Manchester 2020

2012 Plan of Conservation and Development

VISION – ASPIRATIONS – ACTIONS

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

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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.

II. CURRENT ENVIRONMENT AND EXPECTED TRENDS

Overview

The Manchester 2020 Plan was prepared during a time when the State and nation were beginning a slow recovery from the most severe economic recession in decades. The collapse of the financial markets not only threatened the banking system but resulted in unemployment between 9% and 10%; a record number of home foreclosures and attendant declines in home sales, prices, and new construction; a rising federal deficit resulting from less revenue and increased expenditures to stimulate the economy and stabilize the financial markets; severe State budget deficits; and declining State and federal resources to support local government services. Manchester tends to mirror state and regional trends and so each of these issues had some effect on both the town and its residents.

Although these events were severe and may result in long-term structural changes in the economy, they were relatively short in duration. Other larger and longer-term trends will affect Manchester, the region and nation in the future.

Population

Connecticut's population growth has been relatively flat for the last 20 years. If not for foreign immigration the State would have actually lost population during that period. Manchester, however, has grown steadily over the same time period and is projected to continue to do so over the next decade. The Connecticut Economic Resource Center projects Manchester's population will grow by 1.1% each year between 2010 and 2016, higher than the projected increases for Hartford County (.8%) and the State (.8%). Additionally, while most of Connecticut is expected to grow older at a rapid pace, the aging of Manchester's population is projected to be less significant, due partially to the diversity of both its population and its housing stock. Already a diverse community in terms of age, income, race, and ethnicity, Manchester will become more diverse. Over the next 20 years younger residents will be much more racially and ethnically diverse within their age group than older residents.

Table A: Population Growth

	1990	2000	2010	% Growth
Manchester	51,618	54,740	58,241	12.8%
Hartford County				3.3%
Connecticut				6.6%

Source: US Census

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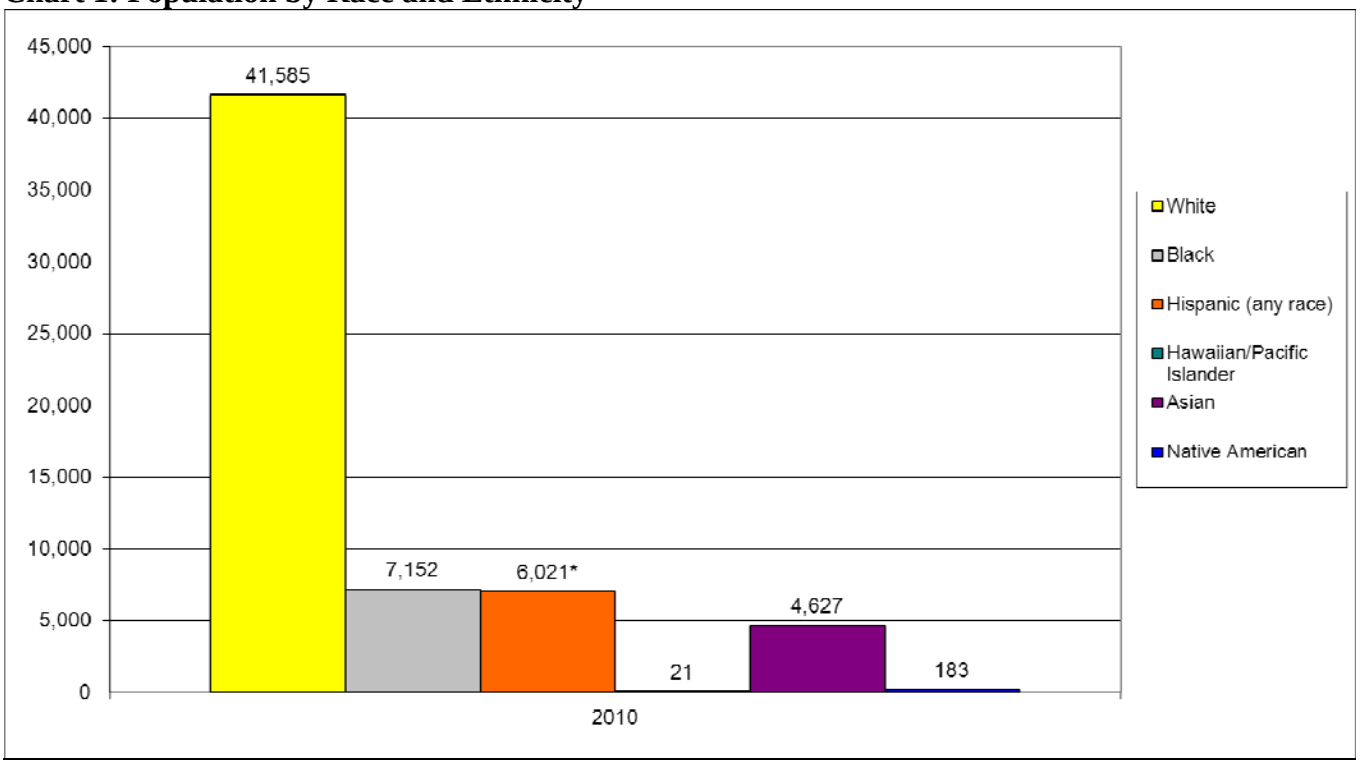
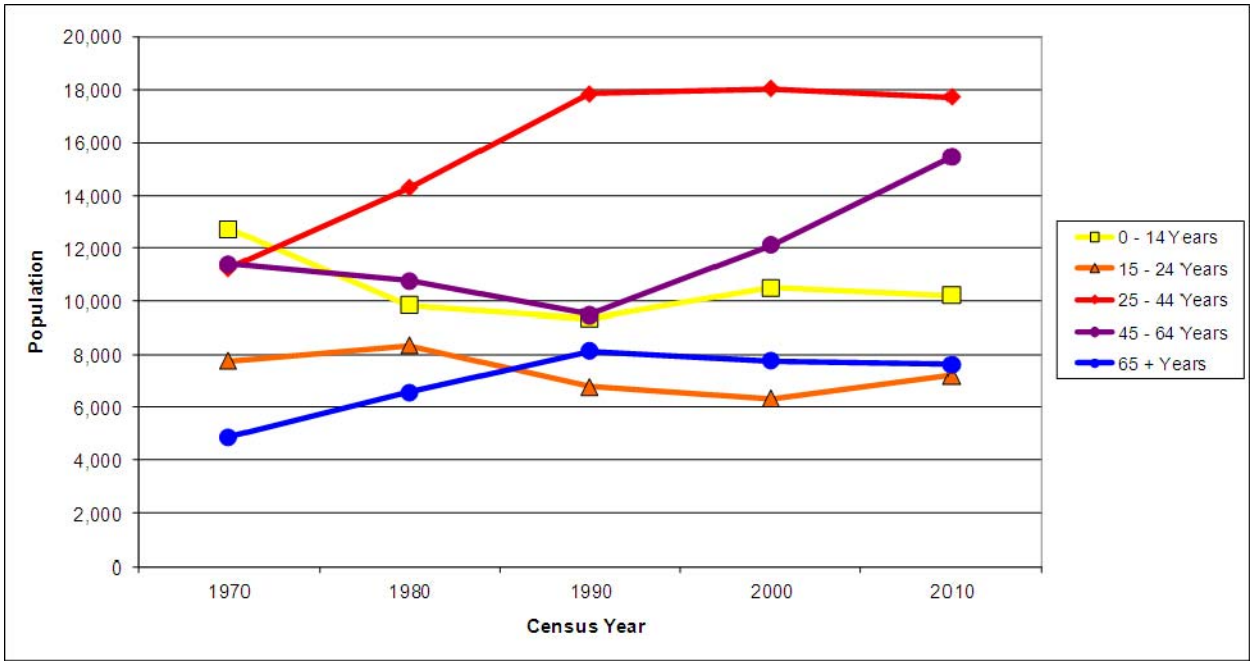
Chart 1: Population by Race and Ethnicity



Source: US Census

Nationally, the Baby Boom generation, the oldest members of whom are now entering retirement, will continue to grow as a percentage of the population. Generation X (generally those born in the 1960s and 1970s) is a large share of the current workforce and housing market while Generation Y (generally those born in the 1980s and 1990s) is starting to enter the workforce and in terms of its size, is larger than even the baby boomer population. Meanwhile it is expected that the K-12 population will decrease over the next 20 years.

Chart 2: Population Trends by Age



Source: US Census

It is expected the fastest growing segments of the housing market will be driven by married couples without children, including young people and empty nesters, and single person households. Empty nest and Gen X homeowners currently comprise the "move out and move up" market, while the Generation Y segment represents new households entering the market. Research indicates these groups will primarily be looking for housing that is efficient and affordable, and will be more interested in smaller spaces that require less maintenance. Renting will be an attractive option for many households because of cost, convenience, uncertainty regarding the future investment returns of homeownership and the freedom to move to other jobs in an increasingly fluid economy.

These large population trends will influence the community's housing market, neighborhoods and the demand for and type of services expected from the community. On one hand, an expanding elderly and retired population may feel they have less disposable income and be less likely to fund major capital investments or service improvements from which they may not directly benefit. On the other hand, new households looking for places to live will be expecting high levels of services, quality amenities, vibrant, interesting places and quality schools.

Table B: Household Income Distribution

Income	% of Manchester Households Earning in 2008
< **$15,000**	10.0%
$15,000-$24,999	9.6%
$25,000-$34,999	8.5%
$35,000-$49,999	14.0%
$50,000-$74,999	19.8%
$75,000-$99,999	15.5%
$100,000-$149,999	14.1%
> **$150,000**	8.5%

Source: US Census

Economy

Manchester serves as an economic, employment and service hub of the Greater Hartford region east of the Connecticut River. As it has throughout its history, the Town continues to grow and adapt to economic and market conditions through a robust and diverse local economy, desirable location, active government and residents, and cooperation between the private and public sectors.

One of Manchester's primary economic advantages is its location along Interstates I-84, I-384 and I-291. Ten miles east of Connecticut's capital city of Hartford and approximately halfway between New York and Boston, Manchester is both a major regional destination and a strategic location between the two major economic drivers in the northeast. Local transportation infrastructure compliments the Town's highway access and includes hundreds of local roads, local and express bus service routes and freight rail service. Tens of thousands of people travel to, from and through Manchester on a daily basis. This prime location makes Manchester attractive to industries of various sizes and types.

Manchester has developed a variety of unique commercial and mixed-use districts, industrial and warehouse locations, and regional destinations. Each district serves a specific purpose, demographic and market.

While Manchester continues to be interested in growing the Town's share of regional economic activity, each commercial area has its own distinct character and different areas call for business activities of differing scales. Buckland Hills serves as a superregional shopping center and as such is home to various national and regional retailers and restaurants. Business parks continue to be attractive to large and medium scale manufacturing, warehousing and other uses. Spencer Street and Tolland Turnpike are heavily traveled commercial corridors. Mixed-use districts like Downtown, Depot Square and the emerging Broad Street area are compact community centers

with a mix of uses and activities. Neighborhood centers like Manchester Green and commercial corridors like Center Street offer opportunities for locally owned retail, convenience, restaurant and office uses. While much of the business activity at each activity center and corridor is driven by market conditions, existing zoning and available space, there is a need to identify opportunities and challenges specific to various districts. Using these and other tools, Manchester has the opportunity to take advantage of its rich economic resources as a way to build vibrant places.

Workforce and Employment

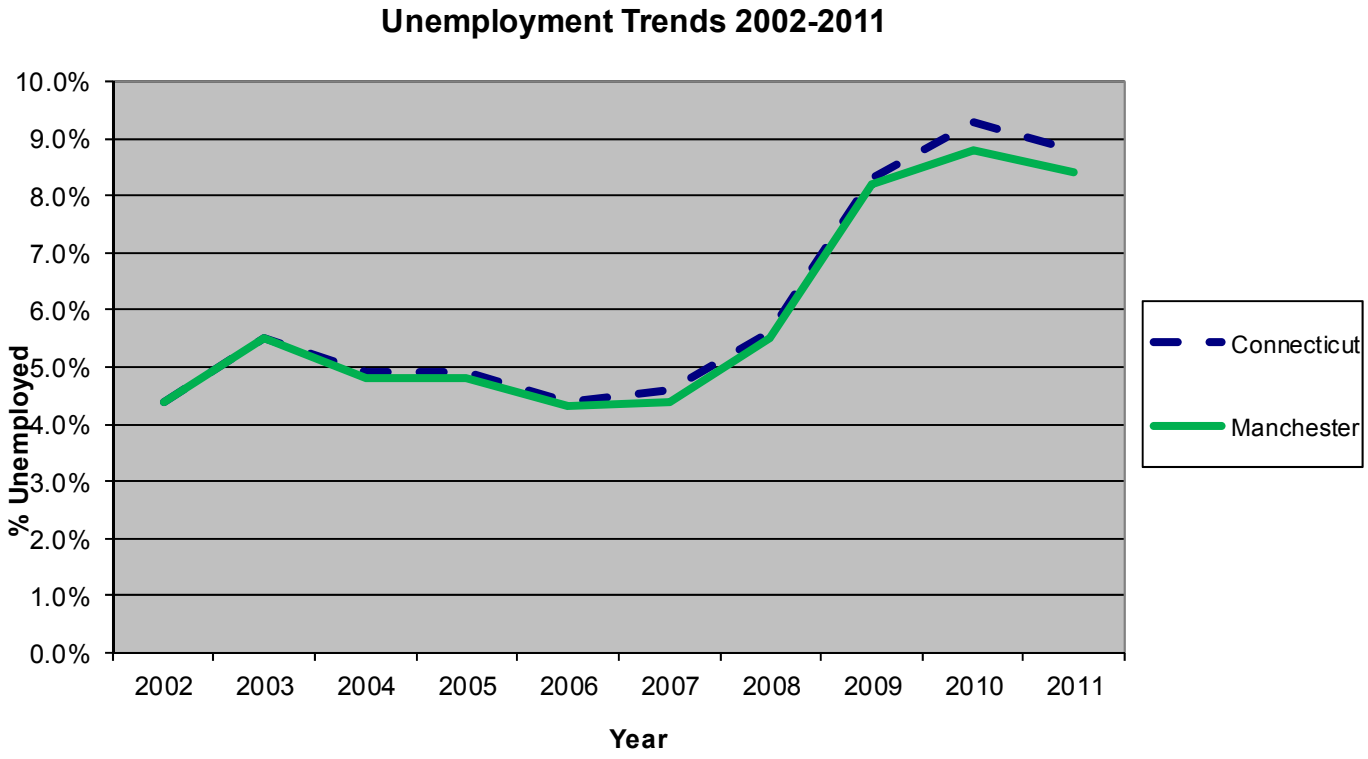
The Great Recession of 2008 had far-reaching effects on the state and regional economies. The recession lasted 22 months in Connecticut, four months longer than it lasted nationally. During that time period the state lost 119,000 jobs, according to the report *State of Working Connecticut, 2011: Jobs, Unemployment, and the Great Recession* (Santacroce and Rodriguez 2011). The report estimates it will take approximately six years to regain pre-recession employment levels. Unemployment in Connecticut peaked at 9.3% in 2010 and six out of the seven largest sectors suffered job losses between 2008 and 2010. The retail, manufacturing, finance and insurance, accommodation/food services and local public education sectors lost jobs, while private sector health care saw an increase in jobs. Regionally, the recession hit the finance/insurance and manufacturing sectors especially hard, costing those sectors 7% and 11% of regional jobs respectively.

As in the State as a whole, the healthcare sector, a single bright spot, experienced positive growth in the Hartford Metro Statistical Area (MSA) between 2008 and 2011, adding 3,100 jobs during that time period. The recovery continues, although very slowly. In 2012 the unemployment rate was 7.8%, with healthcare, manufacturing and retail employment leading employment gains.

The recession had a disproportionately negative effect on younger members of the labor force and on minority populations, both of which are more highly represented in Manchester than in the region as a whole. Statewide unemployment levels for Hispanics from 2006 to 2010 increased by 9.5 percentage points, 7.3 percentage points for African-Americans, and 4.2 percentage point for whites. In 2006, unemployment among workers age 55+ was 2.7 percent compared to 11.4 percent for the youngest workers age 16-24, a difference of 8.7 percentage points. By 2010, the unemployment gap had grown to 11.6 percentage points, with unemployment among young workers at 18.2%. It could be argued that because of the relatively high percentages of younger and minority residents the recession hit Manchester residents harder than other municipalities in the region. However, the diversity of Manchester's commercial base has likely allowed it to ride out the difficult economic period more quickly than municipalities that depend more heavily on one or two primary industries.

Unemployment in Manchester stayed just below state averages during both the recession and recovery periods. In 2009, 27,501 people were employed in Manchester and 30,545 Manchester residents were in the labor force. These totals made up 6% of the jobs in Hartford County and 7% of the County's workforce. In terms of unemployment, Manchester has historically reflected state and regional trends. The yearly average unemployment for both Manchester and the state peaked in 2010. In that year Manchester averaged 8.8% unemployment, while Connecticut averaged 9.3%. The average unemployment rate fell in 2011 and continued to fall through the first quarter of 2012 (see Chart 3).

Chart 3



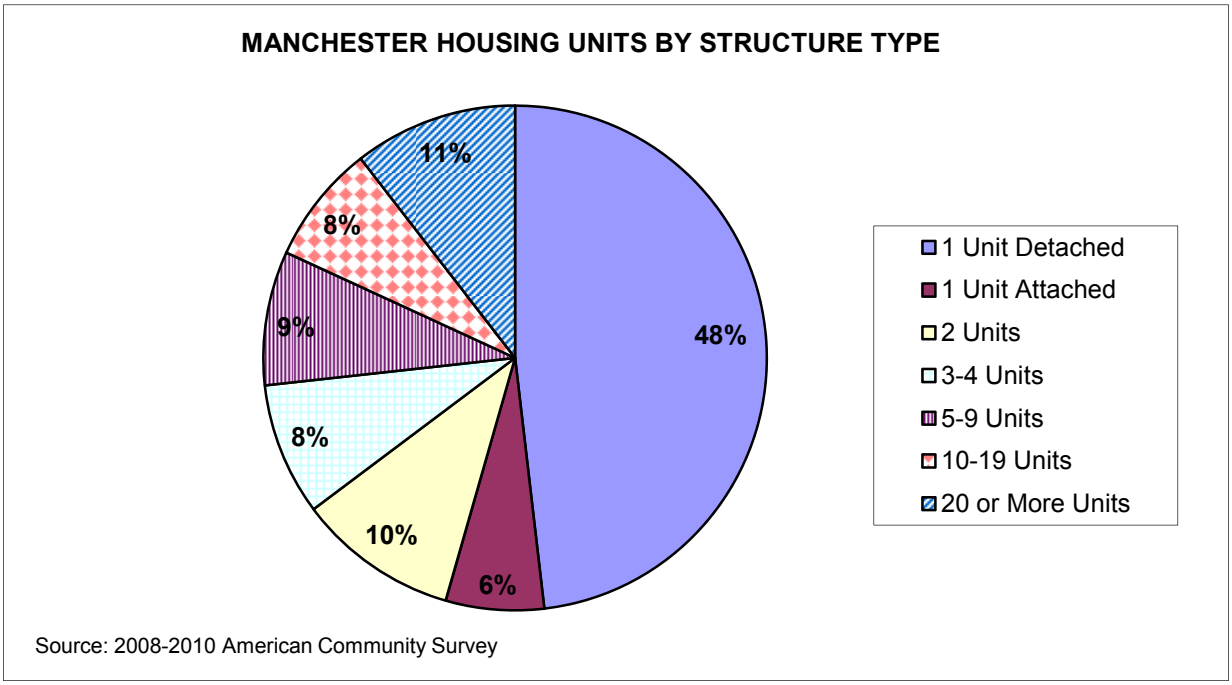
Source: CT Labor Department

Housing

Manchester's housing stock has continued to grow over the past decade, despite the recent downturn in the national, regional and local housing markets. The 2010 Census indicates Manchester currently has 25,996 housing units, an increase of 7.2% since 2000. Between 2000 and 2010, Manchester added 1,740 units of housing. Of the current units, 24,689 or 95% are occupied and 5% are vacant. Of those occupied housing units, 57% are owner-occupied and 43% are occupied by renters.

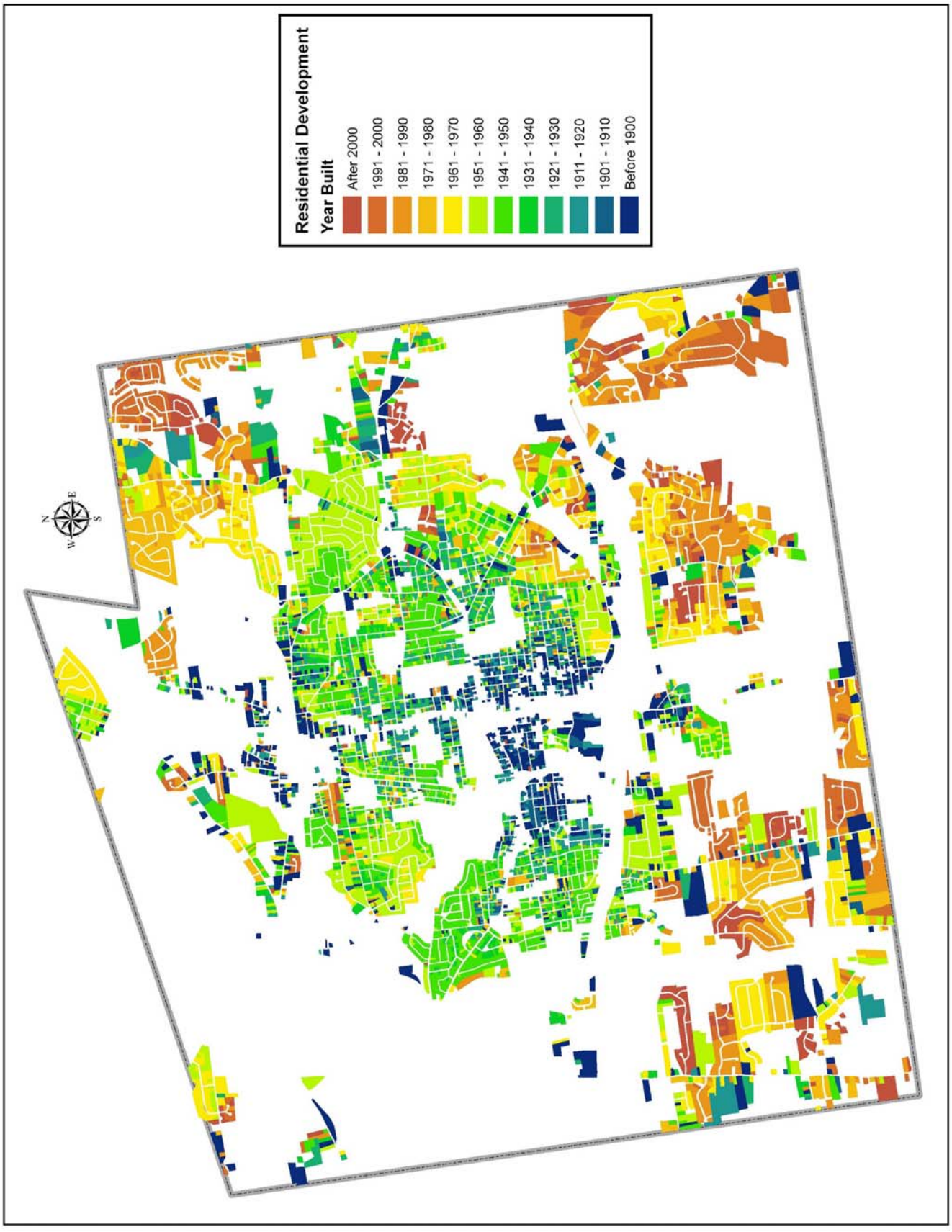
In terms of housing type, just over half (54%) of all housing units are single family homes, while 46% fall into a multi-family category. Of the units in multi-family structures, 10% are in duplexes, 8% are in buildings of 3-4 units, 9% are in buildings of 5-9 units, and 8% are in buildings with 10-19 units (see Chart 4). The largest category of multi-family structures are of 20 or more units, which contain 11% of Manchester's housing units. This mix of housing attracts a diverse demographic and offers residents opportunities to stay in town as their living space needs, income and lifestyles change over time. The diversity of Manchester's housing stock also cushions fluctuations in the housing market, adding to Manchester's economic sustainability over the long term.

Chart 4



Because Manchester started developing before most surrounding towns, its housing stock is generally older than that in those other towns. Out of all Manchester's housing units, 37.4% were constructed before 1950 and more than 25% were constructed before 1940 (see Map 1). While this development pattern has resulted in unique, historic neighborhoods, it also presents challenges. Older homes often require considerable work to modernize mechanical systems and correct structural issues.

Map 1: Residential Development by Year Built



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Over the past several decades the Town has focused public investment in older neighborhoods to enhance existing conditions and improve the safety of the housing stock. While some of this older stock has been well preserved, updated and cared for, many older structures have deteriorated over time as repairs and updates become exceedingly expensive to owners. Because most of this older housing stock is clustered in the East and West sides and the North End, poor property conditions can have a negative effect on those neighborhoods.

The Town has focused infrastructure improvements in both the East and West sides, including new streets, sidewalks, sewer lines and public water. Manchester's Housing Rehabilitation program, funded through Community Development Block Grant (CDBG) funds, has assisted low and moderate income homeowners with emergency repairs, and work to remediate lead-based paint and code violations**.** Another program, Rebuilding Together, assists income-qualified households with repairs, roof replacements and landscaping. Volunteers perform the work and the program is funded through donations and more recently, through CDBG. The program has helped improve over 1,000 homes since 1992.

While these programs are valuable, the amount of funding limits the number of homes that can be rehabilitated. Continued investment in the form of grants or loans is needed to significantly improve this housing stock and stabilize Manchester's older neighborhoods. Additional, private and/or public investment in the activity nodes and corridors adjacent to these neighborhoods has the potential to make these areas more desirable, potentially increasing owner investment in the housing stock.

Affordability

Affordable housing is defined as housing for which costs do not exceed 30% of a household's income for households that earn 80% or less of the area median income. Compared to other towns in the region, Manchester has successfully maintained affordable housing options for individuals and families. According to a 2011 Partnership for Strong Communities study, Manchester was one of 57 municipalities in Connecticut in which a family earning the median income would qualify for the median priced home. The median single family home price in Manchester has remained lower than in the region. The recent housing crisis and resulting downturn in the residential housing market have resulted in falling home prices in both Manchester and the region.

While purchasing a home in Manchester and the region has become more affordable, the associated foreclosure crisis and the lessened ability and desire of households to own a home has increased demand for rental housing. The increased demand coupled with a lag in housing production has meant an increase in average rents, as indicated in the Planning Department's annual rental survey. According to the 2011 survey average rents for one bedroom apartments have risen 12% over the past five years, while two-bedroom apartment rents rose 15%. The vacancy rate in the 2011 survey was 3%, the lowest it has been in the past 10 years. Rising rental costs and low vacancy rates illustrate Manchester's continued desirability as a place to live, but also indicate much of Manchester's rental housing is not affordable to moderate income households. Average Manchester rents in this survey are higher than the Department of Housing and Urban Development's Fair Market Rents (FMRs), which reflect what an apartment should cost in a given regional market (see Appendix B).

Community Facilities

Introduction

Manchester owns, operates, and maintains a wide range of facilities necessary to provide services that both ensure residents' health and safety and contribute to the Town's quality of life. These can be broken down broadly into public utilities and public services. Manchester has consistently invested heavily in its utilities, buildings, and street infrastructure. Nonetheless, given Manchester's historic development pattern, changing population, and shifting resident expectations the community is at a stage where it must determine whether to rehabilitate or expand existing facilities, build new facilities, or abandon underused facilities and dispose of surplus property. These decisions are important because the type, location, condition and capacity of community facilities provide essential health and public safety and create settings for entertainment, socialization, enrichment, and contribute to the community's image and identity not only for its own residents but for the larger region.

The Town owns and operates the great majority of Manchester's community facilities, but there are also partnership arrangements with service providers in which the Town owns properties leased to non-profits. Private schools, state owned and operated facilities, facilities owned and operated by the 8th Utilities District, and private or non-profit park and recreational facilities also directly contribute to Manchester's image and quality of life. For the purpose of the 2020 Plan we will focus on those facilities owned and operated by Manchester, or those in which Manchester is in a partnership arrangement with third parties. (For more detail on current community facilities needs see Appendix C.)

Sustainability

The concept of sustainability has been around for at least 30 years, but recently the principles and practices behind the concept have gained wider acceptance and broader constituencies. In 1987 the Brundtland Report established the working definition of sustainability as: **"***Meeting the needs of the present generation without compromising the ability of future generations to meet their needs."* Since then, the definition has been expanded to include ideas like creating communities of lasting value; having cleaner water and better health in the future compared to today; conserving resources by reducing our demands for energy and land; preserving natural resources and features for both environmental and recreational quality of life reasons; creating compact, mixed-use and vibrant places; spending less time in cars and more time walking, bicycling or using public transit as a way to protect the environment, improve public health and reduce fuel and other costs.

There is also more interest, not only among academics and advocates but in the marketplace for energy efficient appliances, transportation, and buildings. "Green building" construction is becoming more mainstream because green buildings cost less to operate, are more efficient, and create healthier internal environments. "Green infrastructure" where storm water management is integrated into public spaces like parks or streets to both protect the environment and reduce long-term capital and maintenance costs, is becoming a more accepted practice as technology becomes proven. "Green energy" from solar, wind, and geothermal technologies are being used in office buildings, factories and single family homes.

The smart growth movement advocates creating or restoring neighborhoods and developments that emphasize compact building design, walkable neighborhoods, interconnected streets, a mix of activities, a range of housing types and choices, and access to a variety of transportation options. In both the municipal and regional context, the emphasis is on developing where activity centers and infrastructure already exist and focusing on revitalizing, reusing, and infilling developed areas as opposed to developing of vacant land farther from existing infrastructure and services. The growing acceptance of and desire for sustainable developments, compact neighborhoods, and connectivity is coincident with the needs and desires of the population groups that will be driving the housing and employment market for the foreseeable future.

Another aspect of the sustainability movement, indirectly related to physical development or land conservation, is agricultural viability. For public health and economic reasons, local agricultural viability is increasingly seen as an important tool. By preserving farmland and ensuring it is actively farmed, a supply of fresh local food can be assured. Local farming requires less energy by reducing the cost of production, transportation and refrigeration, and preserves important agricultural lands by making them economically self-sufficient. The concept of community gardens is also gaining acceptance and popularity. In both suburban and urban settings vacant lots, underutilized lands and some public lands provide opportunities for neighborhood residents or others to be stewards of local gardens. This has the benefit of providing a local food supply, maintaining what might otherwise be vacant and unproductive properties and providing educational and offering stewardship and leadership experiences and opportunities for young people.

The Public Policy Response

It would seem obvious that transportation investments influence economic development, that economic growth and housing supply are linked, and that land use regulations effect housing and economic development location decisions. However, the practice has been for those agencies responsible for each of these policy areas to focus on their own individual responsibility without coordinating or collaborating with each other. Increasingly land use, transportation, housing, environmental protection and economic development policies and investments are being linked. There are movements at the federal and state executive branch levels to compel coordination of policies and investments across agency lines. This integrated approach is vital to ensure the most efficient and effective use of financial and infrastructure investment during a time when financial resources in particular are limited. This plan and its implementation are intended to mirror this holistic approach, recognizing the complexity and interconnectedness of these various land-use issues.

III. ASPIRATIONS, OPPORTUNITIES AND CHALLENGES

The previous analysis of the current environment and expected trends combined with the comments, suggestions, and opinions of the participants in the 2020 workshops resulted in a set of aspirations for Manchester, as well as identified trends/opportunities and challenges/threats that we can expect to encounter as we work to realize those aspirations. How we move forward in dealing with the opportunities and challenges, and in carrying out the recommendations in the plan, should be measured against how those actions will help the community realize its aspirations.

This diagram illustrates what participants in the 2020 process indicated they want Manchester to be in 2020. The size of each word reflects how many times it was mentioned during the exercise.

Aspirations

- There is a desire for Manchester to be a vibrant, thriving and energetic community. The characteristics of such a community include a diverse population, a welcoming atmosphere and destinations or activities that can be reached by transit/private auto and on foot.

- 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 and Gen Y. 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. Investment in the buildings and infrastructure within these business parks will be required to keep them attractive to emerging businesses and 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.

IV. GROWTH MANAGEMENT PRINCIPLES

Introduction

The State's growth management principles were used as a way to think about and organize discussions of current and desired future conditions in Manchester. Relying on the ideas of the participants at the 2020 workshops and additional research by the staff, this section of the plan will discuss the findings and potential opportunities for Manchester related to the growth management principles. This section will also recommend specific actions to be pursued to carry out the recommendations and meet the aspirations contained in the plan.

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

Manchester has a considerable amount of land protected for and dedicated to providing reliable and clean drinking water and offering a diverse range of recreational opportunities. The physical condition and public perception of these spaces is directly related to the quality of life the community enjoys and expects. During the 2020 Plan workshops, Manchester's many assets were identified and characterized according to their purpose and function. Most of these assets are valuable for more than one reason. For example, protected forested watershed land ensures a standard of public health, provides recreational opportunities, and maintains ecological diversity. These numerous, complementary and overlapping functions make these resources especially valuable to the community.

The concept of 'green infrastructure' draws the relationship between elements of the environmental life-support system (i.e. soil, air, water) and man-made functions such as recreation space and farmland that promote safe and healthy living spaces. Green infrastructure in Manchester includes open spaces and natural resources, recreational and agricultural resources and the connections between them. The Town should preserve and protect these assets and to achieve the maximum benefit for each potential user.

The following sections briefly describe Manchester's major environmental assets and the characteristics of and challenges to each that may be faced over the next 10 years.

<u>Recreational Assets</u>

There are approximately 1,400 acres of recreational open space throughout Manchester. These include traditional parks such as Center Springs Park, Charter Oak Park and Northwest Park which incorporate a mix of natural features, play areas, sports facilities and gathering places. Manchester's parks each offer a unique range of activities for all seasons. In addition to the abundant sports facilities for soccer, baseball, and basketball, other activities include ice skating at Charter Oak Park, sledding at Center Springs Park, fishing at Saulters Pond and boating at Northwest Park. Elementary schools add to neighborhood recreational amenities with ball fields, playgrounds and open space.

Manchester's linear parks continue to expand and provide connections between neighborhoods, local attractions and a growing regional trail network. The Manchester section of the East Coast Greenway (ECG) will soon be complete creating a nearly continuous off road, multi-use path from East Hartford to the Bolton town line. This extension will eventually connect to Bolton

Notch State Park and intersect with the Hop River State Park Trail, providing a loop back into Manchester through the Manchester Business Park.

The Hockanum River Linear Park is a State designated greenway that continues to grow along the river. The Hockanum River watershed includes portions of Ellington, Vernon, South Windsor, Manchester and East Hartford, and is a major tributary to the Connecticut River which empties into Long Island Sound. The water quality and physical characteristics of the watershed have been negatively impacted by development, first by industrial factories that used the river and its tributaries for energy production and waste disposal in the late 1800's and later by more modern, industrial and commercial development. Recently, the 77 square mile Hockanum River watershed has been the focus of restoration efforts that recognize the impacts of the contributing sub-watersheds.

Volunteer groups such as the Hockanum River Linear Park Committee and the Bigelow Brook Greenway Committee have been diligent in their efforts to restore and improve the corridors adjacent to these watercourses. These committees have successfully organized volunteer clean-ups and trail maintenance events and secured recreation and habitat restoration grants from the state. As a result of renewed attention to these resources, the use and visibility of the river grows. The popularity of an annual Kayak and Canoe Race on the river continues to rise, trout fishery has been improved and a growing number of residents and visitors hike along the trail each year. The Bigelow Brook Greenway, part of the Broad Street Redevelopment Plan, would connect the Hockanum River Linear Park to Center Springs Park and other recreational assets in the center of town. Efforts to provide additional linkages to this and other parks are underway thanks to the cooperation of many stakeholders.

Prominent forested areas including the Oak Grove Nature Center and the expansive Case Mountain Recreation Area appeal to both naturalists and outdoor recreation enthusiasts. Through the years Case Mountain has been a focus of the Manchester Conservation Commission and various government and non-profit organizations. Popular as a hiking and mountain biking site for Manchester and the surrounding region, the Case Mountain Recreation Area preserves a forested area beneficial for its contribution to our water supply and wildlife habitat. The 52-acre Oak Grove Nature Center is used by Lutz Children's Museum for educational programs and is valued for its accessibility and convenience in a neighborhood setting.

Manchester is also home to open space and recreation areas owned and managed by non-profit and private entities such as the Manchester Land Conservation Trust (MLCT) and Wickham Park Trust. The MLCT owns and maintains 122 acres of diverse landscapes in Town that are generally in an undisturbed state. MLCT members and volunteers have adopted a stewardship program that includes installation of walking paths and enhancements of scenic vistas as well as monitoring and management of invasive plant species. Wickham Park, located on the town border with East Hartford, contains over 250 acres of gardens, open space, and recreational facilities and is recognized as one of New England's finest private parks.

The Manchester Country Club, opened in 1917, is a Town-owned, privately managed 18-hole public golf course. The course is located substantially within contributing public surface water supply watershed. A tradition of stewardship and stakeholder collaboration have enabled the golf course to be successful without having a detrimental impact on the Town's drinking water supply.

Public Water Supply Resources

The Town of Manchester Water & Sewer Department manages 4,000 acres of publicly owned water supply watershed land in Manchester. Approximately 65% of this land drains directly to seven (7) surface water reservoirs and includes Class III Watershed land which does not directly contribute to the surface water supply but provides an undeveloped buffer from surrounding uses. Portions of the surface water supply watersheds that drain to these reservoirs extend into parts of Glastonbury to the south, Vernon to the northeast and Bolton to the east.

This forested land is critical to a healthy watershed because it is itself non-polluting and absorbs nutrients that can negatively impact the drinking water supply. Forest management is therefore an integral function of the Manchester Water & Sewer Department and includes timber harvests that generate income for the Town, provide viable, diverse wildlife habitat and control invasive species. Some of this protected watershed land is also used by the public for hiking, bird watching and similar outdoor activities.

Manchester's public drinking water supply also includes significant groundwater resources. The Town operates ten (10) active wells, which account for approximately 40% of Manchester's total water supply. These aquifers are for the most part underneath developed parts of the community. Recently adopted aquifer protection regulations require handlers of hazardous materials located in designated protection areas to manage their activities according to best practices and limit future land uses that would pose a significant threat to this resource.

Farmland and Agriculture

The public is increasingly aware of the environmental impacts and security of our food supply system. Research addressing the distance our food is transported from farm to plate brings to light an inefficient system that generates excessive greenhouse gas emissions and heightens health concerns related to the treatment and handling of food products. Additional variables such as extreme weather events, the cost of energy (particularly oil) and the risks of mass-contamination are leading consumers to explore more local options.

The benefits of locally produced foods are driving health and environment-conscious consumers to seek alternatives to the industrial agriculture system whose products dominate grocery-store shelves. The opportunity to interact with a farmer and understand the relationships between a farmer's practice and the impacts on ecological, social, and economic issues that add up to sustainability is worth the investment for many.

According to the Connecticut Farm Bureau, agriculture remains a $600 million business enterprise in Connecticut, providing 20,000 jobs. While the average size of Connecticut farms fell from 87 to 82 acres between 1991 and 2008, the number of farms increased from 4,250 to 4,900. Farmers around the state are diversifying the activities conducted on farms, doing more with less space, and creatively engaging a community customer base that seeks convenient access to fresh, local products. These trends indicate opportunities for Manchester to embrace a period of renewed interest in local agriculture and local food and promote the preservation and active use of farmland.

The Town of Manchester uses State Public Act 490 (PA490), to help private property owners keep their land in agricultural and conservation use by assessing the portions of the property actively engaged in agricultural activities or kept as undisturbed conservation areas at its use-

value rather than its potential market-value. Approximately 987 acres of forest and farmland is given this preferential tax treatment in town. Of that total, roughly 330 acres are private, active farmland and pasture distributed across an average size farm of just 12 acres. Activities in town, concentrated mostly in the northeast and southwest quadrants, include Christmas tree farming, the keeping of alpaca, chickens and goats, and the growing of fruits and vegetables made available at farmers markets and roadside stands.

The Manchester Agriculture Preservation Association (MAPA), a subcommittee of the Manchester Conservation Commission, has taken the lead role in the planning and implementation of policies to promote agricultural viability. This includes advocacy and preparation of changes to the regulatory landscape necessary to keep farming economically viable. MAPA has been listening to the experiences, challenges and desires of those actively engaged in agriculture and those concerned about the future of farming in town and envisions a bright future for farmers and farming in Manchester.

Manchester has two seasonal farmers' markets, one downtown and one at Manchester Community College. There are also several smaller farm stands around town. Some local products are available in limited supply at grocery stores, and the Central Connecticut Cooperative Farmers Association has recently expanded their operation to include the sale of local, seasonal produce. Some restaurants have begun to seek local products and highlight them on their menus. Despite this progress, efforts must still be made to improve all of those opportunities and to seek more. These connections to the consumer could help to reverse the loss of farmland to development and may encourage the next generation of farmers to competitively seek land and resources to expand agricultural activities in Manchester.

Beyond the desire for locally grown food, participants in the 2020 workshops expressed a desire to encourage agriculture as a way to maintain the agricultural and rural character still found in some areas of town, most notably the southwest corner. Ensuring existing farmlands stay in active agricultural use would have the added benefit of ensuring these areas remain rural into the future.

Urban Forest and Agriculture

Manchester's residential neighborhoods differ in terms of design, architecture, street width and lot size. Private yards and gardens comprise a majority of the open space in neighborhoods, while most public space is associated with streets, municipal parks, Water Department land or land around public schools or other community facilities. Together, these elements contribute to the urban forest of street and park trees which is integral to the quality of life in each neighborhood and the community.

Street trees are considered a highly desirable attribute of a healthy and attractive neighborhood. In many older Manchester neighborhoods street trees are very mature and in some cases unhealthy. When these trees are lost they often are not replaced. In the fall of 2011, hundreds of trees on both public and private property were lost after a hurricane and a subsequent severe snow storm and were not replaced. In many newer neighborhoods street trees are primarily on private property and are not yet mature. There are still other neighborhoods which have fairly extensive deciduous and evergreen tree canopies, including portions of the Bowers, Highland Park and Verplanck neighborhoods.

Restoration of trees and tree belts on streets, in parklets and along greenway corridors would contribute to clean air and water in addition to making neighborhoods more attractive. Mature street trees serve a number of purposes including traffic calming and pedestrian comfort and safety. Their shade helps reduce intense summer heat, and their roots and canopy absorb large amounts of stormwater. Recent studies have indicated planting street trees increases a community's property values. A commitment to the health, maturity and proper maintenance of street trees and the urban forest is a critical component to the success of the concept of "complete streets" explored later in this Plan.

Over the last decade the popularity of community gardening, in which individual residents care for individual lots in a communal garden space, has also grown tremendously. Community gardening is attractive for many reasons. These gardens bring people together, provide ecological benefits, beautify neighborhood urban settings and offer health benefits to those who participate. Market gardening, or selling one's produce, also exposes even casual gardeners to skills in marketing, business management, organizational development, agriculture, horticulture and education.

Despite growing interest, community gardening in Manchester is limited. The Manchester Senior Center has a flourishing garden. Manchester Community College has a community garden that is open to anyone subject to available space at a nominal fee. The success of these spaces indicates the potential and desirability for community gardens in other locations around town.

MAPA and the Citizens for a Greener Manchester, a grass-roots non-profit organization, continue to seek locations for community gardening opportunities. One opportunity for community gardens is at the Manchester public schools. Waddell Elementary School has a habitat garden and students have installed and propagated raised beds at Bennet Academy and Martin Elementary School. Ground was broken at Verplanck Elementary School for a garden to be shared by students and neighbors. Because they are located within residential neighborhoods schools provide convenient access, good visibility, parking, and water. Properly programmed community gardens can engage neighborhood residents in the maintenance of school grounds. Additionally, gardens located at the schools would create abundant educational and service-learning opportunities for children and their families.

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

Current Conditions

There are abundant historic and cultural resources in Manchester that are integral to the Town's quality of life. The Town evolved from a primarily agricultural community to a series of small mill villages to larger industrial villages during America's Industrial age and Victorian Era, to streetcar suburbs, then to post World War II tract subdivisions, and subsequent eras of suburban residential, commercial and industrial districts. With the exception of high-rise and very high density neighborhoods, Manchester has examples of virtually every era of small city and suburban residential, commercial and industrial development that has occurred in the United States.

The vast majority of Manchester's neighborhoods have remained intact, and several have received designation on the National Register of Historic Places. Table C and Map 2show the resources these historic districts represent.

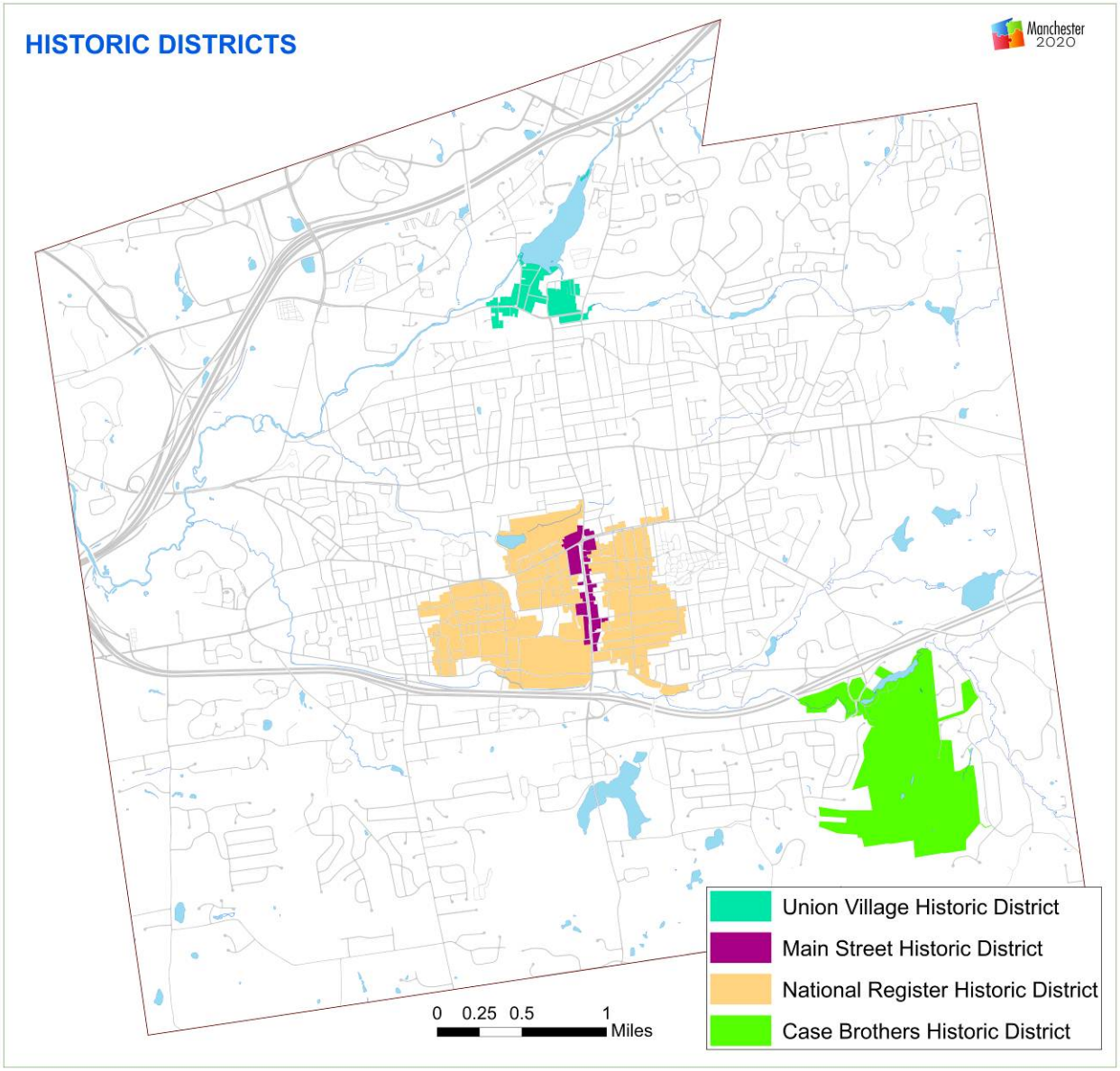
Table C: National Register Historic District Properties

Name	Contributing Property	Non-Contributing Property	Total
Manchester Historic District (West Side & Cheney Brothers Landmark Districts)	881	114	995
Manchester Historic (Boundary Increase) (East Side)	889	178	1067
Main Street Historic District (Downtown and Government Center)	50	13	63
Union Village	151	27	178
Case Brothers Historic District	17	3	20
Grand Total	1988	335	2323

National Register Individually Listed Properties

U.S. Post Office, 479 Main St. (Weiss Center)
Pitkin Glass Works
Edward L. Burnham Farm, 580 Burnham St.
Woodbridge Farmstead, 495 Middle Tpke. E

Map 2: Historic Districts



With the exception of the Main Street Historic District, these neighborhoods consist predominately of residential buildings that have housed workers, merchants, professionals, mill and business owners, and others who built and maintained the community. They are characterized by a mix of housing types and include churches, schools, civic buildings and parks. For the most part they are located on grid street systems and exhibit a generally compact development form. These are the "traditional neighborhoods" that today are the model for new urbanist and smart growth principles.

These are also Manchester's oldest neighborhoods, built primarily between 50 and 100 years ago and continue to function as they always have: as places for working and middle class families of diverse races, ethnicities, and ages to live. The opportunity, and the challenge, is to find the public policy and financial resources to encourage investment in both public and private

properties and public infrastructure to ensure the preservation of these neighborhoods as both historic assets and as healthy, viable and livable neighborhoods.

This can be especially problematic when the historic housing stock is occupied by working and middle class residents. The cost of preserving important architectural details and original building materials must be considered in light of the ability of the property owners to pay for and maintain these improvements. These costs can often be beyond the budgets of moderate income families. However, in many cases the cost difference between preserving or removing these features, or appropriate or inappropriate renovations, can be minimal if the options are considered at the beginning of the project. Ideally, a combination of timely information and education for property owners and tax or financial incentives would encourage appropriate rehabilitation and preservation. These realities should be considered if a new regulatory program is proposed to control exterior renovations or alterations.

Inside the larger districts are historic landscapes including the Great Lawn at the Cheney family mansions, Case Mountain, and Center Memorial Park. Some of the resources like the Mary Cheney Library, Cheney Hall or the Community Y are both cultural and historic assets.

The Town owns a significant number of historic and cultural assets. Table D shows the Town owned buildings listed on the National Register. The Town has a record of accomplishment in preserving its historic buildings and in creatively adapting buildings for reuse or expansion. Examples include the addition to the Town Hall, the acquisition of the former United States Post Office and its conversion to municipal offices, the complete renovation and expansion of the Bennett Middle School (now Sixth Grade Academy) and the conversion of the Spruce Street Fire House to a youth-oriented neighborhood center.

Table D
Town Owned National Register Listed Buildings

Lincoln Center	Town Hall
Probate Court	Mary Cheney Library
Whiton Library	Weiss Center
Spruce Street Fire House	School Street Fire House
School Street Boiler Plant	Bennett Academy
Cheney School	Nathan Hale School
Washington School	Robertson School
Case Lodge	Cooper Street Water Plant
Cheney Hall	Connecticut Fireman's Museum

These accomplishments are shared by the Board of Directors, the Town administration, and the committed members of the Cheney Historic District Commission and the Manchester Historical Society who have long advocated for appropriate preservation and renovation of these properties. However, the Town now finds itself with several properties that are in need of extensive repairs or expansion, as well as several vacant properties that require both new uses and considerable investment to repair or rehabilitate the structures for occupancy. Among the more challenging properties are the Case Mountain Cabin, the Cooper Street Water Treatment Plant and the former Cheney School. Whether these properties become assets or liabilities depends on finding

adaptive reuse for the properties and their locations, or the community's willingness to pay for renovations for public uses, or perhaps a public and private partnership.

Several additional districts that may be historically significant and have the potential to be listed on the National Register include the Manchester Green area at the intersection of Middle Turnpike East and Woodbridge and East Center Streets, and the old north end village at Main, North Main, and Hilliard Street including civic buildings, old mills, and surrounding residential streets. The following properties have also been identified as candidates for the National Register in Town-wide Historic Property Incentives:

Individual Nominations

- The Mather/Bon Ami factory complex at 65-85 Hilliard Street.
- 447 North Main Street (Maranatha Hispanic Seventh Day Adventist Church)
- 330 Main Street (Manchester National Guard Armory)
- 123 Boulder Road (Elwood Ella house)
- 220 East Center Street (the East Cemetery)
- 495 Middle Turnpike East (Woodbridge house)
- 165 Adams Street (Adams Mill)
- 828 Hartford Road (Charles Bunce House)
- 202 South Main Street (Ernest Watkins House)
- 214 South Main Street (Clarence Watkins House)

North Main Street Historic District

- 543 North Main Street (Cheney Power House)
- 599 North Main Street
- 670 North Main Street
- 706 North Main Street (Hoffman House)
- 713 North Main Street (Dr. Jacques House)
- 729 North Main Street (Fitzgerald House)
- 756 North Main Street (Hackett Brother House/Office)

South Main Street Historic District

- 26 Arvine Place
- 31 Arvine Place
- 33 Comstock Road
- 67 Comstock Road
- 33-35 Lewis Street
- 110 South Main Street
- 137 South Main Street
- 143 South Main Street
- 247 South Main Street

Besides these recognized or potential historic assets there are any number of distinctive streets and neighborhoods perceived by residents to be special places. Among these are Princeton Street, East Center Street, and portions of North Main Street. Distinctive neighborhoods include the Green Manor section of northeast Manchester and the Lakewood Circle and Comstock Road neighborhoods near the Globe Hollow Reservoir.

Manchester's quality of life depends in part on its cultural assets. These include performing arts centers like Cheney Hall, the Bailey Auditorium, and the SBM Auditorium at Manchester

Community College. There is also the gallery space at MCC that showcases the work of students in the visual arts and public libraries, public and private schools, and places of worship.

While buildings provide space for art to be created, artists themselves are the most critical piece of a creative community. Local artists include students at MCC and Manchester High School who are talented, creative and exploring or developing their craft, as well as more seasoned casual and professional artists. Among the active arts organizations in Manchester are the Manchester Art Association, Imagine Main Street, the Little Theater of Manchester, the Manchester Symphony and Chorale, and C.A.S.T. (an organization dedicated to educating young people in stage performance and production). These organizations provide opportunities for artists, performers, and production crew to use and express their talents and creativity. There are also the many individual artists who practice independently, out of their homes or small studios.

Although Manchester is rich in art and cultural assets and artistic talent, these assets are broadly distributed across town. What is lacking is a concentration of artistic activity. There is not an identifiable arts and cultural district where performance or gallery spaces, artist studios, and artist housing, create a critical mass. If there were such a district, complementary businesses such as art supply stores, studios, cafes and restaurants, and shops displaying and selling art would likely locate to serve both artists and other patrons.

There are locations in Manchester that could be transformed into arts and cultural districts. One is downtown Manchester with its combination of easy transportation access, inexpensive rents, ample parking, historic architecture and special character. The recently-opened MCC on Main includes an art gallery and opportunities for classes and live performances. Arts related businesses downtown including frame shops, professional graphic design businesses, and music instruction, and the Mary Cheney Library. And there are authentic ethnic and themed restaurants successfully operating on Main Street. A 2011 Downtown Manchester market study identified arts and entertainment venues as a critical piece of increasing vibrancy in the district. The Imagine Main Street group has also focused efforts on promoting Downtown as an arts and culture destination.

Another possible location is the mill area of the Cheney Historic District. The obvious arts and culture anchor is Cheney Hall, a historic performance space that is home to the Little Theater of Manchester and offers a variety of performing arts shows. The Manchester History Center, with its museum and archives and lecture space, is also located in an underutilized mill building with ample space that could perhaps be inexpensively retrofitted and adapted for artist studios and shops. Creating a focused arts and cultural district would be a way to amplify this activity and to complement the existing venues already operating in Manchester.

There are contemporary cultural assets which in many cases are not recognized as such, including the large retail district and entertainment district at Buckland Hills which includes shopping malls, restaurants, and movie theaters. There are also unique Manchester restaurants like Shady Glen and Cavey's, and neighborhood taverns like Grady's Tavern and Kelly's Pub and locally grown favorites like Catsup & Mustard and Pastrami on Wry that add color and identity to the community. Taken together these assets and many others give the community its unique character. Manchester's location in the Hartford region provides residents with easy access to an even broader assortment of arts and cultural venues and activities. Maintaining and promoting these community assets will be critical in attaining Manchester's vision for 2020.

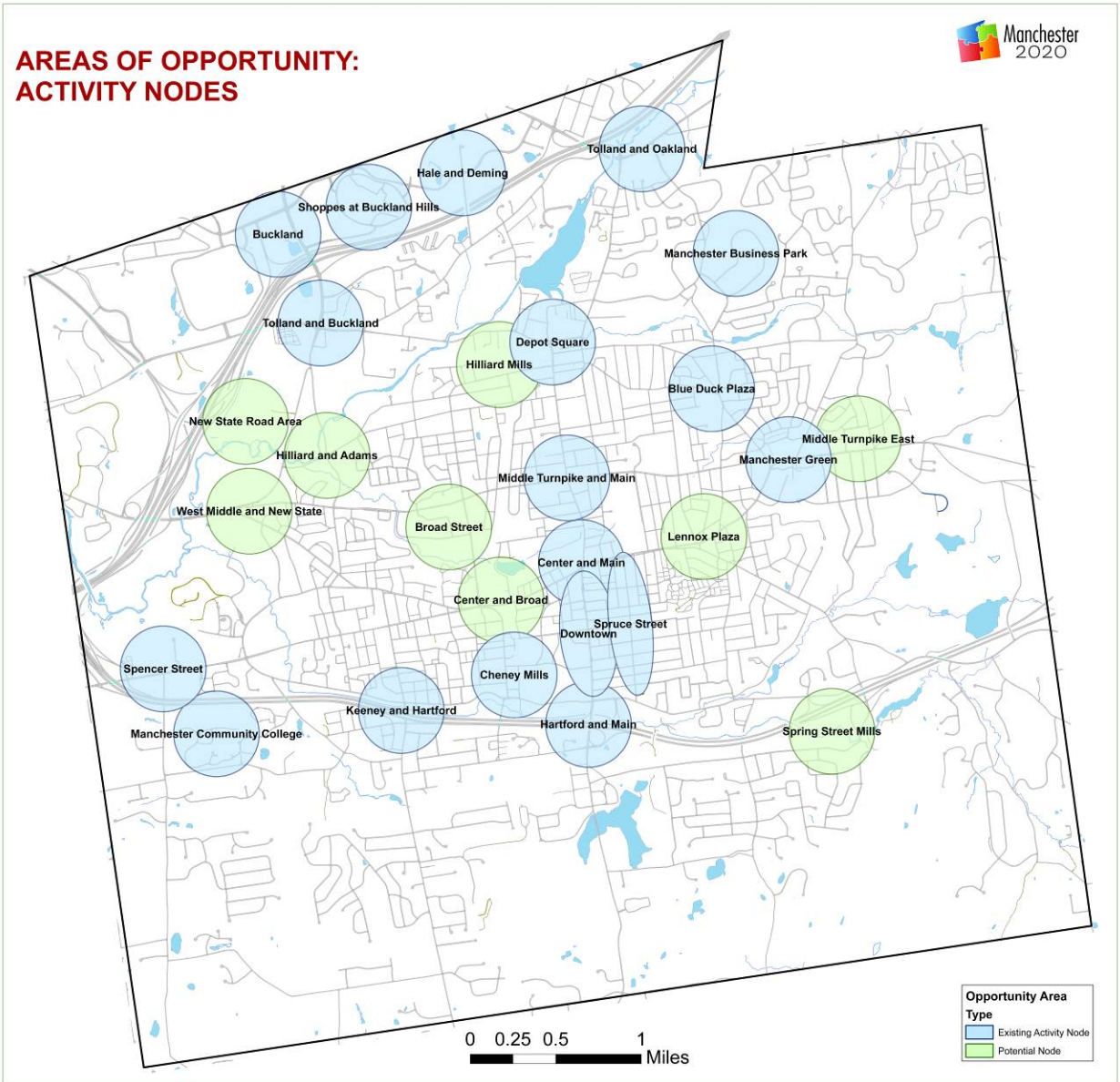
GMP 3: Redevelop and Revitalize Existing Commercial Centers and Areas of Mixed Land Use

Current Conditions

Manchester is a substantially developed and mature community with a variety of commercial and mixed-use centers in various stages of development. Workshop participants identified 27 locations that were either existing commercial or mixed use centers or had the potential to become commercial or mixed land use centers. Map 3 shows these locations, each represented by a circle with a one-half mile radius. Most of these centers are comprised of primarily commercial land uses with residences within walking distance. Some of the commercial properties have existing vacancies, and most have the potential to add commercial and residential uses either in vacant space, on surplus land including excess parking lots, or by adding stories to the existing buildings. One of the major themes during the 2020 planning process was the strong desire to create walkable neighborhoods. It was recognized that walkable neighborhoods require not only safe sidewalks, but pleasant architectural surroundings that make a walk enjoyable. Participants also expressed a desire to have destinations to walk to such as shopping, services, and recreation which would allow Manchester residents to reduce their dependence on private automobiles for routine trips.

What follows is a brief description of the identified centers and a brief discussion of potential for additional development for each district. The discussion of the centers below will focus on their existing assets and opportunities in the context of what participants in the 2020 workshops indicated was their preference for the types of centers to be developed.

Map 3: Existing and Potential Commercial and Mixed-Use Centers



Buckland Hills

Generally bounded by the South Windsor town line, Deming Street, Tolland Turnpike, and Buckland Street, the approximately 300 acres of Buckland Hills is a super-regional shopping district located along Interstate 84 in north Manchester. Originally envisioned as a mixed-use "edge city" in the late 1980's and early 1990's, the large amount of available land, the completion of I-84 and pent up regional retail demand led to the significant retail growth in Buckland Hills with over 2.5 million sq. ft. of retail or restaurant the dominant land use. Automobile-oriented uses including big box and strip center retail development, a super-regional mall, fast food restaurants and gas stations dominate this area. While there is a large Park & Ride lot, over two thousand residential units and a multi-use trail along Buckland Street and Buckland Hills Drive, the development pattern here has made Buckland Hills an almost-exclusively auto-oriented environment.

Between Buckland Street and the East Hartford town line there is additional retail development and the Buckland Industrial Park. The Park is a major industrial and business park with significant warehouse and distribution space as well as precision manufacturing and business services.

The mix of uses in Buckland Hills, the very large traffic volumes, and the presence of the Park and Ride lot and several CT Transit bus routes could potentially support and benefit from a circulator bus system centered at a new transit center. There is also the potential for more residential development on underused parking lots or on vacant or underused retail sites. The greater Buckland Hills area should include the commercial and residential development in South Windsor which abuts it to the north. These existing and future developments could further support and justify major investments in public transit and street and highway improvements, many of which were identified in the 2009 Buckland Area Transportation Study.

Spencer Street/Manchester Community College

Spencer Street is a commercial corridor in western Manchester between I-84, I-384 and the East Hartford border. The corridor contains various automobile-oriented uses including the Shop Rite shopping plaza, several restaurants, a wood furniture store and gasoline and automobile service stations, along with several housing developments and vacant or underused parcels. The 90,000 sq. ft. former K-Mart store was recently demolished after having been vacant for several years. Manchester Community College's campus lies just south of I-384 and Spencer Street. MCC, the State's largest community college, serves over 15,000 students each year and recently became home to Great Path Academy high school. The area also includes several higher-density, subsidized housing developments, including the 378 unit Squire Village apartments, elderly housing on Pascal Lane and Manchester Housing Authority multi-family units on Wilfred Road. The proximity of these commercial, residential and civic uses to the Spencer Street Park & Ride lot adjacent to the intersections of I-84 and I-384 provide potential for more compact, transit-oriented development in this area.

The Spencer Street commercial area is highly accessible to neighborhoods in southwest Manchester, Glastonbury and East Hartford and is on the route to the Manchester Community College for many students. The district is also within 3 miles of Rentschler Field in East Hartford. While this commercial corridor has very good highway access, directly off of Exit 1 of Interstate 384 and is served by heavily traveled arterial streets, it has limited visibility from the interstate. More could also be done to better connect MCC to the district. Planned sidewalks on an improved Hillstown Road Bridge over I-384 will be a first step. In addition to the park and ride facility, Spencer Street could be a potential future stop on a bus rapid transit route (discussed later under GMP4).

The Spencer Street corridor is primarily zoned General Business, with some Industrial and Residential zoning either on or just off of the commercial corridor. The General Business zone in particular provides for a range of commercial uses and even some light industrial and office uses, but prohibits residential uses. An undeveloped, 14 acre parcel on the corner of Hillstown Road and Spencer Street was recently rezoned to business. Given this area's locational advantages, including proximity to the Community College, I-384, the East Coast Greenway and a park-and-ride lot, flexible zoning may provide opportunities for future mixed-use development in this area.

Depot Square

Depot Square was once the major transportation hub for northern Manchester, with hundreds of daily passengers making daily trolley and train connections. Most of the Victorian-era mixed use buildings that made up the business district serving north Manchester were demolished as part of an urban renewal plan in the early 1960's. Trolleys stopped running in the first half of the 20th century and passenger rail service in Manchester no longer exists. Freight rail service continues to run to the area several times weekly en route to the grain processing facility and a lumber business. Depot Square is also a transfer location for several CT Transit bus routes. This area now includes a small strip shopping center, a neighborhood school and related administrative offices, the town Community Y facility, the Whiton Library, a low rise housing complex and medical offices.

Surrounding the commercial and service core of the Depot Square location at the intersection of Main Street and North Main Street are what remains of the Victorian-era worker housing neighborhoods including the Union Village neighborhood which is listed on the National Register of Historic Places. These modest, primarily single and two-family homes retain their architectural significance. These recognized historic assets would be enhanced by new development in other parts of Depot Square.

Perhaps the greatest opportunity for achieving a mixed use, compact, transit-oriented in the Depot Square area are the former mill buildings along Hilliard Street, one of Manchester's older industrial districts. This area includes roughly 100 acres of industrially zoned land, bound by Main Street to the east and is intersected by a freight rail line between North Main Street and Hilliard Street. The area contains mostly older industrial space along the line. Because the mill buildings date from the late 1800's and early 1900's there are likely environmental issues on many of the properties. Limited land remains for development and residential zoning districts border the area on all sides, making this area a possible redevelopment location.

Historic preservation and/or brownfield remediation could lead to the adaptive reuse and perhaps redevelopment of these properties for housing and small businesses. Increasing the residential population would serve to support existing shopping, the library, existing and perhaps expanded public transit, and the parks located in the historic Depot Square area.

The Hilliard Street area has some obvious limitations. The large old historic mill buildings are located on irregularly configured lots, some of which have limited space for parking, loading, or circulation. While convenient to Rt. 83 and relatively convenient to Exit 60 to the west via Hilliard Street, the area also features predominately narrow streets which, while they serve as arterials or connectors, are primarily designed to a local residential street standard. While underutilized, the buildings are tenanted to varying degrees. In some buildings conditions appear to be deteriorating, while in others the buildings are stable. As a location for inexpensive space, the Hilliard Street area could be viable for small incubator type business operations. In the long term, the mills between Hilliard Street and the rail line and their surroundings could provide opportunities for adaptive reuse or a mixed-use business, neighborhood retail and multi-family residential transit oriented development neighborhood.

Broad Street

The Broad Street Redevelopment Area is a 148 acre, underutilized commercial district in the heart of Manchester. Broad Street was once a retail center for the town and surrounding region, but much of the area has fallen into disrepair over the past two decades. Aging infrastructure, coupled with private disinvestment centered around the vacant Broad Street Parkade have left much of this area blighted. The Manchester Redevelopment Agency's 2009 Broad Street Redevelopment Plan envisions Broad Street as a walkable mixed-use district with connections to existing and future residential, commercial and civic uses.

To implement this plan, the Town purchased the Parkade property and is working to reposition it for redevelopment. Demolition of the Parkade buildings is complete, the street reconstruction project is underway and schematic plans for the Bigelow Brook greenway and the expansion of Center Springs Park have been developed. New form based zoning regulations for the area were adopted in April 2012. The opportunities to transform this partially vacant and blighted, exclusively commercial district into a vibrant, mixed use and sustainable neighborhood are likely to be achieved in the coming years.

Downtown

Its traditional status as the commercial and cultural center of the town provides Downtown with a special place in Manchester hearts and minds. In 2011 First Niagara bank acquired New Alliance Bank and subsequently announced plans to move 100 back office jobs out of the central business district. In order to ameliorate the impact on Downtown, the bank funded a Downtown market study commissioned by the Downtown Special Services District (SSD) to evaluate the current and future market potential for Downtown and recommend specific strategies for accomplishing sustainable economic growth in the district. The study included a socio-economic analysis, a customer household survey, a survey for existing Downtown businesses, a physical assessment survey of the entire central business district and an assessment of targeted buildings. The study outlines an approach that focuses on recruiting specific uses, including restaurants and niche retail to Downtown, maintaining the existing strong office sector, pursuing arts and culture opportunities and upgrading the existing housing stock. Several efforts in line with the study's recommendations are underway.

As part of its restructuring, First Niagara no longer needed the former Regal's building and donated the building to the Town to be used as an art gallery and educational space for Manchester Community College. First Niagara also donated $500,000 to the MCC Foundation to help MCC establish a presence on Main Street. At the writing of this plan, MCC is set to open an art gallery and educational center on the first floor, while the Town will offer offices on the second floor for rent. The building is currently undergoing renovations and the gallery opened in July 2012. The Town sees this project as an anchor for arts and culture activity in the Downtown.

The Town and SSD are in the process of completing marketing materials for recruiting the types of businesses outlined in the market study.

Manchester Green

Manchester Green lies at the intersection of East Middle Turnpike, East Center Street and Woodbridge Street. The area includes neighborhood convenience restaurant and retail uses, a gas station, medical and administrative offices, residential condominiums, offices and the Manchester Senior Center. The Green is served by CT Transit buses and serves as Manchester's easternmost gateway. Middle Turnpike East is a major transportation corridor for residential and commuter traffic, and healthy residential neighborhoods surrounding the green. The area contains a few underutilized, historic industrial buildings which could be redeveloped or repositioned into residential or other transit supportive uses.

Tolland Turnpike

The Tolland Turnpike commercial district lies east of the Buckland Hills area directly south of I-84 and stretches from Jefferson Street to the Vernon town line (see Map 5). Most of the district lies on Tolland Turnpike (Connecticut Route 83). Businesses include a Big Y supermarket, Kohl's Department Store, Bob's Discount Furniture, two self-storage facilities and several new car dealerships. The corridor also includes smaller automotive businesses, restaurants and motels, and a construction equipment rental business. The area is accessible via I-84 exits 63 and 64 and Connecticut Route 30. It has seen growth over the last 20 years, much of which has spilled over from the adjacent Buckland Hills district. Given its accessibility to and high visibility from I-84 this corridor will likely continue to transition as some of the older commercial or industrial-type properties become more attractive for development or redevelopment to the private market.

Regional Economic Strategy

An integral part of the larger greater Hartford region, Manchester is both dependent upon and a driver of regional economic activity. Recent economic plans have outlined regional priorities for economic growth. The 2005 Comprehensive Economic Development Strategy (CEDS) report for the Metro Hartford region identified six industry clusters as strengths for the region: Advanced Security and Defense Manufacturing, Financial Services, Biotechnology, Logistics and Distribution, Clean Energy and Health Services. To date their analysis yielded four clusters and eight sub-clusters that will be targeted in the 2012 CEDS. These include financial services, advanced manufacturing, management of companies, biotech research and development. Financial services and advanced manufacturing sub-clusters are highly represented in Manchester.

Economic strategy and policy should focus on retaining and expanding business clusters that have a strong presence in Manchester and emphasizing growth clusters outlined in the CEDS and other regional economic plans. Manchester's primary industry clusters at this time include aerospace and other manufacturing, health services, logistics and distribution, and financial services. Participants in the 2020 planning process also expressed a desire to attract developing industries like green and bio-technology, information and innovation technology and electronics. In order to attract these types of businesses, the Town will need to conduct research on the location requirements for these industries including space and loading, special permitting and workforce requirements.

Participants in the planning process expressed a desire to encourage the development of small local businesses as a way to generate economic activity, create jobs and revitalize mixed-use and commercial areas. Strategies for encouraging small or micro businesses could include tax incentives, low interest loans and the creation of a small business incubator in flexible space.

Industrial/Business Parks

The recession and financial crisis that began in 2007 put a virtual halt to industrial activity including expansions, new business locations, and industrial land development. While there has been some improvement recently, this has had little effect on the industrial real estate market. Most industrial brokers describe the recent and current tenant market in the Hartford region as "horrible". There is a more than adequate supply of industrial space available at rents between $4 and $6 per square foot. Because of this rent and availability there is no new construction except for large owner-operated warehouse buildings which tend to locate in the northern sector of the market, or buildings in the 30,000 to 50,000 square foot range usually for manufacturing businesses that will own the properties themselves.

Manchester Business Park

Manchester Business Park lies in north-central Manchester and encompasses Sheldon Road, Parker Street, Utopia Road, Sanrico Drive and Progress Drive. This was the first area of town to be developed using the Town's industrial incentives program. The Park is a grouping of industrial subdivisions that started developing in the 1960's. The newest subdivisions in the park, Utopia Road and Sanrico Drive, were established in the 1980's and are currently almost fully developed. The park contains approximately 333 acres of industrial property and over 2,700,000 sq. ft. of useable industrial space. Just off of Route 83, the major north/south arterial route through Manchester, and half a mile from exit 63 of I-84, the area is also served by Connecticut Transit. The Business Park is convenient to markets, suppliers, and labor and provides easy access to southern New England on the interstate highway network, as well as quick access to Bradley International Airport. The entire industrial park is served by municipal and other public utilities.

The park's roads are in generally good condition. Two major recent improvements were the installation of a traffic signal at the intersection of Colonial Road/Parker Street/Sheldon Road and the resurfacing of Progress Drive. This has greatly improved traffic operations and improved access for the large 18-wheel vehicles that service many of the industrial properties.

Industries located in the area include machine shops, telecommunications businesses, construction, warehouse and distribution, and various manufacturing establishments. Among the major businesses here are Cox Communications, GE Aerospace (manufacturer of parts for the aircraft industry), Advanced Mold (plastics) and Vision Technologies. Harvey Industries (building supplies) is a large warehouse and distribution center but many smaller warehouses and freight forwarding establishments are also in the industrial park.

The greatest challenges to the Manchester Business Park include limited developable land, limited room for expansion, and aging or obsolete buildings. A strategic analysis of the existing business park location, industry mix, building, and industrial market conditions should be conducted to determine what action, if any, the Town can take to support the retention and expansion of industries in this location. The Town should consider whether infrastructure

investment would be beneficial, and if the zoning regulations need to be amended to encourage and accommodate new uses.

Buckland Industrial Park

Built in the 1970's Buckland Industrial Park is located in the northwest corner of town at the intersection of I-291 and I-84. The Park includes over 340 acres of industrial property. The Park's location allows convenient access to both the I-84 corridor and to Bradley International Airport. Anchored by the two million square foot J.C. Penney Warehouse Distribution complex, it also includes a beer distributor, a plastic gear engineering and manufacturing facility, machine shops, a business service office complex and other smaller manufacturers. Raymour and Flanigan recently purchased and moved its regional distribution warehouse into the second largest building in the park, a 300,000 ft. warehouse on the corner of Chapel Road and Tolland Turnpike.

Buckland Industrial Park II, an extension of the park built in the late 1990's, contains roughly 80 acres of developed lots near the East Hartford and South Windsor town lines, although wetlands and power line rights-of-way limit the amount of land available for development. The Buckland Industrial Park's access to the interstate highway system, its visibility from I-84 and I-291, and the presence provided by the J.C. Penney distribution center are among this park's unique assets.

Adams Street/New State Road Area

The Adams Street/New State Road area is approximately 250 acres of industrial land accessible from exits 60 and 62 of I-84. The area once served as home to water powered mills along the Hockanum River, the best known of which was the Adams Paper Mill. Although there is freight rail service at the northern end of the area it is not available to most properties.

The Hockanum River transects the Adams Street/New State Road area from east to west. Although the zoning and land use are predominantly industrial, other uses include a Town softball field located between Adams Street and New State Road, the Hockanum River Linear Park trail and multi-family apartments and condominiums along New State Road.

The former Hilliard Mill is a large, industrial mill building from the late 1800's. New owners purchased the property in 2006 and have been working to remediate the property and to rehabilitate and fill the vacant space. There are a variety of small industrial buildings located in the area as well, generally built in the 1960's and 70's with some recent development in the 80's. These buildings are for the most part occupied and tenanted on lots which provide little room for building expansion. Most of the vacant industrial land in this area is located between New State Road and Interstate 84.

One significant constraint affecting the New State Road/Adams Street industrial land area is the presence of the New State Road public water supply wells. As a result, most of this area is now part of an aquifer protection zone created by the Town as required by State law to protect public groundwater sources. Existing industrial establishments, while they may remain, will have a difficult time expanding in place.

The New State Road and Adams Street area has been identified as a potential future mixed-use district during the 2020 planning process. Its proximity to I-84, Buckland Hills, access to and service by CT Transit, and proximity to the rail line and the Hockanum River Park are characteristics that could support a transformation from industrial to residential and neighborhood supportive commercial uses. The Planning and Zoning Commission has already rezoned 33 acres to Planned Residence Development for a multi-family rental project, recognizing the opportunities and constraints that the New State Road area embodies. Additional study and planning for this transitioning area will be necessary in the coming years.

Corridors

Transportation corridors link these activity nodes to one another and to other destinations in the region. These corridors are served by CT Transit buses and handle moderate to heavy traffic. While the corridors primarily serve the transportation needs of the town and region, they also function as activity centers in and of themselves. Existing infrastructure, the presence of transit and locational advantages make many of these corridors good locations for additional development. More intensive development along certain portions of these corridors would generate additional activity, increasing transit demand and potentially creating the types of vibrant, walkable places envisioned in this plan. Increasing the residential population along certain corridors would provide additional transit riders and customers for businesses and services both along the corridor and in existing neighborhoods.

Manchester's corridors can be broken down into two categories. Community corridors are primarily residential that provide connections between neighborhoods, carry moderate amounts of traffic and may include low-intensity commercial uses at key intersections. Businesses on community corridors primarily serve surrounding neighborhoods. Middle Turnpike and Oakland Street are examples of this type of corridor. Commercial corridors may also include residential uses but are primarily commercial in nature. They carry relatively high volumes of traffic and businesses along them typically serve residents of Manchester and surrounding towns. Examples are Center Street near the center of town and Main Street between Center Street and West Middle Turnpike.

Neighborhood Centers

Neighborhood centers are mixed-use areas of residential, commercial, and service uses in central areas of activity within and between neighborhoods. These areas primarily serve the surrounding neighborhoods, rather than the entire town or region like mixed-use centers. These areas are easily accessible to both pedestrians and cars and their presence increases a neighborhood's walkability.

Many participants in the planning process expressed a desire for expanded or additional neighborhood centers in and around exclusively residential neighborhoods. This could be accomplished through changes in the current zoning regulations to allow limited non-residential uses in certain neighborhood locations and through increasing infill densities within neighborhoods to generate the customer demand required by neighborhood businesses. The table below shows the number of households necessary to support three different levels of neighborhood retail. According to the report, an individual household can support approximately 15 square feet of neighborhood retail. While some neighborhoods in Manchester are served by neighborhood centers, others are not. Creating new neighborhood retail centers would likely

require increasing residential densities and amending residential zoning to support these types of shops and services. Village zoning districts could be considered as a way of creating or enhancing neighborhood centers in keeping with neighborhood character.

	Retail Square Feet	**Required Households**
Corner Grocery Store	15,000	1,000
Small Neighborhood Business District	30,000	2,000
Large Neighborhood Business District	50,000	3,300

Gregory Easton and John *Owen Creating Walkable Neighborhood Business Districts* (2009)

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

Current Conditions

Manchester's settlement pattern reflects the dominant transportation modes that were present at various stages of the Town's development. Major transportation routes and corridors have an east west orientation. This reflects the historic commercial relationship between Manchester, Hartford, and major destinations to the east including Providence and Boston and west to New Haven and New York.

Commercial and residential development patterns also reflect the predominant historical transit modes. For instance, the Victorian-era neighborhoods and commercial and industrial centers of north Manchester (Depot Square) and south Manchester (Main Street and the east and west sides) contained a mix of employment, civic, institutional, commercial, and residential uses which relied heavily on walking, horses, and trolley or rail systems. The street car suburbs which extended out from these established centers enabled more single family development farther away from more compact mixed use locations. These residential neighborhoods are relatively compact and walkable with small lots, narrow streets, and sidewalks on both sides of the street. The dominance of the automobile after World War II allowed for more dispersed commercial, industrial, and residential development. These single purpose use districts were less compact, more automobile dependent and less transit enabled than previous development. As a result, Manchester's current development pattern already has the centers of mixed use or concentrated activity discussed previously and areas along existing corridors which have the potential to become activity centers themselves.

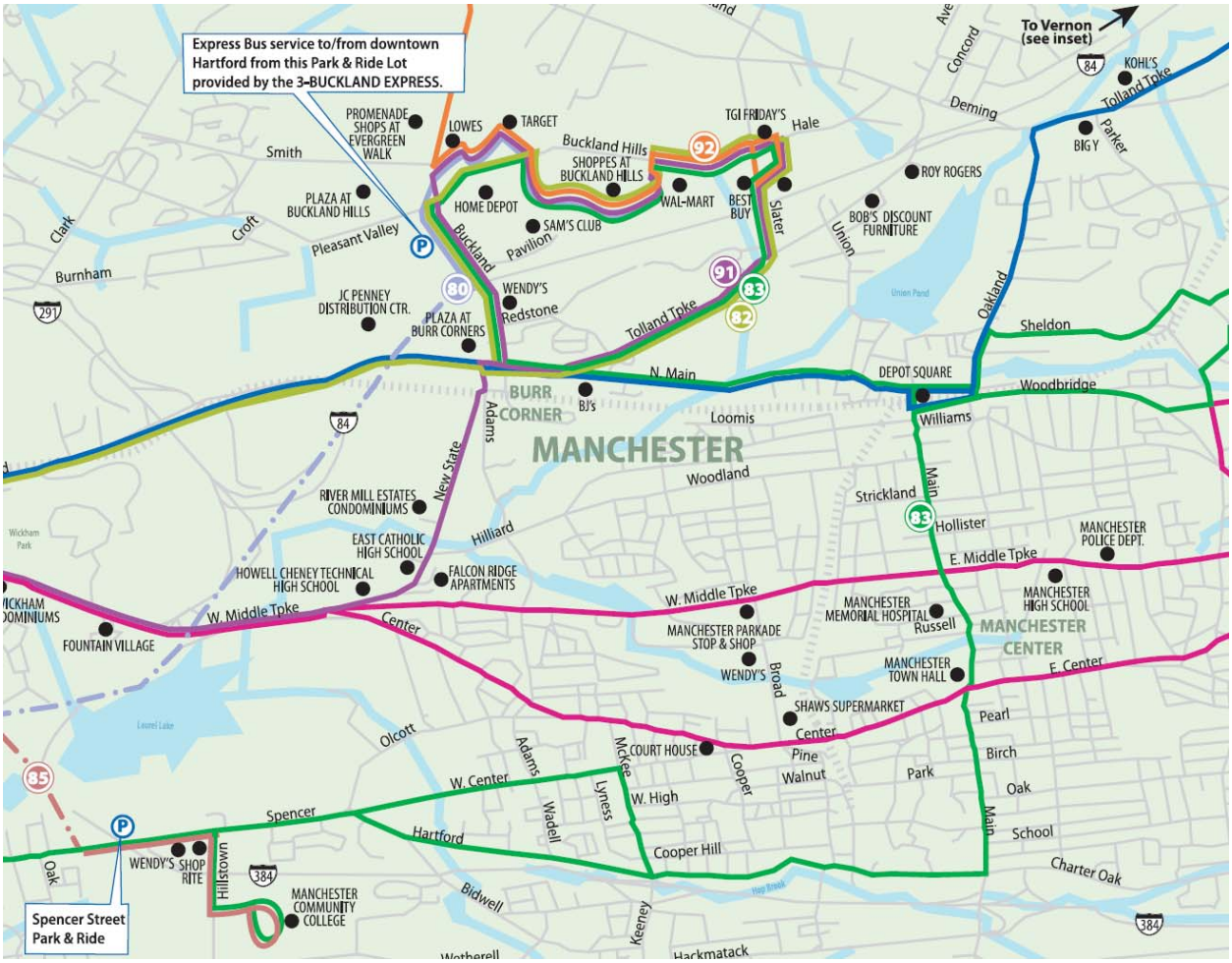
Map 3 notes Manchester's major transportation nodes and corridors and those that have potential to be nodes in the future. The corridors and nodes, and the location of commercial and mixed use centers previously discussed, identify the opportunities to integrate the two growth management principles. What follows is a brief description of the components of our current transportation system and opportunities to encourage desirable development along them.

Existing Transit

Manchester is served by the regional bus system operated by CT Transit and has an existing population density to support current levels of public transportation services. CT Transit operates six local bus routes in Manchester, as well as express bus service to Hartford from the Spencer Street and Buckland Hills Park & Ride locations (see Map 4). These routes are primarily scheduled and located to take passengers to and from Downtown Hartford and, to a lesser extent, to and from shopping and jobs in the Buckland Hills area. Current CT Transit routes operate at headways of between 25 and 60 minutes and pick up and drop off passengers at marked stops on primarily major streets. Although there are bus shelters at 28 locations in Manchester, riders at most stop locations do not have access to shelters. Ridership on Manchester's routes is relatively high compared to other CT Transit routes in the region (see table E). Manchester had the third highest ridership of any municipality in the Hartford region from April 2010- April 2011, behind Hartford and East Hartford. During that period, 2,857 total daily trips began and 2,916 total trips ended in Manchester. Participants in the Manchester 2020 process expressed interest in enhancing the quality, speed and flexibility of local bus service.

Expansion of services and routes and more frequent buses along CT Transit routes is dependent on the increased funding availability through the State of Connecticut and on sufficient demand.

Map 4: CT Transit Manchester Bus Routes



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

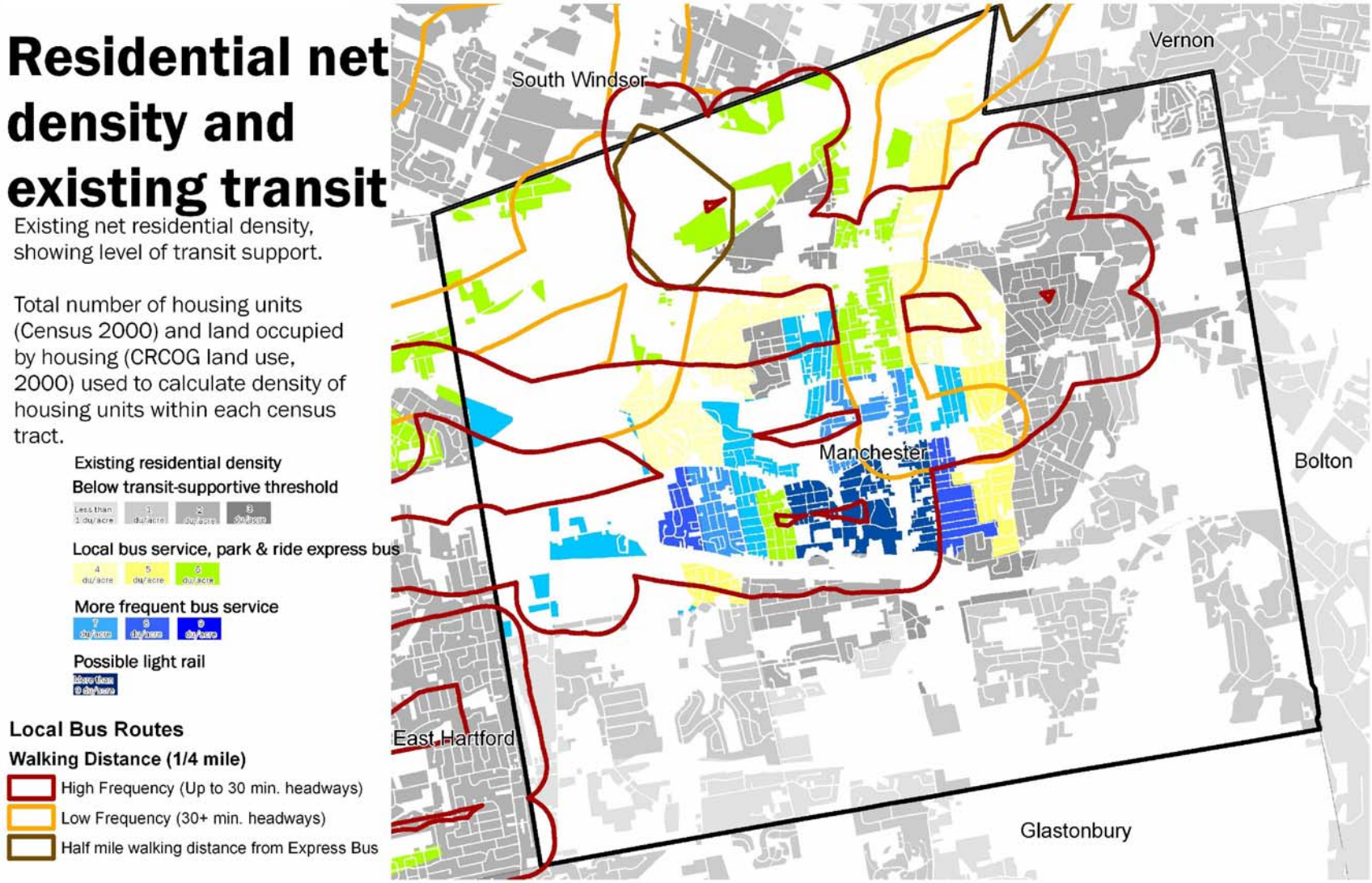
TABLE E: DAILY RIDERSHIP BY TOWN TOP 10 TOWNS APRIL 2010- APRIL 2011		
	Trip Starts	**Trip Ends**
Hartford	36,407	34,764
East Hartford	3,743	3,743
Manchester	2,875	2,916
West Hartford	2,809	2,804
Bloomfield	1,108	1,176
Windsor	881	881
Wethersfield	742	746
New Britain	479	390
Windsor Locks	431	352
Vernon	408	414

Source: CT Transit

A 2010 study by the Regional Plan Association (RPA), using information from the Connecticut State Data Center, estimated approximately 18,000 new housing units would be needed in the Hartford region from 2010- 2030. The RPA study projected the potential economic and environmental benefits of developing those units around existing transit routes and proposed transit corridors including the Hartford Busway East. In Manchester's case, infilling areas like Downtown and Broad Street and incrementally replacing car-oriented land uses in Buckland Hills with more compact, walkable developments, would reduce the projected annual emissions by 18% and saved households an average of $500 annually in travel costs. Transit-oriented development around Manchester's existing and potential nodes and corridors could also lessen the need for private automobiles for some trips and reduce projected vehicle emissions.

Map 5 illustrates the areas of Manchester that support various types of transit, using 2000 Census data. Many areas of town currently have residential densities to support some form of public transit. Transit-supportive neighborhoods concentrated in the central and northern sections of town are currently served by local bus service within a ¼ mile walk. One notable exception is the south end of the East Side neighborhood around the intersection of Spruce and Charter Oak Streets. In order to support more transit options or increased frequency, residential densities would have to shift from grey and yellow (6 or fewer units per acre) to green and blue (7 or more units per acre). The best opportunities for this are along transit corridors or at existing or potential transit hubs. Zoning these areas to allow for transit-supportive densities and mixed-use development would also add to the vitality of these areas by supporting more frequent public transit services, providing customers for existing and potential local businesses and enhancing the sense of place and built environment in these locations.

Map 5: Density and Transit



Source: Regional Plan Association

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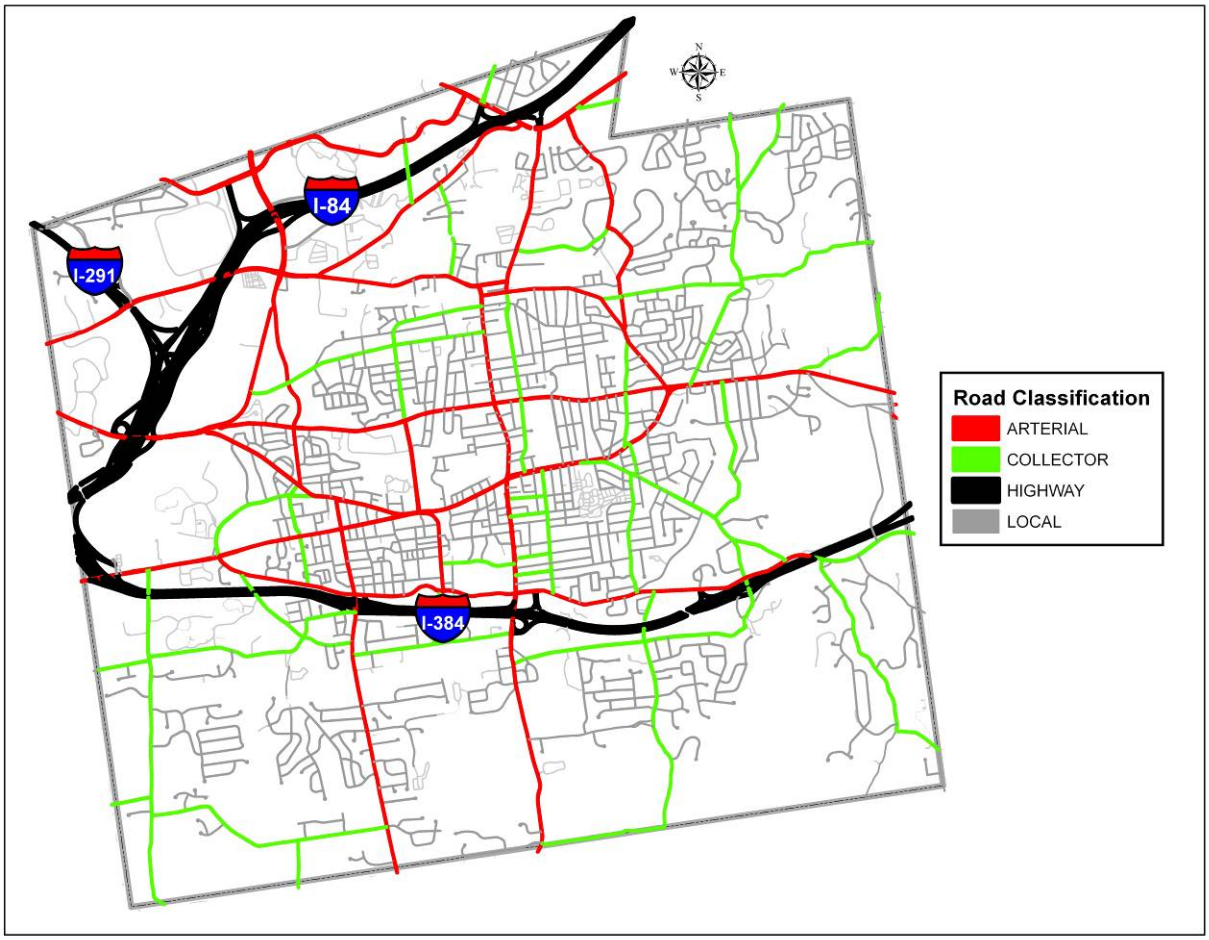
Street System

Even with current public transit options the vast majority of Manchester residents and those who work in Manchester rely on personal automobiles for transportation. Over 83% of Manchester commuters reported driving to work alone between 2005 and 2009, 9.1% carpooled and 2.5% used public transportation (U.S. Census American Community Survey, 2008-2010).

Manchester benefits from its prime location along interstate highways I-84, I-384 and I-291. These highways carry thousands of cars through town each day, serving both interstate and regional trips for residents, visitors and commuters. Manchester's location in relation to the interstates accounts for the extensive retail development on Buckland Hills along I-84 because it is so convenient to a multiple region market area. The convergence of I-84, I-291, and I-384 also provides excellent access to regional markets for businesses. Manchester's substantial warehouse/distribution and manufacturing segment benefit from this ready access to customers, labor markets, and air transportation.

Map 6 shows the interstate highway network as well as the arterial, collector and local streets that serve Manchester. The highest traffic volumes will be found on the interstate highways, followed by volumes on the arterial streets and then the collector streets. It is these arterial and collector streets that form the major transportation corridors for Manchester. The Town owns 217 miles of local roads and 19 miles are State owned. Although Manchester has an extensive street system it is focused on providing mobility for automobiles and, to a lesser extent, pedestrians (although Manchester has an extensive sidewalk system as well). While improvements in service and access to public transit are desired, maintaining and improving Manchester's street network remains critical into the future.

Map 6: Street Networks



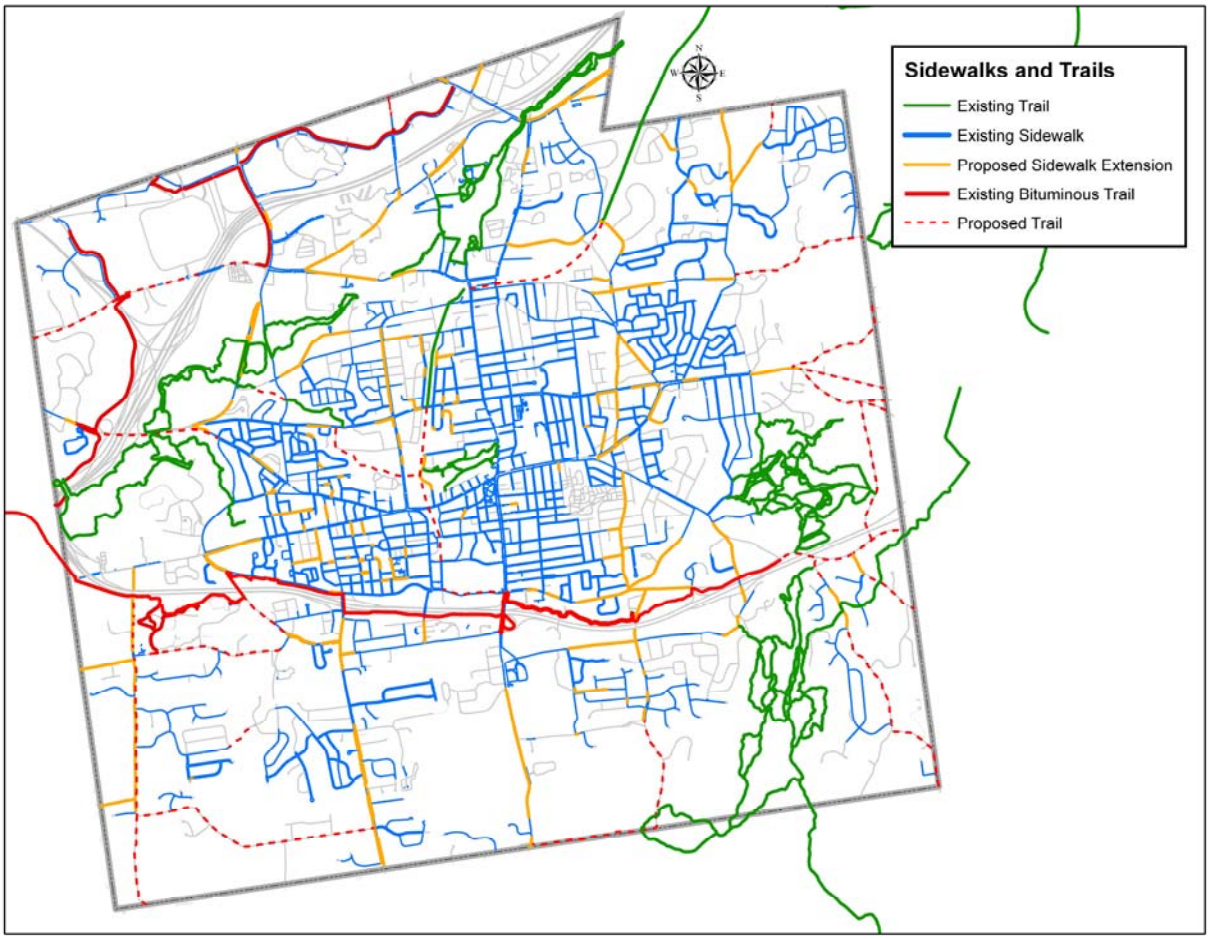
Manchester's street network does offer opportunities to create greater connectivity within and between districts. During the 2020 planning process, many participants expressed a desire for walkable and bikable neighborhoods and activity centers in Manchester. This desire reflects increased interest in a built environment that allows people to walk to jobs, schools, shopping and services. "Complete Streets" is a concept that encourages planning, designing and operating roadways for pedestrians, bicyclists, automobiles and public transit riders. Complete street policies are meant to ensure roadways are safe and accessible for all users. The concept can be difficult to implement in a built-out community like Manchester, where right-of-ways and private property lines are well established. However, as redevelopment occurs and infrastructure improvements are made, there are opportunities to incorporate complete street techniques to ensure safe and efficient travel for all users. Examples of complete street tools include consistent sidewalks, bike lanes and shoulders, lighting, crosswalks, transit shelters and related information and traffic calming features. Complete streets tools improve mobility and safety, develop a more balanced transportation system, improve air quality and reduce carbon emissions, and improve economic vitality and public health.

Current Town policies incorporate some complete street practices. Recent examples include: Pedestrian improvements to the Green Road/Woodbridge Street/Parker Street area as part of the Safe Routes to School program in 2006; bumpouts and raised crosswalks in Downtown; and edge lines on Dartmouth Road and other streets to narrow travel lane widths. While these and other projects have made selected streets in town more "complete," a full complete streets program is not included in the Town's public improvement standards.

Sidewalks/Bikeways/Trails

The town has an extensive and growing system of sidewalks, hiking trails and multi-use paths, including 230 miles of sidewalks and 13 miles of off-road bike paths. Manchester's Sidewalk Plan, adopted in 2004 and revised in 2009, defines town policies for sidewalk installation and maintenance. The Sidewalk Plan identifies these streets as priorities for sidewalk extension: Middle Turnpike from Walker Street to Parker Street; Broad Street; Oakland Street; Tolland Turnpike; North Main Street; Keeney Street from Bush Hill Road North; Parker Street from Mather Street to East Center Street; Sheldon Road; Woodland Street (See Map 7).

Map 7: Pedestrian and Bicycle Infrastructure



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While these expansion priorities have been identified, the Town's current practices focus on maintaining existing sidewalks and replacing them in targeted areas. Construction of new sidewalks in the priority extension areas would require additional capital investment. An ongoing public investment strategy to expand, extend and better connect these amenities would provide beneficial transportation, health and social systems that would add to Manchester's quality of life.

Manchester's system of bituminous, multi-use trails has steadily expanded during the past two decades. The town's largest trail is a section of the Charter Oak Greenway, part of the planned East Coast Greenway, a 3,000+ mile trail that when complete will provide an off-road transportation option along the east coast from Maine to Florida. In Manchester, the greenway has recently undergone two extensions and now runs east and west from the East Hartford border to Porter Street. There are plans for it to be extended to Bolton Notch State Park. This greenway currently serves as a recreational trail for walkers and bikers from Manchester and surrounding communities. As the East Coast greenway expands, it will continue to serve more as both an option for commuting, as well as a recreational amenity.

In addition to providing increased recreational options to Manchester residents, the anticipated influx of greenway users offers economic development opportunities by increasing the number of riders and walkers who will pass through Manchester and who may stop at places to eat, rest, shop or recreate. To take advantage of this opportunity improved signage directing greenway users to nearby businesses, restaurants and amenities, improved pedestrian and bicycle connections between the greenway and local roads and sidewalks and potentially small-scale, travel-related development in proximity to the greenway itself should be considered.

Other bituminous trails serve bicyclists and pedestrians in northern and central areas of town, along the I-84 corridor on the eastern border of Wickham Park and along Buckland Street and Buckland Hills Drive. The Hop River Linear trail, a crushed gravel and dirt trail, begins at the corner of Parker Street and Colonial Road and extends north into Vernon/Rockville. The Broad Street Redevelopment Plan calls for a bituminous greenway along Bigelow Brook between Center Springs Park and the Hockanum River Linear Trail. Possible connections and extensions of these assets are identified in Map 7.

Along with its multiuse trails, Manchester's robust network of local roads provide good conditions for bicyclists throughout many neighborhoods. Heavy automobile traffic and relatively narrow right-of-way widths make some arterial and collector streets less attractive and more dangerous for bicyclists. The regional bicycle plan's on-road network shows Middle Turnpike, New State Road, North Main Street, Parker Street, Porter Street, Keeney Street and South Main Street as major on-street bicycle routes. While the town does not currently have any bicycle lanes or streets, bicycle access is taken into account in each new road construction project. Marked bicycle lanes in some locations may be desirable as these major bicycle routes are repaved and/or reconstructed. Other improvements like narrowing lane widths and striping street shoulders provide safer on-street conditions for bicycle users. Constructing or requiring bicycle facilities such as lockers and bicycle parking in prime locations would also make the town more bicycle-friendly.

Transit-Oriented Development

Manchester's existing and possible future transportation infrastructure, its development pattern and its lack of available, undeveloped land make it a prime location for transit-oriented-development (TOD) opportunities. This model of development, in which higher intensity compact development is focused around transit nodes and corridors offers varied benefits to the community. These include increasing the vibrancy of mixed-use centers and corridors through increased business, recreation and pedestrian activity; aesthetic improvements associated with redevelopment, reuse, and expansion of existing buildings; increasing demand for transit in and around these locations; increasing the attractiveness of transportation alternatives to the automobile; and lessening development pressure on undeveloped areas at the town's fringes. TOD thus addresses goals identified under all of the Growth Management Principles.

During the 2020 process participants identified locations where TOD might work best. Map 3 indicates transportation nodes and major corridors where increased development and redevelopment could be focused. While TOD can occur along existing local bus routes, a more robust regional transit network would create even more opportunity. The Town must monitor advances in the system in order to take advantage of potential development opportunities.

Potential Future Transit

Project planning is underway for the Springfield/New Haven commuter line along the I-91 corridor. Passenger rail along this corridor will provide commuter access between Springfield, MA, Hartford and New Haven. Improved commuter rail, and potentially high-speed inter-city rail, will improve service from central Connecticut to Boston and New York. This project has the potential to become a major economic driver in Connecticut. Because Manchester lies just outside this corridor, it is to Manchester's advantage to ensure seamless transit connections to the growing regional rail network.

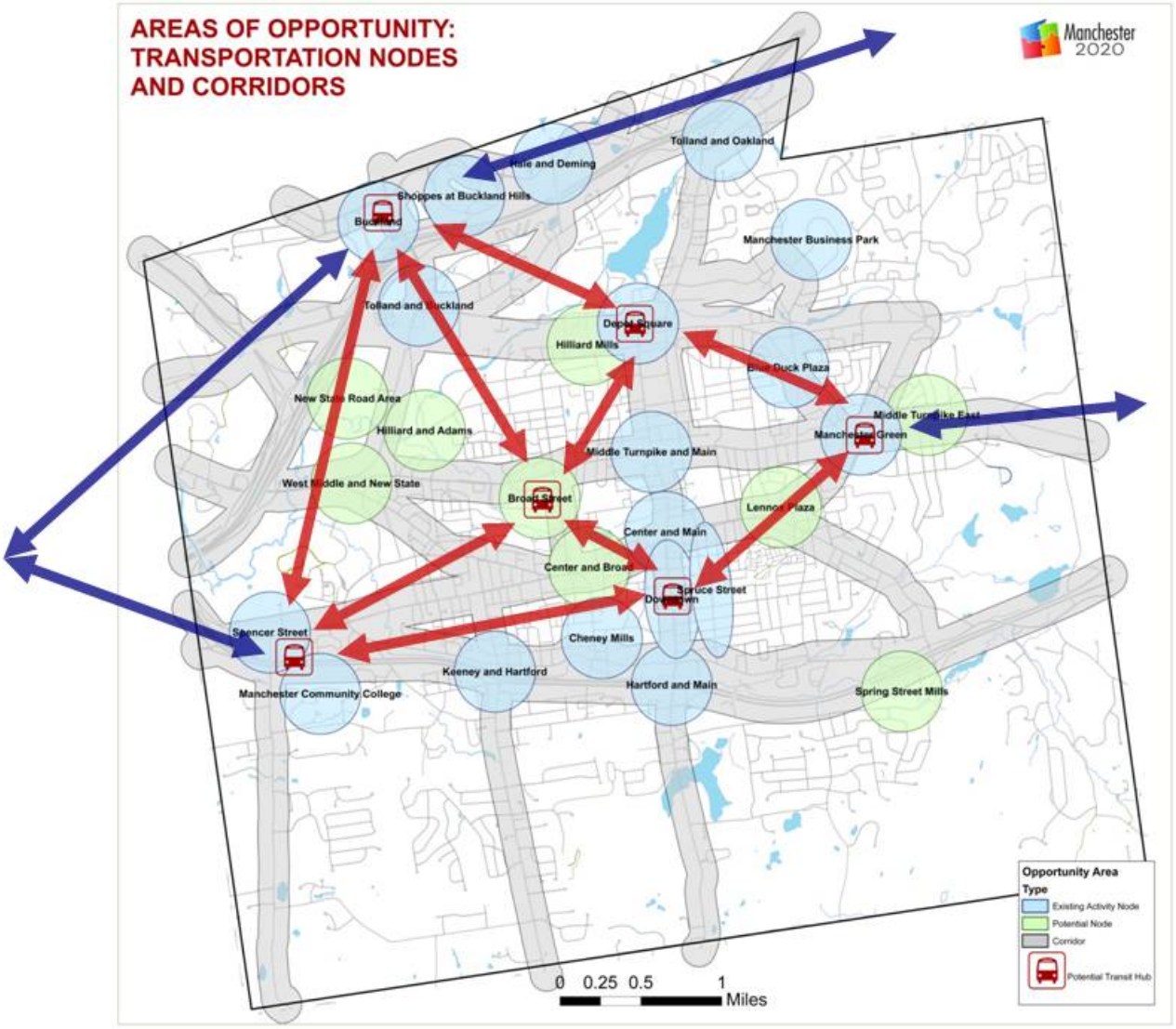
The Town participated in the Connecticut Department of Transportation's 2009 Buckland Area Transportation Study, which included recommendations for improving the overall transportation network in the Buckland Hills area. The report's specific recommendations include: Construction of an overpass above I-84 connecting Red Stone Road and the Shoppes at Buckland Hills; exit ramp and HOV ramp improvements; intersection improvements and/or roadway realignments at Pleasant Valley Road, Buckland Hills Drive and Deming Street; and improvements to bicycle and pedestrian infrastructure. The study also identifies transit-related improvements including consolidated and improved local bus stops, a circulator bus system for the Buckland Hills area, the construction of a multi-modal transit center on the current Park & Ride commuter lot and future bus rapid transit service to Hartford.

Manchester is currently participating in the Capitol Region Council of Governments Sustainable Communities Regional Planning effort, funded through the federal Department of Housing and Urban Development. The Manchester Bus Enhancement portion of this project will investigate opportunities to better connect Manchester to the growing regional transit system and opportunities for achieving the transit-related recommendations in the Buckland Transportation Study. The project scope includes detailed planning studies on how to connect Manchester's existing and potential transportation hubs to regional rapid transit routes and to each other, and on the feasibility of a multimodal transit center. The study will also address the feasibility of a circulator bus and related land-use planning in and around the Buckland Hills. This planning

work will be a first step in assessing the potential for a more robust intra-town transit system, and an opportunity to explore transit-oriented development in Buckland Hills and other Manchester destinations. Map 9 shows preliminary concepts of how Manchester's major transportation nodes could be connected to each other and to the regional system.

In 2004 the State Department of Transportation completed a preliminary study for a bus rapid transit (BRT) corridor east of the Connecticut River, which includes proposed stations in Buckland Hills, Depot Square and Downtown. At the writing of this plan, the first regional BRT project, or busway, between New Britain and Hartford, is under construction. If this line proves to be successful, the east of the river busway could potentially be the next piece of a larger busway system in greater Hartford. The Town will monitor the success of the existing BRT system and look for the transit and transit-oriented-development opportunities an east of the river extension would provide.

Map 9: Potential Transit Node Connections



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

Manchester's attractive neighborhoods, employment opportunities, shopping and entertainment destinations, and access to municipal and other services all make it a desirable town in which to live. The town's prime location on the regional highway network offers convenient access to other regional assets, adding to its desirability as a residential location. Housing developments of many types and sizes have helped fuel its growth over the decades and Manchester's uniquely diverse housing stock continues to offer a wide range of housing options for those who want to live here. These locational advantages have made Manchester the primary residential location in the east of the river region. While housing will continue to play a role in development and redevelopment in town, Manchester's development pattern and current land constraints provide new challenges for residential development moving forward. Whereas single-family home subdivisions boomed in the southern and eastern parts of town in the 1970s, 80s and 90s, those developments have taken up most of the town's undeveloped land. Because of the lack of available land, opportunities for new housing developments will likely depend on redevelopment and infill projects. Additionally, Manchester's built neighborhoods will require attention and care to keep them healthy and vibrant. A strategic approach to where and how housing development occurs will have a major impact on how Manchester achieves its 2020 vision.

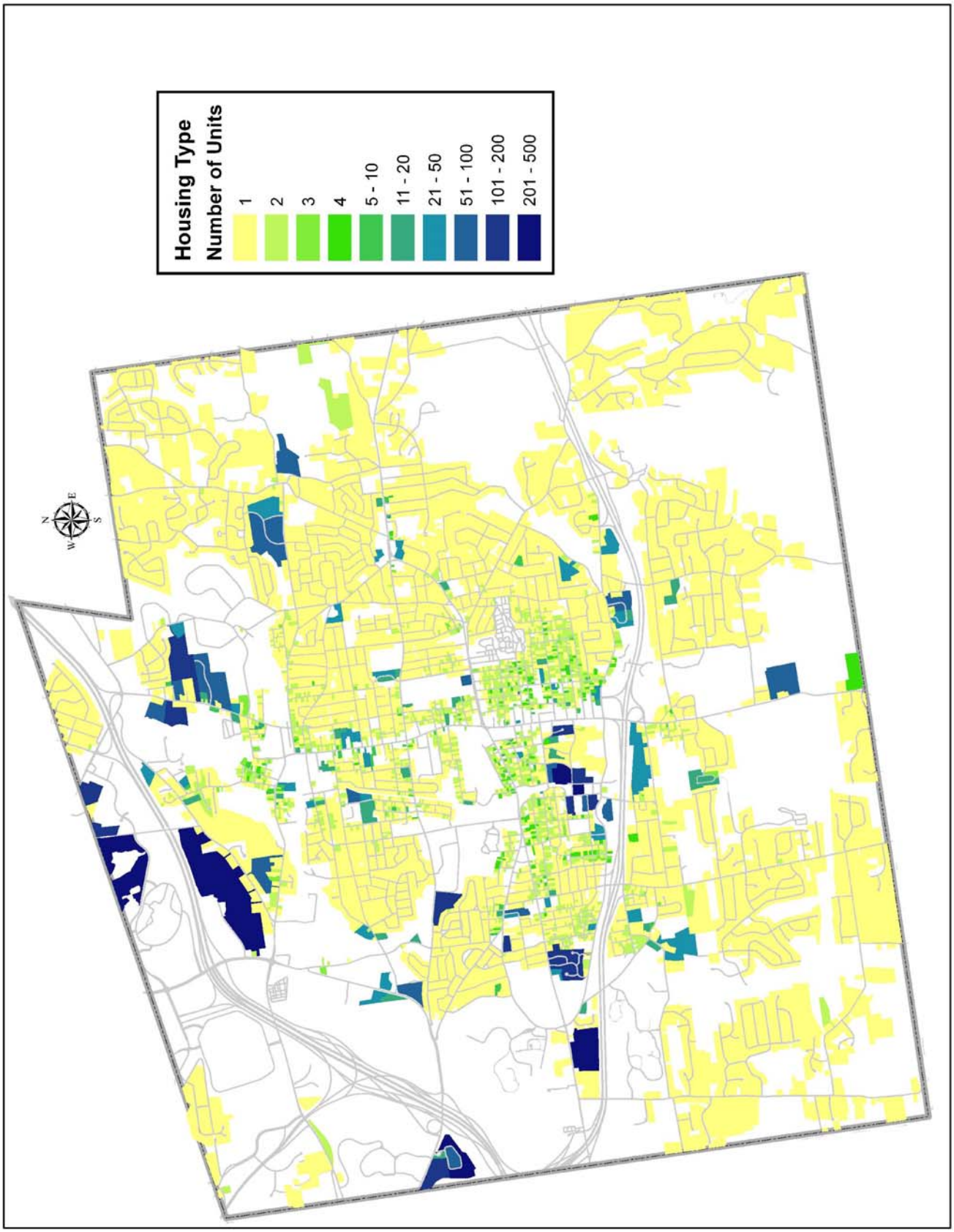
Historically, Manchester developed from Downtown, Depot Square and the surrounding neighborhoods outward. The town's first neighborhoods, including the West Side, East Side and Union Village provide Manchester with much of its historic character and much of its housing stock. These core neighborhoods contain a mix of single family, duplex, four-family structures, and apartment and condominium complexes, mixed into walkable, compact neighborhoods. Because these areas developed first, much of the housing stock in these neighborhoods is significantly older than that throughout the rest of town. Older housing often requires more expensive interior and exterior renovations, building-code related improvements and lead paint and other hazardous material removal than do newer developments.

Since the 1990's the Town has invested heavily in infrastructure, increased code enforcement and housing rehabilitation to improve the housing stock and stabilize conditions in these core neighborhoods. The Town has focused infrastructure improvements in both the East and West sides, replacing or improving miles of water and sewer lines, streets and sidewalks over the past 10 years. Manchester's Housing Rehabilitation program, funded through Community Development Block Grant (CDBG) funds, has assisted low and moderate income homeowners with emergency repairs, and work to remediate lead-based paint and code violations**.** Forty-three (43) units of housing have been rehabilitated through the program over the past five years. Another program, Rebuilding Together, assists income-qualified households with repairs, roof replacements and landscaping. The program is run through donations and more recently, with CDBG funded contractors. Volunteers do much of the physical labor and the program has helped improve over 1,000 homes since 1992. This plan advocates for continuing these activities and for pursuing additional funding that would expand the reach of these programs.

Moving out from the town center, residential neighborhoods get younger with post World War II development. These traditional suburban neighborhoods are primarily single family neighborhoods with some duplex and multi-family units. The earliest of these neighborhoods were built around Manchester's trolley lines so that residents could walk from their homes to a line and take a trolley to work, school or elsewhere. Later subdivisions were more auto-oriented but followed a similar development pattern of small-to-mid sized, primarily single family homes on smaller lots, all within walking distance to a community center or corridor. Examples of this development pattern include the Bowers, Waddell, Verplanck and Green Manor neighborhoods. While conditions in these neighborhoods are generally stable, aging infrastructure has warranted more public investment in recent years.

Resources including federal block grant funds, Safe Routes to School and local and State infrastructure funds have been used to add or improve sidewalks, repave streets and complete water and sewer work in these neighborhoods. Because of their age, monitoring the condition of the housing stock in these areas over the next 10 years will be necessary to ensure they remain healthy and vibrant. The Town should consider whether conditions warrant expanding the Housing Rehabilitation program into these neighborhoods and/or focusing infrastructure improvements in certain locations.

Over the past 50 years, development has occurred steadily outward, from these neighborhoods towards the southern and northern town borders. One notable exception was the historic Cheney Mills in the West Side neighborhood were rehabilitated into hundreds of apartment units in the 1970s and 1980s. Much of the housing produced in Manchester since 1990 has been larger, high-end single family homes and luxury apartments. Almost all of the development activity south of I-384 has been large, suburban-style single family homes on large lots and the majority of multifamily housing built during this period has been luxury rental housing in the Buckland Hills area. While these developments have offered housing opportunities to higher income individuals and families, they have largely not provided housing opportunities for low or moderate income households. This newer housing stock has provided benefits to the town including increased property tax receipts and an influx of households with relatively high disposable incomes. However, their homogenous nature and relatively high prices limit opportunities for single people, young families and the elderly in these areas. Much of the existing affordable stock and much of the multi-family housing stock remains concentrated in Manchester's older, central neighborhoods. This plan calls for considering options for providing more diverse housing options in these areas in a way that maintains existing neighborhood character.



Map 10: Housing Type

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A 2009 Planning Department analysis indicated Manchester had a maximum of 1,200 acres of undeveloped, currently residential zoned land available for development. The vast majority (96%) of that land is zoned for single family housing and much of that land contains wetlands or other natural features that will make development challenging or impossible. Additionally, during the 2020 planning process, many residents expressed a desire to protect these remaining undeveloped, agricultural or rural areas from further development. When the housing market does improve, development pressure on these areas will increase and policies will need to focus development back to the central neighborhoods.

Housing and Demographic Trends

The future of the local, regional and national housing market will be driven in part by demographic trends and preferences. While the following trends create challenges for all communities, they also present opportunities for reaching Manchester's vision for 2020.

Aging Population

According to the 2010 Urban Land Institute report Housing in America, there are approximately 78 million Baby Boomers living in the United States. The oldest of the Baby Boomers turned 65 in 2011 and the senior population is projected to grow at a faster rate than the United States' population as a whole in the coming decades.

Retiring boomers have expressed the desire to live in more urban settings. Seventy-five percent (75%) of those surveyed in a 2009 Robert Charles Lesser & Company (RCLCO) study indicated they want to live in mixed-age, mixed-use communities. While many older boomers moved out of single family homes before the most recent housing crisis, most who stayed find themselves with homes that have depreciated in value. Because many of these homeowners are choosing to stay and wait for the housing market to improve before selling, the market for senior housing is growing more slowly than expected. When large numbers of residents in this demographic do decide to sell their homes, research suggests many will be looking to relocate to walkable, mixed-use, multi-generational neighborhoods.

In Connecticut, the aging population will put increasing stress on municipal governments and service providers, and increase the need to attract younger workers and families to replace the large, retiring segment of the workforce. When the number of non-workers in a given town begins to approach the number of workers, who pay a greater share of taxes and tend to contribute more to the local economy, governments are less able to provide municipal services. According to the Connecticut State Data Center, there were approximately 64 non-workers for every 100 workers in Connecticut in 2010. The Center projects that by 2020 that number will rise to 68 non-workers per 100 workers and by 2030 to 82 non-workers per 100 workers. Manchester, however, will remain relatively young compared to most Connecticut municipalities, with a projected 75 non-workers per 100 workers. Manchester's median age is also projected to be much lower than the state median prior to 2030.

According to demographer Orlando Rodriguez, Manchester will manage to maintain a healthy working-age population in large part because of its racial and ethnic diversity. While the younger white population in Connecticut is declining, the younger non-white population is growing. Because Manchester has a larger percentage of non-white residents than other communities, its population will age more slowly. Maintaining a healthy working-age population will be a challenge for the nation, and especially for an aging state like Connecticut. According to Rodriguez, there will be great competition amongst municipalities for this population. Attracting, educating and improving access to jobs for a younger, diverse population will be necessary for Manchester's future success. Ensuring housing and neighborhoods that younger families desire will be critical.

Gen Y

Generation Y is even larger than the Baby Boom generation, encompassing 83 million Americans. A 2008 RCLCO study found 77% of Gen Y reported a desire to live in an urban core in order to be close to each other, services and places to meet and work. They also expressed a desire to walk rather than to drive and are willing to trade housing space (e.g. square footage) for the ability to afford this type of lifestyle. The report says it is likely that as this generation begins to have children they will either work to improve the school systems in the urban core where they live, or move to inner ring suburbs with compact, walkable town centers and housing that is more affordable (i.e. Manchester) than in the outer suburbs. Studies have also indicated Gen Y is more interested in using public transportation than their parents have been and will look for places to live that have adequate transit service. Manchester has regional advantages for attracting people within this group including its varied rental housing stock, compact downtown and other walkable centers, access to the regional public transportation system and a supply of smaller, relatively affordable single family homes. Enhancing these assets will be critical in attracting and keeping the Gen Y population.

Manchester's Opportunity

The combination of demographic and preference trends, Manchester's development pattern and infrastructure advantages, and the desire of current residents for vibrant places provide opportunities for Manchester to thrive over the next decade. Housing offers a unique tool in creating attractive places. Incorporating a variety of appropriate housing units in new developments, as a vital component in redevelopment sites and as infill development on vacant or underused lots, especially along corridors, within activity centers and in older neighborhoods can help repair the fabric of those areas and add to their desirability. Beyond these physical benefits, new residents serve to make these areas more vibrant, enhance public safety by providing "eyes on the street" in their neighborhoods and provide local businesses with a potential customer base.

The current and growing demand for smaller housing units, quality rental housing, housing within walking distance to transit and housing that is part of mixed-use, walkable neighborhoods puts Manchester in a strong competitive position because Manchester has these types of places already. Preserving and enhancing these assets will be critical the town's pursuit of its 2020 vision. Manchester can accelerate its pursuit of this vision by encouraging new housing development that takes advantage of these trends, developing housing along transit corridors and at activity nodes as part of mixed-use, walkable developments. Encouraging residential development that fits this pattern accomplishes many of the goals offered in this plan including:

Preservation of open space and rural character areas; improving the vibrancy of activity centers and corridors; increasing walkability and access to transit; and increasing private investment in core neighborhoods. While other types of development can also help achieve the goals outlined here, strategic housing development offers the opportunity to achieve several of these community goals at once.

V. 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 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 building 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. The Town should 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.

VI. 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.

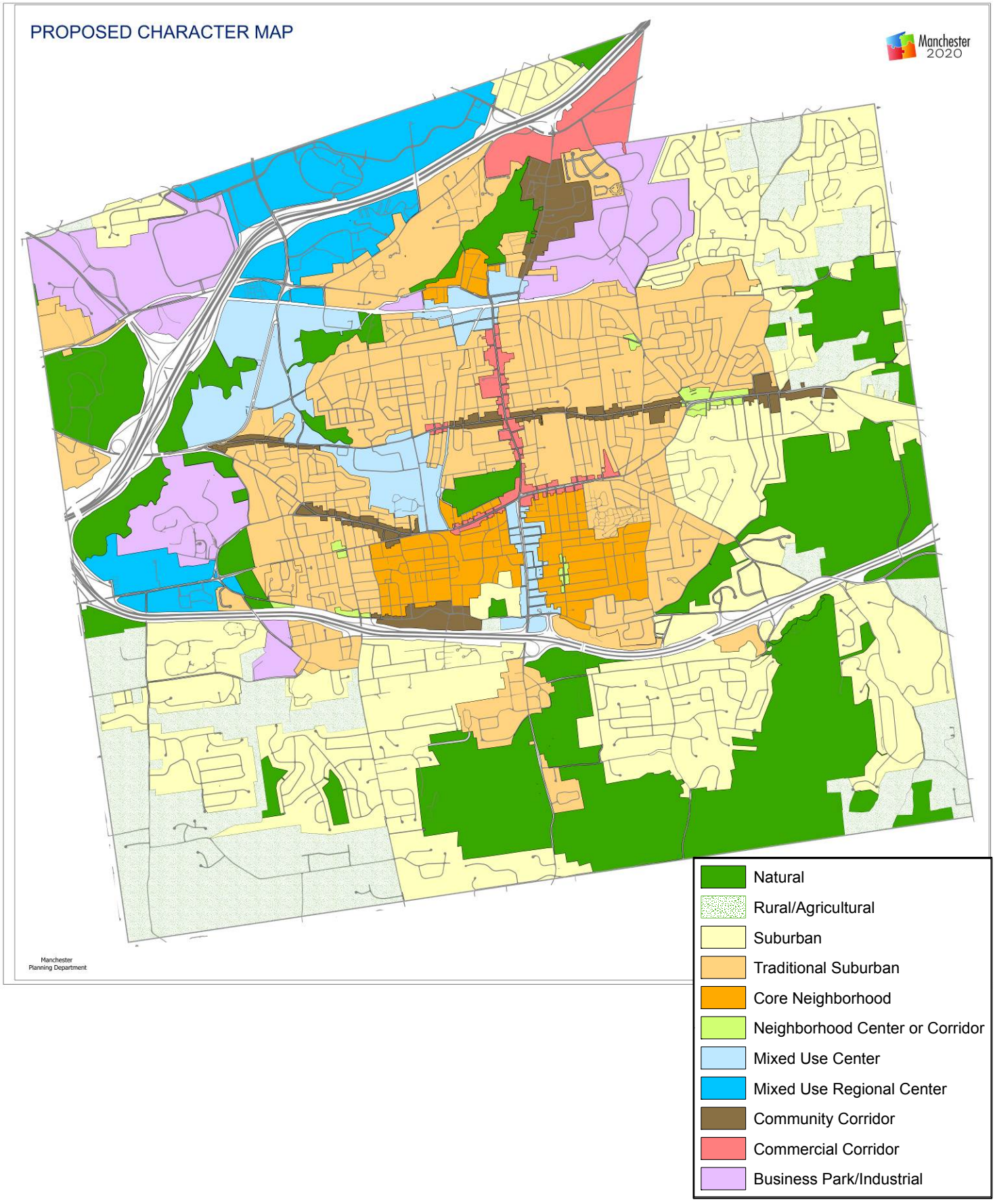

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Table F:

Natural	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.		
Rural/Agricultural	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.		
Suburban	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.		

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Traditional Suburban	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.		
Core Neighborhood	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.		
Neighborhood Center	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.		

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Community Corridor	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.		
Commercial Corridor	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.		
Mixed-Use Center	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.		

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Regional Center	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.		
Business Park	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.		

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VII. 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					 3		 4		 5		
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						 3		 5			
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					●	●	●	●	●	●	

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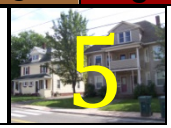
2020 PLAN SUMMARY MATRIX

Goals and Objectives	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
							Character Area				
2. Consider allowing limited, non-residential, neighborhood uses in existing neighborhoods and in new developments while maintaining neighborhood character.			●	●							
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.						●	●	●	●	●	

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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	●	●	●	●	●	●	●	●	●	●	●

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Effective: January 14, 2013

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					●	●	●	●	●	●	●

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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		●	●								

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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 though low-impact alternatives to traditional control and treatment and, revising public improvement standards and reducing minimum surface parking requirements.			●	●	●	●	●	●	●	●	●

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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											
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.			●	●	●	●	●	●	●	●	

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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						●	●	●	●	●	

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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.	●	●	●	●	●	●	●	●	●	●	

VIII. CONSISTENCY WITH STATE GROWTH MANAGEMENT PRINCIPLES

Section 8-23 of the Connecticut General Statutes requires each municipality to assess a Plan of Conservation and Development's general consistency with State's growth management principles and with the state POCD. The following tables analyze this plan's consistency with each growth management principle. Generally, we find this plan to be consistent with 29 of the 45 state policies, while nine (9) policies are considered not applicable and two (2) are supported by other Town policies but not directly addressed in this plan (see Table H). Policies marked with an "*" are not specifically addressed in this plan, but are consistent with other Town policies. The only policy deemed to be somewhat inconsistent with those of the state is #9 under principle #4: "Rely upon the capacity of the land to provide drinking water and waste disposal needs in rural areas. Support the introduction or expansion of public water and sewer services only when there is a demonstrated environmental, economic, social, or general welfare concern and then introduce such services only at a scale which responds to the existing need without serving as an attraction to more intensive development." One recommendation of this plan is to cluster residential development in applicable rural/agricultural areas in order to preserve significant agricultural and/or open space resources. Such cluster development could require public utilities including water and sewer service. While consistent with the intent to conserve the natural and traditional rural lands, it could be argued the recommendation is inconsistent with the desire to limit new infrastructure unless there is a demonstrated environmental, economic, social, or general welfare concern. Because this plan is organized around the state's own growth management principles, the great majority of it is consistent with the state POCD.

Table H

	Growth Management Principle #1 **Redevelop and Revitalize Regional Centers and Areas with Existing or Currently Planned Physical Infrastructure**	
	State Agency Policies for GMP #1	**Generally consistent with state policy?**
1	Ensure the safety and integrity of the existing infrastructure over its useful life through the timely budgeting for maintenance, repairs and necessary upgrades;	**Yes**
2	Focus on infill development and redevelopment opportunities in areas with existing infrastructure, which are at an appropriate scale and density for the particular area;	**Yes**
3	Coordinate the timing of any planned expansion of existing infrastructure to meet state and regional growth objectives;	*** N/A**
4	Undertake a full life-cycle cost analysis for any proposed action involving the expansion of infrastructure beyond the current limits of the existing or planned service area for the particular form(s) of infrastructure, except when necessary to address localized public health and safety concerns;	***N/A**
5	Remediate, redevelop, and re-use Brownfields and significant vacant or underutilized facilities that are in strategic locations;	**Yes**
6	Proactively identify and market available properties that are currently served by infrastructure and that could meet the needs of new or expanding businesses, especially those within close proximity to existing industry clusters;	**Yes**
7	Promote supportive land uses around rail stations, airports and sea ports, and discourage uses that are not dependent upon, or complimentary to, the available infrastructure;	***N/A**
8	Encourage local zoning that allows for a mix of uses to create vibrant central places where residents can live, work, and meet their daily needs without having to rely on automobiles as the sole means of transport;	**Yes**
9	Promote urban areas as centers for arts, entertainment and culture, while supporting historic preservation needs;	**Yes**
10	Capitalize on opportunities to develop and deploy innovative energy technologies, and promote distributed generation facilities where practicable to address localized load management issues; and	*****
11	Minimize the potential impact from natural hazards, such as flooding, high winds and wildfires when siting future infrastructure and developing property.	*****

	Growth Management Principle #2 Expand Housing Opportunities and Design Choices to Accommodate a Variety of Household Types and Needs	
	State Agency Policies for GMP #2	**Generally consistent with state policy?**
1	Enhance housing mobility and choice across income levels and promote mixed-income developments through both ownership and rental opportunities;	**Yes**
2	Support adaptive reuse of historic and other existing structures for use as residential housing;	**Yes**
3	Provide favorable loan terms for multifamily housing and mixed-use properties in targeted areas;	**N/A**
4	Market urban communities to people most likely attracted to living in urban environments, such as young people and "empty nesters";	***N/A**
5	Support local efforts to develop appropriate urban infill housing and neighborhood amenities to make better use of limited urban land;	**Yes**
6	Identify innovative mechanisms to support increased housing density in village centers that lack supporting infrastructure; and	**Yes**
7	Encourage and promote access to recreational opportunities, including trails and greenways, for affordable and mixed-income housing.	**Yes**

	Growth Management Principle #3 Concentrate Development Around Transportation Nodes and Along Major Transportation Corridors to Support the Viability of Transportation Options	
	State Agency Policies for GMP #3	**Generally consistent with state policy?**
1	Promote compact, pedestrian-oriented, mixed use development patterns around existing and planned public transportation stations and other viable locations within transportation corridors and village centers;	Yes
2	Improve transit service and linkages through better integration of all transportation options and advances in technology, to provide competitive modal choices, safety and convenience;	Yes
3	Provide strategic inter-modal connections where there are opportunities to promote the movement of goods to and through the state by means other than truck;	N/A
4	Coordinate with host municipalities on supportive land use regulations to make the most effective use of transportation facilities for the movement of people and/or goods;	**Yes**

	Growth Management Principle #3 Concentrate Development Around Transportation Nodes and Along Major Transportation Corridors to Support the Viability of Transportation Options	
	State Agency Policies for GMP #3	**Generally consistent with state policy?**
5	Identify strategic sites within regions for designating pre-approved development areas around major transportation nodes, corridors and facilities;	**Yes**
6	Restore strategic shipping channels and pier areas to their authorized depths when dredging is required to accommodate regional economic development plans;	**N/A**

	Growth Management Principle #4 Conserve and Restore the Natural Environment, Cultural and Historical Resources, and Traditional Rural Lands	
	State Agency Policies for GMP #4	**Generally consistent with state policy?**
1	Continue to protect permanently preserved open space areas and to "build out" the state's future open space network through ongoing public and quasi-public acquisitions of important multi-functional land;	**Yes**
2	Limit improvements to permanently protected open space areas to those that are consistent with the long-term preservation and appropriate public enjoyment of the natural resource and open space values of the site;	**Yes**
3	Preserve natural and archeological areas of regional and statewide significance, including habitats of endangered, threatened and special concern species;	**Yes**
4	Encourage collaborative ventures with municipal and private entities to provide a system of appropriately managed natural areas and resources that allows for a diversity of well-functioning habitats and the sustainable use of resources;	**Yes**
5	Seek to achieve no-net-loss of wetlands through development planning that: 1) avoids wetlands, whenever possible; 2) minimizes intrusions into wetlands when impacts are unavoidable; 3) mitigates any resulting impacts through wetland enhancement or creation; and 4) encourages ongoing maintenance of functional wetlands;	*****
6	Revitalize rural villages and main streets by promoting the rehabilitation and appropriate reuse of existing historic facilities, such as former mills, to allow a concentration of higher density or multiple use development where practical and consistent with historic character;	**Yes**

	Growth Management Principle #4 Conserve and Restore the Natural Environment, Cultural and Historical Resources, and Traditional Rural Lands	
	State Agency Policies for GMP #4	**Generally consistent with state policy?**
7	Promote agricultural businesses and supportive industries that are vital to the local and regional economy, while simultaneously preserving prime farmland through the acquisition of development rights;	**Yes**
8	Utilize the landscape to the extent practicable to manage storm water, so that water bodies in Connecticut maintain optimal water quality to support their myriad uses;	**Yes**
9	Rely upon the capacity of the land to provide drinking water and waste disposal needs in rural areas. Support the introduction or expansion of public water and sewer services only when there is a demonstrated environmental, economic, social, or general welfare concern and then introduce such services only at a scale which responds to the existing need without serving as an attraction to more intensive development;	**No- The Plan recognizes that to encourage agricultural land use and open space preservation cluster development may be needed, which may require updated systems/utilities.**
10	Promote innovative land conservation and banking practices that further local, regional and state conservation and development objectives, and minimize the need to expand infrastructure to support new development in rural areas; and	**Yes**
11	Encourage a network of pedestrian and bicycle paths and greenways that provide convenient inter- and intra-town access, including access to the regional public transportation network.	**Yes**

	Growth Management Principle #5 Protect and Ensure the Integrity of Environmental Assets Critical to Public Health and Safety	
	State Agency Policies for GMP #5	**Generally consistent with state policy?**
1	Ensure the availability of safe and adequate public water supplies by meeting or exceeding state and federal drinking water standards;	**Yes**
2	Identify water supply resources sufficient to meet existing demand, to mitigate water shortages during droughts, and to meet projected growth and economic development over at least the next 50 years;	**Yes**
3	Ensure that water conservation is a priority consideration in all water supply planning activities and regulatory decisions;	**Yes**
4	Balance the competing needs of water for human consumption, waste assimilation, habitat sustainability, recreation, power production, and transport;	**Yes**
5	Attain National Ambient Air Quality Standards with emphasis on cost-effective strategies and effective enforcement of regulated sources;	**N/A**
6	Promote transportation alternatives to the automobile, such as bicycling, walking, and public transportation as a means to reducing energy consumption, air pollution, and obesity-related health care costs;	**Yes**
7	Emphasize pollution prevention, the efficient use of energy, and recycling of material resources as the primary means of maintaining a clean and healthful environment; and	**N/A**
8	Proactively address climate change adaptation strategies to manage the health risks associated with impacts to public water supplies, air quality and agriculture/aquaculture production caused by the potential increased frequency and/or severity of flooding and drought conditions.	**N/A**

APPENDIX A: ECONOMY

During the late 19th century, much of the center of Town developed around Downtown and the Cheney Silk Mills in what is now the West Side neighborhood. The primary location for commerce in Manchester for the larger part of a century, Downtown is the traditional economic heart of Manchester. Having survived several major shifts in commercial real estate activity, Downtown is now transitioning to a strong office, restaurant, arts and culture, niche retail and service destination. Other commercial and mixed-use districts range in scale from small neighborhood shopping plazas to strip shopping centers and commercial corridors to Buckland Hills a super-regional shopping, residential and entertainment location. Developed around the million square foot Shoppes at Buckland Hills, the area now encompasses over 3 million square feet of retail space, a multiplex cinema, numerous restaurants and hundreds of apartment units and hotel rooms.

A full range of services, amenities and institutions complement Manchester's locational strengths. Manchester Memorial Hospital is a full-service, 249 bed, acute care facility which serves as a healthcare destination for the region and employs hundreds of residents. Manchester Community College is the largest of Connecticut's community colleges, serving over 16,000 students annually at a modern and highly accessible campus. Both institutions provide critical public services and serve as major job generators and centers of activity.

The Connecticut Economic Resource Center is currently updating the regional CEDS. In addition to looking at the 2005 CEDS clusters, the updated CEDS will take into account other recent economic analyses. These include a cluster mapping project of the Institute for Strategy and Competitiveness (ISC), which identified nine industry cluster strengths for greater-Hartford, a segmentation analysis using Connecticut Department of Labor data from the North Central Workforce Investment Area (NCWIA), and a qualitative analysis developed from stakeholder interviews. The 2012 CEDS will identify industry strengths that: Are noted as strengths in more than one of the aforementioned assessments; are considered "traded" industries; have positive economic indicators; have potential for growth; show strength in nearby regions presenting growth opportunities and represent a large share of employment.

Economic Base

As a leading economic driver in the region, Manchester is home to businesses of all types and sizes. A total of 1,483 business establishments were operating in town in 2009. In that year, Manchester was home to 12 industries of 50 or more establishments, including retail trade, health care, accommodation and food services, construction and manufacturing (see Table I). While the number of health care and social assistance, accommodation and food services and construction establishments increased between 2005 and 2009, the number of retail trade and manufacturing establishments fell. The total number of Manchester establishments increased slightly, by 11 establishments between 2005 and 2009. Anecdotally, the pace of business activity has picked up in recent months, as the economy continues its slow recovery from the recent recession. Business starts in late 2011 and early 2012 have included a new bank branch location and several new restaurants.

Table I

MANCHESTER BUSINESS ESTABLISHMENTS BY INDUSTRY				
Industry Code Description	**2005 Total Establishments**	**2005**	**2009 Total Establishments**	**2009**
Retail trade	**364**	25%	**344**	23%
Health care and social assistance	**174**	12%	**189**	13%
Other services (except public administration)	**144**	10%	**155**	10%
Accommodation & food services	**145**	10%	**147**	10%
Construction	**113**	8%	**119**	8%
Professional, scientific & technical services	**106**	7%	**108**	7%
Manufacturing	**87**	6%	**78**	5%
Finance & insurance	**75**	5%	**71**	5%
Real estate & rental & leasing	**64**	4%	**61**	4%
Wholesale trade	**58**	4%	**62**	4%
Admin, support, waste mgt, remediation services	**58**	4%	**53**	4%
Information	**18**	1%	**30**	2%
Educational services	**14**	1%	**19**	1%
Transportation & warehousing	**17**	1%	**18**	1%
Arts, entertainment & recreation	**19**	1%	**16**	1%
Management of companies & enterprises	**8**	1%	**8**	1%
Unclassified establishments	**6**	0%	**4**	0%
Forestry, fishing, hunting, and agriculture	**1**	0%	**1**	0%
Total	**1472**		**1483**	

The businesses and organizations that had the highest number of employees in 2011 included clusters of health-related, retail, and manufacturing businesses. Of the 45 non-governmental employers that employed 100 or more people in 2011, 10 were general retail or department stores, six were health care-related, six were manufacturers, four were grocery stores and three were commercial printers (see Table J). Jobs are widely distributed between major employers and across Manchester's various industries, with only three private employers accounting for 3% or more of the total jobs in Manchester.

Table J: 2011 Manchester Top Non-Governmental Employers

Name	Business	Employees
Manchester Memorial Hospital (ECHN)	Hospital	1,610
GE Aerospace	Sheet metalwork, aircraft parts	1,208
J.C. Penney Catalog Logistics Center	Distribution center	1,000
Journal Publishing Company, Inc.	Newspapers	560
Manchester Health Care, Inc.	Medical offices	500
Wal Mart Stores	General merchandise	400
Cox Communications, Inc.	Cable and other paid television services	442
Allied Printing	Printing Services	331
Silktown Roofing	Roofing	250
BKM Enterprises, Inc.	Office furniture	250
Waverly Markets (Shop Rite)	Grocery Stores	250
Macy's Retail Holdings Inc.	Department store	250
The Home Depot, Inc.	Lumber and building materials store	230
Community Health Resources	Health services	216
Big Y Foods, Inc.	Grocery store	200
Manchester Health Center, Inc.	Nursing and personal care	200
The Timken Company	Aircraft engine parts	200
The Stop & Shop Supermarket Company	Grocery store	200
Fuss & O'Neill	Engineering consulting	188
Rockville Bank Foundation	Commercial Bank	170
Belden CDT Inc.	Steel, wire & related products	152
Highland Park Market	Grocery store	150
March, Inc.	Residential care	150
Scan Optics	Computer equipment, data processing	149
Lynch Motors, Inc.	New and used car dealers	136
General Services, Inc.	Building maintenance service	135
New Seasons	Individual & family services	130
Ambulance Service of Manchester	Local passenger transportation	125
Kohl's	Department Store	123
W.E Andrews Company of Connecticut	Commercial printing	120

Name	Business	Employees
Electrocal Polymark	Commercial printing	120
Bob's Stores Corp.	Family clothing store	120
BJ's Wholesale Club	Miscellaneous General Merchandise	116
Sears	Department Store	113
Bob's Discount Furniture, Inc.	Furniture stores	110
Illinois Tool Works	Thermally applied graphics	110
Spartan Aerospace LLC	Aircraft engine parts, sheet metal	105
Best Buy	Household appliances	100
J.C. Penny Corporation	Department store	100
Windham Sand & Stone	Ready-mixed concrete	100
GKN Aerospace	Aerospace metal work	100
ABA/PGT Inc.	Special dies, tools, jigs and fixtures	100
Carter Chevrolet	New and used cars	100

According the United States Commerce Department, Connecticut's 75,000 small businesses account for almost 98% of the state's employers and 50% of the state's jobs. Of those small businesses, 88% had fewer than 20 employees.

Workforce Development

Like the economy as a whole, workforce development is primarily a regional issue. The Town has been active in recent years in complementing regional workforce development efforts. In 2010, the Manchester Board of Directors established a Workforce Development Commission and charged it with the following activities:

1. Complete a survey of existing workforce development training programs and complete a report that makes recommendations about how to improve and maximize the effectiveness of training programs in Manchester.

2. Develop recommendations to strengthen workforce development training in Manchester's industry clusters of healthcare and manufacturing, and such other industries as the Commission deems appropriate.

3. Identify key measures of household income for Manchester residents that can be compared on a year to year basis that measures the impact of job training on Manchester families.

4. Give recommendations as to whether the Workforce Development Commission should become a permanent commission of the Town and if so, what its charge would be.

The Committee has been working on an Environmental Scan report which includes detailed information on 39 area workforce development and training programs, and continues to distribute a survey of area employers to assess workforce-related demand, needs and concerns. Additionally, the Workforce Committee has organized a number of meetings with stakeholders in order to exchange ideas and initiate collaborative efforts, including Cheney Tech, Manchester

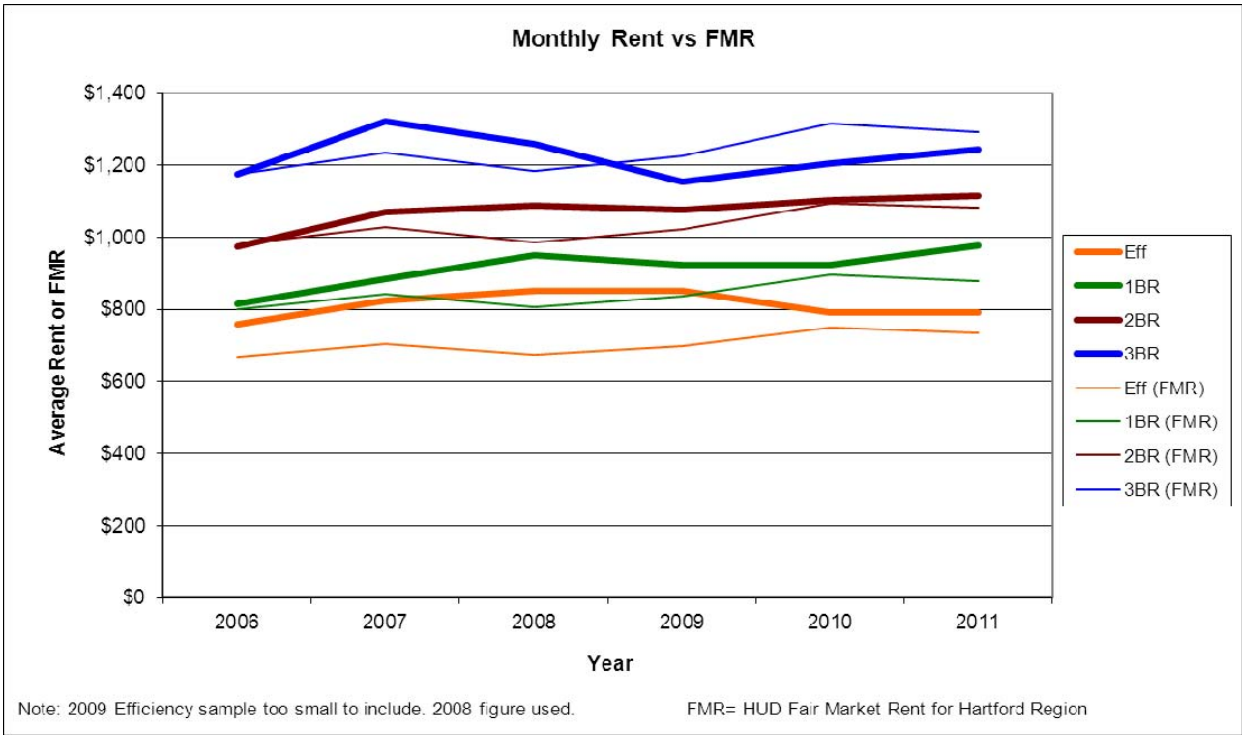
Public Schools, Manchester Community College, Manchester One-Stop, and the Coalition to Connect Youth and the Manchester Economic Development Commission. The Committee chairman has also been involved with the Connecticut Academy of Science and Engineering statewide workforce study, which is studying how to best align the State's workforce programs to meet the region's needs.

APPENDIX B – HOUSING

The median single family home sale price in Manchester fell 21%, from a peak of $218,000 in 2007 to $171,500 during the first three quarters of 2011 (Warren Group). The median price for all residential properties has seen an identical drop (21%), from $206,000 in 2007 to $163,000 in the first three quarters of 2011. Home prices in Hartford County fell during this period as well, although not as steeply, as single family home sale prices fell 11% and all residential sales fell by 16%. While lower home prices and historically low mortgage rates have made purchasing a home in Manchester and the region more affordable, a lack of available credit, record foreclosures, unemployment and continued market uncertainty have curtailed these benefits.

Fair Market Rents (FMRs) reflect how much an average apartment should cost in a given regional market. Section 8 and other housing vouchers are worth the area's FMR. Average rents above the area FMR indicate the inability of low and moderate income individuals to afford the average apartment. This appears to be the case in the majority of Manchester's larger rental properties (see Chart 5).

Chart 5



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APPENDIX C: COMMUNITY FACILITIES

Public Utilities

Manchester owns and operates water and sanitary sewer facilities. These include a water treatment plant, surface and groundwater drinking water supplies, sewage treatment plants, and the collection and distribution network for these systems. These are multi-million dollar operations funded with revenues collected from system customers. They are fundamental to the public's health and safety and are tightly regulated by both the State and Federal governments.

Substantial investments have been made in these systems in recent years. The water treatment plant recently received a $12 million upgrade and the water department conducts scheduled cleaning, lining, and replacement of water mains throughout the distribution system. In terms of the sanitation sewer system, a $53 million sewage plant upgrade is now under construction. This work includes improvements to the system's pump stations, and improvements to the collection system. The new water and sewer plant investments have a design life of 20 years. No major capital needs are envisioned over the next 10 years for public water or sanitary sewer.

Public Service Facilities

Police

Manchester police headquarters has adequate capacity for the next 10 years. It is in need of periodic maintenance improvements, such as replacing carpeting, a new dispatch center, HVAC system upgrades and similar work.

Fire Services

The Manchester Fire-Rescue-EMS Department operates out of five stations and the Eighth Utilities Manchester Fire Department operates out of two stations. The station locations provide sufficient fire and EMS service and excellent response times for Manchester residents. No new station locations are anticipated. The majority of the capital expenses for Manchester Fire-Rescue-EMS stations will involve replacement of aging equipment or systems. The department should conduct a comprehensive assessment of its capital maintenance needs and develop a prioritized investment plan.

Schools

Manchester public school facilities are extensive. There are 10 elementary schools, a sixth grade academy, a middle school and a high school. Since 2002 the community has invested over $101 million on expansions and improvements to Manchester High School, Bennett Sixth Grade Academy, Illing Middle School, and the Bowers, Waddell, Buckley and Highland Park elementary school buildings and grounds. The remaining public schools warrant significant investment as well. Decisions on how much to invest on which schools involves both a prioritization of capital needs and a reexamination of the number of schools and related facilities necessary for the anticipated future school age population. Not only is the school age population projected to decline over the next several years, but the rising number of charter schools and private schools, and parents' ability to request school placements for children attending underperforming schools under the No Child Left Behind act further complicate facility planning and decision making. The Board of Education and Board of Directors recently formed the

School Modernization and Reinvestment Team Revisited (SMARTR) committee to evaluate and address these issues and develop a plan for capital facilities needs and investments for Manchester school facilities. The results of the committee's final recommendations should be incorporated into the 2020 Plan when adopted.

Libraries

Both the 1986 and 1998 plans of Conservation and Development, and the 2005 revision to the Community Facilities element of that plan identified the need for additional building space and parking at the Mary Cheney Library. Over the past 26 years there have been some improvements to the main building's roof and heating and mechanical systems, but the only increase in usable space was a relatively modest renovation to the lower level, now known as the Howroyd Room.

The Mary Cheney Library's needs are, if anything, more critical now than in 1986. The library has a very large circulation of materials. Changing demographics, the increasing importance of internet research and access, growing interest in e-books, audio books, and emerging opportunities and initiatives in both children and teen learning and related activities are all contributing to the shifting roles of and expectations for public libraries. The inability of Manchester's main library to respond to these needs and opportunities because of inadequate space limits the library's ability to continue to be a major community asset for broad segments of Manchester's population.

In 2008 the Board of Directors authorized the study of options for expanding the Mary Cheney Library at its present location. A bond referendum question was placed on the November 2012 election ballot for funds to add approximately 10,000 sq. ft. of space and renovate the existing 24,000 sq. ft. of the main library building. The referendum question was defeated. As a result, the deficiencies and needs of the main Manchester public library remain, and they should be resolved. It is expected the Board of Directors will reexamine the options to address this need during the planning period.

The Whiton Library located on North Main Street is in need of accessibility improvements, which are currently in the design stage and can be implemented with trust funds dedicated to that library facility. An enlarged foyer, elevator, and related improvements will increase access to and the use of both the collection and the lower level auditorium.

General Government

The Town's general government offices are housed in the Town Hall, the Lincoln Center, and the Weiss Center. There is currently sufficient space to house municipal offices necessary for general government operations throughout the planning period. Capital needs over the next 10 years will include replacement or repair of HVAC systems, windows, and routine painting, masonry pointing, and similar work. There have been complaints of a shortage of onsite parking at the Weiss Center, and opportunities for expanding onsite parking to adjacent properties should be monitored.

Animal Shelter

The Town will soon participate in a new regional animal control facility. This will allow the closure of the Manchester owned facility which is inadequate to meet the needs of the animals and satisfy the obligations placed on the Town to provide for this service. The regional facility will have sufficient capacity for the planning period and beyond.

Senior Center

The Manchester Senior Center is the home of Manchester's extensive programming for seniors. The building's internal layout, which has evolved over time to meet changing needs and programming requirements, has some idiosyncrasies that limit its full use or that create conflicts and interruptions among activities occurring simultaneously. Off-street parking is currently adequate to meet the facility's needs.

In addition to some significant equipment upgrades, the Senior Center building and grounds should be the subject of a space needs assessment that considers plans for expansion and/or renovation. The growing and increasingly diverse age and interest of the "senior" population must be considered when studying space and facility needs. For instance, retiring baby boomers in their early 60s to mid-70s are interested in experiential activities, travel, excursions, or learning opportunities that may be organized by Senior Center staff but occur off site. There may also be opportunities for a separate facility that accommodates this growing cohort of more active seniors. Additional space at the Manchester Senior Center may not be essential now, but more efficient floor planning or additional space may be important for segments of the senior population which are more dependent upon or desire activities that are best held in the building.

Youth Services

In 2009 the Youth Service Bureau (YSB) moved from inadequate space at 107 Center Street to a larger building at 63 Linden Street. This space currently houses staff offices and extensive programming for Manchester's teens. This new space should be adequate for YSB needs over the planning period. The building at 62 Linden Street has been undergoing capital improvements since the YSB moved to this facility.

Landfill

The Manchester landfill transitioned from a municipal solid waste facility to a bulky waste facility, and has been approved and permitted for continued operation until 2025. In 2011 there were major improvements to the landfill facilities including a new driveway entrance and internal circulation that separates commercial bulky waste traffic from residential traffic, enhanced transfer station operations, built a new administration building, and added electronics recycling. The landfill capacity and its operations and facilities should be more than adequate through the planning period.

Highway and Fleet Operations

In 2003 the Highway Department was combined with the Parks and Cemetery Maintenance Departments into the new Field Services Division. The Field Services Division is located at a facility at 321 Olcott Street, a former privately owned industrial building that has been converted for these purposes (and includes on the second floor the Town's Emergency Operations Center). Meanwhile, the Town's highway garage has been expanded and now provides fleet maintenance and operations and is also adequate for the planning period. Other recent improvements to the Town's Field Services and landfill operations include improvements to the salt storage shed and vehicle and equipment wash facilities.

Partnership Facilities

In addition to the facilities already discussed, there are a number of municipally owned buildings leased to and operated by third party non-profit entities. One advantage for the partner non-profits is the low rent, allowing more of the entities' limited resources to be directed to programming which enhances Manchester's quality of life.

These lower rents do not reflect the need for often expensive capital improvements to structural and mechanical systems or for accessibility for various populations. Most of these buildings are old and many are historic, adding to the expense of meeting accessibility, building or fire code requirements. The Town and its non-profit partners may need to reevaluate their relationship and look for ways to plan for and fund capital improvements beyond Town general funds and grant funds sought by either the Town or the tenant. This reevaluation should consider not only building conditions, but also the value the community places on the types of services and facilities being provided for in terms of the demands for those services given the population's needs or as expectations change.

Lutz Children's Museum

The Lutz Children's Museum is located in a former Town elementary school on South Main Street. The museum is designed for younger children and provides educational programming for members and walk-in clientele. The Town has funded various repairs to the building over the years, and the Lutz Museum has secured various grants and gifts for improvements as well. These have included roof repairs, mechanical system improvements, accessibility improvements, and various interior and exterior building and grounds renovations. The museum just completed a significant facility upgrade, but the Lutz board has expressed interest in moving to a larger facility in the future.

Fire Museum

The former Pine Street fire house is a contributing property to the Cheney Brothers National Historic Landmark District. Built in 1897, this clapboard structure contains the exhibits of, and is operated by, the Connecticut Firemen's Historical Society as a state fire museum. One of many national register properties owned by the Town, the museum has received significant rehabilitation including roof replacement and repair, new windows, and exterior painting funded by the Town or State grants. The Town is currently evaluating options for repainting the exterior again, which may require the replacement of the clapboard siding in its entirety, depending on its condition.

Cheney Hall

Another landmark district property, Cheney Hall, is owned by the Town, governed by the Cheney Hall Foundation and managed by the Little Theater of Manchester (LTM) under an agreement between LTM and the Foundation. Dedicated in 1867, this Second Empire style building has served as a social and entertainment facility for most of its life. It is currently a venue for LTM plays, music performances, poetry readings, and is a rental hall for banquets, weddings, meetings, and similar events. The building's interior and exterior have been restored, but these improvements are now reaching the end of their design life. A comprehensive needs assessment is currently underway to determine what work needs to be done, in what order of priority and at what cost. The Town, Foundation and LTM will need to pursue funding for the necessary repairs in order to keep this landmark building operating and maintain its historic integrity.

Nike Recreational Site

The 37-acre Nike Recreational Area was acquired by the Town from the United States government. The site of the former communications center for a Nike missile base located in Manchester and Glastonbury in the 1950s and 1960s, the eight concrete block buildings are leased to a variety of non-profit recreational educational tenants. These include Nike Tykes preschool, Connecticut Concert Ballet and the Metropolitan Shooters pistol range. The buildings will likely continue to be rented to non-profits for the foreseeable future, and the grounds can continue to be used for active and passive recreation. Some of the buildings are deteriorating and will either need to be removed or have significant improvements to enable them to continue to be occupied moving forward. The Nike site is a potential long term asset for a variety of programs and outdoor activities depending on the community's needs and the changing residential development in the immediately surrounding neighborhoods.

Community Y

Located next to the Whiton Library on North Main Street, the Community Y building serves as the northern Manchester's recreational center. The Town is the lessee of the facility and the building is owned by the Community Y and governed by a separate local board. The building houses a gymnasium/basketball court, fitness room, training rooms, and meeting rooms and is programmed and operated by the Manchester Parks and Recreation Department. Under the terms of the lease, the Town is responsible for operations, routine maintenance, and capital improvement costs at the Community Y. The long term lease will not expire until 2028.

Manchester Country Club

The Manchester golf course, the clubhouse and pro shop building are located on Town land. The Town leases these facilities to Manchester Country Club, Inc. (MCC, Inc.) The current lease expires in November 2020, with an option for a ten year renewal. In addition to annual lease payments, MCC, Inc. is obligated to make a series of capital improvements to the building and the course. These include improving the clubhouse and pro shop to meet accessibility, building, and fire code requirements; resurfacing parking lots; improving the irrigation system; and improving, removing and replacing accessory structures and uses around the course. Long recognized as a significant recreational asset for the community, the lease should ensure the continued maintenance and viability of Manchester golf course.