



Manchester 2020

2012 Plan of Conservation and Development Executive Summary

VISION — ASPIRATIONS — ACTIONS

Adopted: December 17, 2012
Effective: January 14, 2013

ACKNOWLEDGEMENTS

Planning and Zoning Commission

Joseph Diminico, Chairman

Kevin Dougan, Vice Chairman

Andy Kidd, Secretary

Horace Brown

Eric Prause

Anthony Petrone

Susan Shanbaum

John Chaput

Michael Stebe

Eugene Sierakowski

Board of Directors

Leo V. Diana, Mayor

Jay Moran, Deputy Mayor

Lisa P. O'Neill, Secretary

Steve Gates

Susan Holmes

Rudy C. Kissmann

Cheri A. Pelletier

John D. Topping

Mark D. Tweedie

Planning Department Staff

Mark Pellegrini, AICP
Director of Planning and Economic Development

Gary A. Anderson, AICP
Senior Planner-Comprehensive/Special Projects

Renata Bertotti, AICP
Senior Planner-Current Planning

Matthew R. Bordeaux
Environmental Planner/Wetlands Agent

Heather Donoghue
Community Development Program Manager

Manchester 2020 Participants

Joie Aiken	Bob Eckert	Jim MacDonald	Bruce Samborski
Scott Aiken	Christina Edelwich	Doug MacGillvary	Bob Samuelson
Nick Albano	Nicholas Ehr	Phil MacVane	Bettylou Sandy
Peg Aldrich	Mary Ann Ettinger	Kathy Maffe	Robert Santy
Nicolas Arias	Lauren Falzarano	Amelia Mariotti	Mary Savage-Dunham
Barbara Armentano	Mike Farina	Martha Marteney	Jack Sayre
Mary Ann Attinger	Eileen Faust	James Martin	Jan Sayre
Betsy Baker	David Fioreck	Martha Martinez	Bob Schneider
Evelyn Banning	Jennifer Fioreck	Jon Marx	Bob Sekoll
Bob Barker	Herb Flink	Jeanne Matthew	Sharon Sekoll
Linda Barker	Bruce Forde	Steve Mazdski	Bob Shanbaum
Malcolm Barlow	Donna Forde	Lauren Mcavoy	Susan Shanbaum
Susan Barlow	Margaret Forman	Linnea McCaffrey	Bill Siddons
Maureen Barton	Leslie Frey	Jack McCoy	Kathy Siddons
George Beauregard	Dan Gallagher	Doug McDonough	Chris Silver
Jeri Beckford	John Garaventa	Charlie McFall	Glenda Sinnamon
Joni Belman	Steve Gates	Rita McParland	Joe Sinnamon
Joshua Beltre'	Sally Gifford	Sarah Melquist	Ed Slegeski
Wilma Beltre'	Charles Gilbert	Shelby Mertes	Dave Smith
Hector Beltre', Sr.	Kristi Gillespie	Anne Miller	Doug Smith
Hector-Gabriel Beltre', Jr.	Albert Gionet	Lauren Miller	Ginger Smith
Martha Bertrand	Henry Golembeski	Ashley Mills	Greg Smith
Len Bjorn	Mark Gorka	Trudy Mitchell	Mike Smith
Terry Bogli	Gerry Guay	Christy Morin	Selwyn Smith
Robert Bonn	Don Guinan	Sharon Morin	Steve Smith
Pete Bonzani	John Guskowski	Donna Mozdzierz	B. Snyder
Loretta Bowden	Robert Haley	Walter Mozdzierz	Diane Sorrentino
Deb Bowen	Clifford Hall	Nancy Murray	Lou Spadaccini
Paul Briggs	John Hammer	Jennifer Nelson	David Spaulding
Jean Burr	Ann Heinrich	Peggy Newton	Fred Spaulding
John Caraventa	Eric Heinrich	Bill Nighan	Mike Stebe
Laura Cassidento	Janet Heller	Douglas Norwood	Doug Stewart
Deanna Catudal	Bob Hetzel	Christiane O'Brien	Julian Stoppelman
Maryann Cherniak-Lexius	Pat Hetzel	Kevin O'Brien	Susan Stoppelman
Natalie Chirico	Lee Hilliard	Jerry O'Connor	Sandy Stough
Carolyn Chudzik	Linda Hilliard	Sue O'Connor	Dean Streeter
William Chudzik	Joyce Hodgson	Barbara O'Donnell	Debbie Streeter
Sarah Cinquenani	Rich Holmes	Bill O'Neill	Tom Stringfellow
Patrick Clancy	Susan Holmes	Chuck Obuchowski	Phil Susag
Joan Clapp	Eric Horan	Jim Orfitelli	Judy Sutter
Mark Connors	Cheryl Jacobs	Bill Overton	Eileen Sweeney
Marianne Cornish	Howard Jacobs	Matt Pafford	Wayne Sweeney
Kim Costello	Peggy Jacobs-Forman	Lisa Paggioli-O'Neill	Gary Sweet
Pam Cowan	Pat Jensen	Nancy Pappas	Charlene Tappan
Curtis Cunningham	Rich Jensen	Ed Paquette	Jack Thompson
Irene Cyr	Collins Johnston	Nancy Parker	Joy Thompson
Thomas Danahy	Jennifer Kalasardo	Terry Parla	Nohemy Tirado
Mike Darby	Gregory Kane	Tana Parseliti	Tom Tomko
Kathleen Dargan	Andy Kidd	Matt Peak	Rebecca Townsend
Jeremy DeCarli	Merrill Kidd	Barbara Pettyjohn	Joan Troy
Tom Deffenbaugh	Geoffrey King	Elyse Petzold	Laurinda Tuthill
Dianne DeJoannis	Rudy C. Kissmann	Ralph Petzold	Melissa Tweedie
Gene DeJoannis	Stephanie Knybel	Doris Phillips	Joe Tyler
Tim Devanney	Kip Kolesinskas	Berlin Pineda	Sue Valade
Leo Diana	David Kooris	Bonnie Potocki	Marlene Walsh
Susan DiBella	Bill Kramer	Harold Potocki	John Weedon
Doti Dienst	JD LaBelle	Barbara Quigley	Barbara Weinberg
Joe Diminico	Marcie LaBelle	Frank Reischerl	Terry Werkhoven
Theresa Dittman	Margaret Langevin	Marie Richard	Ralph Willing g
Joy Dorin	Robert Laughlin	Rima Riedel	Kathryn L. Wilson
John Dormer	Fred Lee	Gary Robbins	Sharon Woodley
Ellen Dougan	Barbara Leighton	Helen Robbins	Catherin Wynn
Kevin Dougan	Bryan Lerch	Matthew Robinson	Jodi Wynn-Rodiger
Debbie Downing	Jim Lessard	Mary Roche-Cronin	Andy Zyrek
Rick Downing	Jillian Lopez	Orlando Rodriguez	
Lelia Druzdis	Serafin Lopez	Jason Rojas	
Latasha Easterling-Turnquest	Geoff Luxenberg	Chuck Russell	

TABLE OF CONTENTS

I.	INTRODUCTION	1
II.	ASPIRATIONS, OPPORTUNITIES AND CHALLENGES	3
III.	GOALS AND OBJECTIVES	6
	<i>GMP 1: Conserve, Restore, and Protect of the Natural Environment, Farmland, and Assets Critical to Public Health and Safety</i>	<i>6</i>
	<i>GMP 2: Conserve, Restore and Protect Cultural and Historic Resources</i>	<i>8</i>
	<i>GMP 3: Redevelop and Revitalize Existing Commercial Centers and Areas of Mixed Land Use</i>	<i>10</i>
	<i>GMP 4: Concentrate Development Around Transportation Nodes and Major Transportation Corridors</i>	<i>11</i>
	<i>GMP 5: Expand housing opportunities and design choices to accommodate a variety of household types and needs.</i>	<i>13</i>
IV.	COMMUNITY CHARACTER	14
V.	HOW TO USE THIS PLAN	20

I. INTRODUCTION

Planning Process

The process for preparing this update of the Town's Plan of Conservation and Development was organized with several objectives in mind. We wanted the Plan to resonate with and be supported by a broad segment of the community – both its residents and the Town Boards and Commissions responsible for carrying out the Plan's recommendations. We wanted the Plan to be focused on the future and on results – what kind of community we want to be and how we will get there. We wanted to think more in terms of placemaking than policymaking to ensure we created attractive, safe, and vibrant neighborhood, business and mixed-use districts, industrial and business parks, and recreational and open spaces.

We organized the process so that everyone engaged would be involved in all aspects of the plan. Traditionally subcommittees made up of representatives of Town Boards or Commissions, selected community members, and staff would conduct their own research and develop recommended goals and objectives for their particular study area. These subjects included housing, the economy, parks and open space, community facilities, transportation and cultural and historic resources. The PZC and staff would combine the individual subcommittee reports and recommendations into a unified Plan of Conservation and Development.

For the Manchester 2020 Plan we invited all Town Boards and Commissions and the public to attend informational programs and workshops to examine and discuss all issues and opportunities affecting Manchester. Instead of organizing around specific topics such as housing or transportation, we organized the discussion around the growth management principles in the State Plan of Conservation and Development, which we are required to address by State Statute. This approach integrated the opinions, knowledge, skills, and expertise of a broad cross section of the community, allowing us to look at the Town in a more holistic way. The State growth management principles are:

- 1) Conserve, restore, and protect the natural environment, farmland, and assets critical to public health and safety.
- 2) Conserve, restore, and protect cultural and historic resources.
- 3) Redevelop and revitalize commercial centers in area of mixed land use where there is exiting or planned physical infrastructure.
- 4) Concentrate development around transportation nodes and along major transportation corridors to support the viability of transportation options and land reuse.
- 5) Expand housing opportunities and design choices to accommodate a variety of household types and needs.

A sixth growth management principle requires that plans of conservation and development be consistent with regional and state plans. The PZC made every effort to meet this principle during the planning process as well, organizing the plan around the State's growth management policies and including references to and recommendations from various regional plans.

In order to develop the major issues, trends and opportunities identified in this plan, we divided Manchester into four geographic quadrants. In each quadrant we held a workshop where participants commented on opportunities for conservation and development that would support or achieve the growth management principles. Additional sessions held on specific topics such as agricultural viability or public transit, and additional staff research were added to the initial impressions of the participants at the quadrant meetings, resulting in this final plan document.

- Creating community requires a physical arrangement and design of spaces that provide for both programmed and spontaneous interaction. Businesses, shops, arts, entertainment, food, parks, and plazas located in attractive and accessible settings are important.
- Equally important to creating community is the “soft” infrastructure of neighborhood groups, clubs, and activities organized by government agencies, non-profits or social networks.
- Walkability involves more than just safe sidewalks and greenways. It also involves attractive architecture and places to walk by and to including parks, shops, restaurants, and work. Shops and restaurants, however, require a large enough market to support them.
- There is a desire for Manchester to have an intra-town transit system and more transit options in general.

Opportunities

- Two major demographic trends are the aging baby boomers (born between 1946 and 1964) and Gen Y (born in the 1980s and 1990s). These make up over 50% of the population and will be driving housing consumption and other markets. Gen Y cohorts are more racially and ethnically diverse than boomers.
- If Gen Y & Boomers are the major demographic sandwiching Gen X, Manchester needs to seek out opportunities to invest in places and activities that appeal to each of these populations.
- Interest in food source protection and local foods is increasing, creating the foundation for more effort in this area. Manchester should ensure its remaining farmland stays in agricultural use.
- There is growing interest in sustainable living, growth and development. This includes cleaner and less costly energy; smaller, more cost efficient homes; development practices that work with nature to protect water, air and land with low impact and low cost construction technologies; and more compact and mixed-use development patterns.

Challenges

- Can Manchester be a community that is attractive to younger working and child-rearing/working families while serving an increasingly older population?
- Can we preserve and rehabilitate our older neighborhoods yet accommodate infill and redevelopment in these inherently walkable, mixed-use places? This will require investment in infrastructure, community facilities and housing.

- An aging population means people are less likely/willing/able to pay, but more likely to demand quality services.
- Manchester is land poor. If we preserve agricultural land, forest, open space, and watersheds, Manchester needs to invest in infrastructure and community facilities to incentivize revitalization, redevelopment, and reuse in previously developed or mostly developed locations.
- If transit patterns shift to high-speed and commuter rail in the Springfield – Hartford – New Haven corridor, location preferences will shift in the region. Manchester must strive to connect to this expanding public transportation system.
- Manchester has a surplus of business and industrially zoned land and buildings on highly visible and accessible locations that may not meet the needs of growing or emerging businesses. We need to invest in these business parks to be attractive to emerging businesses and retain companies that are already here.
- If we want more local businesses and convenience shopping to create walkable neighborhoods, we will need to find ways to accommodate more residents in order to provide the market to support those businesses.
- Both intra- and inter-town transit require public subsidy, sufficient population, adequate demand and desirable destinations. We will need to find ways to accommodate more residents to provide the market to support transit investments.

III. GOALS AND OBJECTIVES

GMP 1: Conserve, Restore, and Protect of the Natural Environment, Farmland, and Assets Critical to Public Health and Safety

Goals and Objectives

A. Preserve and Promote Agriculture as a Desired Land Use

1. The town should develop a scoring system to prioritize existing and potential agricultural parcels to be included on the Town's Priority Parcels for Acquisition Map. The Town's priorities should be to purchase easements from farmers that seek farm legacy for land; purchase land and establish agricultural easements; and consider either reselling or leasing those lands for farming.
2. Establish a Town Farm on a site such as the former Starsiak Farm on Hillstown Road. A Town Farm would be an educational and recreational asset promoting local agriculture and sound environmental stewardship and benefiting those in need.
3. Review the zoning regulations and consider regulation amendments that would protect and promote the economic viability of active or potential agricultural lands and protect both agricultural and residential uses when they are in proximity to each other. All State defined agricultural activity should be considered as well as accessory activity that would support economic viability. Future residential uses on currently used or unused lands in rural/agricultural areas should be clustered to preserve productive or potentially productive farmland. The Town should support the provision of public or community sanitary sewer utility systems which would be required to accomplish cluster development.

B. Preserve land containing natural resources such as forests, watersheds, habitats, open space and adjacent land.

1. Seek funding through state and federal grants to purchase land or easements adjacent to priority areas. Priority areas for preservation should include land abutting Case Mountain and the Hockanum River, floodplains and wetlands, and watershed land.
2. Develop and implement resource management plans for all Town-owned lands. Create a steering committee to coordinate volunteer and Town maintenance activities to best maintain public assets and resources. Creatively encourage and support volunteer maintenance through work parties, sponsorship, or "Rebuilding Together" type events.
3. Reduce or eradicate invasive species in public open spaces.
4. Where appropriate, cluster residential uses to preserve adjacent open space.

C. Connect green infrastructure

1. Prepare a Master Plan for improved connectivity between public lands with bikeways, hiking trails, and multi-use paths. Purchase or facilitate the purchase of land or easements to help complete the trail system.

D. Green the urban landscape and existing neighborhoods

1. Establish community gardens at elementary schools, particularly in core neighborhoods, and in infill spaces in residential neighborhoods. Community gardens and small pocket parks can beautify neighborhoods and instill a sense of ownership and community pride.
2. Restore the urban forest by committing to urban forest maintenance and street tree restoration.
3. Reduce impervious surfaces in aquifer protection areas. Adopt low-impact alternatives to traditional storm water treatment and seek clean-water infiltration in aquifer protection areas.

GMP 2: Conserve, Restore and Protect Cultural and Historic Resources

Goals and Objectives

- A. Invest in the restoration and preservation of public historic land and buildings
 - 1. Establish a committee to find adaptive reuse for vacant publicly owned historic assets (e.g. Case Lodge, Cheney School) through other public or private partnerships, including identification of options to remove obstacles to re-use.
 - 2. Establish a designated seat on the Town building committee for a person with historic architectural preservation or design expertise.
 - 3. The Town should adopt a policy that an architect with historic preservation credentials be engaged to conduct a feasibility study for historic restoration or preservation of existing municipal facilities, to be compared to new construction or non-historic renovation or expansion.
 - 4. Consider establishing a separate fund either with dedicated general fund revenue or bond funds, to be used to assist with adaptive re-use of historic buildings and preservation assessments for municipal buildings.
 - 5. The Town should conduct condition assessments on historic landscapes and, if warranted, create improvement plans sensitive to the historic characteristics of those landscapes.
- B. Invest in restoration and preservation of private housing in historic neighborhoods
 - 1. Provide financial incentives – either loans, grants, tax expenditures or permit fee waivers in designated preservation areas – for appropriate rehabilitation and restoration of private historic housing.
 - 2. Seek non-municipal funding to be leveraged with public funds for rehab and restoration.
 - 3. Investigate the efficacy of designating housing rehabilitation areas with the associated tax deferral allowed under Section 12-65c – 12-65e and establish such areas where appropriate.
- C. Adopt ordinances to protect at-risk districts and properties
 - 1. Adopt a preservation ordinance to limit the demolition of historic structures.
 - 2. Establish a committee to compare the merits of “Village District” zoning to minimize or eliminate inappropriate building alterations and encourage appropriate alterations and renovations to an expansion of the Design Overlay zone, and enact the preferred method.

D. Market and promote historic assets

1. Commission the design of interpretive markers to be located at historic landmarks throughout Manchester and adopt a schedule and funding source for this installation.
2. Identify, map, and distribute self-guided walking tours for historic districts
3. Install special street signs in historic districts
4. Create web-based applications to promote historic assets and disseminate information including maps, photos and information of historic properties or districts.
5. Seek historic designation for important, eligible properties or districts

E. Create an arts and cultural district

1. Investigate opportunities to foster the creation of an arts and cultural district in Manchester, focusing the initial investigation in the downtown and the mill area of the Cheney Historic District.
2. Engage artists and arts organizations to collaborate on events tied to specific art forms that would run periodically throughout the year, in addition to regularly scheduled events of established arts organizations.
3. Support the work of artists and seek ways to foster the collaboration and promotion of the arts.

GMP 3: Redevelop and Revitalize Existing Commercial Centers and Areas of Mixed Land Use

Goals and Objectives

- A. Invest in attracting and expanding desirable industries
 - 1. Develop strategies to attract the following industries: green technology; bio-tech; information technology; innovation technology; electronics; arts, entertainment and cultural.
- B. Invest in / promote adaptive reuse
 - 1. Incentivize adaptive reuse of vacant and underutilized sites/buildings
 - 2. Require building and site design that facilitates reuse and mix of uses
 - 3. Preserve the Town's historic architectural assets
 - 4. Adopt 'green' site and building design standards
 - 5. Provide tax breaks for redevelopment
 - 6. Develop stricter blight ordinances for vacant or blighted properties
- C. Promote vibrant, walkable neighborhoods
 - 1. The PZC should adopt zone changes that encourage a mix of uses at nodes and along corridors.
 - 2. Provide financial incentives, including tax assessment agreements for increased development at nodes and along corridors.
 - 3. Develop design standards for buildings/sites/streets
 - 4. Adopt zoning that allows / requires mix of uses within a walking distance of a transit stop
 - 5. Require businesses at street level that generate foot traffic along commercial corridors
 - 6. Give incentives to small local businesses/promote business incubators
 - 7. Create compact, centralized commercial activity corridors along main roads to create compact demand area.

GMP 4: Concentrate Development Around Transportation Nodes and Major Transportation Corridors

Goals and Objectives

- A. Redevelop and invest in existing and potential corridors and activity nodes
 - 1. Work with regional agencies to identify areas for future transit-oriented development and explore the creation of stations at transit nodes.
 - 2. Pursue adaptive reuse of vacant or underutilized buildings.
 - 3. Incentivize small local businesses start-ups through tax incentives or low interest loan programs.

- B. Invest in increased transit opportunities
 - 1. Investigate the development of an intra-town transit system
 - 2. Monitor and pursue recommendations from the CRCOG Sustainable Communities Bus Enhancement Study in regards to a potential circulator bus in Buckland Hills and enhanced local bus service
 - 3. Pursue transit opportunities to Hartford and UConn
 - 4. Connect to potential future high speed rail station(s)
 - 5. Seek more frequent and reliable local bus service
 - 6. Work with CT Transit and other transit operators to develop mobile apps to coordinate transit options
 - 7. Provide Park & Ride facilities at public transit stations
 - 8. Develop better public transportation connections between residential neighborhoods and activity centers.

- C. Improve overall walkability and bikability
 - 1. Fill sidewalk gaps between activity nodes and corridors and along major roads.
 - 2. Complete and connect trails and multi-use paths as identified on the Pedestrian and Bicycle Infrastructure map.
 - 3. Incorporate appropriate complete street elements into the Town public improvement standards to accommodate public transit, pedestrians, bicycles, as well as vehicles, in particular on major transit corridors.
 - 4. Install bicycle parking when improving public infrastructure at activity nodes.

5. Identify locations in residential neighborhoods to allow and encourage neighborhood commercial uses (grocery store, pharmacy, etc.) through zone changes.

GMP 5: Expand housing opportunities and design choices to accommodate a variety of household types and needs.

Goals and Objectives

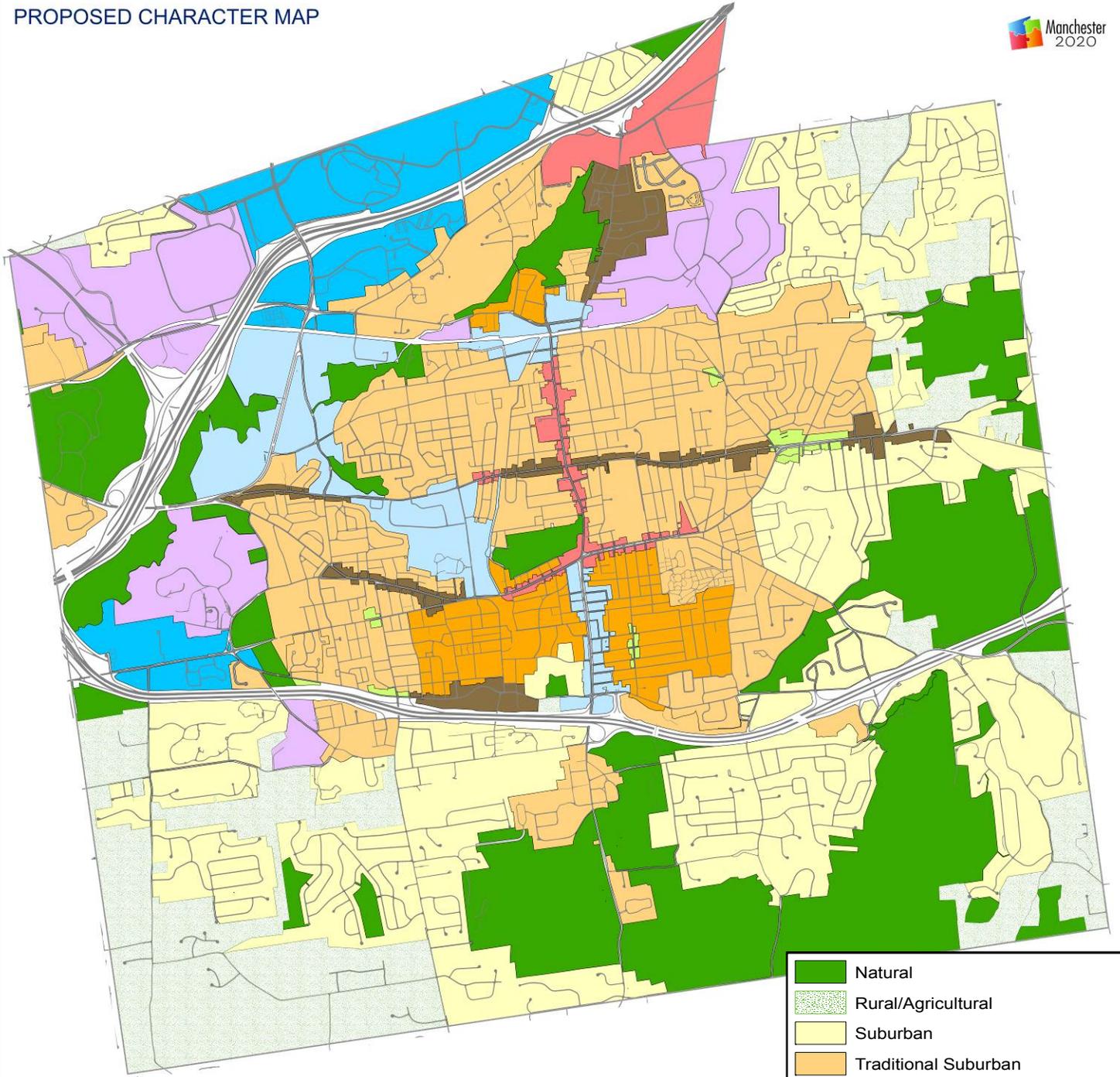
- A. Preserve Manchester's older housing stock
 - 1. Provide financial incentives including tax breaks, loans or grants in older neighborhoods for rehabilitation work in order to maintain Manchester's existing affordable housing stock.
 - 2. Partner with organizations to increase owner occupancy levels in historic neighborhoods.
 - 3. Continue to invest in improving public infrastructure in existing neighborhoods.
- B. Increase the supply of a diverse housing stock to meet the needs of all residents
 - 1. Ensure zoning in residential and mixed use areas is flexible enough to expand housing supply in terms of type, style and affordability attractive to young professionals, small families, empty nesters and the elderly.
 - 2. Maintain a diverse housing stock which enables movement from apartment to starter home to larger home while remaining a Manchester resident.
 - 3. Investigate, adopt and promote tools to incorporate universal design into new housing developments in order to allow residents to age in place.
- C. Use housing as a tool to redevelop and invest in corridors and activity nodes
 - 1. Consider rezoning transit corridors and activity nodes to require or encourage higher density housing as part of mixed-use developments.
 - 2. Consider allowing residential units above commercial uses by right in all mixed-use districts.
 - 3. Identify vacant buildings and sites and proactively market them to developers as opportunities for new housing.
 - 4. Consider leaving Rural Residential zoned areas as is in order to focus housing demand toward redevelopment sites.
- D. Link housing to amenities and services
 - 1. Consider allowing limited additional (non-residential) uses in residential existing neighborhoods and new developments in a way that maintains neighborhood character.
 - 2. Fill in sidewalk gaps, especially along heavily traveled corridors
 - 3. Zone to encourage neighborhood convenience and grocery stores within or adjacent to walkable neighborhoods.

IV. COMMUNITY CHARACTER

The recommendations included in this plan are intended to protect and create places in Manchester where people want to live, work and play. While the overall goal is to ensure Manchester is a vibrant and thriving place, different policies and strategies will apply to different areas of town. As a mature community that has developed over time, Manchester has a wide variety of types of unique neighborhoods and districts with distinct characteristics. This plan aims to identify what makes these areas special by describing the existing or desired character of each.

Eleven Character Areas are described in Table F. Each qualitatively describes the uses, building types and heights, infrastructure and walkability found in that area. These descriptions are meant to be flexible and to describe the sense of place that is present or to be achieved in a given area, rather than prescribing specific standards. In moving towards Manchester's vision, the goal is to maintain and enhance these types of character where they currently exist and encourage them where they do not. Past Plans of Conservation and Development have included proposed land use maps, which assigned a predominant land use type to all areas of town. By focusing on character type, rather than strictly land use, this plan aims to be more descriptive about the types of places Manchester values, and aspires to create into the future.

PROPOSED CHARACTER MAP



Manchester
Planning Department

- Natural
- Rural/Agricultural
- Suburban
- Traditional Suburban
- Core Neighborhood
- Neighborhood Center or Corridor
- Mixed Use Center
- Mixed Use Regional Center
- Community Corridor
- Commercial Corridor
- Business Park/Industrial

Table F:

<p style="text-align: center;">Natural</p>	<p>Lands in wilderness condition, including lands unsuitable for development due to topology, hydrology or resource protection. These areas are characterized by large areas of woodland, grassland, water bodies and wetlands protected for conservation, public water supply and/or recreation.</p>		
<p style="text-align: center;">Rural/Agricultural</p>	<p>Characterized by open or cultivated land with minimal physical development. These include agricultural lands, wooded areas and meadows. Some single-family, large lot homes are present with either wooded or landscaped lots. Agricultural buildings and outbuildings such as barns and farm stands are common, as are prime agricultural soils. Net residential densities are less than 1 unit per acre.</p>		
<p style="text-align: center;">Suburban</p>	<p>Primarily residential areas characterized primarily by single family homes, open space and public uses including churches, schools and parks. Streets may be curvilinear to match topography or in a grid pattern with larger blocks. Residential lots are landscaped and most streets have sidewalks on one side. Trees and other plants are numerous and provide shade. Net residential densities range from 1 to 3 units per acre.</p>		

<p>Traditional Suburban</p>	<p>Mixed-use but primarily residential neighborhoods consisting of single family and duplex housing, with some multifamily buildings. Streets are typically in a grid pattern and are shaded by street trees. Most streets have sidewalks and most housing is within walking distance of public transit, a neighborhood school and a neighborhood center or corridor. Structures are typically one or two stories. Net residential densities range from 3 to 10 units per acre.</p>		
<p>Core Neighborhood</p>	<p>Compact, mixed-use neighborhoods consisting of a mix of single-family, duplex and multi-family housing. All streets include sidewalks and all housing is within walking distance of transit, a neighborhood school and mixed-use corridors and commercial centers. Buildings are typically two or three stories with small setbacks and higher floor area ratios. Non-residential uses include schools, parks and smaller commercial uses. Net residential densities range from 5 to 20 units per acre.</p>		
<p>Neighborhood Center</p>	<p>Mixed-use areas of residential, commercial, and service uses in central areas of activity. Buildings are between one and three stories and may be exclusively commercial, residential or institutional, or contain a mix of uses. Easily accessible to both pedestrians and cars. Net residential densities range from 5 to 20 units per acre.</p>		

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Community Corridor</p>	<p>Primarily residential corridor that provides a connection between neighborhoods, carries moderate traffic levels and may include low-intensity commercial uses at key intersections. Buildings are typically two or three stories. Business typically serve surrounding neighborhoods. Net residential densities range from 8 to 20 units per acre.</p>		
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Commercial Corridor</p>	<p>Primarily commercial corridor that carries relatively high volumes of automobile traffic. Businesses serve residents of Manchester and surrounding towns. May include residential components at net residential densities of 8 to over 20 units per acre.</p>		
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Mixed-Use Center</p>	<p>Consists of a tight network of streets with wide sidewalks, tree plantings and a street wall created by building frontages. These areas are centers of activity, serving as a transit hub and containing residential, commercial and office uses. Parking is typically on street or behind primary buildings. Additional uses include parks, libraries, schools, and other institutional uses. Net residential densities range from 10 to over 20 units per acre.</p>		

<p style="text-align: center;">Regional Center</p>	<p>Mixed-use center with larger-scale retail, office and multi-family residential uses adjacent to the I-84 corridor. Sidewalks and multi-use paths are present along a major automobile corridor. A transit hub, including both local and express commuter bus service offers regular access to public transit. Net residential densities range from 10 to over 20 units per acre.</p>		
<p style="text-align: center;">Business Park</p>	<p>Lands developed for primarily industrial or office uses in close proximity to an interstate corridor. Some commercial, service or institutional uses may also be present. Lots are relatively level and landscaped. Building heights vary.</p>		

V. HOW TO USE THIS PLAN

The Plan of Conservation and Development is a policy document intended to guide the Town's decision making and practices to achieve the desired conservation and development for the community. Manchester 2020 identifies several goals (desired results) and under each goal several objectives (the actions to take to help us reach the goals). Manchester 2020 examined the community against the State's growth management principles and identified different types of neighborhoods and districts based on their dominant existing and desired features; community character.

The 2020 Plan Summary Matrix was developed to quickly convey the relationship between the growth management principles, goals, objectives, and community character areas. The matrix contains the following pieces:

1. Goal: These are the desired outcomes identified during the planning process.
2. Growth management principles: Located in the same row as the goal to show which of the growth management principles would be served by achieving that particular goal.
3. Objectives: Numbered and listed under each goal are a series of actions which, if taken, will help reach the goal.
4. Community Character: The columns represent each of the 11 community character areas. The color of the column corresponds to the same color on the Character Map.

How to Use the Matrix

Here is one example of how the matrix can be used:

Goal I is to redevelop and invest in existing and potential corridors and activity nodes. The first objective under that goal is to adopt zoning regulations that permit intensified mixed-use development in and near existing or potential mixed-use districts, transit nodes, and corridors.

Looking across the row that contains the objective, there are black dots in five of the community character areas: neighborhood center or corridor, mixed-use center, mixed-use regional center, community corridor, and commercial corridor. The dots indicate that the new zoning regulations, if adopted, would be applied to those character areas. The character areas that may be subject to the new zoning regulations are color coded to the Character Map so they can be readily located.

The above example shows how an interested property owner or resident can see how a plan recommendation may affect their property or neighborhood.

As another example, if a private property owner wanted to propose a zoning district change to allow more intense mixed-use development, the PZC could look at the matrix to see whether the proposal is in a character area where that type of zone change would be consistent with the recommendations in the Plan. For instance a proposal for a more intense mixed-use development

in a suburban character area would not be indicated in the matrix, and so would not be consistent with Plan goals.

The matrix is meant to be a quick reference guide. The rationale for the goals and recommendations, the definitions of community character, and elaboration on how the growth management principles are applied in Manchester are all contained in the body of the Plan. The PZC, private parties, and residents should be referring back to the body of the Plan and to those sections applicable to a particular recommendation or growth management principle.

2020 PLAN SUMMARY MATRIX

Table G											
Goals and Objectives	Character Area										
	Natural	Rural/Agricultural	Suburban	Traditional Suburban	Core Neighborhood	Neighborhood Center or Corridor	Mixed Use Center	Mixed Use Regional Center	Community Corridor	Commercial Corridor	Business Park/Industrial
GOAL I: Redevelop and invest in existing and potential corridors and activity nodes											
1. Adopt zoning regulations that permit intensified mixed-use development in and near existing or potential mixed-use districts, transit nodes, and corridors.					●	●	●	●	●		
2. Provide financial incentives, including tax assessment agreements for increased development at transit nodes and along corridors.					●	●	●	●	●		
3. Identify locations for future transit-oriented development and park and ride facilities at transit nodes					●	●	●	●	●		
4. Adopt zoning regulations that facilitate the adaptive reuse of vacant or underutilized sites and buildings in mixed-use districts and transit and community corridors.				●	●	●	●	●	●		
5. Identify and market vacant buildings and sites for redevelopment.				●	●	●	●	●	●	●	
6. Consider allowing residential units above street-level commercial by right in all mixed-use districts.				●	●	●	●	●	●	●	
Goal II: Promote vibrant, walkable neighborhoods											
1. Adopt zoning regulations that promote vibrant, walkable neighborhoods by incorporating design standards for streets and public spaces that create a sense of place, require a mix of uses within walking distance of a transit stop, promote business uses on street level, and creates attractive and well lit pedestrian corridors					●	●	●	●	●		

2020 PLAN SUMMARY MATRIX

2. Consider allowing limited, non-residential, neighborhood uses in existing neighborhoods and in new developments while maintaining neighborhood character.			●	●							
Goals and Objectives	Character Area										
	Natural	Rural/Agricultural	Suburban	Traditional Suburban	Core Neighborhood	Neighborhood Center or Corridor	Mixed Use Center	Mixed Use Regional Center	Community Corridor	Commercial Corridor	Business Park/Industrial
Goal III: Enhance Connectivity Between Housing, Amenities and Services											
	1. Prepare a master plan for connecting recreational and cultural amenities via bikeways, hiking trails, greenways, and multi-use paths to improve neighborhood accessibility to these amenities.	●	●	●	●	●	●	●	●	●	●
2. Develop a capital plan to fill gaps in the Town's sidewalk and bikeway system.			●	●	●	●	●	●	●	●	
3. Incorporate appropriate complete street elements into the Town public improvement standards to accommodate public transit, pedestrians, bicycles, as well as vehicles, in particular on major transit corridors.			●	●	●	●	●	●	●	●	
4. Investigate possibilities for an intra-Town transit system which would connect more residential neighborhoods to other destinations				●	●	●	●	●	●	●	
5. Monitor and pursue recommendations from the CRCOG Sustainable Communities Bus Enhancement Study in regards to a potential circulator bus in Buckland Hills and enhanced local bus service.											
6. Install bicycle parking when improving public infrastructure at activity nodes and along corridors.						●	●	●	●	●	
7. Monitor opportunities for connecting to the developing regional transit system including high-speed rail and bus rapid transit.						●	●	●	●	●	
8. Provide increased residential development opportunities along selected transit corridors and in mixed-use zones to a level where they would support more frequent and reliable bus service.						●	●	●	●	●	

2020 PLAN SUMMARY MATRIX

Goals and Objectives	Character Area											
	Natural	Rural/Agricultural	Suburban	Traditional Suburban	Core Neighborhood	Neighborhood Center or Corridor	Mixed Use Center	Mixed Use Regional Center	Community Corridor	Commercial Corridor	Business Park/Industrial	
Goal IV: Increase the Supply of a Diverse Housing Stock to Meet the Needs of All Residents												
1. Ensure zoning regulations in residential and mixed use areas provide reasonable opportunities to expand the housing supply in terms of type, style and affordability that will be attractive to young professionals, small families, empty nesters and the elderly.			●	●	●	●	●	●	●	●	●	
2. Investigate, adopt, and promote tools and techniques that encourage universal design, which allow aging residents to remain in their homes and neighborhoods by building or adapting homes to accommodate the physical abilities of the residents without compromising aesthetics			●	●	●							
Goal V: Create an Arts and Cultural District												
1. Investigate opportunities to foster the creation of an arts and cultural district					●		●					
2. Engage artists and arts organizations to collaborate on events tied to specific art forms	●	●	●	●	●	●	●	●	●	●	●	
3. Support the work of artists and seek ways to foster their collaboration and promotion of the arts	●	●	●	●	●	●	●	●	●	●	●	

2020 PLAN SUMMARY MATRIX

Goals and Objectives	Character Area										
	Natural	Rural/Agricultural	Suburban	Traditional Suburban	Core Neighborhood	Neighborhood Center or Corridor	Mixed Use Center	Mixed Use Regional Center	Community Corridor	Commercial Corridor	Business Park/Industrial
Goal VI: Invest in Attracting and Expanding Desirable Industries											
1. Develop strategies to attract the following industries: Green technology; Bio-Tech; Information Technology; Innovation Technology; Electronics; Arts, Entertainment and Cultural							●	●		●	●
2. Develop strategies to retain and expand industry clusters with a strong Manchester presence including: manufacturing; aerospace; health services; logistics and distribution; financial services. (ED)							●	●		●	●
3. Incentivize small local business start-ups through tax incentives or low interest loan programs.					●	●	●	●	●	●	●
4. Incentivize the creation of a small business incubator.							●	●		●	●
5. Work with property owners or potential investors to redevelop brownfield sites.					●	●	●	●	●	●	●
6. Develop and expand workforce development efforts					●	●	●	●	●	●	●

2020 PLAN SUMMARY MATRIX

Goals and Objectives	Character Area										
	Natural	Rural/Agricultural	Suburban	Traditional Suburban	Core Neighborhood	Neighborhood Center or Corridor	Mixed Use Center	Mixed Use Regional Center	Community Corridor	Commercial Corridor	Business Park/Industrial
GOAL VII: Preserve and Promote Agriculture as a Desired Land Use											
1. Prioritize existing and potential agricultural parcels to be included on the Town's Priority Parcels for Acquisition Map		●									
2. Establish a Town Farm on a site such as the former Starsiak Farm on Hillstown Road		●									
3. Consider zoning regulation amendments that would protect and promote the economic viability of active or potential agricultural lands and cluster residential uses on rural/agricultural areas to preserve farmland.		●									
Goal VIII: Preserve land containing natural resources such as forests, watersheds, habitats and adjacent land											
1. Purchase land or easements adjacent to public and other natural resources	●	●									
2. Reduce or eradicate invasive species in public open spaces	●	●	●	●	●	●	●	●	●	●	●
3. Coordinate volunteer and Town maintenance activities to best maintain public assets and natural resources	●	●	●	●	●	●	●	●	●	●	●
4. Where appropriate, cluster new residential development to protect open space		●	●								

2020 PLAN SUMMARY MATRIX

Goals and Objectives	Character Area										
	Natural	Rural/Agricultural	Suburban	Traditional Suburban	Core Neighborhood	Neighborhood Center or Corridor	Mixed Use Center	Mixed Use Regional Center	Community Corridor	Commercial Corridor	Business Park/Industrial
Goal IX: Maintain existing open space land resources											
1. Coordinate volunteer and Town maintenance activities to maintain public assets and resources to a high standard	●	●	●	●	●	●	●	●			
2. Reduce or eradicate invasive species in public open spaces	●	●	●	●	●	●	●	●			
Goal X: Green the urban landscape and existing neighborhoods											
1. Establish community gardens at elementary schools, particularly in core neighborhoods, and in available and appropriate in-fill lots in residential neighborhoods.			●	●	●	●	●	●	●	●	
2. Commit to an urban forestry program			●	●	●	●	●	●	●	●	
3. Reduce impervious surfaces and treat and control storm water through low-impact alternatives to traditional control and treatment and, revising public improvement standards and reducing minimum surface parking requirements.			●	●	●	●	●	●	●	●	●

2020 PLAN SUMMARY MATRIX

Goals and Objectives	Character Area										
	Natural	Rural/Agricultural	Suburban	Traditional Suburban	Core Neighborhood	Neighborhood Center or Corridor	Mixed Use Center	Mixed Use Regional Center	Community Corridor	Commercial Corridor	Business Park/Industrial
Goal XI: Preserve Manchester's Existing Housing Stock	<div style="display: flex; justify-content: space-around; align-items: center;">   </div>										
1. Rehabilitate and restore owner-occupied and rental housing to improve housing quality, neighborhood character and quality of life in older neighborhoods.				●	●						
2. Provide financial incentives to maintain existing affordable housing and increase owner-occupancy in historic neighborhoods.				●	●						
3. Seek non-municipal funding to be leveraged with local funding for housing rehabilitation and restoration.				●	●		●		●	●	
4. Investigate the desirability of designating housing rehabilitation areas with the associated tax-deferral allowed under State Statute 12-65c-12-65e and establish if and where appropriate.				●	●		●		●	●	
5. Continue to invest in improving public infrastructure in existing neighborhoods.			●	●	●	●	●	●	●	●	●
6. Maintain a diverse housing stock in order to preserve neighborhood character and quality of life.			●	●	●	●	●	●	●	●	●

2020 PLAN SUMMARY MATRIX

Goals and Objectives	Character Area										
	Natural	Rural/Agricultural	Suburban	Traditional Suburban	Core Neighborhood	Neighborhood Center or Corridor	Mixed Use Center	Mixed Use Regional Center	Community Corridor	Commercial Corridor	Business Park/Industrial
Goal XII: Invest in the restoration and preservation of public historic land and buildings											
1. Establish a committee to find adaptive reuse for vacant publicly owned historic assets	●	●	●	●	●	●	●	●	●	●	●
2. Establish a designated seat on the Town building committee for a person with historic architectural preservation or design expertise.	●	●	●	●	●	●	●	●	●	●	●
3. Engage an architect with historic preservation credentials to conduct a feasibility study for historic restoration or preservation of existing municipal facilities	●	●	●	●	●	●	●	●	●	●	●
4. Assist with adaptive re-use of historic building and preservation assessments for municipal buildings	●	●	●	●	●	●	●	●	●	●	●
5. Conduct condition assessments on historic landscapes	●						●				
Goal XIII: Protect at-risk districts and properties											
1. Adopt a preservation ordinance to limit the demolition of recognized historic structures.	●	●	●	●	●	●	●	●	●	●	●
2. Compare the merits of "Village District" zoning to an expansion of the Design Overlay zone	●					●	●	●	●	●	●

2020 PLAN SUMMARY MATRIX

Goals and Objectives	Character Area										
	Natural	Rural/Agricultural	Suburban	Traditional Suburban	Core Neighborhood	Neighborhood Center or Corridor	Mixed Use Center	Mixed Use Regional Center	Community Corridor	Commercial Corridor	Business Park/Industrial
Goal XIV: Market and promote historic assets											
1. Commission the design of interpretive markers	●	●	●	●	●	●	●	●	●	●	●
2. Identify, map, and distribute self-guided walking tours for historic districts	●	●	●	●	●	●	●	●	●	●	●
3. Install special street signs in historic districts	●	●	●	●	●	●	●	●	●	●	●
4. Create mobile applications to promote historic assets	●	●	●	●	●	●	●	●	●	●	●
5. Seek historic designation for important, eligible properties or districts	●	●	●	●	●	●	●	●	●	●	●

R:\Planning\Plan of Development - 2010\Plan\Final Draft\POCD Executive Summary.doc