

## Plan of Conservation and Development: Implementation Matrix

The Plan of Conservation and Development should serve as an essential resource for the Town of Manchester to realize the community's vision. This Implementation Matrix contains each of the recommendations identified in the Plan. Some of these actions can be completed right away, while others are major or ongoing efforts. For each implementation item, the Town should identify the target start date, the initiative lead (a person, department, or organization), and other supporting parties.

The Plan's recommendations can generally be categorized into one of four types: plans (or studies), projects, policies, and initiatives.

### Specific Plans & Studies

Plans and studies that address these issues on a more detailed level will help implement the Plan.

### Capital Projects

Capital projects address existing deficiencies and/or anticipated future year needs for infrastructure and services. These investments should provide capacity that matches the magnitude and timing of development depicted on the Conservation + Growth Map. Some projects require coordination with other entities such as county, state, or federal agencies.

### Policies

Revisions to zoning regulations and other policies and codes are essential to implementing the community's vision.

### Initiatives

New initiatives led by the Town and partner organizations will address a wide range of topics important to promoting economic development and improving the quality of life for residents. These initiatives are a critical opportunity to build local capacity by involving stakeholders, especially citizens, in Plan implementation.

## Economics & Employment: Retail & Service Economy

| PAGE | STRATEGY  | TIMEFRAME    | LEAD   | SUPPORT   | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|--------------|--|---|--------------------------------|
| 48   | Facilitate the development of mixed-use districts in focus areas such as Spencer Street, Midtown, Buckland Hills, or Depot Square (see Focus Area Concepts chapter).  | 7 – 10 years | Planning & Zoning Commission, Private Developers | Planning & Economic Development Department, Economic Development Commission, Redevelopment Agency                   | 1,2, 3                         |
| 48   | Continue to seek high-quality development for the former Parkade site, and explore alternative uses not originally contemplated in the Broad Street Redevelopment Plan.   | 1 – 3 years  | Planning & Economic Development Department       | Redevelopment Agency, Board of Directors  | 1,2                            |
| 48   | Maintain the promotion of first-floor retail and destination uses on the street level, with office and residential uses on upper floors.  | 1 – 3 years  | Planning Department                              | Downtown Manchester Special Services District, Economic Development Commission, Planning & Zoning Commission        | 1,2                            |
| 48   | Continue to partner with the Greater Manchester Chamber of Commerce (GMCC) to encourage local entrepreneurship and attract new retail businesses to the town. Emphasize Manchester's economic advantages, such as its proximity to Hartford, New York City, and Boston, and its vicinity to major automobile and rail networks. | 1 – 3 years  | Planning Department                              | Greater Manchester Chamber of Commerce, East of the River Chambers of Commerce Association, Metro Hartford Alliance | 3                              |

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| 48 | Consider updating zoning regulations periodically to reflect the changing needs of the retail and service industry, such as the recent increase in demand for outdoor dining and drive-through services. | 1-3 years | Planning & Economic Development Department | Planning & Zoning Commission | Consistent |
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### Economics & Employment: Distribution, Healthcare, & Industry

| PAGE | STRATEGY   | TIMEFRAME   | LEAD                                       | SUPPORT   | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|--|-------------|--|---|--------------------------------|
| 51   | Pursue a small-scale manufacturing hub at the Manchester Business Park. This would use a vacant building for micro-enterprise related to manufacturing, assembly, technology, etc. Include amenities, open space, and gathering places for pop-up dining and retail in the park at the trailhead. See the Hop River Innovation Park Focus Area Concept for more details. | 4 – 6 years | Planning & Economic Development Department | Economic Development Commission, Greater Manchester Chamber of Commerce, Capital Region Council of Governments, CTNext, Metro Hartford Alliance, Manchester Community College | 1                              |

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| 51 | Continue to retain existing industry clusters in distribution, healthcare, manufacturing, logistics, etc.  | 4 – 6 years | Planning & Economic Development Department | Economic Development Commission   | 6          |
| 51 | Contemplate rebranding and updating the Manchester Business Park as a whole.   | 4 – 6 years | Planning & Economic Development Department | Communications & Civic Engagement Office, Economic Development Commission<br>Manchester Business Park | Consistent |
| 51 | Consider applying for funding through the Connecticut Manufacturing Assistance Act to pursue a Small Scale Manufacturing Initiative. This State-sponsored funding would support the development of manufacturing businesses through property acquisition, site construction/ demolition/renovation, business support services, and more. | 4 - 6 years | Planning & Economic Development Department | Communications Office, Economic Development Commission, Manchester Business Park                      | 1,6        |

## Economics & Employment: Downtown District

| PAGE | STRATEGY  | TIMEFRAME   | LEAD                                       | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|-------------|--|--|--------------------------------|
| 58   | Continue to encourage and support the development of creative working spaces, shared workspaces, and think tanks. Diversify workplaces by allowing more mixed-use, maker spaces, and live/work buildings.                   | 1 – 3 years | Planning & Economic Development Department | Economic Development Commission, Planning & Zoning Commission                  | 2                              |
| 58   | Consider launching a Town branding/marketing initiative to create a cohesive image that markets the Town, and Downtown more specifically, accurately, and creatively. See the Waterbury, VT Identity Guidelines Case Study. | 1 – 3 years | Communications & Civic Engagement Office   | Town of Manchester (Multiple Departments), Residents                           | Consistent                     |
| h58  | Contemplate prioritizing the addition of new retail and restaurant businesses over service-oriented businesses Downtown to increase foot traffic.   | 1 - 3 years | Planning & Economic Development Department | Economic Development Commission, Downtown Manchester Special Services District | 1,3                            |

| PAGE | STRATEGY   | TIMEFRAME   | LEAD                                       | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|--|-------------|--|--|--------------------------------|
| 58   | Invest in connections to adjacent neighborhoods. Downtown should be the center of social interaction for Manchester residents. Trails and connections to Downtown will strengthen these neighborhoods and connect residents to the many independent businesses, job opportunities, and cultural amenities in the district. | 4 – 6 years | Town of Manchester (Multiple Departments)  | Dept. of Energy and Environmental Protection, Department of Transportation | 1,3                            |
|      | Create and implement stabilization programs for long-term/minority-owned businesses to minimize displacement when taxes rise.  | 4 – 6 years | Planning & Economic Development Department | Economic Development Commission, Board of Directors                        | Consistent                     |

| PAGE | STRATEGY   | TIMEFRAME   | LEAD   | SUPPORT   | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|--|-------------|--|---|--------------------------------|
| 58   | Strive to make Downtown Manchester welcoming and inclusive for all residents. This could include a range of tools, such as historic interpretation of the history of Manchester from different perspectives, creating amenities and programs that facilitate bringing communities together, and a focus on businesses that are owned by traditionally under-represented populations. | 1 – 3 years | Town of Manchester (Multiple Departments), Downtown Manchester Special Services District, Business Community | Community Groups  | 4                              |
| 58   | Survey minority populations to determine what would make Downtown feel more welcoming.   | 1 – 3 years | Planning & Economic Development Department   | Latino Affairs Council, African American and Black Affairs Council, Downtown Manchester Special Services District | Consistent                     |
| 58   | Continue to support temporary outdoor dining options that expand seating capacity while allowing patrons to comfortably socialize post-Covid.  | 1 – 3 years | Planning & Economic Development Department   | Downtown Manchester Special Services District, Planning & Zoning Commission                                       | Consistent                     |

| PAGE | STRATEGY   | TIMEFRAME   | LEAD  | SUPPORT   | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|--|-------------|---|---|--------------------------------|
| 58   | Support existing initiatives and identify new ones that encourage teens, college students, and young adults to spend more time Downtown. | 4 – 6 years | Town of Manchester (Multiple Departments)                       | Youth Services Bureau, Manchester Public Schools, Senior and Family Services, Human Services Department, Neighborhood and Families Division         | 1,3                            |
| 58   | Incorporate an inclusive understanding of community needs and cultural awareness into Downtown policing practices.                       | 4 – 6 years | Police Department   | Downtown Manchester Special Services District, Continuum of Care Members, Manchester Community Services Council, Youth Commission, Community Groups | Consistent                     |
| 58   | Incentivize development of the few vacant properties for mixed-use development.  | 1 – 3 years | Planning & Economic Development Department                      | Board of Directors, Economic Development Commission   | 1                              |
| 58   | Continue to assist owners with code improvements to older buildings.   | Ongoing     | Planning & Economic Development Department                      | Health Department, Building Department, Fire Marshall's Office  | 1                              |
| 58   | Consider a night market to celebrate local businesses, highlight creative talent in the region, and bring the community together.        | 4 – 6 years | Downtown Manchester Special Services District, Community Groups | Leisure, Family, and Recreation Department  | 4                              |

## Housing: Housing Stock

| PAGE | STRATEGY   | TIMEFRAME   | LEAD   | SUPPORT   | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|--|-------------|--|---|--------------------------------|
| 66   | Continue to aid property owners looking to make repairs or rehabilitate existing housing for low and moderate-income residents and families, especially those that may violate health and safety codes.  | Ongoing     | Planning & Economic Development Department                                     | Rebuilding Together, Community Development Block Grant Program, Senior & Family Services, Fire Marshall's Office, Building Department, Board of Directors           | 1,2                            |
| 66   | Consider increasing public awareness and adopting guidelines or incentives for suburban retrofitting. Through form-based regulations that allow for a mix of uses, diverse housing types, and pedestrian-oriented rights-of-way, suburban retrofitting is encouraged, creating an opportunity for new housing options. | 4 – 6 years | Planning & Zoning Commission, Planning & Economic Development Department       | Private Developers, CT Housing Finance Authority, Homebuilders Association of Connecticut, Communications & Civic Engagement Office, Housing & Fair Rent Commission | 1,2,3                          |
| 66   | Educate the public on Low Impact Development best practices and erosion control.   | 1 – 3 years | Sustainability Commission, Conservation Commission, Department of Public Works | Neighborhood & Families Division, Communications & Civic Engagement Office  | 4, 5                           |
| 66   | Continue to address dilapidated structures and   | Ongoing     | Building Department  | Property Maintenance Code Municipal Board of Appeals  | 1                              |

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|    | building code violations through code enforcement.  |             |  |  |   |
| 66 | Consider forming a community land bank (see Hartford Land Bank Case Study).   | 1 - 3 years | Planning & Economic Development Department                               | Manchester Conservation Land Trust, Housing & Fair Rent Commission | 1 |
| 66 | Create, enforce, and periodically evaluate standards for residential design, building and property maintenance, landscape design, and planting to improve housing conditions. Amend standards as necessary to meet the needs and desires of the Town. | 4 – 6 years | Planning & Economic Development Department, Planning & Zoning Commission | Building Department, Sustainability Commission                     | 2 |

### Housing: Changing Preferences

| PAGE | STRATEGY  | TIMEFRAME    | LEAD  | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|--------------|---|--|--------------------------------|
| 69   | Strengthen neighborhoods and expand housing choices through an increased mix of uses, diversified housing choices, and the concentration of more housing within mixed-use areas such as Downtown. | 7 – 10 years | Planning Department, Planning & Zoning Commission | Private Developers, Manchester Housing Authority, CT Housing Finance Authority, Housing & Fair Rent Commission | 1, 2                           |

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| 69 | Identify opportunities to enhance connections within existing neighborhoods, and connections to surrounding neighborhoods, centers, and recreation areas  | 4 – 6 years | Engineering Division, Planning & Economic Development  | Private Developers, Leisure, Family, and Recreation | 2,3 |
| 69 | Monitor the changing preferences of residents in existing neighborhoods using community- and neighborhood-wide surveys. Periodically evaluate the satisfaction of residents when it comes to factors such as safety; quality and availability of civic spaces and facilities; and neighborhood elements such as sidewalks, paths, trails, landscaping, and street lighting. | 4 -6 years  | Communications & Civic Engagement Office   | Town of Manchester (Multiple Departments)           | 2   |
| 69 | Introduce a street/pedestrian lighting element into the Sidewalk Plan with the understanding that implementation will be a neighborhood-by neighborhood approach dependent on consensus in each neighborhood to add lighting.   | 4 – 6 Years | Planning & Economic Development, Planning & Zoning Commission  | Department of Public Works                          | 1   |
| 69 | Offer funding mechanisms and programs to provide pathways to homeownership for residents who prefer to own instead of rent.   | 1 – 3 years | Community Renewal Team, Federal Housing Authority, CT Housing Finance Authority, Department of Housing | Senior & Family Services, Human Services Department | 2   |
| 69 | Ensure an adequate supply of both rental and for-sale housing to keep up with projected demand.   | Ongoing     | Planning & Economic Development Department   | Private Developers, Planning & Zoning Commission    | 2   |

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| 69 | Provide educational opportunities and outreach to both tenants and landlords to facilitate and encourage building upgrades to improve energy efficiency, switch to renewable energy sources, and fit out with EV charging plug readiness. Often landlords have little incentive to do these things when the tenant pays for utilities. | 1 – 3 years | Sustainability Commission, Department of Public Works | Community Groups, Energize CT, Eversource, Private Developers | 2,4 |
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## Housing: Attainability

| PAGE | STRATEGY   | TIMEFRAME   | LEAD   | SUPPORT            | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|--|-------------|--|--------------------|--------------------------------|
| 75   | Update zoning regulations to better accommodate attainable housing by reducing lot size requirements, reducing setbacks, and reducing and/or eliminating parking requirements.   | 1 – 3 years | Planning & Economic Development Department, Planning & Zoning Commission |                    | 2                              |
| 75   | Prioritize policies and programs that encourage higher density pedestrian-oriented neighborhoods with a range of housing choices.  |             | Planning & Economic Development Department, Planning & Zoning Commission | Community Groups   | 2,3                            |
| 75   | Encourage mixed-use development in areas that traditionally consume large amounts of land, like big box shopping centers and malls. This would locate people near transportation and jobs, create more livable places, increase housing options and lower costs, and likely not be looked upon as a NIMBY (Not in My Backyard) use as might be the case in existing neighborhoods. | 4 -6 years  | Planning & Economic Development Department                               | Private Developers | 1,2,3                          |
| 75   | Create additional opportunities to produce 'Missing Middle' housing types, or more compact housing types compatible in scale with single-family housing, such as cottage-style development or townhomes.   | 1-3 years   | Planning & Economic Development Department, Planning & Zoning Commission | Private Developers | 2                              |

| PAGE | STRATEGY  | TIMEFRAME   | LEAD   | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|-------------|--|--|--------------------------------|
| 75   | Identify resources the Town is willing to provide to incentivize desired types of housing development, such as grants, tax abatements, land, or shared parking.   | 1 – 3 years | Board of Directors   | Planning & Economic Development Department   | 2                              |
| 75   | Consider lowering parking requirements for proposed attainable housing to make these projects more viable.  | 1 – 3 years | Planning & Economic Development Department, Planning & Zoning Commission | Engineering Division   | 2                              |
| 75   | Ensure that low-income and attainable housing are interspersed with market-rate housing to create mixed income communities that include options for disabled persons, elderly persons, and those experiencing homelessness. | 4 – 6 years | Planning & Economic Development Department, Planning & Zoning Commission | Manchester Housing Authority, Housing & Fair Rent Commission   | 2                              |
| 75   | Implement the strategies described in the Affordable Housing Plan.  | 4 – 6 years | Planning & Economic Development Department                               | Private Developers, Manchester Housing Authority, CT Housing Finance Authority, Housing & Fair Rent Commission | 1,3                            |
| 75   | Ensure new low-income and attainable housing is served by public transportation.  | Ongoing     | Planning & Economic Development Department                               | Department of Transportation   | 2,3                            |

| PAGE | STRATEGY  | TIMEFRAME   | LEAD   | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|-------------|--|--|--------------------------------|
| 75   | Find ways to streamline the development review process by producing a guide to the process for different development types. Shorter and simpler approvals avoid unnecessary increases in development costs that could be passed on to buyers and renters. Utilize software to ensure that new development follows the Sectors in the Conservation & Growth Map. | 1 – 3 years | Planning & Economic Development Department, Planning & Zoning Commission |  | consistent                     |
| 75   | Identify underutilized funding sources including local, state, and federal opportunities. Explore non-traditional funding sources such as the donation of buildings and land to utilize for affordable housing units.   | 4 -6 years  | Planning & Economic Development Department                               | Housing Commission, Board of Directors, Manchester Conservation Land Trust | 2,6                            |
| 75   | Continue to produce affordable housing units and ensure that deed restrictions do not expire on larger affordable housing developments.   | 4 – 6 years | Planning & Economic Development Department                               | Manchester Housing Authority, Community Development Block Grant Program    | 2                              |

## Housing: Homelessness

| PAGE | STRATEGY  | TIMEFRAME   | LEAD   | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|-------------|--|--|--------------------------------|
| 77   | Create a stigma-reducing campaign to provide a consistent definition of the term “homeless.” This definition would then be used across all departments and town-wide correspondence. A public service component would include reasons why individuals become homeless, early warning sign indicators, and available community resources.      | 1 – 3 years | MACC Charities, Housing & Fair Rent Commission | Continuum of Care, Human Services Department, Senior & Family Services, Youth Commission, Communications & Civic Engagement Office | Consistent                     |
| 77   | Consider becoming a “Built for Zero” Community.   | 4 – 6 years | Town of Manchester (Multiple Departments)      | Human Services Department, Senior & Family Services, Continuum of Care, Manchester Community Services Council, MACC                | 2                              |
| 77   | Continue to develop, partner with, expand, and improve upon existing agencies and programs to further provide food, healthcare, shelter, temporary housing, or transitional housing for all segments of the homeless population regardless of sex, gender, sexual orientation, race, ethnicity, age, physical ability, mental condition, etc. | 1 – 3 years | Human Services Department, MACC                | Continuum of Care, Manchester Community Services Council   | Consistent                     |

| PAGE | STRATEGY  | TIMEFRAME | LEAD                                       | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|-----------|--|--|--------------------------------|
| 77   | Reduce housing cost burden and expand attainable housing opportunities. | Ongoing   | Planning & Economic Development Department | Community Renewal Team, Continuum of Care, Manchester Community Services Council, Housing & Fair Rent Commission | 2                              |

## Public Services & Infrastructure

| PAGE | STRATEGY   | TIMEFRAME   | LEAD   | SUPPORT   | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|--|-------------|--|---|--------------------------------|
| 92   | Increase revenue potential with the Town's Conservation + Growth Map presented in the Land Use + Community Character Chapter to help fund future infrastructure investments.   | Ongoing     | Planning & Economic Development Department, Planning & Zoning Commission | Private Developers  | 1,3                            |
| 92   | Be creative in implementing strategies that maximize sustainable revenue streams for future year infrastructure investments, and reconsider rules and requirements (like tax assessment agreements) in the Town for commercial, office, industrial, or mixed-use areas related to densities, land use mix, building heights, or parking requirements that depress development potential (and thus tax and fee generation potential). | Ongoing     | Planning & Economic Development Department                               | Board of Directors, Assessment & Collections, Collector of Revenue Office | Consistent                     |
| 92   | Consider Town policies and incentives that encourage the redevelopment of underutilized parcels in the Town to increase property tax revenues.   | 1 – 3 years | Board of Directors   | Planning & Economic Development Department                                | 1                              |

| PAGE | STRATEGY  | TIMEFRAME  | LEAD  | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|------------|---|--|--------------------------------|
| 92   | Promote water conservation and reuse principles in future investments. For new development and redevelopment in Manchester, consider water conservation and reuse practices and technologies that, in part, promote greywater reuse for non-potable users or the installation of water-conserving fixtures and appliances.  | 4 -6 years | Water & Sewer Department, Aquifer Protection Agency | Planning & Economic Development Department, Water & Sewer Department, PZC, Public Works Department, Sustainability Commission, | 4,5                            |
| 92   | Modify existing codes and regulations to protect drinking water supply.   | 4 -6 years | Water & Sewer Department, Aquifer Protection Agency | Public Works Department, Planning & Economic Development Department  | 4,5                            |
| 92   | Initiate public outreach and education campaigns about water conservation in homes, businesses, and gardens.  | 4 -6 years | Public Works Department, Sustainability Commission  | Planning & Economic Development Department, Water & Sewer Department, Customer Service, Communications Office                  | 4,5                            |
| 92   | The Town should continue its initiative towards meeting MS4 requirements and improving local stormwater management infrastructure throughout the community, which may also increase property values, create scenic views, manage flood events, or attract wildlife as incidental benefits. Prioritize improvements to stormwater conditions in Aquifer Protection Areas and “impaired” water courses. | Ongoing    | Public Works Department, Water & Sewer Department   | Planning & Economic Development Department   | 4,5                            |

| PAGE | STRATEGY   | TIMEFRAME   | LEAD   | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|--|-------------|--|--|--------------------------------|
| 92   | Evaluate best management practices to reduce stormwater run-off from private developments, including, but not limited to, rain gardens, conservation landscaping, reduced impervious surface areas (especially for parking lots), underground storage areas for large-scale rain events, or onsite swales for short-term stormwater retention. | 1 -3 years  | Planning & Economic Development Department, Planning & Zoning Commission | Private Developers, Sustainability Commission, Public Works Department                             | 4,5                            |
| 92   | Implement one or more ideas for stormwater management as a condition of private development in the Town's subdivision rules and/or engineering design standards.   | 4 - 6 years | Planning & Economic Development Department, Planning & Zoning Commission | Private Developers, Public Works Department  | 4,5                            |
| 92   | Prioritize recommendations for improved stormwater conditions in riparian zones throughout Manchester, including the reduction of impervious surface in riparian zones to increase stormwater infiltration and decrease stormwater runoff to other areas.  | 1 – 3 years | Public Works Department  | Planning & Economic Development Department, Conservation Commission                                | 4,5                            |
| 92   | Town officials should consider, and plan for, increasing demands on stormwater infrastructure resulting from climate change.   | 4 – 6 years | Board of Directors, Public Works Department                              | Planning & Economic Development Department, Emergency Management Office, Sustainability Commission | 4,5                            |

| PAGE | STRATEGY   | TIMEFRAME    | LEAD                    | SUPPORT   | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|--|--------------|-------------------------|---|--------------------------------|
| 93   | Be a successful solid waste entrepreneur. Learn from other solid waste collection agencies in the United States about how they are expanding their business models and consider implementing some of their best practices in Manchester. Continue long-range analysis of landfill maintenance and operation beyond the current 2030 fill horizon.  | 4- 6 years   | Public Works Department | Planning & Economic Development Department, Sustainability Commission | 4,5                            |
| 93   | Capitalize on strategic partnerships to implement future infrastructure projects. Convene a professional/community leaders committee to regularly discuss public and private infrastructure projects; Coordinate individual private sector projects to meet shared Town goals; Contribute to upsizing certain infrastructure beyond the needs of an individual project to serve larger community needs; Sync individual project schedules to minimize disruptions in the community; Look for economies-of-scale with multiple projects to build infrastructure more efficiently. | 7 – 10 years | Public Works Department | Planning & Economic Development Department                            | 1,6                            |

| PAGE | STRATEGY   | TIMEFRAME   | LEAD   | SUPPORT   | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|--|-------------|--|---|--------------------------------|
| 93   | Empower the Sustainability Commission to integrate sustainability & resiliency into all Town decision making. For example: Provide funding for technical assistance on Commission efforts; Integrate Low Impact Development (LID) techniques and Green Stormwater Infrastructure (GSI) into the private development approvals process and municipal capital improvements planning/ design; Develop baseline metrics to track sustainability indicators over time; Expand equity as a component of the Commission's work. Require representatives of the Sustainability Commission to be included as dedicated members of or liaisons to other Town boards and commissions. | 4 - 6 years | Public Works Department, Sustainability Commission | Planning & Economic Development Department  | 4,5                            |
| 94   | Produce a Resiliency & Adaptation Plan focused on adapting to and reacting to climate change.  | 1 – 3 years | Public Works Department                            | Sustainability Commission, Planning Department, Emergency Management Office, Conservation Commission, Planning & Zoning Commission, Communications Office | 4,5,6                          |

| PAGE | STRATEGY   | TIMEFRAME   | LEAD   | SUPPORT   | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|--|-------------|--|---|--------------------------------|
| 94   | Address deferred maintenance concerns in future year budgets. Town officials should set and commit to a minimum guaranteed fund allocation for maintaining critical infrastructure categories in Manchester as a component of the annual budget process. Identify localized flooding issues as a community priority as most conditions will worsen with climate change.  | 1 – 3 years | Public Works Department, Board of Directors        | Budget and Research Office  | 5                              |
| 94   | Maintain Sustainable CT certification, building on the Town’s October 2022 Silver Certification.   | Ongoing     | Public Works Department, Sustainability Commission | Multiple Town Department  | Consistent                     |
| 94   | Invest in the Town’s fire protection services to keep pace with future growth in designated areas on the Conservation + Growth Map. The magnitude and timing of investment should be phased to maintain an ISO 3 insurance rating for the Town. Study the need for new and expanded fire station facilities in the Town, and program future capital improvements and personal investments in the Town’s Capital Improvements Plan and Annual Operating Budget to keep pace with the location, magnitude, and timing of growth anticipated through 2040. Continue ongoing discussions to explore merging the two town-serving Fire Districts. | 1 – 3 years | Board of Directors, Fire Department                | Finance Department, Budget & Research Office, Public Works Department | Consistent                     |

| PAGE | STRATEGY  | TIMEFRAME   | LEAD  | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|-------------|---|--|--------------------------------|
| 94   | Invest in the Town's police protection services to keep pace with future growth.  | Ongoing     | Board of Directors, Police Department             |  | Consistent                     |
| 95   | Consider information from the POCD in updates to the Town's water and sewer master plans or its capital investment plans and programs to keep pace with the location, magnitude, and timing of growth anticipated through 2040.   | 7- 10 years | Public Works Department, Water & Sewer Department | Planning & Economic Development Department                     | 1                              |
| 95   | Support appropriate applications for "Smart Town" technologies in future capital projects. A broad Smart Towns initiative will link Information systems and provide more opportunities for real-time information-sharing with the community. Develop a townwide strategy that acts as a framework to coordinate investments from various departments or their partners. | Ongoing     | Public Works Department, Information Systems      | Planning & Economic Development Department, Board of Directors | Consistent                     |

| PAGE | STRATEGY  | TIMEFRAME   | LEAD   | SUPPORT   | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|-------------|--|---|--------------------------------|
| 95   | Increase the number and location of electric vehicle (EV) charging stations in Manchester to support public and private initiatives to expand EV ownership and uses to meet daily needs. Continue monitoring the supply and demand for public and private EV charging stations and other infrastructure in Manchester. Ensure the Town is adequately covered and equipped to meet future demands. Identify funding sources to be able to install additional infrastructure quickly, as necessary. | 4 – 6 years | Public Works Department, Planning & Economic Development Department      | USDOT, US Dept. of Energy, PURA, CTDOT, US Dept. of Agriculture | Consistent                     |
| 95   | Evaluate options for bringing faster high-speed broadband internet throughout the community, especially to low- and moderate-income neighborhoods, whether by partnering with a private provider or through investments in a municipally funded network.  | Ongoing     | Information Systems, Public Works Department, Private Broadband provider | Planning & Economic Development Department, Board of Directors  | Consistent                     |

## Community and Cultural Resources: Downtown Manchester Community

| PAGE | STRATEGY  | TIMEFRAME   | LEAD   | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|-------------|--|--|--------------------------------|
| 105  | Implement the Downtown for All Complete Streets Plan. This would increase pedestrian and visitor activity by ensuring that the Downtown area is safe, walkable, and welcoming for everyone.   | 1 – 3 years | Department of Public Works, Dept. of Planning & Economic Development         | Department of Transportation, Downtown Manchester Special Services District, Sustainability Commission | 3,5                            |
| 105  | Celebrate Manchester’s evolving cultural identity by celebrating the wide variety of nationalities and cultural identities that call Manchester home. See the “Festival, Events & Entertainment” recommendations below.   | Ongoing     | Leisure, Families & Rec, Downtown Manchester Special Services District       | Community Groups   | 4                              |
| 105  | Encourage art and performances in public places by continuing to collaborate with local artists through facilities like WORK_SPACE. Manchester’s creatives should be fairly compensated for their contributions to the Town and should not be asked to donate their time or work. | Ongoing     | Arts Commission, Cultural District, WORK_SPACE, Family, Leisure & Recreation | Local Artists  | 4                              |
| 105  | Consider expanding upon the existing Downtown District by identifying and developing key vacant and underutilized parcels on the west side of Main Street to make Downtown feel more complete and inviting to visitors.   | 4 – 6 years | Planning & Economic Development Department                                   | Downtown Manchester Special Services District  | 1,3                            |

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| 105 | Explore the pursuit of an Arts and Cultural District designation through the State of Connecticut. | 1 – 3 years | WORK_SPACE,<br>Arts<br>Commission | Planning &<br>Economic<br>Development<br>Department,<br>Downtown<br>Manchester<br>Special<br>Services<br>District | 4 |
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## Community and Cultural Resources: Festivals, Events & Entertainment

| PAGE | STRATEGY   | TIMEFRAME  | LEAD  | SUPPORT   | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|--|------------|---|---|--------------------------------|
| 109  | Consider bringing smaller events to individual neighborhoods to increase participation in cultural events.   | Ongoing    | Leisure, Families & Recreation  | Community Groups                                  | 4                              |
| 109  | Continue to celebrate diverse cultures. Consider expanding on the annual Juneteenth Freedom Day Commemoration and Hispanic Heritage Celebration and adding celebrations of other cultural events.  | Ongoing    | Leisure, Families & Recreation, Manchester Latino Affairs Council, African American & Black Affairs Council | Community Groups                                  | 4                              |
| 109  | To ensure broad participation in festivals and events, ensure that public transportation is available, or provide transportation such as shuttle buses that run from walkable neighborhood centers or other neighborhood facilities. This can help reduce parking needs and allow events to take place in underutilized parking lots or on closed streets. | 1- 3 years | Leisure, Families & Recreation  | CT Department of Transportation, Community Groups | 4                              |
| 109  | Continue to keep the Town of Manchester website calendar updated with local festivals, events, and entertainment options.  | Ongoing    | Communications & Civic Engagement Office, Customer Service  | Multiple Departments                              | Consistent                     |

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| 109 | Utilize current civic and cultural assets to create a thriving arts, culture, and entertainment market. | Ongoing | Planning & Economic Development Department | Arts Commission, WORK_SPACE, Community Groups, Local Artists | 4 |
|-----|---|---------|--|--|---|

## Community and Cultural Resources: Historic Resources

| PAGE | STRATEGY  | TIMEFRAME   | LEAD   | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|-------------|--|--|--------------------------------|
| 115  | Consider partnering with others to promote private, or public, acquisition of historic properties to hold, manage, preserve, restore, and improve properties to promote historic preservation efforts.  | Ongoing     | Planning & Economic Development Department, Board of Directors, Department of Public Works | Manchester Historical Society, Cheney Brothers National Historic Landmark District Commission, Cheney Hall Foundation, Land Acquisition & Historic Property Investment Committee | 4                              |
| 115  | Make a concerted effort to understand what kinds of historic preservation programs are desired by marginalized communities and attempt to acquire State Historic Preservation Office (SHPO) grant funding during the appropriate yearly cycle to implement programs and accomplish tangible goals as it relates to honoring “hidden histories.” | Ongoing     | Planning & Economic Development Department, Manchester Historical Society                  | African American Affairs Council, Latino Affairs Council, Youth Commission   | 4,6                            |
| 115  | Continue to support the efforts of the Manchester Historical Society to bring history-related programming, events, and tours to Manchester.   | Ongoing     | Multiple Departments, Community Groups   | Manchester Historical Society  | 4                              |
| 115  | Expand the resources available to those seeking to learn about Manchester’s black and immigrant history and the indigenous people that were the original settlers of Manchester.  | Ongoing     | Multiple Departments   | Manchester Historical Society, African American Affairs Council, Latino Affairs Council  | 4                              |
| 115  | Utilize technology to improve wayfinding and storytelling within the historic areas, bringing history back to   | 4 – 6 years | Multiple Departments   | Manchester Historical Society, Cheney Commission   | 4                              |

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|  | life through Virtual Reality, Augmented Reality, etc. |  |  |  |  |
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## Community and Cultural Resources: The Arts

| PAGE | STRATEGY   | TIMEFRAME  | LEAD  | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|--|------------|---|--|--------------------------------|
| 118  | Continue to encourage and support neighborhood-level arts events like pop-ups, mini galleries, sidewalk art shows, and walking art tours.  | Ongoing    | Community Groups                              | Downtown Manchester Special Services District, WORK_SPACE Leisure, Families & Recreation | 4                              |
| 118  | Provide destinations and programming for all ages, incomes, abilities, and cultural backgrounds.   | Ongoing    | Leisure, Family & Recreation,                 | Manchester Public Schools, Community Groups  | 4                              |
| 118  | Consider developing a public art master plan.  | 4 -6 years | Planning & Economic Development Department    | Arts Commission, Community Groups, WORK_SPACE, Cultural District                         | 4                              |
| 118  | Support arts programs in public schools in order to provide equitable access for students. Recognize that transportation may be an issue for some families and that some students are unable to take advantage of extracurricular activities unless transportation is available. | Ongoing    | Board of Education, Manchester Public Schools | Arts Commission, Community Groups  | 4                              |

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| 118 | Consider designating an Arts & Culture District to show that the arts are valued by Town leadership and to stimulate economic growth.  | 1 -3 years | Board of Directors, Arts Commission | WORK_SPACE, Planning & Economic Development Department               | 4 |
| 118 | Seek national grants to showcase and support local artists, especially those with marginalized identities. See the Historic Heber Downtown Mural Initiative Case Study and Park Social Case Study. | Ongoing    | Arts Commission, Community Groups   | Town Staff, Latino Affairs Council, African American Affairs Council | 4 |
| 118 | Continue supporting institutions like WORK_SPACE that understand the importance of an open and welcoming creative environment for artists and professionals alike.                                 | Ongoing    | Multiple Departments                | Downtown Manchester Special Services District, Arts Commission       | 4 |

### Community and Cultural Resources: Educational Facilities

| PAGE | STRATEGY  | TIMEFRAME | LEAD   | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|-----------|--|--|--------------------------------|
| 125  | Expand opportunities for the Town of Manchester to partner with Manchester Community College, identifying potential public private partnerships with clear and tangible goals. These partnerships could yield events, studies, grant funding, educational and economic development opportunities, and co-op programs. (See Economics + Employment Chapter for more detailed information). | Ongoing   | Planning & Economic Development Department, Board of Directors | CT State Community College Manchester, Manchester Public Schools | Consistent                     |

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| 125 | Strengthen and expand existing partnerships between Manchester Community College, Manchester High School, Cheney Tech, and local employers. | Ongoing     | Manchester Public Schools, CT State Community College Manchester, Cheney Tech |  | Consistent |
| 125 | Complete the Repurposed Schools project and move forward.   | 4 – 6 years | Repurposing Committee, Town Staff   | Board of Directors   | 1          |
| 125 | Introduce local youth to government and community planning.   | Ongoing     | Planning & Economic Development Department                                    | Youth Commission, Youth Services Bureau, Manchester Public Schools, Board of Directors | Consistent |

### Community and Cultural Resources: Library

| PAGE | STRATEGY  | TIMEFRAME   | LEAD                                       | SUPPORT   | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|-------------|--|---|--------------------------------|
| 126  | Expand library programming and services. Along with an anticipated physical expansion of the library, community resources and programs provided at Mary Cheney Library should be extended (both in scope and variety) to meet the needs of residents. Technology and mobile resources (e.g., bookmobiles, book fair events at public schools, preschool programs, etc.) could expand the scope of | 4 – 6 years | Manchester Public Libraries, Library Board | Manchester Public Schools, Multiple Departments | 4                              |

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|     | the library to serve the needs of the community.  |            |                            |  |            |
| 126 | Ensure connectivity to local libraries by multiple modes of transportation.   | 1 -3 Years | Library Building Committee | Planning & Economic Development Department, Board of Directors | 4          |
| 126 | Partner with the library to identify what municipal services could be more easily provided to the community at the facility in addition to, or instead of, those located at Town Hall. This could include community orientation materials, licenses, taxes assistance, or language classes. | 1 -3 Years | Library Building Committee | Human Services Department                                      | Consistent |

## Transportation

| PAGE | STRATEGY   | TIMEFRAME  | LEAD  | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|--|------------|---|--|--------------------------------|
| 143  | Create an Active Transportation Master Plan to organize current plans and policies into one cohesive, Town-wide plan that addresses the roadway network, pedestrian and bicycle facilities, trails, and transit. A prioritization plan or action items list should be a critical part of the ATP to assist in future project implementation, planning, funding, and budgeting. This Plan should be coordinated with the current on-going Greater Hartford Mobility Study which include alternatives for bus and BRT improvements within and near Manchester. | 4 -6 years | Planning & Economic Development Department, Public Works Department | CT Department of Transportation, Community Groups, Leisure Family & Recreation | 3,6                            |
| 143  | Improve Intersections. A focus should be put on improving the most dangerous and congested intersections. Improving intersections and creating safer pedestrian and bicycle crossings and slowing traffic is an effective way of enhancing the overall network.  | Ongoing    | Public Works Department, CT Department of Transportation            | Planning & Economic Development Department                                     | 3,5                            |

| PAGE | STRATEGY   | TIMEFRAME | LEAD                                       | SUPPORT   | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|--|-----------|--|---|--------------------------------|
| 143  | Connect Existing Trails. Trails should be considered as an integral part of the overall multimodal network to be used for commuting and everyday transportation as well as recreational purposes. Filling gaps in the existing trails along with providing safe and convenient access to trails along streets and roadways will significantly expand non-motorized transportation options.   | Ongoing   | Multiple Departments,                      | Planning & Economic Development Department, Land Acquisition & Historic Property Investment Committee, DEEP, Temporary Trails Committee, Advisory Rec & Park Commission | 3                              |
| 143  | Promote widespread transit options. Support the development of fast, convenient, and affordable transit along major commuter corridors, as well as to neighborhood centers. Requiring new development and substantial redevelopment projects to provide transit easements and baseline infrastructure (i.e., bus stops) will encourage transit usage. Consider future implementation of transit technology such as traffic signal prioritization, queue jumps, and bus-only lanes where appropriate. The Town is also in a strong position to advocate for better access to CTfastrak given the Hartford to U-Conn corridor and the demographic profile and densities within the Town that would support the transit service improvements. | Ongoing   | Planning & Economic Development Department | Planning & Zoning Commission, CT Transit  | 1,3,6                          |

| PAGE | STRATEGY  | TIMEFRAME | LEAD                                       | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|-----------|--|--|--------------------------------|
| 143  | Incorporate First Mile/Last Mile Options. Improving access to transit is a priority goal for Manchester. Along with improvements to bus stops and circulation routes, the Town should explore micro-mobility options for transit users to easily travel to and from bus stops to encourage transit use. | Ongoing   | Planning & Economic Development Department | Public Works Department, Private Business, CT Department of Transportation, Board of Directors | 3                              |
| 143  | Ensure a well-maintained system. Ensure pedestrian, bicycle, and transit facilities are kept clear and accessible. Establish maintenance schedules for nonmotorized facilities to avoid reliance on complaints or requests, which may lead to inequities.   | Ongoing   | Public Works Department                    | Leisure Family & Recreation, Conservation Commission, Manchester Land Trust                    | 3                              |

## Parks, Recreation, + Open Space

| PAGE | STRATEGY  | TIMEFRAME   | LEAD   | SUPPORT   | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|-------------|--|---|--------------------------------|
| 159  | Continue to implement recommendations from the Parks and Facilities Master Plan.  | 4 – 6 years | Leisure, Families & Recreation, Department of Public Works | Planning & Economic Development Department              | 4                              |
| 159  | Emphasize sports tourism as one means to increase the amount of spending and sales tax receipts in the community. Target year-round sports opportunities. (See the Buckland Hills Focus Area Concept as it demonstrates a potential sports facility.)   | 4 -6 years  | Planning Department  | Private Developers, Leisure, Families & Recreation      | Consistent                     |
| 159  | Regularly engage the community in discussions about parks and recreation facilities to ensure park programming meets the needs of residents who use the system. Work directly with residents to ensure the Town provides inclusive and accessible parks and outdoor recreation opportunities. | Ongoing     | Leisure, Families, Recreation                              | Communications & Civic Engagement Office                | Consistent                     |
| 159  | Evaluate each park and the pedestrian and bicycle routes to it from surrounding neighborhoods to ensure maximum accessibility and ADA compliance where feasible.  | 4 – 6 years | Planning & Economic Development Department                 | Department of Public Works, Leisure Family & Recreation | 4                              |
| 159  | Expand tree planting and consider becoming a Tree City USA.   | 1 - 3 Years | Public Works Department, Conservation Commission           | Planning & Economic Development Department,             | 4,5                            |

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|     |  |              |  | Sustainability Commission   |            |
| 159 | Improve Park safety by providing additional lighting and emergency call buttons.   | 4 - 6 years  | Leisure, Families, Recreation  | Public Works Department   | 5          |
| 159 | Consider providing Wi-Fi in the Town's parks, aligning with one of the Parks and Facilities Master Plan's goals to attract teens to parks.   | 1 - 3 years  | Leisure, Families & Recreation, Parks, and Recreation Advisory Committee         | Public Works Department   | Consistent |
| 159 | Explore opportunities to coordinate with and empower volunteers to help with park maintenance through mobile crowd-sourcing apps or websites. (See Crowd4U example.)   | Ongoing      | Leisure, Families & Recreation, Public Works Department, Conservation Commission |   | 4          |
| 159 | Look into the positive economic impacts of the parks system and promote its value to the community.  | 7 – 10 years | Planning & Economic Development Department                                       | Leisure, Families & Recreation  | Consistent |
| 159 | Continue to expand existing Senior and Youth Services in the community to keep up with demand. Town officials should program resources in the future to keep pace with the timing, location, and intensity of potential demands for these services. Early policies, projects, or initiatives identified should respond to the Town survey completed in 2022. | Ongoing      | Leisure, Families & Recreation, Manchester Senior Center                         | Youth Services Bureau, Youth Commission, Senior Adult and Family Services | Consistent |

## Parks, Recreation, + Open Space: Trails

| PAGE | STRATEGY  | TIMEFRAME   | LEAD  | SUPPORT  | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|---|-------------|---|--|--------------------------------|
| 164  | Continue to implement the Trails & Connectivity Plan adopted in August 2021, using the “Pathways, Trails, and Bicycle Facility Preferred Connections” as a guide. Explore additional connections between existing destinations around Town like mills, parks, and schools. See Transportation Chapter for more details. | Ongoing     | Department of Public Works                      | Leisure, Families & Recreation, Planning & Economic Development Department, Temporary Trails Committee | 4                              |
| 164  | Explore adding Manchester’s trails to the CT Trail finder website to help market the Town and attract visitors.   | 1 -3 years  | Leisure, Families & Recreation                  | Communications & Civic Engagement Office   | Consistent                     |
| 164  | Invest in lighting and other safety features for heavily used paths to ensure that trails provide for a safe experience.  | 4 -6 years  | Department of Public Works                      | Board of Directors, Leisure, Families & Recreation   | 4,5                            |
| 164  | Coordinate and regularly meet with additional entities involved with trails in Manchester to update park and trail maps. Identify who owns which trail and what type of trail it is designed for (bikes, pedestrians, etc.).  | 1 – 3 Years | Department of Public Works                      | Parks & Recreation Advisory Committee, Leisure, Families & Recreation                                  | Consistent                     |
| 164  | Improve wayfinding/signage for parking lots at trailheads so users know where to enter the trails.  | 4 -6 years  | Department of Public Works                      | Leisure, Families & Recreation, Communications & Civic Engagement Office                               | Consistent                     |
| 164  | Prioritize land acquisition needs for trail network extensions.   | 1 – 3 years | Land Acquisition & Historic Property Investment | PLANNING & ECONOMIC DEVELOPMENT DEPARTMENT   | 4                              |

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|  |  |  | Committee,<br>Temporary<br>Trails<br>Committee |  |  |
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## Land Use + Community Character

| PAGE | STRATEGY   | TIMEFRAME   | LEAD   | SUPPORT                                    | GROWTH MANAGEMENT PRINCIPLE(S) |
|------|--|-------------|--|--|--------------------------------|
| 171  | Establish and implement street design standards that incorporate recommended elements not already covered in the Town's Public Improvement Standards.  | 4 – 6 years | Department of Public Works, Planning & Zoning Commission                 | Planning & Economic Development Department | Consistent                     |
| 171  | Pursue grants that will assist in the purchasing and installation of streetscape plantings and furnishings.  | Ongoing     | Department of Public Works   | Planning & Economic Development Department | Consistent                     |
| 171  | Explore ways to further support traditional and urban farming, while maintaining good neighbor relations.  | Ongoing     | Planning & Economic Development Department                               | USDA, DEEP, EPA                            | 4                              |
| 174  | Review the current Zoning Regulations to ensure that zoning permits the desired scale and character of development. Look for barriers to their use by developers while maintaining a high standard for human-scale design. | 1 - 3 years | Planning & Economic Development Department, Planning & Zoning Commission | Private Developers                         | Consistent                     |
| 174  | Consider a comprehensive update of the current Zoning Regulations by simplifying, consolidating, and modernizing. Strongly encourage design and form considerations.   | 1 -3 years  | Planning & Economic Development Department, Planning & Zoning Commission |  | Consistent                     |
| 174  | Reduce or remove parking requirements in some or all existing zoning districts.  | 4 -6 years  | Planning & Economic Development Department, Planning & Zoning Commission | Department of Public Works                 | 1,3                            |
| 174  | Consider expanding form-based zoning and Design Overlay Zones to promote high-quality design and development.  | 4 -6 years  | Planning & Economic Development  |  | Consistent                     |

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|     | Amendments or revisions to the existing Zoning Regulations should allow mixed-use development.  |              | Department, Planning & Zoning Commission   |            |            |
| 174 | Develop design standards for architecture, focusing on the materials, scale, orientation, and fenestration, particularly on facades visible from public spaces and streets. These standards can be incorporated into the Zoning Regulations or can be separate Design Guidelines. | 7 – 10 years | Planning & Economic Development<br>Department, Planning & Zoning Commission        |            | Consistent |
| 174 | Lead by example by adhering to design standards for public buildings. By doing so, the Town can encourage the private sector to employ the guidelines when designing new buildings or renovating existing buildings.  | Ongoing      | Building Committee,<br>Library Building<br>Committee, School<br>Building Committee |            | Consistent |
| 174 | Consider buying power lines or relocating them to the edge of the right-of-way or to the parallel street or alley to minimize visual clutter. Trees and bistro lights also soften their visual impact.  | 7 – 10 years | Department of Public Works   | Eversource | Consistent |