website that highlights local history, sites, and historic resources.   | HPC                | SSD             | M        |
| 1.7  | Ensure that public infrastructure projects in historic districts reinforce and enhance the distinct built environment in each district.  | DPW                | HPC             | O        |
| Objective 2: Grow and Promote Arts and Cultural Assets                   |  |                    |                 |          |
| #  | Strategies   | Responsible Entity | Support Entity  | Timeline |
| 2.1  | Foster connections between local and regional arts organizations and New Britain Public Schools.   | AC                 | BOE, CSDNB      | S        |
| 2.2  | Highlight New Britain's arts and cultural assets as part of larger marketing efforts.  | Mayor              | AC, HPC, SSD    | S        |
| 2.3  | Continue public art and mural programs in partnership with local artists.  | AC                 |                 | M        |
| 2.4  | Consider establishing a Municipal Cultural District as established in CGS Section 10-401a. If established, the District should include Downtown New Britain as well as the Walnut Hill Park and the Museum of American Art.  | CC                 |                 | L        |
| Objective 3: mote and Encourage Community Events and Civic Opportunities |  |                    |                 |          |
| #  | Strategies   | Responsible Entity | Support Entity  | Timeline |
| 3.1  | Support festivals and community events by providing supportive services such as public safety and traffic management.  | RCSD               | All Departments | S        |
| 3.2  | Continue to publicize neighborhood and community events on the City website.   | SSD                | All Departments | O        |
| 3.3  | Utilize technology to bolster civic engagement, leveraging hybrid meetings, online outreach, and language translation tools.   | SSD                | All Departments | O        |



## Goal: Maintain Quality Parks and Recreational Opportunities

| Objective 4: Continue to Maintain and Renovate the Public Park System        |  |                    |                |          |
|--|--|--------------------|----------------|----------|
| #  | Strategies   | Responsible Entity | Support Entity | Timeline |
| 4.1  | Complete Master Plan improvements at Stanley Quarter Park, Osgood Park, and Washington Park.   | RCSD               | PRC            | M        |
| 4.2  | Continue to modernize playgrounds, fields, parking areas, lighting, and parks buildings through the Capital Improvement Program.                           | RCSD               | PRC            | O        |
| 4.3  | Complete dredging at Martha Hill Park and A.W. Stanley Park.   | RCSD               | PRC            | M        |
| 4.4  | Complete ADA upgrades to ensure that parks and recreational resources are accessible to all.   | RCSD               | PRC            | O        |
| 4.5  | Work with the Town of Farmington and City of Hartford to complete upgrades to Batterson Park.  | PRC                | RCSD           | L        |
| Objective 5: Enhance Parks and Recreation Programming                        |  |                    |                |          |
| #  | Strategies   | Responsible Entity | Support Entity | Timeline |
| 5.1  | Continue outreach to residents to identify changing recreational preferences and adjust programs, as necessary.  | RCSD               | PRC            | O        |
| 5.2  | Maintain appropriate seasonal and full-time staffing levels to support recreational programs.  | RCSD               | CC             | O        |
| 5.3  | Continue to work collaboratively with community organizations such as the Police Activity League, Boys & Girls Club, YMCA, and youth sports leagues.       | RCSD               |                | O        |
| Objective 6: Enhance Connections Between Parks and Residential Neighborhoods |  |                    |                |          |
| #  | Strategies   | Responsible Entity | Support Entity | Timeline |
| 6.1  | Complete the bicycle connections between City parks, as specified in the Bike Plan   | DPW                | PWC            | L        |
| 6.2  | Prioritize sidewalk improvements within ¼ mile of parks and school facilities and connections between parks and neighborhood corridors.                    | DPW                | PWC            | M        |
| Objective 7: Establish a Long-Term Vision for New Britain Stadium            |  |                    |                |          |
| #  | Strategies   | Responsible Entity | Support Entity | Timeline |
| 7.1  | Conduct a facility conditions assessment to determine the capital needs of the stadium and weigh those against potential financial and community benefits. | RCSD               | Mayor, CC      | M        |

## Goal: Improve Connectivity for all Travel Modes

| Objective 1: Maintain an Efficient and Balanced Roadway Network |  |                    |                |          |
|---|--|--------------------|----------------|----------|
| #   | Strategies   | Responsible Entity | Support Entity | Timeline |
| 1.1   | Complete the Citywide Traffic Signal Modernization Program.  | DPW                |                | S        |
| 1.2   | Continue to maintain City streets in a state of good repair, leveraging state and federal funding where possible.  | DPW                | PWC            | O        |
| 1.3   | Work with CTDOT to ensure that all improvements to state roads are context sensitive and support the City's land use objectives.   | DPW                | Mayor          | O        |
| 1.4   | Maintain City-owned bridges and culverts in a state of good repair.  | DPW                | PWC            | S-L      |
| Objective 2: Provide Complete Streets that Support All Users    |  |                    |                |          |
| #   | Strategies   | Responsible Entity | Support Entity | Timeline |
| 2.1   | Relocate the rail line pedestrian crossing in Downtown New Britain, providing better connections between the Szczesny Parking garage and Ctfatrak.   | DPW                | CTDOT          | S        |
| 2.2   | Implement complete streets improvements on John Downey Drive.  | DPW                | PWC            | S        |
| 2.3   | Identify and prioritize future complete streets efforts, focusing on projects within the TOD station areas and neighborhood corridors.   | DPW                | PWC            | M        |
| 2.4   | Enhance bicycle, pedestrian, and streetscape infrastructure on bridges that connect Downtown New Britain to adjacent neighborhoods, including High Street, Washington Street, the Harry Truman Overpass, and Chestnut Street.  | DPW                | PWC            | L        |
| Objective 3: Enhance Bicycle and Pedestrian Infrastructure      |  |                    |                |          |
| #   | Strategies   | Responsible Entity | Support Entity | Timeline |
| 3.1   | Complete the Beeline Trail.  | DPW                | CTDOT          | M        |
| 3.2   | Implement bicycle infrastructure improvements as identified in the New Britain Bike Plan map.  | DPW                | PWC            | L        |
| 3.3   | Improve pedestrian safety at signalized intersections, focusing on commercial corridors and arterial roadways.   | DPW                | NBPD, PWC      | O        |
| 3.4   | Pursue a range of funding sources to support sidewalk upgrades, including Community Connectivity grants, Safe Routes to School, and LOTCIP.  | DPW                | PWC            | O        |
| 3.5   | Pursue silver certification from the League of American Cyclists.  | DPW                | DPD            | L        |
| Objective 4: Provide High-Quality Transit Service               |  |                    |                |          |
| #   | Strategies   | Responsible Entity | Support Entity | Timeline |
| 4.1   | Expand transportation options for seniors and persons with disabilities, exploring opportunities for regional or public-private partnerships.  | RCSD               | CA             | S        |
| 4.2   | Support the expansion of evening bus service to better meet the needs of second and third shift employees.   | RCSD               | DPD            | M        |
| 4.3   | Support the creation of higher frequency and more direct CTtransit service between Downtown New Britain and major employment and retail centers such as the West Main Street corridor, John Downey Drive, Technology Park, the Hospital of Central Connecticut, and the Hospital for Special Care. | DPD, Mayor         | CTDOT          | M        |



| Objective 5: Support Emerging Transportation Trends           |   |                    |                |          |
|---|---|--------------------|----------------|----------|
| #   | Strategies  | Responsible Entity | Support Entity | Timeline |
| 5.1   | Make modifications to the zoning regulations that better accommodate ridesharing and delivery services. Consider zoning incentives, such as a reduction in parking, for property owners that incorporate pickup and drop-off areas. | CC                 | CPC, DPD       | M        |
| 5.2   | Consider reconfiguring on-street parking spaces to better support deliveries and pickup/drop-off.   | DPW                | PC             | S        |
| 5.3   | Expand the number of electrical vehicle charging stations at City facilities, leveraging available funding programs.  | DPW                | PC, SSD        | S        |
| Objective 6: Enhance Regional Connections to Greater Hartford |   |                    |                |          |
| #   | Strategies  | Responsible Entity | Support Entity | Timeline |
| 6.1   | Support expansions of CTfastrak services to Bradley Airport and east of the Connecticut river.  | Mayor              | CC             | S        |
| 6.2   | Support the completion of the Farmington Canal Trail and East Coast Greenway through Central Connecticut.   | Mayor              | CC             | M        |
| 6.3   | Support improvements to the regional highway system, including I-84, I-91, Route 9, and Route 72.   | Mayor              | CC             | L        |

## Goal: Provide Infrastructure that Meets 21st Century Needs

| Objective 7: Maintain and Modernize Sewer and Stormwater Infrastructure |  |                    |                |          |
|---|--|--------------------|----------------|----------|
| #   | Strategies   | Responsible Entity | Support Entity | Timeline |
| 7.1   | Continue to address inflow and infiltration as part of sewer rehabilitation projects.  | DPW                |                | O        |
| 7.2   | Consider implementing a downspout disconnection program. This program would cover the cost of disconnecting gutters and downspouts from the sanitary sewer system, thus reducing flows during heavy rain events. Target this program in neighborhoods that experience sewer surcharging. | DPW                |                | M        |
| 7.3   | Identify a funding source and complete drainage upgrades to Allen Street, Overlook Avenue, and McKinley Drive.   | DPW                |                | M        |
| 7.4   | Continue to implement the City's MS4 stormwater management plan in accordance with state requirements.   | DPW                |                | O        |
| 7.5   | Encourage low-impact development principals in future development to reduce stormwater runoff.   | DPD                | DPW            | M        |
| Objective 8: Modernize Public Water Infrastructure                      |  |                    |                |          |
| #   | Strategies   | Responsible Entity | Support Entity | Timeline |
| 8.1   | Upgrade the water treatment plant hardware and software.   | DPW                |                | S        |
| 8.2   | Complete improvements at the Whites Bridge lower wellfield.  | DPW                |                | M        |
| 8.3   | Complete upgrades to the Steele Street Pump Station and continue to modernize and maintain pump stations in a state of good repair.  | DPW                |                | M        |
| 8.4   | Complete water main extensions in the Batterson Pond area.   | DPW                |                | M        |
| 8.5   | Continue upgrades for the distribution and service lines for water and sewer, which include lead pipe replacement projects and replacement of aging infrastructure.  | DPW                |                | O        |
| 8.6   | Modernize the City's meter reading system.   | DPW                | SSD            | S        |

| Objective 9: Enhance Information Technology Infrastructure |   |                    |                |          |
|--|---|--------------------|----------------|----------|
| #  | Strategies  | Responsible Entity | Support Entity | Timeline |
| 9.1  | Provide supportive infrastructure for telecommuters and home occupations.   | SSD                | PDD            | S        |
| 9.2  | Modernize IT infrastructure at public buildings.  | SSD                |                | O        |
| 9.3  | Expand the fiber network to increase connectivity between municipal buildings. Develop a Master Plan to prioritize projects based on need and potential return on investment. | SSD                |                | S        |
| 9.4  | Ensure adequate IT Department staffing and expertise to oversee information technology improvements.  | SSD                |                | O        |



## Goal: Promote Energy Efficiency and Sustainability

| Objective 1: Maintain the Highest-Level Certification through the Sustainable CT Program |   |                    |                 |          |
|--|---|--------------------|-----------------|----------|
| #  | Strategies  | Responsible Entity | Support Entity  | Timeline |
| 1.1  | Continue implementing sustainable best practices through the SMART City Initiative.   | Mayor              | EIC, SSD        | O        |
| 1.2  | Continue to promote cost-effective sustainable policies that result in cost savings for the City.   | Mayor              | EIC, SSD        |          |
| 1.3  | Maintain Silver Level certification and pursue higher-level certification, when available.  | EIC, SSD           | All departments | O        |
| Objective 2: Reduce Energy Consumption and Promote Green Energy Technology               |   |                    |                 |          |
| #  | Strategies  | Responsible Entity | Support Entity  | Timeline |
| 2.1  | Identify City-owned sites or buildings that can support solar panels and pursue funding for installation through Eversource, C-PACE, and the Connecticut Green Bank.  | EIC                | SSD             | S        |
| 2.2  | Consider establishing zoning incentives (such as a density bonus or parking reduction) for developments that include solar panels or meet energy efficiency requirements.   | CC                 | CPC, DPD        | M        |
| 2.3  | Complete energy efficiency upgrades to school facilities.   | SSD                | BOE, CSDNB      | S        |
| 2.4  | Complete the installation of fuel cells as part of Phase I of the Energy and Innovation Park.   | EIC                | SSD             | M        |
| 2.5  | Continue to improve the fuel efficiency of the City fleet as vehicles are replaced.   | EIC                | All departments | O        |
| Objective 3: Protect the City's Drinking Water Supply                                    |   |                    |                 |          |
| #  | Strategies  | Responsible Entity | Support Entity  | Timeline |
| 3.1  | Reduce water consumption at City facilities as part of future building projects.  | DPW                | SSD             | S-L      |
| 3.2  | Continue to educate residents on water conservation best practices, in accordance with the Drought Response Plan.   | DPW                | SSD             | O        |
| 3.3  | Support open space acquisition efforts within the Water Department's drinking water supply watersheds within the City of Bristol, Town of Wolcott, Town of Burlington, and Town of Southington.   | CC                 | DPW             | L        |
| 3.4  | Continue to explore opportunities to increase New Britain's drinking water supply through the acquisition of property to be used for additional water storage and capable of being connected to the Shuttle Meadow Water Treatment Plant. | DPW                | CC              | M        |

## Goal: Enhance Opportunities for Health and Wellness

| Objective 4: Promote Public Health and Wellbeing     |  |                    |                |          |
|--|--|--------------------|----------------|----------|
| #  | Strategies   | Responsible Entity | Support Entity | Timeline |
| 4.1  | Complete the expansion of the New Britain Senior Center to allow the Public Health Department to relocate to the facility. This will allow for more efficient and coordinated delivery of public health and senior services.                   | RCSD               | HBSD           | S        |
| 4.2  | Continue to support the coordinated provision of social and health services through the Central Connecticut Coordinated Access Network.  | RCSD               |                | O        |
| 4.3  | Market available social, health, and wellness services through the health department, New Britain Public Schools, and the City's website.  | RCSD               | SDD            | S        |
| 4.4  | Continue to support the New Britain Recovers initiative, a consortium of community resources that provides services in homelessness, addiction, and youth mental health struggles. Also, explore associated sustainable funding opportunities. | RCSD               |                | S        |
| 4.5  | Support the creation of a homeless day center that provides facilities and services for the City's homeless population throughout the day.   | RCSD               | DPD            | S        |
| Objective 5: Increase Access to Healthy Food Options |  |                    |                |          |
| #  | Strategies   | Responsible Entity | Support Entity | Timeline |
| 5.1  | Promote and Support CSA (community-supported agriculture) co-ops and the health benefits of local produce, in partnership with local and regional farmers.   | HBSD               | CPC, DPD       | S        |
| 5.2  | Conduct a food access study, in partnership with CCSU or other higher education institutions. Identify target neighborhoods that would benefit from greater access to healthy foods.   | HBSD               | CCSU, DPD      | M        |
| 5.3  | Consider zoning or financial incentives to encourage the development of grocery stores, in underserved areas identified in the food access study. Incentives should be tied to the provision of perishable goods and fresh produce.            | CC                 | CPC, DPD       | L        |
| Objective 6: Support Urban Agriculture               |  |                    |                |          |
| #  | Strategies   | Responsible Entity | Support Entity | Timeline |
| 6.1  | Modify the zoning ordinances to permit indoor agriculture and hydroponics in industrial and adaptive reuse zones.  | CC                 | CPC, DPD       | S        |
| 6.2  | Consider establishing an urban garden pilot program, which would allow the temporary use of vacant City properties to support community agricultural and education programs.   | DPD                | CPC            | M        |

## Goal: Promote Sustainable Waste Management Practices

| Objective 7: Reduce Waste Generated from Municipal Buildings and Schools |  |                    |                |          |
|--|--|--------------------|----------------|----------|
| #  | Strategies   | Responsible Entity | Support Entity | Timeline |
| 7.1  | Provide educational materials to staff and visitors on waste management best practices.                                      | EIC                |                | S        |
| 7.2  | Consider implementing a composting program at school cafeterias to divert food scraps from the municipal solid waste stream. | EIC                | BOE, CSDNB     | M        |



| Objective 8: Explore Opportunities to Reduce Waste Management Costs |   |                    |                 |          |
|---|---|--------------------|-----------------|----------|
| #   | Strategies  | Responsible Entity | Support Entity  | Timeline |
| 8.1   | Continue to implement SMART (Save Money and Reduce Trash) waste management strategies.  | EIC                | All departments | O        |
| 8.2   | Continue to participate in state-wide product stewardship initiatives for paint, mattresses, and electronics.   | DPW                | EIC             | O        |
| 8.3   | Continue waste management education programs for businesses and residents.  | EIC                | SSD             | O        |
| 8.4   | Add a second anaerobic digester to the City portfolio.  | EIC                |                 | S        |
| 8.5   | Continue to work with regional municipalities and state legislators to modernize regional waste management infrastructure.                                  | Mayor              | EIC             | O        |
| 8.6   | Continue to explore residential composting collection opportunities to sustainably reduce waste and provide naturally sourced nutrients back into the soil. | EIC                |                 | S        |

### Goal: Enhance Resiliency and Disaster Preparedness Capabilities

| Objective 9: Implement the Recommendations of the Natural Hazard Mitigation Plan |  |                    |                |          |
|--|--|--------------------|----------------|----------|
| #  | Strategies   | Responsible Entity | Support Entity | Timeline |
| 9.1  | Acquire generators to ensure adequate back up power supply for critical infrastructure and community facilities. | SSD                |                | S-M      |

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