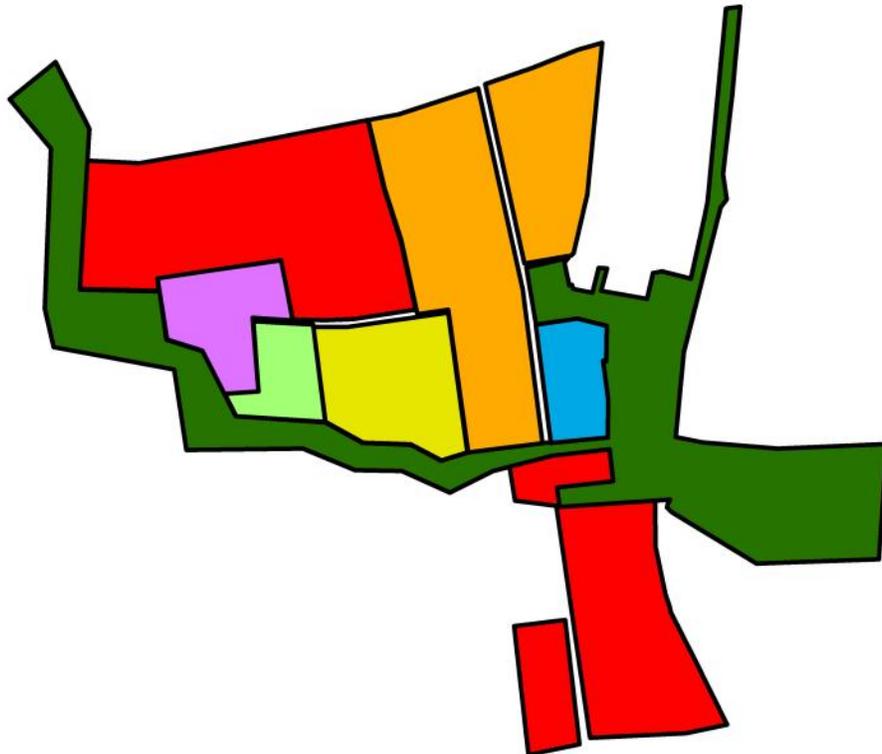


BROAD STREET REDEVELOPMENT PLAN



**TOWN OF MANCHESTER
REDEVELOPMENT AGENCY
ADOPTED SEPTEMBER 17, 2009
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EXECUTIVE SUMMARY

Introduction

The Manchester Redevelopment Agency has been charged with producing a redevelopment plan for the Broad Street area to guide its future development. The Agency has investigated area assets, issues and opportunities, market demand and likely future uses along Broad Street and the surrounding area. The recommendations included in this plan reflect this work and outline a vision for Broad Street's future.

The Broad Street Redevelopment Area is an underutilized and underperforming commercial district in the heart of Manchester, CT. After serving as a retail center for the town and surrounding region for several decades, much of the area currently lies in disrepair. The 148 acre area includes 111 acres of commercial property, approximately 24% of which is currently in poor condition. There is a 32% commercial vacancy rate within the area. While some businesses continue to thrive along the corridor, other properties, most notably the Broad Street Parkade, have become blighted, contributing to market disinvestment and a negative perception of the area. There is great interest throughout the Manchester community in seeing the Parkade and other Broad Street properties redeveloped as the catalyst for the revitalization of the entire area.

Vision

Broad Street is envisioned as a vibrant and attractive place with a mix of uses and activities where people of all ages will choose to live, work and play. New development will primarily serve existing neighborhoods and the Manchester market area. The Agency does not see Broad Street as a regional destination. New development will be built according to sustainable design principles and contain public spaces that tie the area and individual properties together into a whole. When redevelopment is complete, Broad Street will be an attractive and appealing place that engenders community pride.

This vision requires that the Broad Street area be a functioning district that is attractive to visitors and where those who live are able to walk to shopping, services, public transit and recreation. A significant residential component is essential to achieve the vision for the area, providing customers for existing and future businesses and establishing a sufficient level of pedestrian activity in the area to create a lively place.

A recreational component utilizing the existing assets of Bigelow Brook and Center Springs Park is another essential element of the Plan that will enhance the natural assets of the corridor, unify development and improve the overall environment. The combination of a range of housing, services, retail, entertainment and recreational uses would be attractive to people and families of various age groups including young professionals and empty-nesters. The vision also requires the district be part of the surrounding neighborhood and be easily accessible to residents in the surrounding area.

Proposed Land Use

The plan recommends a mix of residential and commercial uses to create a vibrant, walkable place. Whereas the Broad Street corridor once functioned as a thriving commercial center, current market conditions require a shift in direction to a district with a wider variety of land uses. Compact, mixed-use, multi-story development provides more square footage than conventional, single use development, freeing up land for public use and providing opportunities for a greater sense of place. Specifically, the plan recommends the following:

- *Residential*

A strong residential component that includes a range of rental and/or owner-occupied housing in a variety of types and at various prices is critical for the redevelopment plan. While the market once supported an almost purely retail center on Broad Street, market shifts require a new approach. Discussions with market experts indicate a saturated local retail market. A purely commercial district here would likely not be successful and new retail projects, if developed, would likely only take customers away from existing businesses.

Residents provide feet and eyes on the street, as well as customers for existing and future businesses. Residents of various ages and income levels would provide the vibrancy of a people-oriented, rather than auto-oriented, district. Improving pedestrian connections throughout the redevelopment area would make it possible for residents to live, work and play in the area. Residential development would be at relatively high density to create this critical mass of people, but be designed to be appropriate to the site.

The plan calls for an exclusively residential, high-density land use at the center of the vacant Parkade site. The residential area would include two-to-six story structures of multifamily apartments, townhouses, or condominiums. Other residential uses would be on the upper floors of mixed-use buildings, generally from Bigelow Brook to the northern end of the study area.

- *Mixed Commercial*

A mix of retail, office, service, restaurant, and other commercial uses would complement existing business activity and the new residential component. Two areas of mixed commercial use are identified in the proposed land use plan. One of these is the existing shopping center on Middle Turnpike West, and the other is the southern end of the redevelopment site generally from Bigelow Brook south to Center Street. In these locations the plan envisions maintaining the exclusively commercial uses, including personal services and restaurants.

- *Mixed-use*

A mix of commercial and residential uses is recommended along Broad Street from Bigelow Brook north to Middle Turnpike. New mixed-use buildings should

be built according to design principles which encourage a walkable, compact and environmentally sustainable development, with commercial at street level and residences above.

- *Mixed-use with Civic Option*

Commercial, residential, or civic uses or a combination of some or all of these uses could be appropriate in the redevelopment area between Bigelow Brook on the south and Little Street on the north, from Broad Street east to the redevelopment area boundary. These properties are proximate, or in some cases adjacent, to existing or anticipated natural or recreational areas. Due to their location, topography and distance from natural or recreational resources a mix of commercial, residential, and civic uses could provide for complementary transitional activities between the natural and recreational areas and the mixed use and residential areas of the Plan in the Phase I Priority Investment Area.

- *Residential with Civic Option*

The area between the proposed entertainment use and the proposed residential use in the Phase I Priority Investment Area provides opportunities for a civic use, a residential use or a mix of the two, providing transitional development and activities between the primarily residential and entertainment land use areas and the adjacent natural/recreational area.

- *Entertainment*

The existing Parkade Cinema, Bigelow Brook and the rear portion of the Middle Turnpike Parkade provide the opportunity for an entertainment element at the western edge of the vacant Parkade site. An entertainment district could include additional theater or performance venues, indoor/outdoor dining, cafés and clubs, and similar recreational and entertainment options. Such a district would provide the “play” element of the live, work, play environment, adding to the activity and vitality of the area.

- *Natural/Recreational*

The plan calls for creating a greenway along Bigelow Brook through the western and southern edge of the Parkade site. One or more park features along the greenway could be incorporated as organizing elements and to protect natural resources along the brook. The greenway would also serve as a low impact alternative to handle and treat surface water runoff. Buildings on the south side of the site would be oriented towards the greenway to best take advantage of this natural asset.

On the east side of Broad Street, the plan calls for the extension of Center Springs Park across the former South Manchester rail line to the street. Extending the park creates a visible western entrance, and pedestrian access to the Town government center and the central business district to the east and south. These

improvements will make the park more accessible to the Manchester community and provide a unique neighborhood asset for current and future residents.

- *Civic*

A civic use or uses, while not essential, could provide major benefits to the redevelopment area, serving as an organizing element for the corridor and generating activity to complement the surrounding residential, recreational and commercial uses. A library, museum, school, educational facility or community center are among the potential activities to be considered. The plan identifies two options for the placement of a civic building or buildings. A site at the western edge of the Broad Street Parkade could be a transition between the proposed residential and entertainment districts. A civic use on Broad Street across from the now vacant Parkade could create a focal point or gateway at the center of the Redevelopment Area and an expanded Center Springs Park.

Design Principles

Redevelopment should be completed according to the following design principles:

- Multi-story and multi-use buildings shall create a sense of place along streets.
- Multi-story buildings should be two to three stories at the property or build-to line, stepping back to three to six stories.
- Surface parking should be kept to a minimum, with structured parking preferred. Parking should be behind buildings or integrated into structures.
- Buildings should be oriented to streets and public spaces.
- Buildings should be built to an established build-to line to create a street wall.
- Buildings and uses should be connected to each other via pedestrian access as well as street networks for cars and transit.
- Gateway and landmark elements are encouraged. These include focal elements on buildings, public art, fountains or monuments, courtyards, etc.
- Building materials for private and public spaces and structures should be of high quality and durability.
- Buildings should be oriented or built to provide long views to focal points in the area.

Additionally, development should occur according to sustainable design principles following best smart growth practices. Incorporating green principles in site improvements and building features has the potential to make the redevelopment area a model for transforming an obsolete retail center into a smart, sustainable development.

Proposed Zoning

Because current zoning regulations do not allow the type of development envisioned in this plan, a new “smart code” overlay zone for the redevelopment area is recommended. The zoning should be flexible but explicit in the types of uses allowed and include standards for site and architectural design and form including sustainable design practices. The process of developing a new zoning district with the Planning and Zoning Commission should include a comprehensive review of current parking requirements in order to limit surface parking and free more land up for development and green space.

Financial Incentives

Attracting one or more development partners will require financial incentives to overcome some of the obstacles the current conditions and market preferences pose for the implementation of the plan. The Town may consider tax assessment agreements, securing grants to conduct environmental assessments, or waiving or reducing fees such as building or solid waste disposal fees.

Broad Street Reconstruction

The final design for the reconstruction of Broad Street is complete. Improvements will include a uniform street width, sidewalks on both sides of the street, street trees and other landscaping, gateway improvements, reduced curb cuts and complete street resurfacing (see Appendix B). This plan advocates for the expedient completion of this critical infrastructure project, either through the release of State funds or another identified funding stream.

Implementation

A redeveloped Broad Street will improve the quality of life for Manchester residents and provide many community benefits including: the efficient use of land and existing infrastructure, an increase in housing options, a reduction in automobile dependence, the creation of a strong sense of place, environmental and health benefits and the promotion of a sense of community.

The first phase of this plan is intended to replace blighted conditions with a quality, viable development project adding value to surrounding properties and creating a favorable investment climate throughout the redevelopment area. Private property in the Phase I Priority Investment Area includes the Broad Street Parkade, the Nichols estate parcels, a vacant commercial property at 363 Broad Street, a vacant parcel at 305 Broad Street, and Green Manor Blvd. These properties present the most practical opportunity for the type of redevelopment outlined in this Plan because each is either an impediment to private investment or can be an important component for park expansion or for complementary development consistent with the Plan. Projects to be completed in this phase include:

- Mixed-use development along Broad Street and Green Manor Boulevard.

- Primarily residential development in the center of the vacant Parkade site.
- Development of the Bigelow Brook greenway.
- The extension of Center Springs Park west to Broad Street.
- The possible acquisition and reservation of land for future public or civic uses.
- Improvements to Green Manor Boulevard including the possible conversion to a public street.
- Streetscape improvements to Broad Street between Center and West Middle Turnpike (see Appendix B).

The best way to ensure the implementation and execution of any redevelopment plan adopted under the Connecticut State Statutes is for the Agency to have sufficient financial resources that it can gain control of critical sites and remove blighted properties, either through negotiated acquisition or if necessary through the use of eminent domain. While the Agency recognizes this essential fact it believes the use of eminent domain should be the last resort option. The Agency, in pursuing the implementation of the plan, would follow this sequence:

Step 1

- a. Draft and secure the adoption of form-based or similar zoning regulations by the Planning and Zoning Commission that would apply to the redevelopment area.
- b. Work with individual property owners in the Phase I Priority Investment Area to secure funds to conduct environmental assessments as a way to facilitate the disposition and redevelopment of private property, if necessary.
- c. Serve as a facilitator to identify and match interested developers with property owners in the Phase I Priority Investment Area.
- d. Work with the Board of Directors to formalize financial incentives that would be available to developers pursuing the redevelopment plan. These incentives should include tax assessment agreements, waivers or reduction of building, development, or landfill fees, and infrastructure improvements or investments.

Step 2

- a. Seek and secure funding for the Broad Street Reconstruction project and execute that plan.
- b. Create detailed plans and secure funding for the construction of the new entrance to Center Springs Park and the development of the Bigelow Brook greenway.
- c. Enter into a formal public/private partnership arrangement with one or more developers. Under this scenario the Agency could play a role, including a financial role, to assist a developer in acquiring property, completing environmental assessments and possibly remediation, building infrastructure and/or closing a financial gap. In addition to incentives noted in Step 1, the

Agency might use any of the means listed below, as the law may allow, in the Phase I Priority Investment Area:

- i. revenue or general obligation bonds;
- ii. tax increment financing;
- iii. government grants or loans;
- iv. construction of parking facilities or public infrastructure.

Step 3

- a. In the event the above measures are not sufficient to secure a developer due to the inability of a developer to acquire a site or if property conditions in the Phase I Priority Investment Area continue to deteriorate, purchase property (using eminent domain if necessary) and dispose of it according to the Plan. During the Agency's control of the site(s), it may be appropriate or necessary to demolish vacant structures, remove parking lots, stabilize and landscape the site and hold the property until market conditions make redevelopment economically feasible.

Before any decision to acquire property is made, the Agency would perform due diligence including title searches, subsurface geological investigations and environmental assessments. Under this scenario the Agency would determine the fair market value of the given properties and negotiate with the property owners. If the negotiations are not successful and there is no reasonable expectation an agreement can be reached, the Agency should have the authorization of the Board of Directors to use eminent domain to close the transaction and provide just compensation to the owners. While the Agency feels this should be the last resort, as stated earlier, it also believes gaining site control would be a short-term proposition, because the intent would be to repackage and resell the property at the earliest possible moment to one or more developers to execute the Redevelopment Plan.

INTRODUCTION

The Town has continued to monitor conditions on Broad Street and has taken an active role in promoting its redevelopment. In December 2008, the Manchester Board of Directors increased the membership of the Manchester Redevelopment Agency from five to 12 and charged the Agency with producing a redevelopment plan for the Broad Street area. Since that time the Agency has gathered input from residents, property owners and market experts on possible development options for the area. In March and April 2009, the Agency held two design charrettes to visualize a future land use and design concept for the study area. With the assistance of local architects, students from the University of Hartford Center for Integrated Design, property owners and members of the public, the Agency developed the vision for the district contained in this Redevelopment Plan. In June 2009, the Agency invited owners within the redevelopment area and various Town boards and commissions to information sessions where the vision, proposed land use and design principles were presented and discussed.

Under Chapter 130 of Connecticut State Statutes Sec. 8-124 through 169w, municipalities may develop a plan of redevelopment to specifically eliminate substandard, unsanitary, deteriorating or blighted conditions with the public powers of implementation in accordance with local planning objectives. The statute outlines both the project plan development process and the prescribed plan components, which are included in this document.

BACKGROUND

Manchester has historically served as the commercial center of Greater Hartford's east of the river region. While the central business district served as Manchester's center of commerce for nearly a century, the Town's commercial center shifted north to Broad Street in the late 1960s. From that point until the early 1990's Broad Street was the retail center of the town and of the eastern portion of the Hartford region. The Manchester Parkade made up the hub of that center, consisting of two adjacent community shopping centers located in the middle of the commercial district. The center on Middle Turnpike opened in 1957, followed by the adjacent center on Broad Street in 1970. Known together as the Manchester Parkade, the shopping centers totaled 500,000 sq. ft. and contained department stores, a grocery store, and in-line retail and service shops. The remainder of Broad Street slowly changed from a light industrial district to a commercial district dominated by automotive, retail, food and banking.

The Broad Street Parkade was anchored by a Stop & Shop grocery store, a Bradlees discount retail store and a Marshall's clothing store. Smaller apparel and service businesses complemented the anchors. Sears and D&L department stores, major anchors at the West Middle Turnpike Parkade, moved to the Shoppes at Buckland Hills mall in 1990, and Stop & Shop opened a superstore in the space formerly occupied by Sears. This shift in retail activity from Broad Street to the Middle Turnpike Parkade and Buckland Hills left the Broad Street Parkade virtually empty. When Bradlees vacated its

space in the late 1990s, the Parkade was without an anchor and was left completely vacant in the coming years.

The Town commissioned a report in 2003 to evaluate market conditions, assess the potential for revitalization of the site and determine the Town's role in the effort to redevelop the area. The market assessment included in the report, completed by Advisory Services, Inc. and TPA Design Group, concluded the strongest reuse options for the Parkade site were residential, mixed-use, and mixed-use with limited public uses. The 2003 report identified market support for between 30,000 and 60,000 sq. ft. of retail, 10,000 to 30,000 sq. ft. of office, and an improving housing market for condominiums and luxury rental housing in the market area. The study did not find market support for industrial uses, large format retail, hotel/conference centers or large office complexes.

To supplement review of the 2003 report the Agency interviewed experts in commercial development and finance, current real estate trends, public financing options, mixed-use development and the medical office market, augmenting the expertise of Agency members and staff. The information provided by these experts led the Agency to find the results of the 2003 market study were still valid, while recognizing the national and state economies are currently struggling through a recessionary period with severe problems in the financial markets.

This plan assumes that market conditions on Broad Street have not changed significantly and that economic constraints outlined in the 2003 report remain in play. In 2006, Manchester residents petitioned a referendum onto the ballot for the Town to purchase the Broad Street Parkade. The referendum failed and the Broad Street site has remained vacant.

Today, the Broad Street area suffers from poor property and infrastructure conditions, high commercial vacancies and a general negative public perception. Twenty-four percent (24%) of the total land area is in poor condition and 18% of the commercial land is vacant. Of the 1.14 million sq. ft. of commercial building space in the area, approximately 32% is currently vacant. The Broad Street Parkade and several vacant properties across from it on Broad Street make up the majority of that vacant space. This concentration of vacant properties in poor condition furthers the negative perceptions of the entire district.

Despite the vacant and blighted properties Broad Street remains an active commercial district with approximately 750,000 sq. ft. of leasable space currently in use serving a neighborhood and community market area. Many viable and successful businesses operate along the corridor and consumers continue to visit the area daily to patronize shopping, service and fast food establishments.

I. DESCRIPTION OF THE AREA

[Sec. 8-125 (3)(A) A description of the redevelopment area and the condition, type and use of the structures therein;]

Study Area Boundaries

The Broad Street Redevelopment area is a 148 acre commercial district in central Manchester. Map I outlines the study area, which is bounded generally by West Middle Turnpike to the north, and by Center Street to the south. The western border includes the Parkade sites and St. James Cemetery. The eastern boundary abuts the former South Manchester Railroad from Center Street to Essex Street, and the residential properties on the western side of Durant Street.

The redevelopment area includes 61 parcels and includes portions of Broad and Little Streets, and Green Manor Boulevard, a private right of way between the two Parkades off of Broad Street. The district sits approximately .75 miles from Interstate 384 and 1.5 miles from I-84. It falls within Manchester's Center Neighborhood and abuts the Verplanck, Waddell and West Side residential neighborhoods (see Map VI).

Prevailing Types and Uses of Structures

Single story, single-use commercial buildings currently dominate the area. Most of these buildings were constructed with either brick and masonry or concrete and cinder block exterior walls, with flat tar and gravel roofs. Approximately 32% of the 1.14 million sq. ft. of leasable space is vacant and eight commercial buildings are completely vacant. Building size varies widely. The northeastern corner of the area includes smaller buildings of between 1,500 and 21,000 sq. ft. These commercial buildings house various businesses including banks and credit unions, fast food restaurants, thrift clothing stores, automotive service shops, gas stations and discount stores.

Much of the land in the redevelopment area is dominated by strip commercial uses and associated parking lots. The Shaw's plaza on the corner of Broad and Center Street is approximately 84,000 sq. ft. and contains a Shaw's supermarket, a fast food restaurant and hairdresser. A retail space formerly occupied by a Hollywood Video store is currently vacant. The adjacent shopping area at 385 Broad Street is approximately 65,000 sq. ft. This space previously housed a Big Lots discount department store and has been completely vacant for the past three years. The other half of this building includes a laundromat, rent-to-own retailer, package store and two vacant storefronts.

The largest property in the area is the approximately 280,000 sq. ft. Manchester Parkade on Middle Turnpike. The Middle Turnpike Parkade houses a Stop & Shop supermarket, Cardio Express gym, several restaurants, State of Connecticut offices, and various other retail and service uses.

The vacant Broad Street Parkade at 324 Broad Street formerly housed a supermarket, two discount department stores and several smaller retail stores. A 191,000 and a 71,000 sq. ft. building are currently completely vacant. Directly across Broad Street are one two-story and two one-story buildings known as the Nichols estate. These buildings previously housed automotive service businesses and total approximately 20,000 sq. ft.

Prevailing Conditions

Properties and buildings in the redevelopment area are in varying states of physical condition. Approximately 28% of the properties in the area, making up 24% of the land area, are in good condition. Some properties on Broad Street are well maintained, with well-cared-for landscaping and buildings, parking lots and driveways. Properties currently in good condition include Rite Aid Pharmacy (335 Center), Rockville Bank (341 Broad), Hartford Dispensary (335 Broad), American Eagle Credit Union (304 Broad), Economy Oil Change (315 Broad), Taylor Rental (274 Broad), Nutmeg State Federal Credit Union (270 Broad), Wendy's Restaurant (260 Broad) and Heritage Kitchen and Bath (254 Broad). A new CVS Pharmacy and Dunkin' Donuts across West Middle Turnpike enhance the aesthetics just north of the redevelopment area.

Just over half (52%) of the properties in the corridor are in fair condition. These properties are less well maintained and may have some deteriorating building and/or site conditions, such as deteriorating driveways and parking lots and little, if any, maintained landscaping. Building setbacks are irregular, especially in the northeast corner of the redevelopment area. Some segments of the street have no sidewalks. Curbing is indistinct, providing no separation between properties' driveways and the street itself. These conditions are unaesthetic, take away from any sense of place on Broad Street and make navigating the street difficult for pedestrians, bicyclists and drivers.

Twenty-four percent (24%) of the land area and 17% of the properties in the redevelopment area are in poor condition. Of those, 90% can be characterized as blighted. At least thirty-nine percent (39%) of the buildings in the redevelopment area meet the Sec. 8-125(7) definition of a deteriorated or deteriorating area in which:

at least twenty per cent of the buildings contain one or more building deficiencies or environmental deficiencies, including, but not limited to: (A) Defects that warrant clearance; (B) conditions from a defect that are not correctable by normal maintenance; (C) extensive minor defects that collectively have a negative effect on the surrounding area; (D) inadequate original construction or subsequent alterations; (E) inadequate or unsafe plumbing, heating or electrical facilities; (F) overcrowding or improper location of structures on land; (G) excessive density of dwelling units; (H) conversion of incompatible types of uses, such as conversion of a structure located near family dwelling units to rooming houses; (I) obsolete building types, such as large residences or other buildings which because of lack of use or maintenance have a blighting influence; (J) detrimental land uses or conditions, such as incompatible uses, structures in mixed-use, or adverse influences from noise, smoke or fumes; (K) unsafe, congested, poorly designed, or otherwise deficient streets; (L) inadequate public utilities or community facilities that contribute to unsatisfactory living conditions or economic decline; or (M) other equally significant building deficiencies or environmental deficiencies.

These properties have a major collective impact on the aesthetics and perceptions of the entire area.

Once a strong anchor for the entire commercial district, the Broad Street Parkade has been completely vacant for seven years. The two buildings on the property are currently boarded up and are in generally deteriorating condition with peeling paint, damaged and dirty facades, damaged sign boards or parapets and rusting features. Vandals intermittently “tag” the site with graffiti. The structures face a crumbling parking lot full of weeds, broken curbing, dying trees, and broken glass along most of Green Manor Boulevard.

The condition of Broad Street itself contributes to generally negative conditions in the redevelopment area. Pavement conditions are poor on most of Broad Street and sidewalks, curbing and curb cuts are intermittent and irregular. Final design plans for a reconstruction of the street have recently been completed (see Appendix B). The plans call for uniform roadway widths, drainage improvements, road resurfacing, and enhanced landscaping and lighting. The project will improve the street’s functionality by providing curbs and sidewalks along its entire length, and providing access management by consolidating curb cuts or establishing driveways where they currently do not exist.

Across Broad Street from the Parkade, several properties are currently vacant as well. The Nichols estate properties at 295-303 Broad Street include three former automotive businesses in various states of disrepair. At least one property has potentially serious structural damage and cannot be occupied in its current condition. Sub-surface environmental contamination probably exists and the Town is currently attempting to work with the estate to secure funding for an environmental assessment of the site. A Quonset hut at 331 Broad is also currently vacant and deteriorating. (The owners of the medical office building at 335 Broad recently purchased the property with plans to demolish it). A former restaurant at 363 Broad Street has also recently become vacant.

Other properties in the redevelopment area are improperly located, have other building and/or environmental deficiencies, or have extensive minor defects which collectively have a negative effect on the surrounding area.

Transportation

Broad Street is currently automobile-oriented, with three lanes of traffic including a center turning lane. Traffic signals exist at Middle Turnpike, Green Manor Boulevard, and Center Street. Off-street parking is readily available along the corridor, both in front of and behind existing buildings.

While CT Transit buses do not run on this stretch of Broad Street, buses do operate on Middle Turnpike and Center Street. Most of the district is within ¼ mile of a bus stop and the entire district is within ½ mile, providing good access to public transportation for those traveling to and from the area. This transit access, along with access for pedestrians and bicyclists, provides the opportunity to limit parking in the redevelopment area, freeing up more land for development or green space. Although most people will

continue to drive to Broad Street for the foreseeable future and parking will be critical to the success of any development, the area's location and accessibility for pedestrians, bicyclists and those choosing to use transit would support compact, transit-oriented development.

II. LAND USE

[Sec. 8-125(3)(B) the location and extent of the land uses proposed for and within the area, such as housing, recreation, business, industry, schools, civic activities, open spaces or other categories of public and private uses;]

Location and extent of the land uses within the area

The Redevelopment Area is currently almost exclusively in commercial use with a 32% commercial vacancy rate. Various business uses line both sides of Broad Street and the southern side of West Middle Turnpike. Much of the area is occupied by several large strip commercial uses. The largest of these is the Manchester Parkade, located in the northwest corner of the area. Two smaller commercial strips occupy the south most portion of the area, on the east side of Broad Street. The Broad Street Parkade includes two entirely vacant big-box structures.

Specific uses along the corridor include fast food restaurants, automotive service uses, discount retail stores, banks and credit unions, and two gas stations on the corner of Broad and West Middle Turnpike. Two notable exceptions to the prevailing commercial use are the 32.5 acre cemetery and a 3.5 acre vacant parcel at 305 Broad Street. This parcel is undeveloped and lies between the Nichols properties and the former rail line. Another property, 304 Middle Turnpike, is also vacant but currently serves as a parking lot for the businesses at 296-300 West Middle Turnpike. The owners of the medical office building at 335 Broad recently purchased the adjacent Quonset hut, with plans to demolish the vacant building.

Map II shows commercial uses by type. The analysis indicates the most concentrated types of businesses in the area are retail (15 existing businesses), automotive (13) and service-related businesses (11). Vacant commercial property makes up 18% of the total land area and 24% of commercial land.

Proposed Land Use

The Redevelopment Agency's vision is for the area to become one that:

- contains a mix of uses and activities that create a live-work-play environment.
- primarily serves the neighborhood and community market area.
- is developed with green/sustainable neighborhood design and building techniques.
- will have public spaces that tie the area and individual properties together into a whole.

- will be attractive and appealing, creating a place where people want to be and engender community pride.

To ensure development achieves this vision, and to encourage a viable, sustainable development with a strong sense of place, the proposed land use plan includes flexible, complementary use districts and a set of design guidelines. The mix of uses prescribed for the area includes sub districts of residential, commercial, civic, and mixed-use residential/commercial uses (see Map IV). Encouraged uses include retail, entertainment, civic and other activity-generating uses at street-level, with residential uses on upper floors to complement these activities.

- *Residential*

A strong residential component that includes a range of rental and/or owner-occupied housing in a variety of types and at various prices is critical for the redevelopment plan. While the market once supported an almost purely retail center on Broad Street, market shifts require a new approach. Discussions with market experts indicate a saturated local retail market. A purely commercial district here would likely not be successful and new retail projects, if developed, would likely only take customers away from existing businesses.

Residents provide feet and eyes on the street, as well as customers for existing and future businesses. Residents of various ages and income levels would provide the vibrancy of a people-oriented, rather than auto-oriented, district. Improving pedestrian connections throughout the redevelopment area would make it possible for residents to live, work and play in the area. Residential development would be at relatively high density to create this critical mass of people, but be designed to be appropriate to the site.

The plan calls for an exclusively residential, high-density land use at the center of the vacant Parkade site. The residential area would include two-to-six story structures of multifamily apartments, townhouses, or condominiums. Other residential uses would be on the upper floors of mixed-use buildings, generally from Bigelow Brook to the northern end of the study area.

- *Mixed Commercial*

A mix of retail, office, service, restaurant, and other commercial uses would complement existing business activity and the new residential component. Two areas of mixed commercial use are identified in the proposed land use plan. One of these is the existing shopping center on Middle Turnpike West, and the other is the southern end of the redevelopment site generally from Bigelow Brook south to Center Street. In these locations the plan envisions maintaining the exclusively commercial uses, including personal services and restaurants.

- *Mixed-use*

A mix of commercial and residential uses is recommended along Broad Street from Bigelow Brook north to Middle Turnpike. New mixed-use buildings should

be built according to design principles which encourage a walkable, compact and environmentally sustainable development, with commercial at street level and residences above.

- *Mixed-use with Civic Option*

Commercial, residential, or civic uses or a combination of some or all of these uses could be appropriate in the redevelopment area between Bigelow Brook on the south and Little Street on the north, from Broad Street east to the redevelopment area boundary. These properties are proximate, or in some cases adjacent, to existing or anticipated natural or recreational areas. Due to their location, topography and distance from natural or recreational resources a mix of commercial, residential, and civic uses could provide for complementary transitional activities between the natural and recreational areas and the mixed use and residential areas of the Plan in the Phase I Priority Investment Area.

- *Residential with Civic Option*

The area between the proposed entertainment use and the proposed residential use in the Phase I Priority Investment Area provides opportunities for a civic use, a residential use or a mix of the two, providing transitional development and activities between the primarily residential and entertainment land use areas and the adjacent natural/recreational area.

- *Entertainment*

The existing Parkade Cinema, Bigelow Brook and the rear portion of the Middle Turnpike Parkade provide the opportunity for an entertainment element at the western edge of the vacant Parkade site. An entertainment district could include additional theater or performance venues, indoor/outdoor dining, cafés and clubs, and similar recreational and entertainment options. Such a district would provide the “play” element of the live, work, play environment, adding to the activity and vitality of the area.

- *Natural/Recreational*

The plan calls for creating a greenway along Bigelow Brook through the western and southern edge of the Parkade site. One or more park features along the greenway could be incorporated as organizing elements and to protect natural resources along the brook. The greenway would also serve as a low impact alternative to handle and treat surface water runoff. Buildings on the south side of the site would be oriented towards the greenway to best take advantage of this natural asset.

On the east side of Broad Street, the plan calls for the extension of Center Springs Park across the former South Manchester rail line to the street. Extending the park creates a visible western entrance, and pedestrian access to the Town government center and the central business district to the east and south. These

improvements will make the park more accessible to the Manchester community and provide a unique neighborhood asset for current and future residents.

- *Civic*

A civic use or uses, while not essential, could provide major benefits to the redevelopment area, serving as an organizing element for the corridor and generating activity to complement the surrounding residential, recreational and commercial uses. A library, museum, school or educational facility or community center are among the potential activities to be considered. The plan identifies two options for the placement of a civic building or buildings. A site at the western edge of the Broad Street Parkade could be a transition between the proposed residential and entertainment districts. A civic use on Broad Street across from the now vacant Parkade could create a focal point or gateway at the center of the Redevelopment Area and an expanded Center Springs Park.

Benefits of Mixed-Use Development

The type of mixed-use development recommended in this plan has many benefits for current and future members of the Manchester community. Those include:

- *Efficient use of land and infrastructure*

Compact, intensely developed mixed-use projects use land more efficiently than a single-use project. The opportunity to build up rather than out and the reduction of surface parking allow for more development and more open spaces as organizing elements, adding value and increasing investment. Redevelopment of this type also takes advantage of the infrastructure already in place.

- *Increased housing options*

A mix of residential types and uses adds to the overall vibrancy of the final development. A diversity of housing types at various price points allows people and families of various ages and means to live in one neighborhood. The resulting mix of residents helps create the activity and vibrancy the Agency desires to create. The existence of housing within a short walk of restaurants, services, offices and entertainment provides convenience for people of various demographics.

- *Reduced automobile dependence*

The separation of uses prescribed in traditional zoning has created the need for most households to own at least one automobile. A mixed-use development lessens the need for the use of a personal automobile by positioning uses close to where people live. Pedestrian connections and access to public transit further reduce the need for personal automobiles, and reduce the number of vehicle trips necessary for daily activities.

- *Creation of a sense of place*

Mixed-use development provides the combinations of activities and public spaces that create a strong sense of place. Street walls, interesting architecture, public art and green space help make mixed-use developments interesting places where people want to be.

- *Environmental and health benefits*

Lessening dependence on the automobile, improving connections to public transit and providing better access for pedestrians and bikers reduces the number of automobile trips, lessening the amount of pollution and carbon produced by residents. The inclusion of connections to recreational features and enhanced walkability offers opportunity for exercise. There are also opportunities to use low-impact development techniques to handle site stormwater, and green building technologies to reduce energy consumption.

- *Promotion of a sense of community*

Mixed-use districts offer opportunities for personal interaction that single-use zones do not. The mix of public spaces, retail and restaurant uses on ground floors, entertainment and recreational entities and civic uses all provide points of interaction for residents and visitors to the district. Such interaction offers residents, shoppers and visitors a unique sense of community.

III. STREETS & UTILITIES

[Sec. 8-125(3)(C) the location and extent of streets and other public utilities, facilities and works within the redevelopment area;]

Existing Streets

The redevelopment area is located between two east-west arterial streets, Middle Turnpike West to the north and Center Street to the south. It includes a portion of Little Street, a small local street connecting Broad Street to an adjacent residential neighborhood, and all of Green Manor Boulevard, a private way owned by the owners of the West Middle Turnpike Parkade. Although Broad Street is classified as an arterial street, it serves mostly as a connector between Middle Turnpike and Center Street and as a local commercial street. Broad Street traffic counts were most recently conducted in 2006. The counts indicate 16,870 vehicles per day on a typical weekday and 15,360 per day on a peak Saturday.

Existing Utilities

The entire redevelopment area is served by public utilities. Water and sewer lines currently run throughout the area and through the Broad Street Parkade site. Other utilities available include telephone, cable, natural gas and electric service. Town engineering staff has reviewed this plan and indicated current water and sanitary sewer service can accommodate the types of development outlined in this plan.

Proposed Streets and Drives

The redevelopment plan incorporates the street improvements included in the Broad Street Streetscape design plans (Appendix B). These improvements include a uniform street width, sidewalks and granite curbs on both sides of the street, street trees and other landscaping enhancements, gateway improvements, access management (either by reducing multiple curb cuts or establishing curb cuts where they do not exist) and complete resurfacing. The Agency advocates the completion of this work as part of this redevelopment plan.

The plan identifies a possible new grid to be made up of a combination of public streets and private drives (see Map VII). Such a grid could include one or more new east/west streets and possible north/south connections between the east/west streets and West Middle Turnpike. A street grid would increase the development potential west of Broad Street by increasing street frontages for potential buildings and improving access for both motorists and pedestrians by creating small blocks and walkable paths. Also, converting Green Manor Boulevard from a private drive to a public street could facilitate the parcelization of the vacant Parkade while enhancing the street grid system.

It is difficult to definitively project future traffic impacts in the redevelopment area because of the various development scenarios that may occur and the fact that development will occur in stages over several years. The creation of a street and drive grid system and increased use of mass transit would minimize adverse traffic impacts in the future. Private developers will also be required to produce traffic impact studies to determine if development will have a significant impact on traffic circulation and may be required to make associated improvements.

IV. RELOCATION

[Sec. 8-125(3)(D) schedules showing the number of families displaced by the proposed improvement, the method of temporary relocation of such families and the availability of sufficient suitable living accommodations at prices and rentals within the financial reach of such families and located within a reasonable distance of the area from which they are displaced;]

The Broad Street Redevelopment Area does not contain any properties currently in residential use. The redevelopment proposed in this plan would not require the relocation of any residents.

V. ZONING

[Sec. 8-125(3)(E) present and proposed zoning regulations in the redevelopment area;]

Existing Zoning

With the exception of the St. James Cemetery property and small portions of two vacant properties zoned Residence B, the Broad Street Redevelopment Area currently lies within

the General Business zone. Article II Section 24 of the Manchester Zoning Regulations states, “The General Business Zone is a commercial trade area for general public shopping convenience.” The current General Business regulations can be found in Appendix C.

Current Permitted Uses:

- Retail uses.
- Personal services and personal service shops.
- Office uses.
- Alcoholic liquor sales.
- Restaurants, drive-in restaurants, sidewalk cafes, taverns, grills.
- Hotels and motels.
- Newspaper and job printing.
- Radio and television broadcasting studios.
- Clubs and fraternal organizations.
- Funeral parlors.
- Public utility buildings, municipal buildings and uses.
- Municipal parking lots.
- Billiard or poolrooms, bowling alleys, theaters, and other similar indoor games and indoor recreational activities.
- Tennis and badminton courts, skating rinks, health and recreation clubs, and similar recreational activities.
- Family day care homes conducted in a dwelling unit.
- Wireless telecommunication antennas.

Special Exception Uses:

- Bulk storage or warehouses and distribution for such commodities as food, furniture, hardware, and office supplies.
- Light industrial facilities.
- Self-storage facilities.
- Any permitted or special exception use which serves customers from drive-through windows.
- Municipal utility buildings and structures.
- Multi-family historic mill conversions.

- Schools and places of worship.
- Automobile sales - new and/or used.
- Automobile repair and service garages.
- Bulk oil storage plants.
- Automobile wash establishments.
- Adult day care centers.
- Child day care centers and group day care homes.
- Carnivals and circuses.

Building Area, Height and Bulk, and Parking

Maximum stories in building: 3

Maximum height of principal building: 40 feet

Maximum height of accessory building or structure: 18 feet

Minimum front yard for permitted uses: 25 feet

Minimum parking standard (Business): One parking stall for each 250 sq. ft. of gross floor area

Minimum parking standard (Restaurant): One parking space for each 25 sq. ft. of customer service or assembly space.

Parking requirements for other permitted uses are available in Article IV Section 9 (Appendix C).

Proposed Zoning

Current zoning does not permit the type of mixed-use development recommended in this plan (see Map II). When compared to other Manchester zoning districts, the GB zone is more flexible in terms of the uses allowed, lot area, building setbacks, and other requirements. However, the GB zone does not allow stand-alone residential uses, or mixed-use commercial and residential structures, limits building height to 40 feet and does not contain standards that guide site and architectural design to encourage the Plan's redevelopment goals for aesthetics, place making and sustainability.

The proposed zoning for the Broad Street redevelopment area departs from the traditional use-based zone. This plan recommends new approaches in how both uses and designs are regulated by combining aspects of both use-based and form-based zoning. This hybrid zoning should include a list of permitted uses with a wide variety of commercial, public, entertainment and residential uses. The intentionally flexible use regulations should promote a mix of uses that will generate significant activity. The regulations should also include clear form and design standards. As an overlay zone, the new regulations will not replace the GB zone, but will be an optional zone property owners

can use if they so choose. The plan anticipates the new regulations will provide sufficient incentive to encourage owners to take advantage of this option.

Proposed Permitted Uses

Residential Uses

- Artist live/work space, above ground floor commercial uses.
- Dwelling units, above ground floor commercial uses, including:
 - Townhouses.
 - Apartment flats.
 - Condominiums.
- Dwelling Units as freestanding developments.
 - Townhouses.
 - Apartment flats.
 - Condominiums.
 - Row houses.

Retail/Commercial

- Alcoholic liquor sales.
- Artist work/sales space.
- Financial service offices.
- Food and beverage retail sales.
- Health clubs and gyms.
- Hotels.
- Conference and meeting facilities.
- Medical services or offices.
- Municipal or other parking structures.
- Personal services.
- Restaurants, cafes, taverns, grills.
- Retail sales.

Entertainment

- Nightclubs.
- Museums.
- Theaters.

- Indoor games and recreational activities, including billiard rooms and bowling alleys.
- Outdoor theaters.

Public and Civic

- College, university or school.
- Day care.
- Fountain or Public art.
- Park, playground or recreation facility.
- Post office.
- Community/senior center.
- Public safety services.
- Religious assembly.
- Library.
- Government offices.

Proposed Prohibited Uses

In order to preserve the pedestrian-oriented nature of the development, drive-through facilities should be explicitly prohibited. Other uses not expressly permitted would be prohibited.

Design Principles

The overlay zone will include provisions to guide the form and placement of buildings in relation to streets, sidewalks, public spaces and natural features. The design provisions for such a zone should be written to achieve the following objectives:

- Multi-story and multi-use buildings shall create a sense of place along streets.
- Multi-story buildings should be two to three stories at the property or build-to line, stepping back to three to six stories.
- Surface parking should be kept to a minimum, with structured parking preferred. Parking should be behind buildings or integrated into structures.
- Buildings should be oriented to streets and public spaces.
- Buildings should be built to an established build-to line to create a street wall.
- Buildings and uses should be connected to each other via pedestrian access as well as street networks for cars and transit.
- Gateway and landmark elements are encouraged. These include focal elements on buildings, public art, fountains or monuments, courtyards, etc.

- Building materials for private and public spaces and structures should be of high quality and durability.
- Buildings should be oriented or built to provide long views to focal points in the area.

Sustainable Design Guidelines

Development should occur according to sustainable design principles following best smart growth practices. Incorporating “green” techniques in site improvements and building features in order to manage stormwater, decrease automobile dependence, and increase energy and water efficiency will limit negative environmental impact in the redevelopment area. Such techniques offer the potential to make the redevelopment area a model for transforming an obsolete retail center into a smart, sustainable development.

Examples of sustainable design techniques to be incorporated into the redevelopment area overlay zone include, but are not limited to the following:

- Focus on pedestrian and transit-oriented mix of uses.
- Stormwater management best practices.
- Water efficient fixtures in new buildings.
- Energy efficiency measures in new buildings.
- Possible renewable energy production.
- Minimum required tree canopy and open space requirements.
- Orientation of new buildings and streets to take advantage of solar energy.

Building Area, Height and Bulk

Maximum stories in building: 2 stories on street; 6 stories off street

Maximum height of principal building: 30 feet on street; 80 feet off street

Maximum height of accessory building or structure: (to be determined)

Maximum front yard: (to be determined depending upon type of street and location)

Parking

The hybrid regulations will require a comprehensive review of parking policy and requirements in order to balance the need for parking facilities in the redevelopment area with the desire for a pedestrian-friendly environment and dense development. Such a review should consider both minimum and maximum parking requirements, existing and potential access to public transit and opportunities for shared and structured parking. The review should examine ways to keep required surface parking to a minimum.

VI. DESCRIPTION OF DETERIORATING CONDITIONS

[Sec. 8-125(3)(F) a description of how the redevelopment area is deteriorated, deteriorating, substandard or detrimental to the safety, health, morals or welfare of the community;]

Please refer to pages 9-11 Description of the Area: Prevailing Conditions for a description of deteriorating conditions.

VII. FINANCIAL

[Sec. 8-125(3)(G) any other detail including financial aspects of redevelopment which, in the judgment of the redevelopment agency authorized herein, is necessary to give it adequate information;]

The Agency recognizes the financial and market challenges associated with infill development in urbanized settings. While ideally the private development sector would pursue the recommendations in the Plan, the Broad Street area suffers from the existence of buildings that are functionally obsolete and a location that is no longer desirable for large format retail.

On the other hand, the redevelopment area's central location in Manchester, access to residential populations, highways and public transit, and a core of retail and service establishments make it possible to reposition the area as a vibrant mixed-use neighborhood with services valuable to the larger community. Even with those potential advantages, it is likely that some financial participation or public/private partnership arrangement will be necessary to overcome market obstacles. Therefore, both the Redevelopment Agency and the Town of Manchester should be prepared to offer and provide financial incentives to assist the private market. The following are some of the public sector financial resources that might be available and appropriate tools to aid in the Redevelopment Plan's execution.

General Obligation Bonds

General obligation bonds are bonds issued by the municipality which are backed by the full faith and credit of the municipality. In Manchester, these bonds can only be issued if they are approved by the voters through a referendum. If they are approved and the funds are borrowed and used, the Town is obliged to repay these bonds through its property tax revenue stream. These bonds are typically easier to issue because they represent lower risk to the bond holders and typically result in lower costs. However, when associated with a redevelopment project, the use to which the bonds are put would determine whether or not they are in fact tax exempt.

Revenue Bonds

The Agency or the municipality can issue revenue bonds, the repayment of which are secured by revenues from the project. These revenues could come from land sales, rents,

fees, or other revenue anticipated to be generated from the project. While revenue bonds are not backed by the full faith and credit of the municipality, and therefore do not impact municipal credit, issuers will want to be assured the project will generate sufficient revenue to repay the bonds. Because of the greater risk associated with revenue bonds they typically involve higher issuance costs, higher interest rates, and more complex structures. A revenue bond would probably only be feasible if a development partner with a viable economic project could provide sufficient confidence that the necessary revenue would be collected.

Tax Increment Financing

Connecticut General Statute Section 8-134 allows municipalities to use tax increment financing (TIF) to pay for public improvements. A TIF uses anticipated future gains in real estate tax revenue to finance improvements. The increased tax revenues produced by the private development are used to pay off the bond. TIF bonds are a type of revenue bond not secured by the municipality's taxing powers. However, TIF bonds usually carry a higher interest rate, cost more to issue, and may take longer to repay than general obligation bonds. Implementing TIF in the Broad Street Redevelopment area would require the creation of a TIF district. If the Town were to do so, it could then issue TIF bonds to fund public improvements. The improvements should be those necessary for the redevelopment project, such as utility, road or parking improvements. This tool may be viable if the Town has an agreement and a workable plan with a developer.

Federal or State Loans or Grants

There are any number of Federal or State loan or grant programs which may be available for a particular project. Often these funding sources are dependent upon a specific project, and many programs are categorical in that they may support a particular aspect of a project such as infrastructure, parks or open space, economic development, or housing. Some of these programs would provide funds directly to the municipality or its development agent while others, in particular various forms of tax credits, would be available to a developer. The Agency and the Town should be prepared to take advantage of any funding opportunities that would support a project or a public investment that would further the achievement of the Redevelopment Plan.

Tax Assessment Agreements

Connecticut General Statutes Section 12-65(b) allows the Town to enter into tax assessment agreements with a developer or developers. Under such an agreement, the Town can fix the assessment on real property at a negotiated level depending on the amount of private investment in real property improvements. If more than \$3 million is invested (certainly the level for the vacant Parkade) than the Town can assess the value at any point for a period of seven years. In this way a developer can use the money that would have been paid to the Town in taxes to offset development and/or financing costs.

Brownfield Redevelopment

The Town can support, or act as the grantee, to secure loans or grants from regional, State, or Federal agencies to assist with site assessments, identification of remediation options, or site clean-up. Site assessments take an unknown out of the development process, providing the Town, current owners and potential developers with information on the environmental state of a site and what remediation, if any, will be necessary, thus helping to set value and expediting a potential land sale. Funding for site cleanup would allow the Town to remediate the site at no cost to a developer, providing an additional financial incentive. The Town is currently investigating opportunities for such funds through the State of Connecticut.

Tipping Fee Waivers

Tipping fees are charges levied upon a given quantity of waste received at a waste processing facility. Because Manchester owns and operates its own municipal landfill, the Town could offer to waive or reduce such fees for demolition and excavation for projects that meet the goals of the Redevelopment Plan.

Building Permit Fees

The Town might consider a special building fee structure for the redevelopment area. For instance, the base fee can be reduced; the fee can have an upper limit large enough to ensure the costs of the anticipated level of inspections are performed; or the Town could collect the full amount but refund the unused portion at the completion of the project, after calculating the actual construction costs.

VIII. IMPLEMENTATION

Because of the size of the area, multiple property owners, the different degrees of occupancy and economic viability of various existing uses, the complicated nature of mixed-use development and dynamic market conditions, the Agency expects the redevelopment of Broad Street will occur over an extended period of time. Importantly, the implementation of this redevelopment plan will require in some instances public investment in public infrastructure or uses, in some instances private investment for private development, and in some instances a combination of public and private investment to accomplish the type of mixed-use development envisioned here. Properties in the center of the district, in particular the Broad Street Parkade, Nichols estate, vacant rear lot at 305 Broad Street and 363 Broad Street are critical to the redevelopment plan because of their size, location and current condition. These properties present the most practical opportunity for the type of redevelopment outlined in this Plan because each is either an impediment to private investment or can be an important component for park expansion or for complementary development consistent with the Plan. The Agency believes this central area should be considered the first phase of the plan and the priority area for direct public investment.

What This Plan Intends to Accomplish

The Phase I Priority Investment Area is shown on Map VI. The Plan envisions the following mix of private development and public infrastructure in the Phase I Priority Investment Area:

- Mixed-use development along Broad Street and Green Manor Boulevard.
- Primarily residential development in the center of the vacant Parkade site.
- Development of the Bigelow Brook greenway.
- The extension of Center Springs Park west to Broad Street.
- The possible acquisition and reservation of land for future public or civic uses.
- Improvements to Green Manor Boulevard including its possible conversion to a public street.
- Streetscape improvements to Broad Street between Center and West Middle Turnpike (see Appendix B).

While the Agency feels strongly that a mix of residential, commercial and public uses is needed to generate activity and create a vibrant place, a private development company or companies will be encouraged to use their expertise to define the mix of uses and establish the economic feasibility for their development. Given the challenges the redevelopment area presents to purely market investment, the Agency believes it must be prepared to be a partner if a developer can demonstrate, through its own economic feasibility analysis for a particular development proposal, that there are financial or developmental "gaps" that can be filled by public investment or incentives to move the project forward.

The Agency views Phase I as the spark that will ignite redevelopment of much of the rest of the area. The balance of the redevelopment area, effectively Phase II, will be developed as opportunities arise and should be driven by private investment that follows the execution of Phase I Priority Investment Area activities. The plan for the balance of the redevelopment area includes:

- Mixed commercial districts at the southern end of the redevelopment area generally south of Bigelow Brook, and at the northern end of the redevelopment area along West Middle Turnpike.
- Mixed-use development north of Green Manor Boulevard along Broad Street.
- An entertainment district that would include the current Parkade Cinema property and such entertainment uses as restaurants, cafes, clubs, small performance venues or related entertainment venues across from the Middle Turnpike Parkade.
- The development of private drives or possibly public streets to create a grid pattern around Green Manor Boulevard, if multiple properties are assembled and larger blocks of parcels are developed or redeveloped (see Map VII).

The best way to ensure the implementation and execution of any redevelopment plan adopted under the Connecticut State Statutes is for the Agency to have sufficient financial resources to assist private development or to gain control of critical sites, either through negotiated acquisition or, if necessary, through the use of eminent domain, to acquire and remove blighted properties. While the Agency recognizes this essential fact it believes the use of eminent domain should be the last resort option.

Conceptual Development Plans

The Agency conducted a design charrette to establish a preferred arrangement of land uses, public infrastructure, public spaces, and buildings that would achieve the vision for the Broad Street area articulated in this plan. The charrette involved Agency members, key redevelopment area property owners, volunteers with design experience, and Town staff. Members of the Town Economic Development Commission, Planning and Zoning Commission and Housing Commission as well as members of the public who responded to the open invitation participated as observers and commentators throughout the charrette.

The charrette produced two design concepts developed according to the type of mixed-use district described in this plan (Appendix A). These concepts offer examples of what a development could look like in the redevelopment area. Based on these concepts such a development could consist of the following:

- **Phase I Priority Investment Area:** Between 300 and 400 residential units, 33,000 sq. ft. of retail and/or restaurants, and 1,000 to 1,100 parking spaces.
- **Phase II** (balance of redevelopment area): Some combination of between 100 and 250 additional residential units; up to 266,000 sq. ft. office/commercial space; up to 388,000 sq. ft. of retail or restaurant space; up to 143,000 sq. ft. of entertainment uses; additional parking for these uses and a possible civic use or uses yet to be determined. (Note: This scenario includes a full build-out for the entire redevelopment area. Totals for each type of use are maximums.)

Independent of the Agency's work on the Broad Street Redevelopment Plan, a parallel effort was underway under the auspices of the Capitol Region Council of Governments (CRCOG). CRCOG, in collaboration with five communities in the Hartford region, secured a Smart Growth Implementation Grant through the Environmental Protection Agency (EPA) to demonstrate how municipalities of various types could use smart growth approaches to achieve better environmental and community outcomes. The Broad Street Parkade and vacant properties across Broad Street were chosen as a site for an interactive planning workshop in which sustainable design experts helped local officials and members of the community generate development concepts for each site. The Manchester site was chosen as a case study for how smart growth and green building techniques could be applied to a vacant and deteriorating "greyfield" site. The resulting concepts incorporate sustainable design elements. As of the writing of this plan, the EPA was finalizing this report. The draft narrative and concept drawings for the Parkade site to be included in the final report are included as Appendix D.

The completed CRCOG/EPA study will also lead to a conceptual land use plan and site plan, suggested changes to zoning regulations, and suggestions for green site and design principles to be incorporated into regulations or ordinances to achieve the environmental objectives for long-term sustainability. The draft CRCOG/EPA plan includes a combination approximately 500 residential units on the current Broad Street Parkade property and east of Broad Street, civic/entertainment uses around the current Parkade Cinemas and as a gateway to Center Springs Park, and mixed-use buildings, with commercial on the ground floor and residential above.

Each of these design concepts provides insight into the type and scale of redevelopment that could occur following the design guidelines, land use mix and sustainability principles found in this Plan and in the CRCOG/EPA study. Actual development will depend on market and financial conditions.

How the Plan Will Be Pursued

As stated earlier, the execution of the Redevelopment Plan will involve a combination of public and private investment. It will require changes to the Town's development regulations and it may require the Agency or Town to be involved in the private development process as a partner or facilitator. Unless the properties in the redevelopment area are controlled by the Agency, the Agency must look for opportunities to help implement the Plan by working in conjunction with property owners or developers. The following are the steps that will or may be necessary, and the sequence in which they are likely to proceed, in order to implement the plan. The Agency must have the ability to take necessary action at appropriate times in order to take advantage of public or private investment or development opportunities as they arise. Therefore, this preferred sequence may be adjusted, or actions be taken out of this sequence, if necessary and appropriate.

Step 1

- a. Draft and secure the adoption of form-based or similar zoning regulations by the Planning and Zoning Commission that would apply to the redevelopment area.
- b. Work with individual property owners in the Phase I Priority Investment Area to secure funds to conduct environmental assessments as a way to facilitate the disposition and redevelopment of private property, if necessary.
- c. Serve as a facilitator to identify and match interested developers with property owners in the Phase I Priority Investment Area.
- d. Work with the Board of Directors to formalize financial incentives that would be available to developers pursuing the redevelopment plan. These incentives should include tax assessment agreements, waivers or reduction of building, development, or landfill fees, and infrastructure improvements or investments.

Step 2

- a. Seek and secure funding for the Broad Street Reconstruction project and execute that plan.
- b. Create detailed plans and secure funding for the construction of the new entrance to Center Springs Park and the development of the Bigelow Brook greenway.
- c. Enter into a formal public/private partnership arrangement with one or more developers. Under this scenario the Agency could play a role, including a financial role, to assist a developer in acquiring property, completing environmental assessments and possibly remediation, building infrastructure and/or closing a financial gap. In addition to incentives noted in Step 1, the Agency might use any of the means listed below, as the law may allow, in the Phase I Priority Investment Area:
 - i. revenue or general obligation bonds;
 - ii. tax increment financing;
 - iii. government grants or loans;
 - iv. construction of parking facilities or public infrastructure.

Step 3

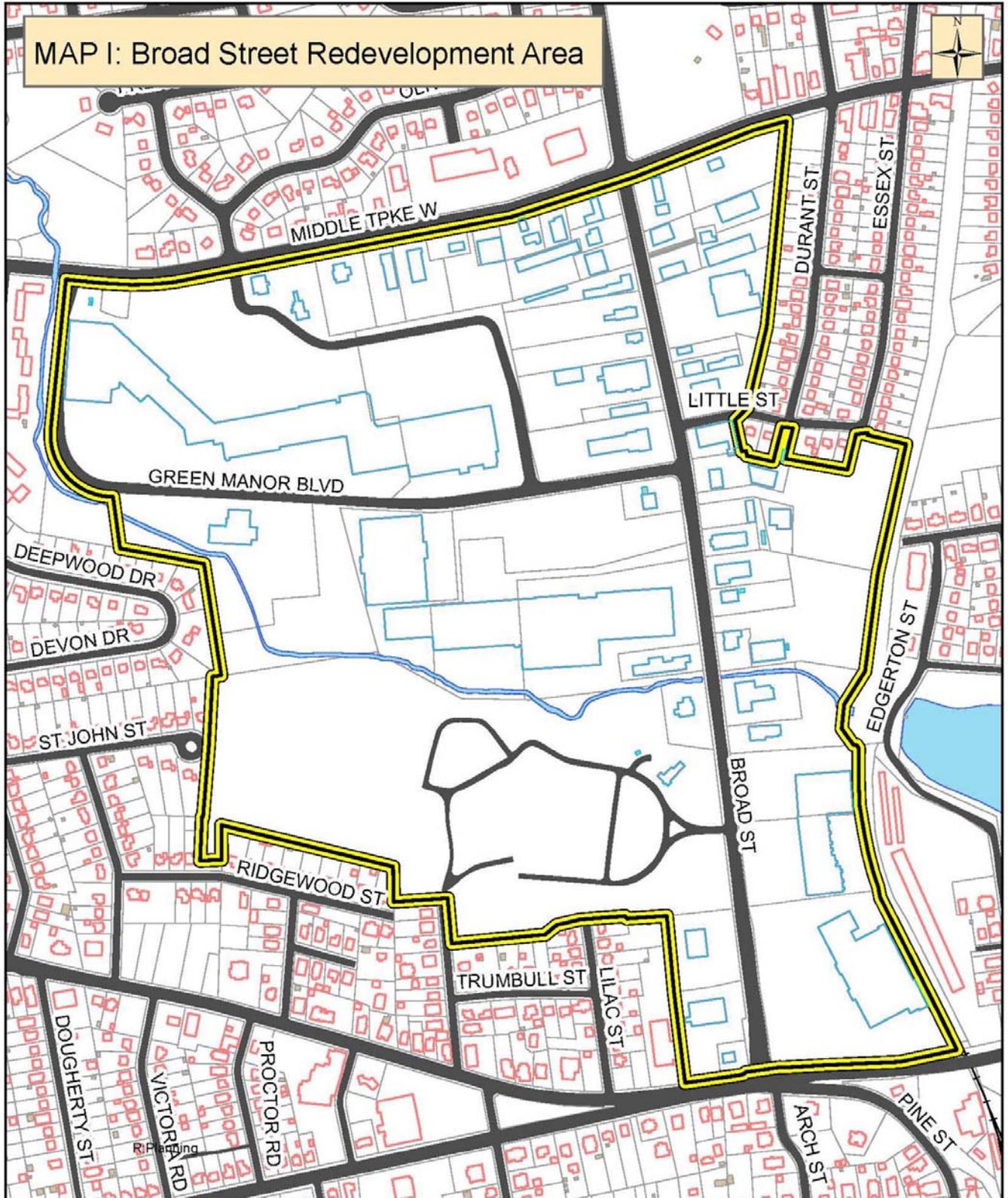
- a. In the event the above measures are not sufficient to secure a private developer or a development partner to work with the Agency due to the inability of a private party or the Agency to gain control of the site, or because of a failure to negotiate agreements which enable the Agency to move forward with the Redevelopment Plan, or if conditions in the Phase I Priority Investment Area continue to deteriorate, the Agency may negotiate with the property owners to acquire property or to acquire any rights associated with the property which would inhibit the Agency from implementing the Redevelopment Plan, and if negotiations fail to use eminent domain if necessary. During the Agency's control of the site(s), it may be appropriate or necessary to demolish vacant structures, remove parking lots, stabilize and landscape the site and hold the property until market conditions make redevelopment economically feasible.

Before any decision to acquire property is made, the Agency would perform due diligence including title searches, subsurface geological investigations and environmental assessments. Under this scenario the Agency would determine the fair market value of the given properties or rights and negotiate with the property owners. If the negotiations are not successful and there is no reasonable expectation an agreement can be reached, the Agency should have the authorization of the Board of Directors to use eminent domain to close the transaction and provide just compensation to the owners. While the Agency feels this should be the last resort, as stated earlier, it also believes gaining site control would be a short-term proposition, because the intent would be to repackage and resell the property at the earliest possible moment to one or more developers to execute the Redevelopment Plan. A list of possible

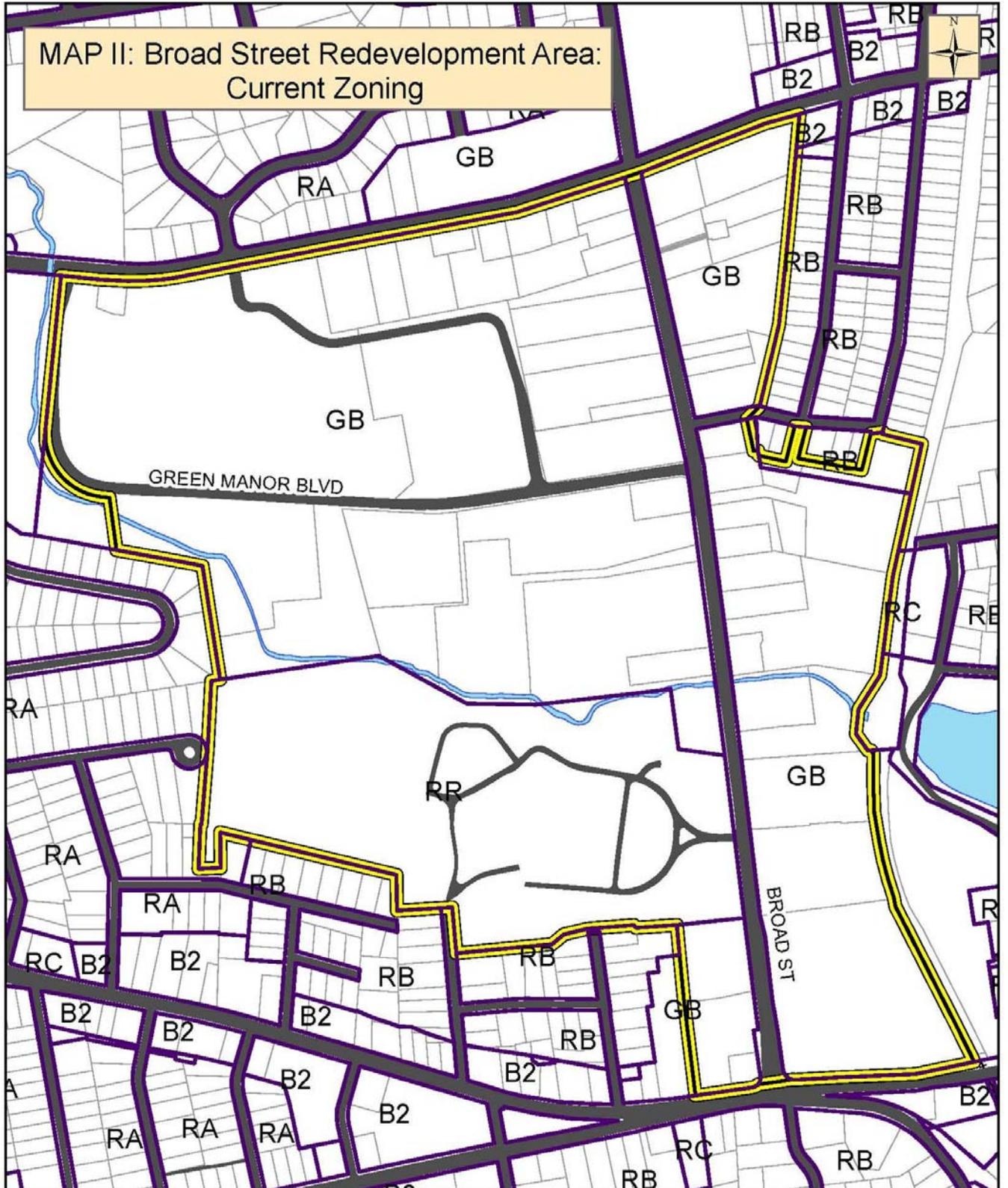
properties to be acquired, or from which rights could be purchased, follows below:

TABLE A: POSSIBLE PROPERTIES TO BE ACQUIRED OR FROM WHICH RIGHTS TO BE ACQUIRED		
PARCEL	ACREAGE	OWNER OF RECORD
<i>295 Broad Street</i>	<i>.46</i>	<i>Nichols</i>
<i>296 Broad Street</i>	<i>3.86</i>	<i>L & J Manchester, LLC</i>
<i>299 Broad Street</i>	<i>.46</i>	<i>Nichols</i>
<i>303 Broad Street</i>	<i>.57</i>	<i>Nichols</i>
<i>305 Broad Street</i>	<i>3.5</i>	<i>Circle Associates</i>
<i>324 Broad Street</i>	<i>2.84</i>	<i>Berenson Associates</i>
<i>330 Broad Street</i>	<i>4.03</i>	<i>Berenson Associates</i>
<i>334 Broad Street</i>	<i>4.33</i>	<i>Berenson Associates</i>
<i>340 Broad Street</i>	<i>7.02</i>	<i>Berenson Associates</i>
<i>363 Broad Street</i>	<i>1.9</i>	<i>Cheng</i>
<i>416 Middle Turnpike West</i>	<i>5.67</i>	<i>D-1 LLC</i>
<i>Green Manor Boulevard</i>	<i>2.5 (approx)</i>	<i>L & J Manchester II LLC</i>

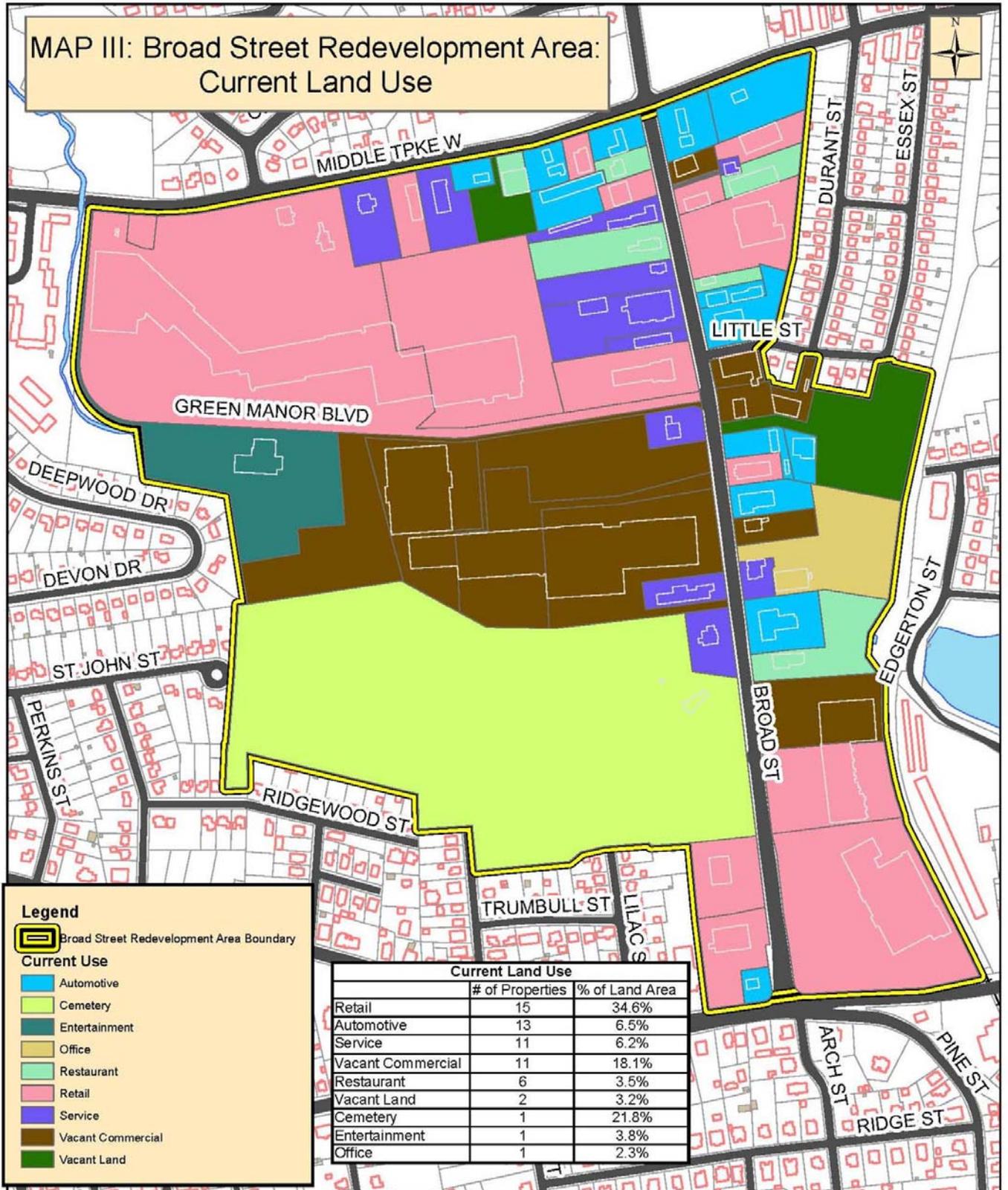
MAP I



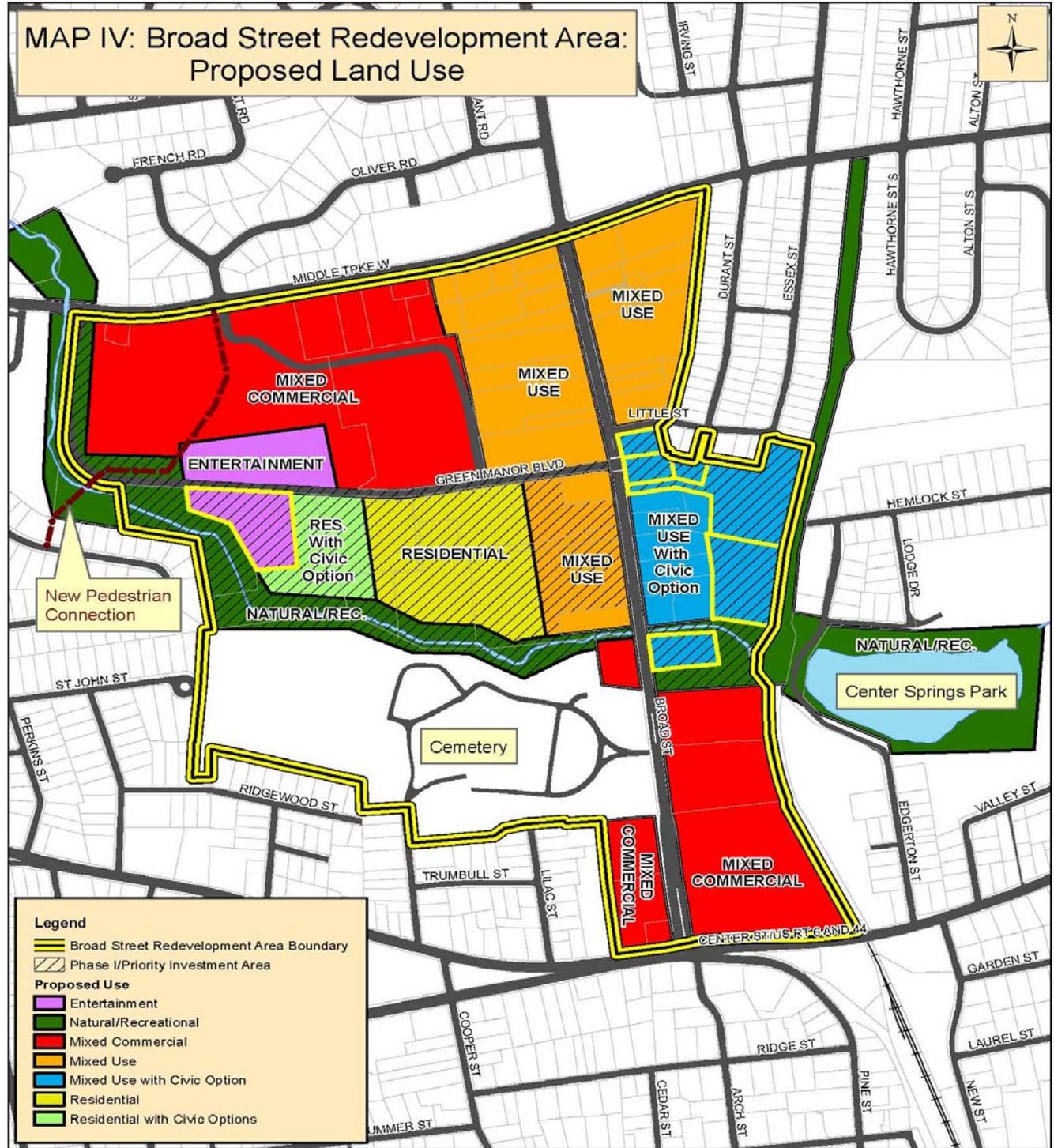
MAP II



MAP III



MAP IV

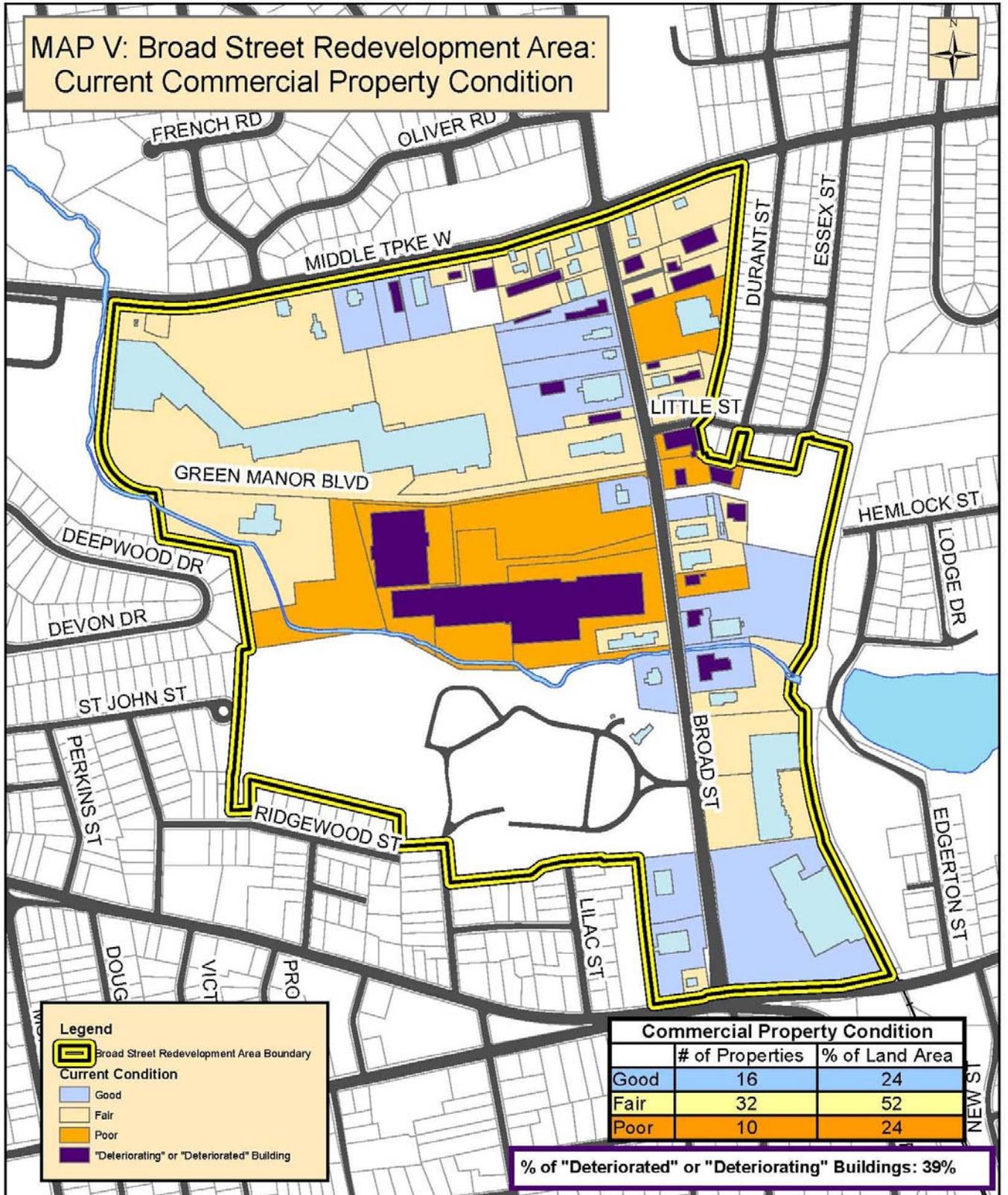


Town of Manchester Planning Department
 May 2009
 Revised September 2009
 Proposed Amendment March 2013



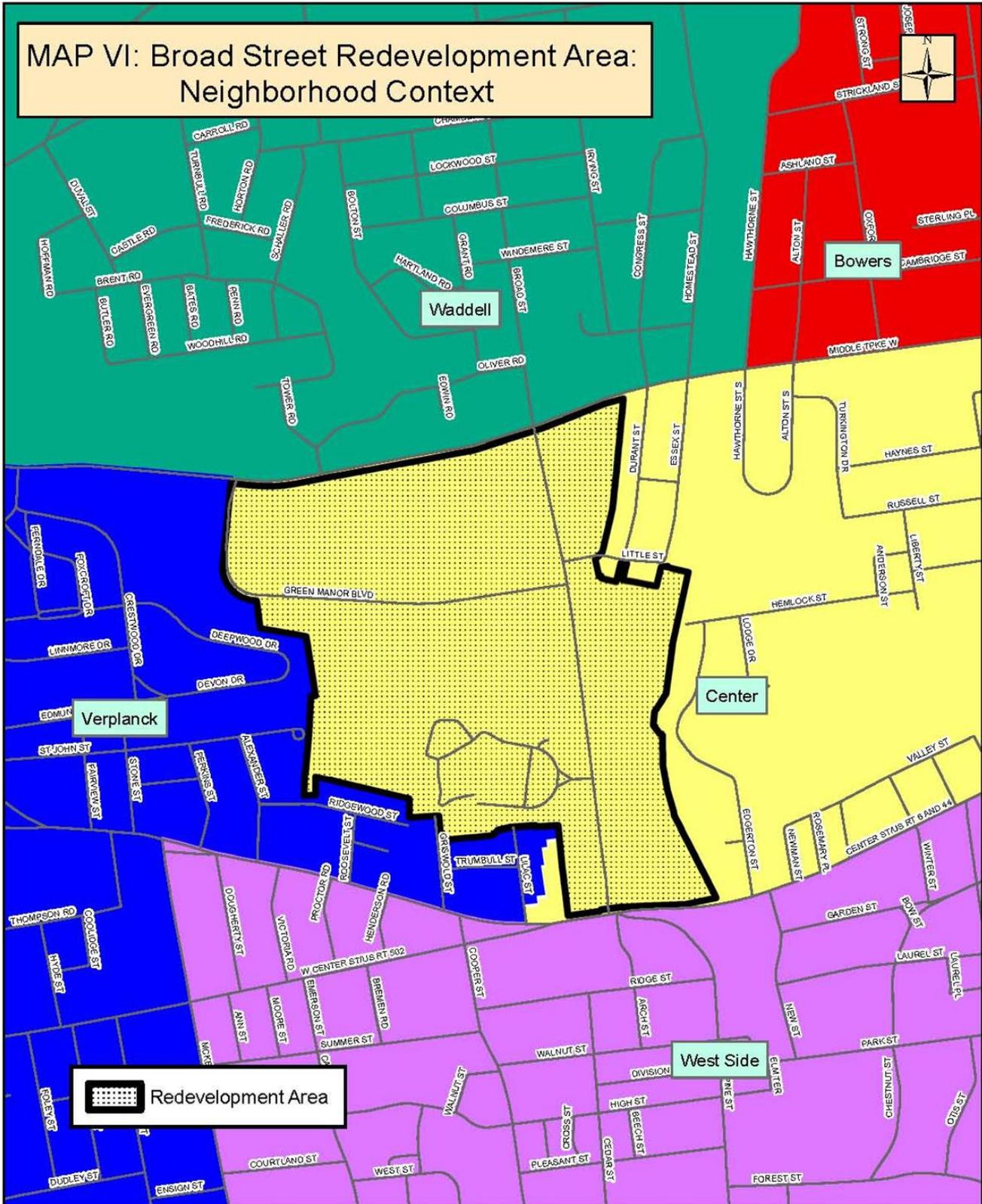
Proposed Changes

MAP V

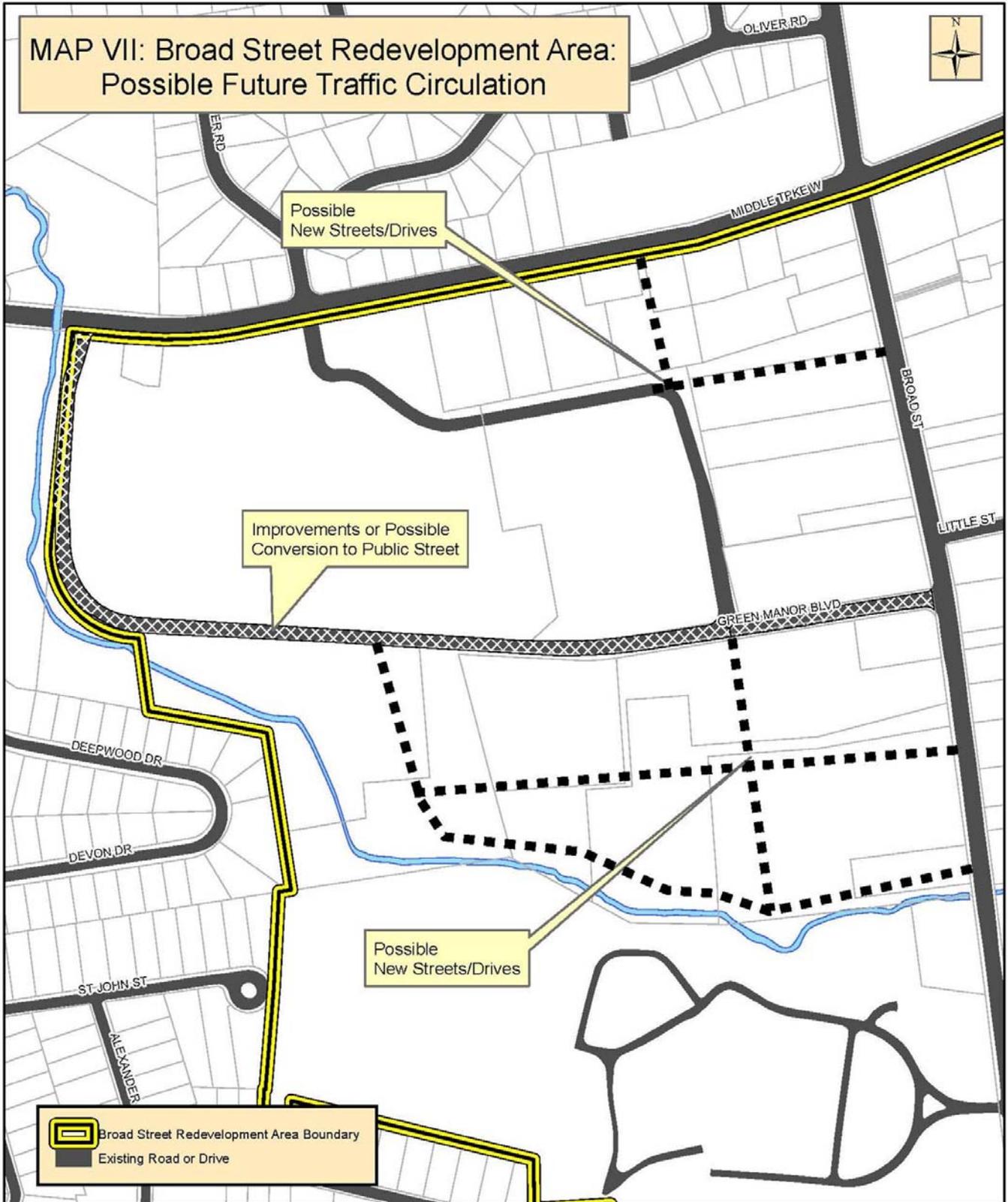


MAP VI

MAP VI: Broad Street Redevelopment Area:
Neighborhood Context

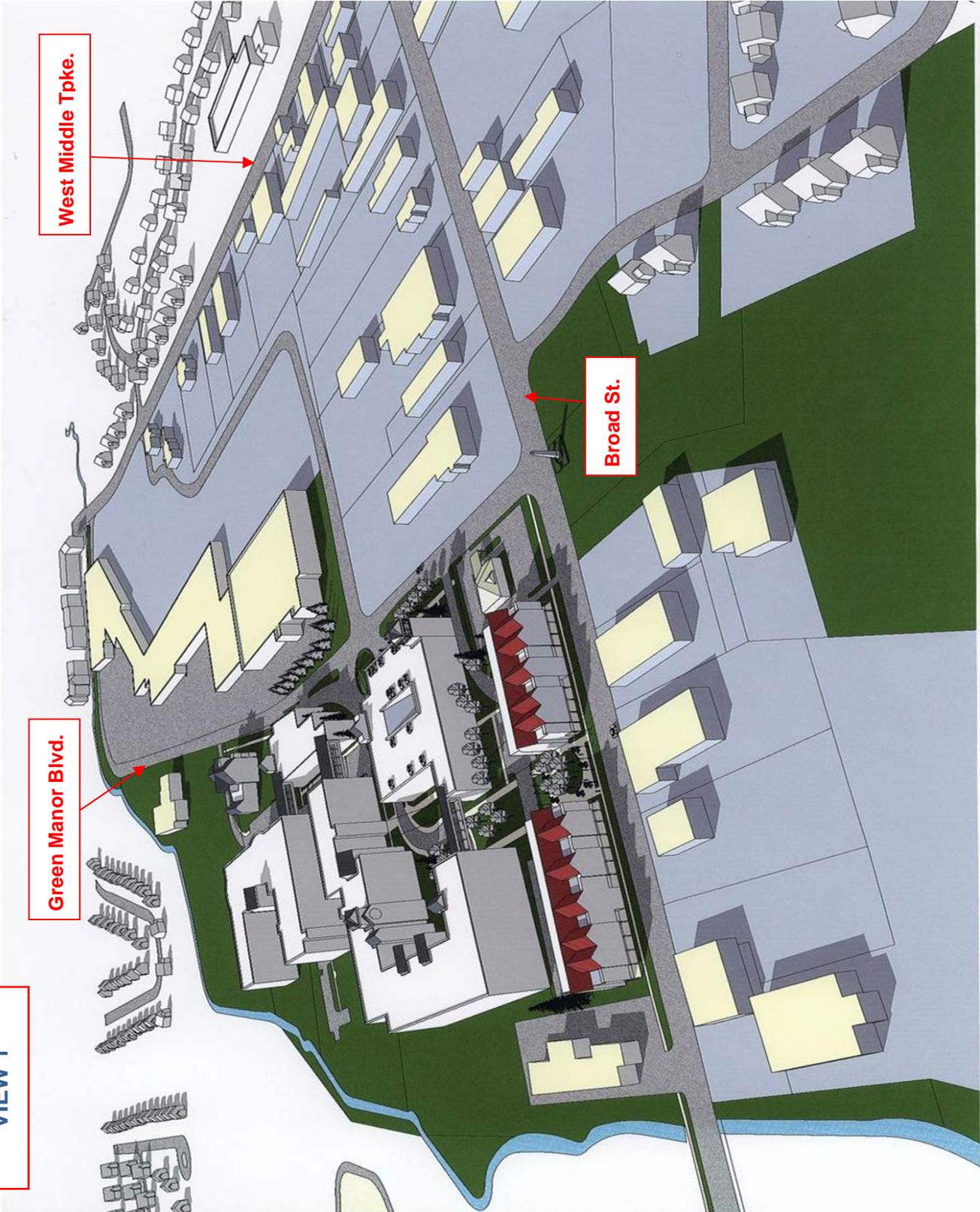


MAP VII



APPENDIX A
BUILD-OUT CONCEPTS

**CONCEPT I
VIEW 1**



**CONCEPT I
VIEW 2**

BROAD STREET
REDEVELOPMENT AREA - Option 1

NOT - TO - SCALE JUNE 22, 2009



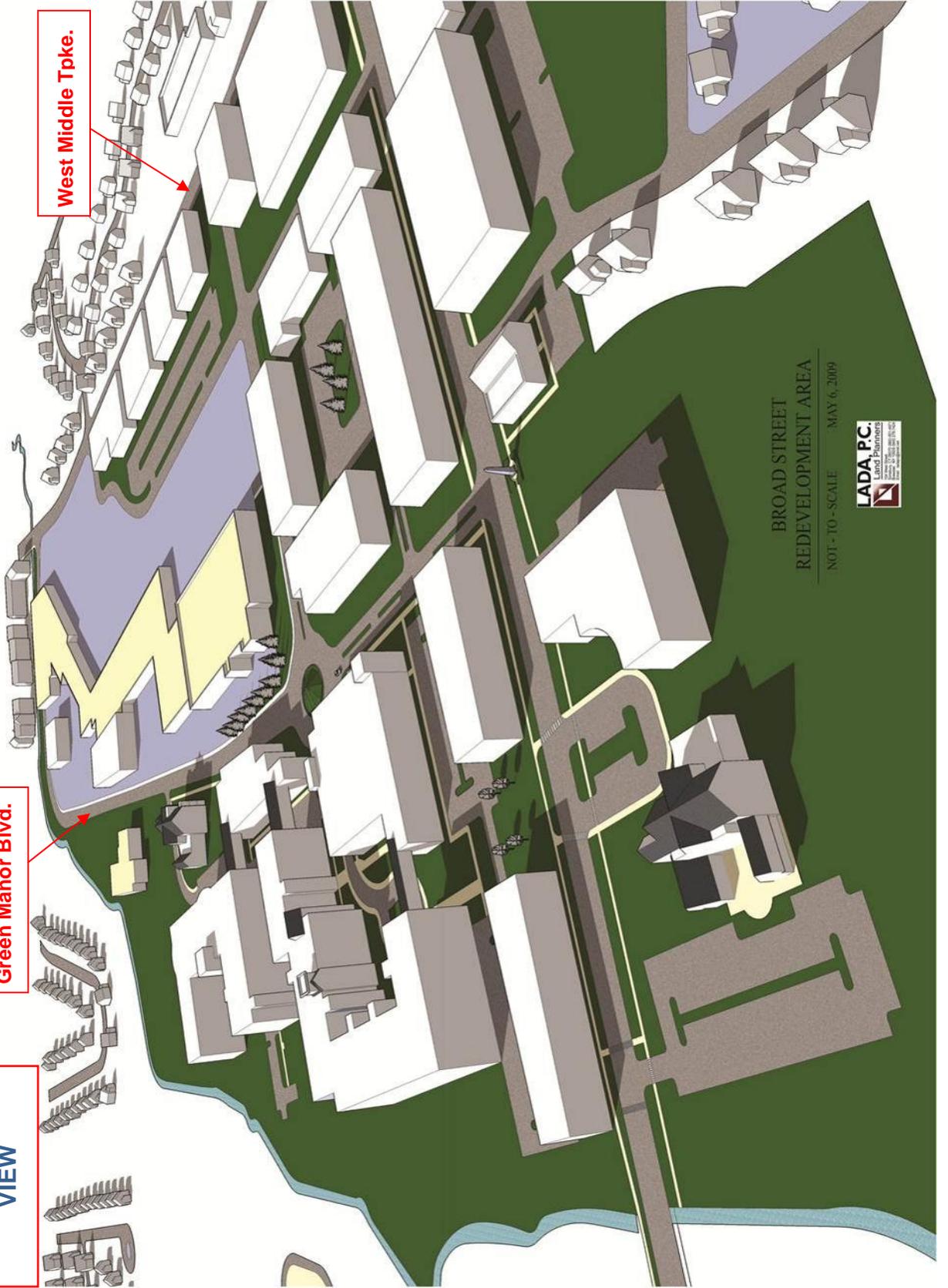
Green Manor Blvd.

Broad St.

**CONCEPT I
LONE RANGE
VIEW**

Green Manor Blvd.

West Middle Tpke.



BROAD STREET
REDEVELOPMENT AREA

NOT - TO - SCALE MAY 6, 2009

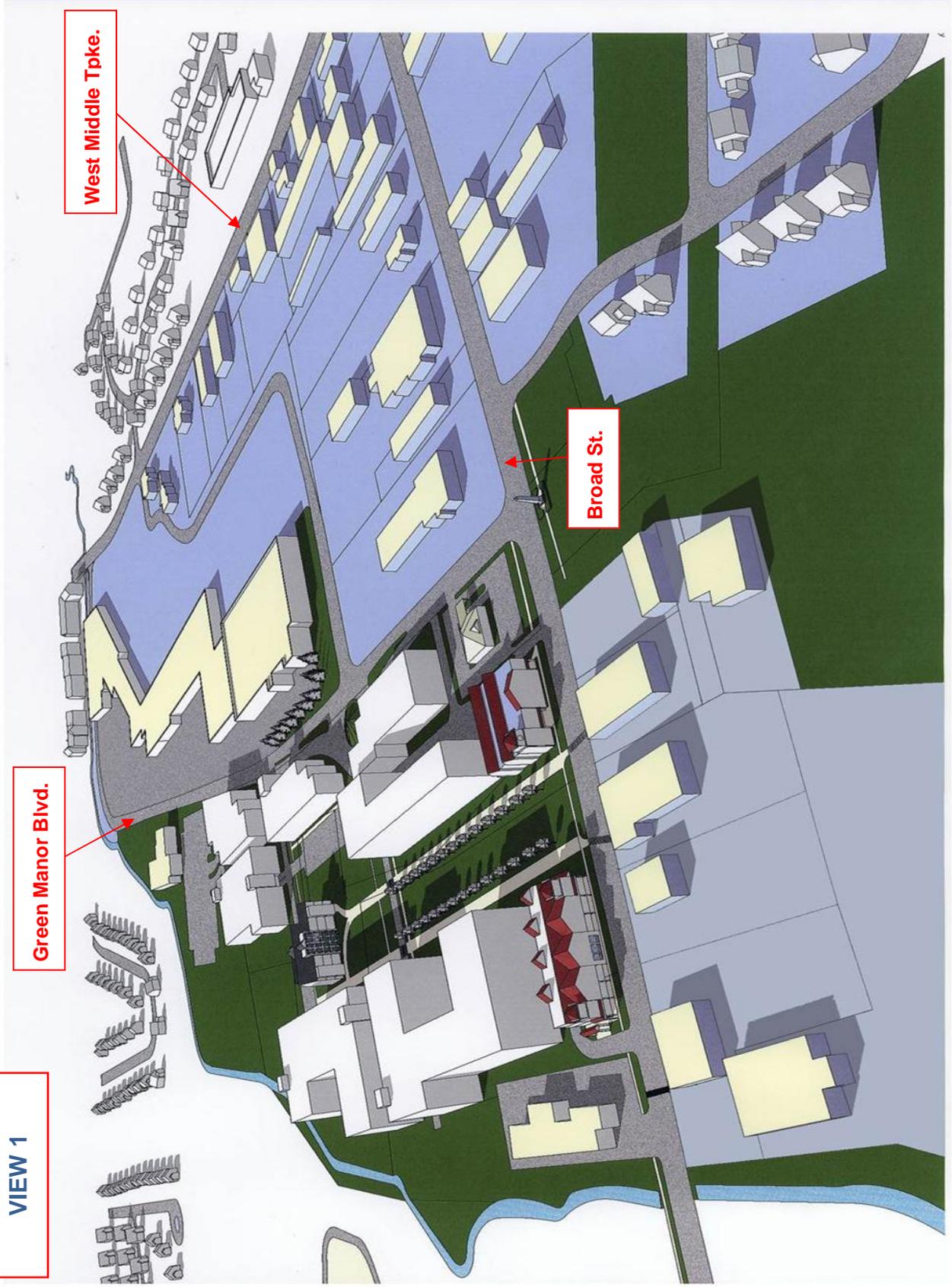


**CONCEPT II
VIEW 1**

Green Manor Blvd.

West Middle Tpke.

Broad St.



**CONCEPT II
VIEW 2**

**BROAD STREET
REDEVELOPMENT AREA - Option 2**
NOT - TO - SCALE JUNE 22, 2009



Green Manor Blvd.

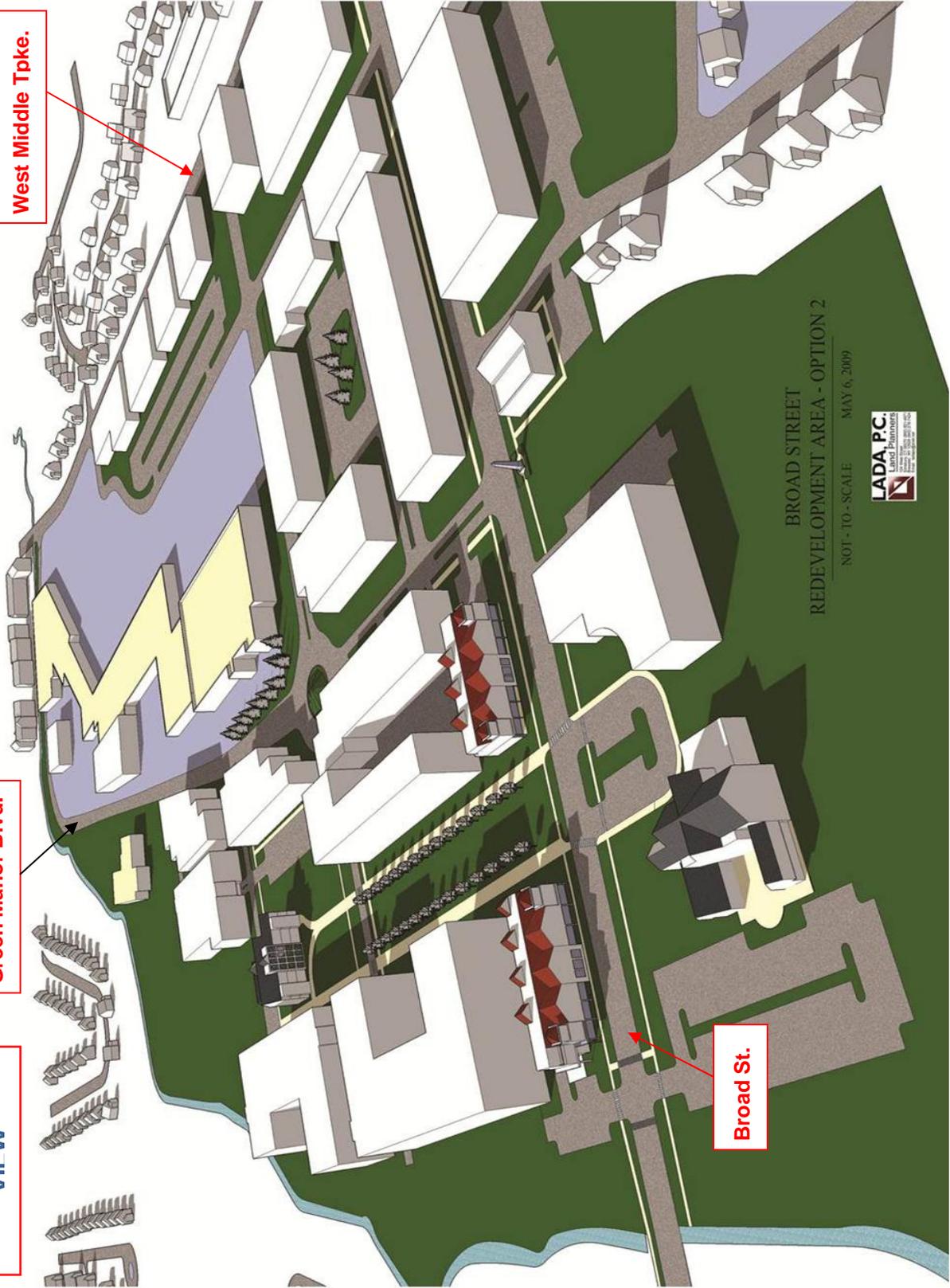
Broad St.

**CONCEPT II
LONE RANGE
VIEW**

Green Manor Blvd.

West Middle Tpke.

Broad St.



BROAD STREET
REDEVELOPMENT AREA - OPTION 2

NOT - TO - SCALE MAY 6, 2009



APPENDIX B

BROAD STREET RECONSTRUCTION PLANS



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Notes	EXISTING	PROPOSED
LEASING		
STAMPY EWER		
STAMPY WALKWAY		
STORM DRAIN		
STORM MANHOLE		
UTILITY LINE		
GAS LINE		
CONDUIT		
APPROXIMATE SLOPE LIMIT		
SEGMENT AND BOUNDARY CONTROL SYSTEM		
BOUNDARY		
REINFORCED CONCRETE SIDEWALK		

Sheet	By	Date	Scale
Revised	By	Date	Scale
Approved	By	Date	Scale

Classification
 TOWN OF MANCHESTER
 BROAD STREET RECONSTRUCTION

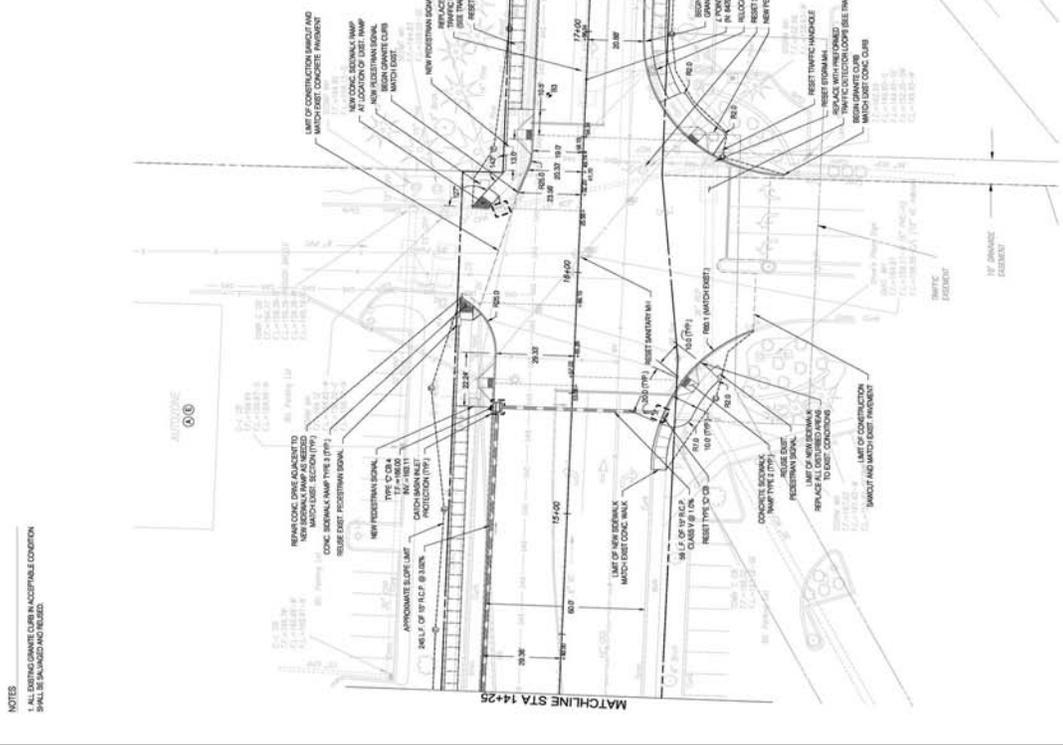
The ROADWAY PLAN

Project No. 210610122
 Scale 1" = 20'-0"
 Drawing No. R-02
 Sheet 21 of 149

SYMBOL	DESCRIPTION
①	RIGHTS TO GRADE REQUIRED
②	RIGHT TO CONTRACT DRAINAGE REQUIRED
③	RIGHT TO CONTRACT CONCRETE WALK REQUIRED
④	EASEMENT TO SLIP ON THE SAFETY OF THE HIGHWAY REQUIRED
⑤	EASEMENT TO SLIP ON THE SAFETY OF THE HIGHWAY REQUIRED
⑥	EASEMENT TO METAL CONCRETE AND MASONRY METAL BEAM WALL AND ANCHORAGE REQUIRED
⑦	EASEMENT TO METAL CONCRETE AND MASONRY METAL BEAM WALL AND ANCHORAGE REQUIRED
⑧	DRAINAGE EASEMENT REQUIRED

STA TO STA	LEFT/RIGHT	TYPE
13+46.48 TO 13+46.50	LEFT	GRANITE
13+19.85 TO 13+19.88	RIGHT	GRANITE
13+32.81 TO 13+32.88	LEFT	GRANITE
13+43.48 TO 13+43.54	RIGHT	GRANITE
13+56.51 TO 13+56.57	LEFT	RESET GRANITE
13+43.81 TO 13+43.84	LEFT	GRANITE

NOTE: CURB RELATIONS TO GRANITE CURBING UNDER THE LIMITS OF CONSTRUCTION SHALL BE MAINTAINED. ALL CURB TYPES AND LIMITS MUST BE NOTED ON THE PLAN.



NOT FOR CONSTRUCTION

SCALE: 1" = 20'-0"

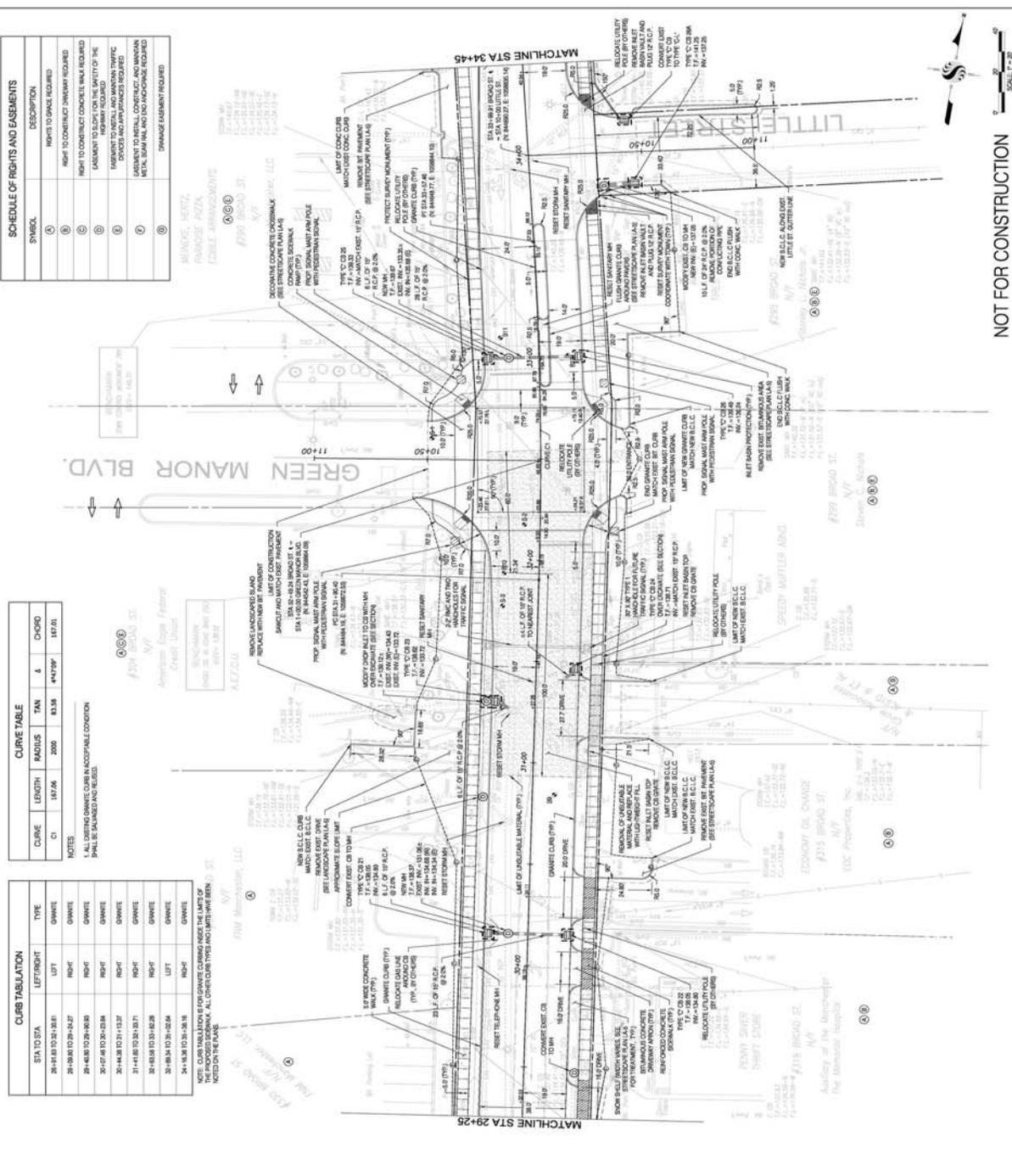


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SYMBOL	DESCRIPTION
①	RIGHTS TO GRADE REQUIRED
②	RIGHT TO CONSTRUCT INVENTORY REQUIRED
③	RIGHT TO CONSTRUCT CONCRETE WALK REQUIRED
④	EASEMENT TO SLOPE ON THE LEFT OF THE HIGHWAY REQUIRED
⑤	TRUCK STOP REQUIRED
⑥	EASEMENT TO INSTALL CONCRETE AND METAL SIGN WALL AND NO INCHING REQUIRED
⑦	DRAINAGE EASEMENT REQUIRED

SYMBOL	DESCRIPTION
①	RELOCATE AND MATCH EXIST. PAVEMENT
②	REMOVE UNCOMPLETED BAND
③	REMOVE EXIST. DRIVE
④	REMOVE EXIST. DRIVE
⑤	REMOVE EXIST. DRIVE
⑥	REMOVE EXIST. DRIVE
⑦	REMOVE EXIST. DRIVE
⑧	REMOVE EXIST. DRIVE
⑨	REMOVE EXIST. DRIVE
⑩	REMOVE EXIST. DRIVE
⑪	REMOVE EXIST. DRIVE
⑫	REMOVE EXIST. DRIVE
⑬	REMOVE EXIST. DRIVE
⑭	REMOVE EXIST. DRIVE
⑮	REMOVE EXIST. DRIVE
⑯	REMOVE EXIST. DRIVE
⑰	REMOVE EXIST. DRIVE
⑱	REMOVE EXIST. DRIVE
⑲	REMOVE EXIST. DRIVE
⑳	REMOVE EXIST. DRIVE
㉑	REMOVE EXIST. DRIVE
㉒	REMOVE EXIST. DRIVE
㉓	REMOVE EXIST. DRIVE
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㊲	REMOVE EXIST. DRIVE
㊳	REMOVE EXIST. DRIVE
㊴	REMOVE EXIST. DRIVE
㊵	REMOVE EXIST. DRIVE
㊶	REMOVE EXIST. DRIVE
㊷	REMOVE EXIST. DRIVE
㊸	REMOVE EXIST. DRIVE
㊹	REMOVE EXIST. DRIVE
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㊽	REMOVE EXIST. DRIVE
㊾	REMOVE EXIST. DRIVE
㊿	REMOVE EXIST. DRIVE

SYMBOL	DESCRIPTION
①	RELOCATE AND MATCH EXIST. PAVEMENT
②	REMOVE UNCOMPLETED BAND
③	REMOVE EXIST. DRIVE
④	REMOVE EXIST. DRIVE
⑤	REMOVE EXIST. DRIVE
⑥	REMOVE EXIST. DRIVE
⑦	REMOVE EXIST. DRIVE
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⑬	REMOVE EXIST. DRIVE
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⑮	REMOVE EXIST. DRIVE
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㉛	REMOVE EXIST. DRIVE
㉜	REMOVE EXIST. DRIVE
㉝	REMOVE EXIST. DRIVE
㉞	REMOVE EXIST. DRIVE
㉟	REMOVE EXIST. DRIVE
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㊸	REMOVE EXIST. DRIVE
㊹	REMOVE EXIST. DRIVE
㊺	REMOVE EXIST. DRIVE
㊻	REMOVE EXIST. DRIVE
㊼	REMOVE EXIST. DRIVE
㊽	REMOVE EXIST. DRIVE
㊾	REMOVE EXIST. DRIVE
㊿	REMOVE EXIST. DRIVE



STATION	TYPE
28+00 TO 28+05	GRANITE
28+05 TO 28+10	GRANITE
28+10 TO 28+15	GRANITE
28+15 TO 28+20	GRANITE
28+20 TO 28+25	GRANITE
28+25 TO 28+30	GRANITE
28+30 TO 28+35	GRANITE
28+35 TO 28+40	GRANITE
28+40 TO 28+45	GRANITE
28+45 TO 28+50	GRANITE
28+50 TO 28+55	GRANITE
28+55 TO 28+60	GRANITE
28+60 TO 28+65	GRANITE
28+65 TO 28+70	GRANITE
28+70 TO 28+75	GRANITE
28+75 TO 28+80	GRANITE
28+80 TO 28+85	GRANITE
28+85 TO 28+90	GRANITE
28+90 TO 28+95	GRANITE
28+95 TO 29+00	GRANITE

STATION	TYPE
29+00 TO 29+05	GRANITE
29+05 TO 29+10	GRANITE
29+10 TO 29+15	GRANITE
29+15 TO 29+20	GRANITE
29+20 TO 29+25	GRANITE
29+25 TO 29+30	GRANITE
29+30 TO 29+35	GRANITE
29+35 TO 29+40	GRANITE
29+40 TO 29+45	GRANITE
29+45 TO 29+50	GRANITE
29+50 TO 29+55	GRANITE
29+55 TO 29+60	GRANITE
29+60 TO 29+65	GRANITE
29+65 TO 29+70	GRANITE
29+70 TO 29+75	GRANITE
29+75 TO 29+80	GRANITE
29+80 TO 29+85	GRANITE
29+85 TO 29+90	GRANITE
29+90 TO 29+95	GRANITE
29+95 TO 30+00	GRANITE

STATION	TYPE
30+00 TO 30+05	GRANITE
30+05 TO 30+10	GRANITE
30+10 TO 30+15	GRANITE
30+15 TO 30+20	GRANITE
30+20 TO 30+25	GRANITE
30+25 TO 30+30	GRANITE
30+30 TO 30+35	GRANITE
30+35 TO 30+40	GRANITE
30+40 TO 30+45	GRANITE
30+45 TO 30+50	GRANITE
30+50 TO 30+55	GRANITE
30+55 TO 30+60	GRANITE
30+60 TO 30+65	GRANITE
30+65 TO 30+70	GRANITE
30+70 TO 30+75	GRANITE
30+75 TO 30+80	GRANITE
30+80 TO 30+85	GRANITE
30+85 TO 30+90	GRANITE
30+90 TO 30+95	GRANITE
30+95 TO 31+00	GRANITE

STATION	TYPE
31+00 TO 31+05	GRANITE
31+05 TO 31+10	GRANITE
31+10 TO 31+15	GRANITE
31+15 TO 31+20	GRANITE
31+20 TO 31+25	GRANITE
31+25 TO 31+30	GRANITE
31+30 TO 31+35	GRANITE
31+35 TO 31+40	GRANITE
31+40 TO 31+45	GRANITE
31+45 TO 31+50	GRANITE
31+50 TO 31+55	GRANITE
31+55 TO 31+60	GRANITE
31+60 TO 31+65	GRANITE
31+65 TO 31+70	GRANITE
31+70 TO 31+75	GRANITE
31+75 TO 31+80	GRANITE
31+80 TO 31+85	GRANITE
31+85 TO 31+90	GRANITE
31+90 TO 31+95	GRANITE
31+95 TO 32+00	GRANITE

STATION	TYPE
32+00 TO 32+05	GRANITE
32+05 TO 32+10	GRANITE
32+10 TO 32+15	GRANITE
32+15 TO 32+20	GRANITE
32+20 TO 32+25	GRANITE
32+25 TO 32+30	GRANITE
32+30 TO 32+35	GRANITE
32+35 TO 32+40	GRANITE
32+40 TO 32+45	GRANITE
32+45 TO 32+50	GRANITE
32+50 TO 32+55	GRANITE
32+55 TO 32+60	GRANITE
32+60 TO 32+65	GRANITE
32+65 TO 32+70	GRANITE
32+70 TO 32+75	GRANITE
32+75 TO 32+80	GRANITE
32+80 TO 32+85	GRANITE
32+85 TO 32+90	GRANITE
32+90 TO 32+95	GRANITE
32+95 TO 33+00	GRANITE

STATION	TYPE
33+00 TO 33+05	GRANITE
33+05 TO 33+10	GRANITE
33+10 TO 33+15	GRANITE
33+15 TO 33+20	GRANITE
33+20 TO 33+25	GRANITE
33+25 TO 33+30	GRANITE
33+30 TO 33+35	GRANITE
33+35 TO 33+40	GRANITE
33+40 TO 33+45	GRANITE
33+45 TO 33+50	GRANITE
33+50 TO 33+55	GRANITE
33+55 TO 33+60	GRANITE
33+60 TO 33+65	GRANITE
33+65 TO 33+70	GRANITE
33+70 TO 33+75	GRANITE
33+75 TO 33+80	GRANITE
33+80 TO 33+85	GRANITE
33+85 TO 33+90	GRANITE
33+90 TO 33+95	GRANITE
33+95 TO 34+00	GRANITE

STATION	TYPE
34+00 TO 34+05	GRANITE
34+05 TO 34+10	GRANITE
34+10 TO 34+15	GRANITE
34+15 TO 34+20	GRANITE
34+20 TO 34+25	GRANITE
34+25 TO 34+30	GRANITE
34+30 TO 34+35	GRANITE
34+35 TO 34+40	GRANITE
34+40 TO 34+45	GRANITE
34+45 TO 34+50	GRANITE
34+50 TO 34+55	GRANITE
34+55 TO 34+60	GRANITE
34+60 TO 34+65	GRANITE
34+65 TO 34+70	GRANITE
34+70 TO 34+75	GRANITE
34+75 TO 34+80	GRANITE
34+80 TO 34+85	GRANITE
34+85 TO 34+90	GRANITE
34+90 TO 34+95	GRANITE
34+95 TO 35+00	GRANITE

STATION	TYPE
35+00 TO 35+05	GRANITE
35+05 TO 35+10	GRANITE
35+10 TO 35+15	GRANITE
35+15 TO 35+20	GRANITE
35+20 TO 35+25	GRANITE
35+25 TO 35+30	GRANITE
35+30 TO 35+35	GRANITE
35+35 TO 35+40	GRANITE
35+40 TO 35+45	GRANITE
35+45 TO 35+50	GRANITE
35+50 TO 35+55	GRANITE
35+55 TO 35+60	GRANITE
35+60 TO 35+65	GRANITE
35+65 TO 35+70	GRANITE
35+70 TO 35+75	GRANITE
35+75 TO 35+80	GRANITE
35+80 TO 35+85	GRANITE
35+85 TO 35+90	GRANITE
35+90 TO 35+95	GRANITE
35+95 TO 36+00	GRANITE

STATION	TYPE
36+00 TO 36+05	GRANITE
36+05 TO 36+10	GRANITE
36+10 TO 36+15	GRANITE
36+15 TO 36+20	GRANITE
36+20 TO 36+25	GRANITE
36+25 TO 36+30	GRANITE
36+30 TO 36+35	GRANITE
36+35 TO 36+40	GRANITE
36+40 TO 36+45	GRANITE
36+45 TO 36+50	GRANITE
36+50 TO 36+55	GRANITE
36+55 TO 36+60	GRANITE
36+60 TO 36+65	GRANITE
36+65 TO 36+70	GRANITE
36+70 TO 36+75	GRANITE
36+75 TO 36+80	GRANITE
36+80 TO 36+85	GRANITE
36+85 TO 36+90	GRANITE
36+90 TO 36+95	GRANITE
36+95 TO 37+00	GRANITE

NOT FOR CONSTRUCTION

TOWN OF MANCHESTER
 BROAD STREET RECONSTRUCTION
 ROADWAY PLAN

Project No. 210610122
 Drawing No. R-05
 Sheet 24 of 149

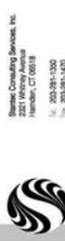
Scale: 1" = 20'-0"

North Arrow

Matchlines: STA 29+25, STA 34+45

Green Manor Blvd

Stantec



Stantec
 225 West Main Street
 Portland, ME 04101
 Tel: 207.536.1300
 www.stantec.com

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Comments

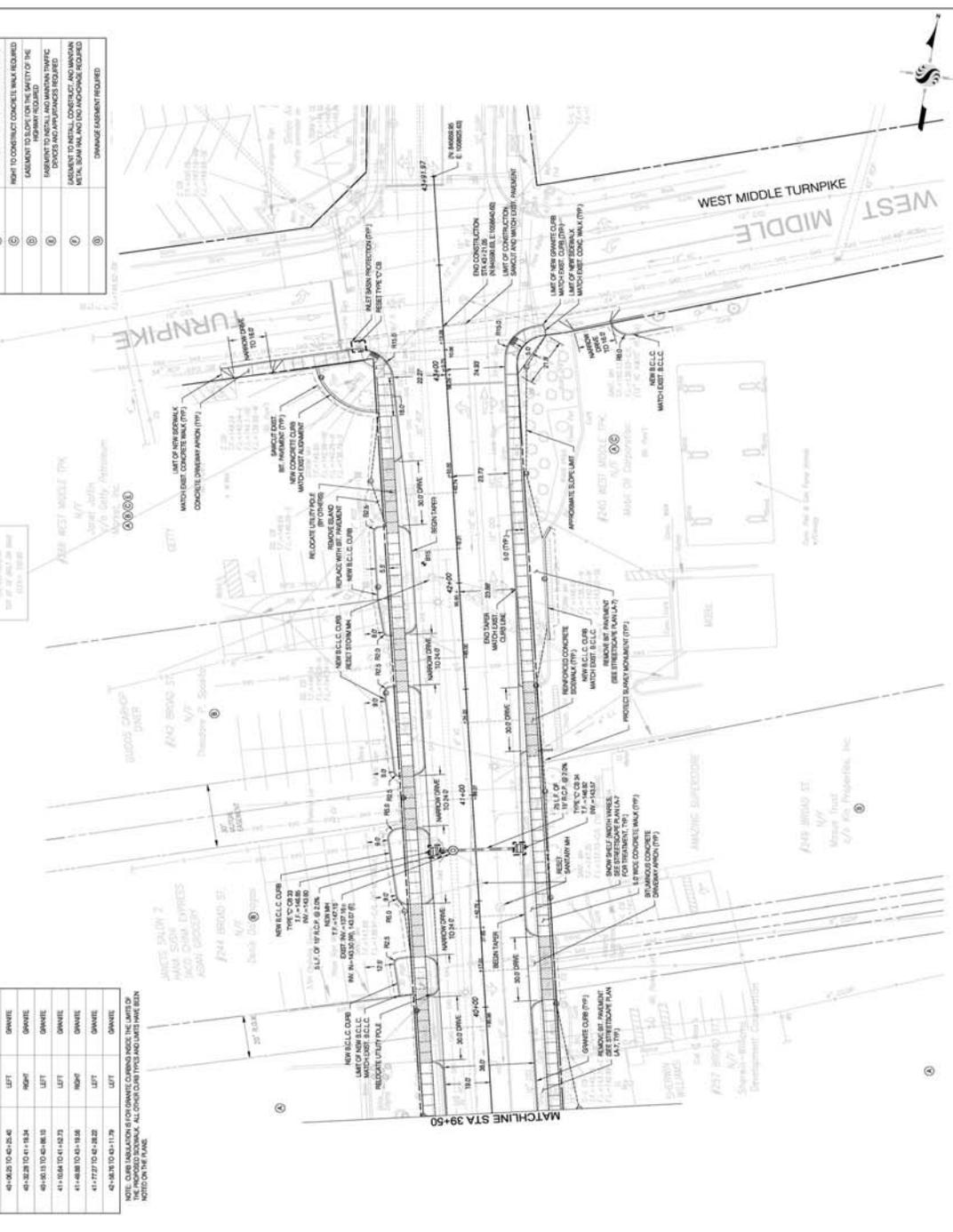
SYMBOL	DESCRIPTION
①	RIGHTS TO GRADE REQUIRED
②	RIGHT TO CONSTRUCT TRENCH REQUIRED
③	RIGHT TO CONSTRUCT CONCRETE WALL REQUIRED
④	EASEMENT TO SLOPE ON THE LEFT OF THE HIGHWAY REQUIRED
⑤	EASEMENT TO SLOPE ON THE RIGHT OF THE HIGHWAY REQUIRED
⑥	EASEMENT TO INSTALL CONCRETE AND METAL SIGN AND END ANCHORAGE REQUIRED
⑦	DRAINAGE EASEMENT REQUIRED

NAME	DESCRIPTION
LEASING	INDICATED
RIGHTWAY CENTER	INDICATED
RIGHTWAY MARKER	INDICATED
STORM SEWER	INDICATED
STORM SEWER	INDICATED
CATCH BASIN	INDICATED
WATERLINE	INDICATED
DATE LINE	INDICATED
CLASH	INDICATED
CONTOUR	INDICATED
APPROXIMATE SLOPE LIMIT	INDICATED
BOUNDARY AND DESIGN CONTROL SYSTEM	INDICATED
BOUNDARY	INDICATED
REINFORCED CONCRETE SIDEWALK	INDICATED

REVISION	DATE	BY	CHK	APP

Project No. 210610122
 Sheet 26 of 149
 Scale 1" = 20'-0"

Town of Manchester
 BROAD STREET RECONSTRUCTION
 ROADWAY PLAN



NOT FOR CONSTRUCTION

APPENDIX C
CURRENT ZONING REGULATIONS

ARTICLE II ZONING USES

ARTICLE II Section 24 GENERAL BUSINESS ZONE1

24.00 Purpose

A General Business Zone is a commercial trade area for general public shopping convenience. The uses allowed in this zone are by virtue of being permitted uses or special exceptions as defined in these regulations, and no building or land shall be used and no building shall be erected or altered except in accordance with the provisions and uses set forth in this section.

24.01 Permitted Uses

24.01.01 Retail Uses to include shops where articles are made or repaired and sold at retail on the premises, convenience stores.

24.01.02 [Personal Services](#) and [personal service shops](#).

24.01.03 Office Uses

24.01.04 Alcoholic liquor sales subject to the provisions of [Article IV, Section 8](#), of these regulations.

24.01.05 Restaurants, drive-in restaurants, sidewalk cafes (See [Article II, Section 9.14.02](#)), taverns, grills.

24.01.06 Hotels and motels, with not less than 16 rentable sleeping accommodations.

24.01.07 Newspaper and [job printing](#).

24.01.08 Radio and television broadcasting studio.

24.01.09 Clubs and fraternal organizations.

24.01.10 Funeral parlor.

24.01.11 Public utility building, municipal building and uses.

24.01.12 Municipal parking lot.

24.01.13 Billiard or poolroom, bowling alley, theaters, and other similar indoor games and indoor recreational activities.

1 New: Adopted 06/05/00, effective 06/24/00

- 24.01.14 Tennis and badminton court, skating rink, health and recreation club, and similar recreational activities.
- 24.01.15 As of April 20, 2009 residential units above the first story may not be built in the General Business zone, but residential units developed or approved prior to April 20, 2009 shall be legal and conforming.
- 24.01.162 [Family day care homes](#) conducted in a dwelling unit.
- 24.01.173 (a) Wireless telecommunication antennas located on nonresidential buildings and camouflaged from view from all surrounding streets and driveways used by the general public together with associated equipment located within or on the roof of the principal or accessory buildings.
- (b) Wireless telecommunications sites where the antenna is mounted to existing towers, utility poles, water towers, light standards, bridges or other structures not classified as buildings.
- (c) All facilities described in (a) and (b) above shall be in accordance with the requirements of [Article IV, Section 19](#).
- 24.02 Special Exception Uses, subject to the requirements of the Special Exception Criteria of [Article IV, Section 20](#)
- 24.02.01 The following uses shall require special exception approval from the Planning and Zoning Commission:
- (a) Bulk storage or warehouse and distribution for such commodities as food, furniture, hardware, and office supplies.
- (b) [Light Industrial Facilities](#).
- (c) [Self Storage Facilities](#).
- (d) Any permitted or special exception use which serves customers from drive through windows.
- (e) Municipal utility buildings and structures in accordance with the requirements of [Article II, Section 2.02.13](#).
- (f) Multi-family historic mill conversion in accordance with the requirements of [Article II Section 9.14.03](#).

- (g) Schools and places of worship⁴ may be developed at the discretion of the Planning and Zoning Commission in accordance with the requirements of Article II, Section 9.14.04.

24.02.02 The following uses shall require special exception approval from the Zoning Board of Appeals:

- (a) Automobile sales - new and/or used.

Automobile repair and service garage or shop.

Bulk oil storage plants

Subject to the requirements of [Article IV, Section 5](#), of these regulations.

A gasoline service station legally developed or approved prior to February 15, 1972, shall be a legal and conforming use.

- (b) Automobile wash establishment

Subject to the requirements of [Article IV, Section 6](#), of these regulations.

- (c) Adult day care center

May be developed at the discretion of the Zoning Board of Appeals in accordance with the requirements of [Article IV Section 18](#).

- (d) Child day care center and group day care home

May be developed at the discretion of the Zoning Board of Appeals in accordance with the requirements of [Article IV, Section 10](#).

- (e) Carnivals and circuses

May be conducted at the discretion of the Zoning Board of Appeals in accordance with the requirements of [Article IV, Section 16](#).

24.02.03 [Group dwellings](#) may not be built in General Business zones but group dwellings and apartments lawfully existing or approved on or before January 25, 1972, shall be legal and conforming.

24.03 Use Provisions

All uses shall be subject to the following:

- (a) [Article II, Section 9](#), of these regulations;
- (b) No principal or accessory use shall be detrimental to public welfare by reason of noise, vibration, smoke, dust, fumes or odor.

⁴ Rev. 09/15/08, effective 10/05/08

24.04

Height, Stories and Area

Maximum stories in building	3
Maximum height of principal building	40 feet
Maximum height of accessory building or structure	18 feet
Minimum front yard for permitted uses	25 feet

ARTICLE IV GENERAL PROVISIONS

ARTICLE IV Section 9 AUTOMOBILE PARKING AND
LOADING AREA REQUIREMENTS

- 9.01 As of October 1, 1970, all vehicle parking areas shall be constructed in accordance with the requirements of this section.
- 9.01.01 Any lot or building hereafter used, altered or developed for office, business or industrial purposes shall be provided with adequate space suitably located for the loading and unloading of goods and materials and the parking of vehicles in accordance with this section.5
- 9.01.02 Each vehicle parking space shall contain a rectangular area not less than 9 feet by 18 feet.
- 9.02 Vehicle Parking Areas, Design & Construction
- 9.02.01 All vehicle parking areas shall be constructed of bituminous or masonry concrete.
- 9.02.02 All vehicle parking areas shall be well drained and all drainage systems shall be approved by the town engineer.
- 9.02.03 All driveways shall be constructed in accordance with town standards.
- 9.02.04 All vehicle parking areas shall include landscaped sections and islands wherever possible designed to relieve the monotony of large areas of bituminous concrete, etc. All landscaped sections and islands shall contain appropriate evergreen shrubs, trees and plantings.
- 9.02.05 All parking lots shall contain landscaped area in the ratio of not less than 20 square feet for each parking space.
- 9.02.06 In vehicle parking lots the traffic lanes shall facilitate traffic movement and maneuverability, especially for ambulances and fire fighting vehicles. Traffic lanes leading to parking stalls shall be constructed to accepted standards.
- 9.02.07 Vehicle parking stalls shall be constructed so that no part of a vehicle extends beyond the property lines.

9.02.08 Notwithstanding 9.02.07, no vehicle parking shall be provided in the front yard unless separated from the public right-of-way by a fully bermed landscape border of not less than eight feet. This area shall be landscaped with appropriate trees, shrubs, and plantings. In selecting the types of plantings, consideration shall be given to maintaining adequate sight lines to provide for safe access to the property.⁶

9.02.097 No vehicle shall be parked on a property so as to intrude over or obstruct the public right-of-way or public sidewalks. Any structures used for parking or sheltering motor vehicles or recreational vehicles shall be at least 20 feet from the property line along a public street right-of-way, unless it can be demonstrated that the length of the driveway and the orientation of the garage doors shall ensure that vehicles parked in the driveway leading to such garage will not intrude into or obstruct the right-of-way or sidewalks.

9.03 Number of Parking Spaces Required

The amount of required vehicle parking will depend on the nature of the land use and varies for different uses. When a specific use is not listed in these regulations, reference shall be made to the following publication, and other professional reference sources as may be available, to aid in determining the required amount of parking: "Parking Generation", by The Institute of Traffic Engineers, Washington, DC, 1987, and as revised.⁸

9.03.01 Industrial establishments - the number of spaces shall be sufficient to accommodate personnel and customers based on the nature of the business.

9.03.02 Business establishments shall provide vehicle parking in the amount of one parking stall for each 250 square feet of gross floor area of the building except that increased parking facilities are required for the following specific uses:

9.03.03 Restaurant (indoor) and/or banquet hall – one parking space for each 25 square feet used for customer service or assembly.

9.03.04 Drive-in restaurant⁹ - Minimum 50 spaces or one parking space for each 25 square feet of gross floor area of the building whichever is the greater number.

6 Adopted 05/03/99, effective 06/07/99

7 Adopted 02/21/06, effective 03/12/06

8 Adopted 05/03/99

9 Rev. 05/24/93

- 9.03.05 Hotel or motel - one parking space for each occupancy unit, plus one parking space for each staff member, plus one parking space for each 25 square feet of all area devoted to customer service for any included restaurant or banquet hall.
- 9.03.06 Dance hall - one parking space for each 25 square feet of gross floor area, plus one space for each staff member, plus one parking space for each 25 square feet of all area devoted to customer service for any included restaurant or banquet hall.
- 9.03.07 Club - one parking space for each 50 square feet of gross floor area.
- 9.03.08 Bowling lane - five parking spaces for each bowling lane.
- 9.03.09 Theater, auditorium or stadium - one parking space for each three seats or spectator equivalent.
- 9.03.10 Hospital - one space for each two beds.
- 9.03.11 Convalescent and/or nursing home - one space each for three beds.
- 9.03.12 Place of worship - parking space for every three seats for the maximum congregation which can be accommodated at one service. When a place of worship includes accessory uses such as day care, schools or assembly halls for non-religious services the parking requirements for these uses shall also be met. These additional requirements may be waived in whole or in part provided it can be demonstrated to the satisfaction of the Commission that sufficient spaces are committed and available on a non-conflicting basis.¹⁰
- 9.03.13 Gasoline service station - one parking space for each 50 square feet of gross floor area.
- 9.03.14 Car wash establishment - 50 parking spaces minimum, including capacity of waiting lanes.
- 9.03.15 Tennis courts and badminton courts - eight parking spaces for each court plus additional parking in accordance with this section if containing a club, spectator facilities or other uses which require specific parking provision.
- 9.03.16 Skating rinks - one parking space for each 100 square feet of skating area plus additional parking in accordance with this section if containing a club, spectator facilities, or other uses which require specific parking provision.
- 9.03.17 Golf course - four parking spaces for each hole.

¹⁰ Adopted 01/17/01, effective 02/06/01

- 9.03.18 Golf driving range - 1.5 parking spaces for each tee for single use facilities (i.e., driving range only). For multi-use facilities, 1 parking space for each tee plus the required number of parking spaces for related facilities (but not less than 1.5 parking spaces per tee in the aggregate), unless otherwise approved by the Commission.
- Miniature Golf - two parking spaces for each hole.
Batting Cages - two parking spaces for each batting cage.¹¹
- 9.03.19 For shopping centers of more than 200,000 gross square feet, there shall be a minimum of four (4) parking spaces for every 1,000 square feet of gross floor area.¹²
- 9.03.20 Adult day care center, child day care center and group day care home - one space for every employee plus two spaces to accommodate visitors. In addition, a drop off space of 10' by 20' for every ten enrollees.¹³
- 9.03.21 Schools¹⁴ - the number of spaces shall be sufficient to accommodate personnel, students, expected visitors, and service vehicles, depending on the nature of the school.
- 9.03.22¹⁵ Self Storage Facilities - a minimum of six spaces, plus one for each employee.
- 9.03.23¹⁶ Medical Offices / Clinics - established and / or expanded after 06/07/99 , 1 space per 150 s.f. of gross leasable¹⁷ floor area.

11 Rev. 03/01/99, effective 03/20/99

12 Rev. 12/04/89

13 Rev. 12/04/89

14 Rev. 11/23/96

15 Adopted 05/03/99, effective 06/07/99

16 Adopted 05/03/99, effective 06/07/99

17 Rev. 05/15/00, effective 06/03/00

APPENDIX D
EXCERPT FROM DRAFT REPORT: CRCOG/EPA SMART
GROWTH IMPLEMENTATION ASSISTANCE PROGRAM

Site Overview

The Manchester Parkade Site is currently vacant and located on Broad Street, a main commercial thoroughfare in the Town of Manchester. An old 250,000sf abandoned strip facility is located on the site. Directly north of the site is a shopping center that replaced the now vacant development on the Parkade site. The center contains a supermarket and a variety of retail tenants and services. There are a variety of commercial and industrial uses along Broad Street. The site is near a public elementary school, athletic fields as well as Center Springs Park. The surrounding residential neighborhoods are predominantly composed of detached single family with pockets of low-rise multi-family housing. An existing wooded area with a stream corridor runs along the southern border of the site. The site is serviced by the #88 CT Transit bus route with direct service to downtown Hartford.

The Town's redevelopment agency has been proactive and prepared studies and a plan emphasizing the need for mixed uses along the entire Broad Street Corridor. The corridor's central location in Manchester is walkable and within a ½ mile of three bus routes. Streetscape improvements and reconstruction projects are currently planned for the corridor. Site strategies should be informed by and build upon existing planning efforts to place mixed use development on the site.

Site Challenges

- Existing buildings are not in good condition and would likely need to be demolished
- Current zoning restricts residential development and building height
- Portions of the site are within the floodplain of the stream corridor to the south

Site Opportunities

- Large previously developed site provides significant redevelopment opportunity
- Few private owners
- Existing infrastructure is in place
- Site is surrounded by a mix of uses and services, including retail, commercial and residential that could be supportive of additional mixed-use development.
- Site access to transit is well within a walkable ¼ mile
- Site is within ½ mile of a public elementary school and near a city park.
- The adjacent stream corridor could be preserved and repositioned as a natural open space amenity for future development.

Overall Vision

Recast the Parkade site as a vibrant new mixed use, mixed income green residential district. Capitalize on the natural open space to the south of the site by preserving it as a wetlands park creating an amenity that can be enjoyed by district residents and neighbors alike. Establish the district as an energetic regional transit stop, both capitalizing on and supporting the planned Broad Street corridor revitalization efforts with a new transit blvd. Finally, shape new public spaces and pedestrian friendly streets to create both a comfortable, healthy, and affordable home for future residents of the district.

Walkable Neighborhood – Details

- Take advantage of the empty site to create a new block system that maximizes connectivity and site accessibility to encourage walking both within the site and to adjacent neighborhoods.
- Create two new east-west streets to maximize connectivity and passive solar street frontages and to address service relationship for uses to the north
 - Realign Green Manor Boulevard to become a parkway street along the stream corridor to the south
 - Create new local streets that bisect the site creating north-south block frontages that don't exceed a pedestrian friendly dimension of 300 ft.
 - Convert existing Green Manor Boulevard to a service road that services both the new development and the existing shopping center to the north.
 - Create and reinforce explicit connections to existing residential neighborhoods by providing pedestrian friendly crosswalks across Broad Street.
- Integrate the site with the existing and future commercial development to the north by aligning new north-south streets with existing vehicular streets.
 - Align western north-south street connection with Tower Road
 - Align eastern north-south street connection with shopping center access road to the north
 - Locate central north-south street connection to create block perimeters that don't exceed pedestrian friendly dimension of 1800 ft. (cite standard)
- Create a pedestrian and bicycle-friendly street environment that takes advantage of the natural open space to the south of the site.
 - Provide new signalized crosswalk connections across Broad Street with “press-to-walk” activation capabilities.
 - Exceed minimum sidewalk width standards along the new Green Manor Boulevard to create a continuous public promenade.
 - Provide amenities along Green Manor Boulevard (play grounds, amphitheater, street furniture, bicycle racks, etc.)
 - Connect pedestrian; bicycle, and vehicle integrated complete streets concepts to an existing upland trail system along the new Green Manor Blvd.

Activity Centers – Details

- Develop a transit-oriented mixed-use neighborhood center that encourages walking, increases consumer choice, enhances existing markets, and effectively captures the value of the adjacent natural open space amenities.
- Require pedestrian-oriented mix of uses, including new residential units, to encourage walking and reduce vehicle miles traveled

- Build off of the existing commercial market and auto and transit access by requiring mixed-use buildings, and discouraging auto-oriented uses (auto repair services, car wash, banks, fast-food, etc.)
- Increase residential density to allow to maximum opportunities for reducing local auto use and to provide a variety of housing options.
- Support and expand the existing cinema to create a civic entertainment center.
- Enhance access to housing and transportation choices
 - Create a transit boulevard that balances pedestrians, bicyclists, transit, local auto access, and auto through travel with dedicated bicycle and pedestrian lanes, pedestrian areas of refuge, transit shelters, and pull-off dedicated bus lanes.
 - Increase service frequency to improve accessibility to jobs and other retail services
 - Position the development as an express transit stop, connecting to higher density centers in the region, including Hartford and other regional destinations. (Including Manchester's Main Street.)
 - Provide sidewalk and crosswalk access to pedestrian and bicycle trails to encourage alternative transportation choices
- Provide green parking solutions that meet parking demands but do not dominate the pedestrian experience.
 - Create green parking areas located at the rear of buildings that face Broad Street with parallel convenience parking along the local lanes of the transit boulevard
 - Create green parking areas behind proposed residential apartment buildings, and along the new service road at the north side of the site.

Neighborhood Parks – Details

- Create public park and streetscape amenities that provide redundant systems of stormwater detention and infiltration (in addition to using pervious paving for sidewalks, roadway paving, and parking areas), to protect water quality and create a connected public recreation system
- Create a new *Neighborhood Square* that integrates detention capacity in flash flooding events and infiltration through “rain gardens”
 - Create a new park at the intersection of the eastern north-south street and the central east-west street
 - Design the park to maximize opportunities for water filtration and redundancy in storm water management
- Create a wetlands park along the stream corridor that integrates trails connecting to adjacent neighborhoods and regional park systems to encourage recreation, raise environmental awareness, and protect water resources.

- Create wetlands with native plants at low-points along the new Green Manor Boulevard that allows for stormwater to be filtered before entering natural wetlands or the stream.
- Integrate an upland trail and signage system to allow for educational opportunities about wetlands and natural habitats.
- Integrate “rain gardens” in bio-swales along streets and residential courts closest to the stream corridor to create unique places and provide for redundancy in storm water management
 - Create a “rain garden” park along the central north-south street
 - Create bio-swales along a mid-block courts in the central block along the new Green Manor Boulevard
- Create a woodland buffer along the stream corridor to improve water quality and enhance the existing habitat corridor
 - Provide a native species woodland buffer along the stream corridor to stabilize the stream banks and protect against stream eutrophication (caused by adjacent fertilizer uses and other nutrient runoff)
 - Restore stream banks and naturalize the stream course to prevent further erosion created through straightening along the property line

Site Policy

After a clear vision for the site has been defined, it is critical that municipalities shape land use policies and regulatory frameworks to both make the new vision possible and encourage developers to implement the vision as defined. The importance of this step cannot be overstated. The vast majority of today’s conventional municipal zoning codes have evolved over the last several decades to make it virtually illegal to develop compact walkable mixed-use neighborhoods. As such most local municipalities will be required to fundamentally change existing zoning regulations in order to accommodate the higher densities, the mixing of land uses, as well as the massing and site disposition of new buildings required to develop compact walkable mixed use neighborhoods.

Policy makers can generally approach these changes in two ways. One approach is to simply propose and adopt the required changes to the existing zoning code. Often this is easier said than done, as fundamental changes to existing landowners properties can be laborious and fraught with both legal and political hurdles. The advantage of this approach is that adopting a new zoning code effectively makes smart growth development mandatory. Given the challenges of this approach, in the interest of expediency and ease, many municipalities have chosen to adopt voluntary zoning overlays for sites or districts that they wish to develop with smart growth planning principles. While the underlying existing zoning remains, the new overlay zoning code grants developers the right to build in a manner consistent with a new smart growth vision.

Because adherence to an overlay zoning code is voluntary, municipalities are still at risk of conventional development that is inconsistent with their vision. In order to mitigate this risk and

encourage developers to implement their vision, municipalities can offer incentives that are contingent on a developer's adherence to the new zoning.

Examples of incentives that would make the new zoning more attractive and valuable to developers than the underlying conventional zoning include:

- Tax abatements
- Discounted prices for publicly owned properties
- Fee reductions for permits and expedited entitlement processes.
- Floor Area Ratio (FAR) bonuses
- Tax Increment Financing
- Public financing assistance for infrastructure improvements like streetscapes, landscapes or parking.

Incentives should be carefully calibrated to most effectively encourage the specific type of development that communities want. For example, if the vision for a neighborhood includes affordable housing, municipalities can offer developers bonuses in allowable FAR for including a certain percentage of affordable housing units in their development. By increasing what the developer is allowed to build on a given site, this incentive can effectively increase the residual value of the site.

Site Specific Zoning Analysis for the Example Redevelopment Sites

A detailed zoning analysis was conducted for each of the four redevelopment sites to determine the specific regulatory changes and incentives that might be required to implement the smart growth visions developed for each site. These findings are generally summarized below. See Appendix ___ for detailed analysis and in depth strategies for effectively changing the policy and regulatory frameworks.

General Design Regulations

The following design features should be required for development to receive site plan approval on each of the four sites.

- Parking and loading areas located to the side or rear of buildings or between buildings and screened from public streets;
- Amenities such as bike racks and walking amenities (water fountains, benches, etc) near building entrances;
- Transit stops on transit corridors provided in appropriate locations where none exist;
- 8 feet minimum sidewalk widths on both sides of the street;
- Provide street curb bulb-outs for pedestrians at crosswalks.
- Crosswalks provided at all intersections; crosswalks to be signalized at major intersections.
- Street furniture (benches, street lamps) shall be provided;
- A minimum preserved tree canopy of 20%;
- A minimum contiguous open space requirement of 30%;

- New buildings and street blocks oriented along the east/west axis to take advantage of natural solar heating and cooling.
- Streets, sidewalks and drives connected on the interior of the development and with the existing road network.
- Buildings oriented toward the street and sidewalk with front facades and entrances facing the sidewalk or pedestrian space, but not facing a parking lot;
- Installation of litter receptacles at strategic location in the development.

Manchester Parkade – Manchester, CT

Zoning Amendments

The entire site is currently zoned GB General Business, which is described as a commercial overlay for general public shopping convenience. The site is also located within the Design Overlay Zone, which establishes design standards for previously undeveloped areas. The current zoning does not allow for the mix of uses and densities propose for the site. Additionally the Design Overlay District is limited to architectural and façade treatments that do not adequately capture the green design features that are promoted in the *Smart Growth Guidelines for Sustainable Design and Development*. To implement the development concept as designed the following specific changes to the underlying zoning would need to be made:

- Allow building heights increased to include up to four stories or 50 ft.
- Increase flexibility for mixing of commercial and residential units
- Increase allowable residential density to 20 units per acre
- Allow a variety of residential unit types
- Amend setback requirements to allow pedestrian friendly building disposition
- Allow shared parking, and provide parking credits for on street parking and transit
- Allow outdoor dining

Development Incentives

Development incentives should be incorporated into the regulatory frameworks of each municipality to promote smart growth development practices as outlined in the *Smart Growth Guidelines for Sustainable Design and Development*. For example, A density bonus of 5 units per acre and a height bonus (for South Windsor and Manchester) of two stories up to 6 stories and 70 ft can be offered in exchange for provision of:

1. A combination of three of the following smart growth elements:
 - 20% of the housing units affordable to residents earning 80% of the area median income or less
 - All new residential buildings designed as Energy Star Qualified Dwelling Units and installed with water efficient fixtures
 - All new non-residential buildings designed to comply with ANSI/ASHRAE/IESNA standards and installed with water efficient fixtures

- Stormwater management best practices (bioswales, pervious pavement, rain gardens, integration of detention capacity with buffers and open space)
- Green roofs on all new buildings

Or

2. Installation of non-polluting renewable energy generation technologies such as solar, wind, or geothermal capacity in all new buildings.

ZONING ANALYSIS APPENDIX

Site 2 – Manchester Parkade Site

A. Existing Zoning

The entire Manchester Parkade site is zoned GB General Business, which is described as a commercial trade area for general public shopping convenience. The Parkade site is also located within the Design Overlay Zone, which establishes design standards for previously developed areas.

1. Permitted Uses

The GB zoning district allows retail, restaurants, taverns, office, hotel, municipal parking lots, theaters, and recreation facilities and clubs by right. Warehousing, light industrial, self storage, drive-through restaurants, automobile sales, gas stations, schools, and places of worship are permitted by Special Exception. Multi-family historic mill conversions are also permitted by Special Exception. All other residential uses are specifically prohibited from the GB district.

2. Bulk and Area Requirements

The GB district allows for a maximum height of 40 feet and a maximum of three stories. Accessory structures have a maximum height of 18 feet. The minimum front yard is 25 feet and there is an eight foot buffer requirement from adjoining residential districts. Many aspects of the proposed green design for the Manchester Parkade site would not comply with the height limitations and front yard requirement, although the Design Overlay Zone allows for a waiver of the front yard requirement to reinforce the prevailing front yard.

3. Parking Requirements

Parking requirements are specified for each use and do not consider shared parking, public parking, transit credits, or on-street parking. The parking requirements also do not address parking as part of an overall mixed use plan, except that it does allow for an overall requirement for shopping centers. In general, the parking requirements will need to be much more flexible to accommodate the proposed Parkade site design.

4. Design Standards

The Manchester Parkade site is located within the Design Overlay Zone, which establishes design standards in previously developed areas to ensure architectural and historical compatibility with the area's distinctive character. The design standards include the following elements:

- Standards for rehabilitated or altered structures;

- Building should be built to a height compatible with existing adjacent buildings;
- The relationship of building width to height should be compatible with adjacent buildings;
- The building or addition should be similar in form and ornamental detail with adjacent buildings;
- Encourages porches and other projections;
- Exterior façade materials should be compatible with adjacent buildings.

In comparison with the *Design Guidelines for Sustainable Development*, these standards are fairly general and do not address the key features of sustainable design, such as transit and bicycle amenities, streetscaping, and building orientation for solar access.

B. Potential Zoning Changes to Promote Green Design

The current zoning district generally does not allow for the mix of uses and densities proposed for the Manchester Parkade site green design. In addition, the Design Overlay District is limited to general architectural and façade treatments that do not capture the green design features highlighted in the *Design Guidelines for Sustainable Development*. To achieve maximum quality site and building design and incentives for green building techniques consistent with the proposed development program and sustainable design guidelines, the best approach would be to create a new overlay zone. The new overlay zone would replace the existing Design Overlay Zone, since it does not make sense to add an overlay on top of an existing overlay. The new zone would allow for the following features by site plan approval:

- Mixed residential and commercial uses with no limit on the number or type of residential units;
- Higher density residential development up to 20 units per acre; additional 5 units per acre permitted with green design features listed below;
- Building heights up to four stories (50 feet); additional two stories permitted with incentives (up to 70 feet);
- Flexibility in setback requirements;
- Shared parking;
- Parking credits for on-street parking and transit;
- Outdoor dining.

To receive site plan approval, the following minimum design features must be provided:

- Designed as a planned unit development with a minimum parcel size of 10 acres;
- A required mix of residential and commercial uses to promote walkability;
- Parking and loading areas located to the side or rear of buildings or between buildings and screened from public streets;
- Amenities such as bike racks and walking amenities (water fountains, benches, etc) near building entrances;
- Transit stops on transit corridors provided in appropriate locations where none exist;
- 8 feet minimum sidewalk widths on both sides of the street;

- Provide street curb bulb-outs for pedestrians at crosswalks.
- Signalized crosswalks provided at all intersections;
- Street furniture (benches, street lamps) shall be provided;
- A minimum preserved tree canopy of 20%;
- A minimum contiguous open space requirement of 30%;
- New buildings and street blocks oriented along the east/west axis to take advantage of natural solar heating and cooling.
- Streets, sidewalks and drives connected on the interior of the development and with the existing road network.
- Buildings oriented toward the street and sidewalk with front facades and entrances facing the sidewalk or pedestrian space, but not facing a parking lot;
- Installation of litter receptacles at strategic location in the development.

To achieve maximum potential for sustainable green design, a density bonus of 5 units per acre and a height bonus of two stories (up to six stories and 70 feet) can be allowed in exchange for provision of:

1. A combination of three the following green design elements:
 - 20% of the housing units affordable to residents earning 80% of the area median income or less;
 - All new residential buildings designed as Energy Star Qualified Dwelling Units and installed with water efficient fixtures;
 - All new non-Residential buildings designed to comply with ANSI/ASHRAE/IESNA standards and installed with water efficient fixtures;
 - Stormwater management best practices (bioswales, pervious pavement, rain gardens, integration of detention capacity with buffers and open space);
 - Green roofs on all new buildings;Or
2. Installation of non-polluting renewable energy generation technologies such as solar, wind, or geothermal capacity in all new buildings.





Excerpt from Draft Report: CRCOG/EPA Smart Growth Implementation Assistance Program
 August, 2009



