

January 10, 2014

Executive Summary

WINDSOR CENTER

TRANSIT-ORIENTED DEVELOPMENT

Master Plan and Redevelopment Strategy



Prepared for the
Town of Windsor

by

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OVERVIEW

Windsor Center is the heart of the community. Its is linked to the image, quality of life and value of the entire Town. The future of the Center builds upon its many strengths to create a more active, complete and well-balanced district with distinctive benefits as a place to live, work, visit and enjoy.

This is a plan that assembles the community's vision for Windsor Center and lists the pragmatic steps to accomplish it.

The future will include preservation and enhancement of Windsor Center's historic features, but will also find new sources of economic investment and civic energy that are needed in the 21st century. One of the key sources of positive change will be significantly improved rail access to the region, and beyond. Windsor Center will benefit from a superb new rail depot and expanded rail service for people who live and work here.

To achieve the benefits of a compact, mixed-use area, the future will include new housing, shops and businesses in core locations that significantly enhance the vitality of the entire area. The residential neighborhoods around the Center will become increasingly valued as convenient, pleasant places with an easy walk to shopping, restaurants, open spaces, and the cultural and civic amenities clustered around the historic Town Green.

This district will be increasingly walkable and bikeable – with streets, sidewalks and landscaping composed to serve all of the uses. All of the uses will be linked to parking areas that are convenient, attractive and efficient – including many areas that will serve as shared resources. Getting to and through Windsor Center by car will be convenient and better managed with intersections and street improvements that direct and channel traffic.

This report is addressed to the stakeholders in the future success of Windsor Center. It describes the vision that has emerged from study, meetings and discussions. It describes specific projects and programs that will translate the vision into reality, and how to accomplish them.

Everyone has a key role to play – residents, elected officials and Town staff, businesses and community leaders, landowners and investors, institutions and organizations. These pages describe how concerted actions must be taken – incrementally and over several years – to bring new public and private investment and ensure that Windsor Center contributes to the growing the quality of life for the entire community.





Source: Town of Windsor,
 UConn-MAGIC
 Prepared by The Cecil Group
 Jan. 4, 2013

*The **planning area** for the TOD Master Plan and Development Strategy encompasses land and ownership parcels within approximately 1/2 mile of the future rail station in Windsor Center, a convenient walking distance and a meaningful measure of the scale of compact village and mixed-use districts. For Windsor, the 1/2-mile radius approximates the boundaries of the neighborhoods that have clustered around the Center. The pattern reaches back to eras when many residents walked to and from street cars and trains that connected Windsor to the region, and walked to the shops and services clustered here.*

Goals

For the future of Windsor Center, goals include adding vitality and providing a balanced set of uses and amenities that serve the Town and are attractive to visitors and businesses because of the quality of entire district. All of these goals are direct extensions of preceding plans and initiatives for the Town Center. These precedents include concepts established in the municipal Plan of Conservation and Development and special zoning incentive and design-related districts created to support mixed-use development. The precedents include many civic and business-related projects, programs, events and promotions in Windsor Center. The goals build upon projects and initiatives to redevelop former industrial sites and municipal land east of Mechanic Street, and link the open space assets for public enjoyment.

New opportunities will be triggered with the expansion of rail service within the Town Center. The Town would like to take advantage of the Transit Oriented Development that can occur as a result of this expansion. The initiative by the State of Connecticut to construct a new railroad station to serve expanding services along the line can contribute to the Windsor Center in many ways, if the design and location of the facilities are linked to other Town purposes. Other communities with improved rail service have benefited from transit related development opportunities within a one-half mile radius of the station – if the area is compact and pedestrian-oriented.

The Town goals include attracting redevelopment to key sites that will bring new uses and organize them to complement the established, compact patterns of streets, blocks and buildings. By understanding potential markets and removing barriers to successful redevelopment, the Town can accelerate the amount and timing of private sector reinvestment.

Enhancing the economic and civic value of the district is a fundamental purpose of this initiative. The goals linked to this outcome include improving quality of connections, adding to the resident population, attracting new businesses and creating additional destinations and amenities.





VISION

The vision for the future of Windsor Center reflects the shared perspectives of the community expressed during the many meetings and workshops with the participants in this planning process. This vision has been used to guide choices among different alternative paths that the Town could follow, as it considers the decisions ahead.

TOWN CENTER: VIEW TOWARDS THE EAST

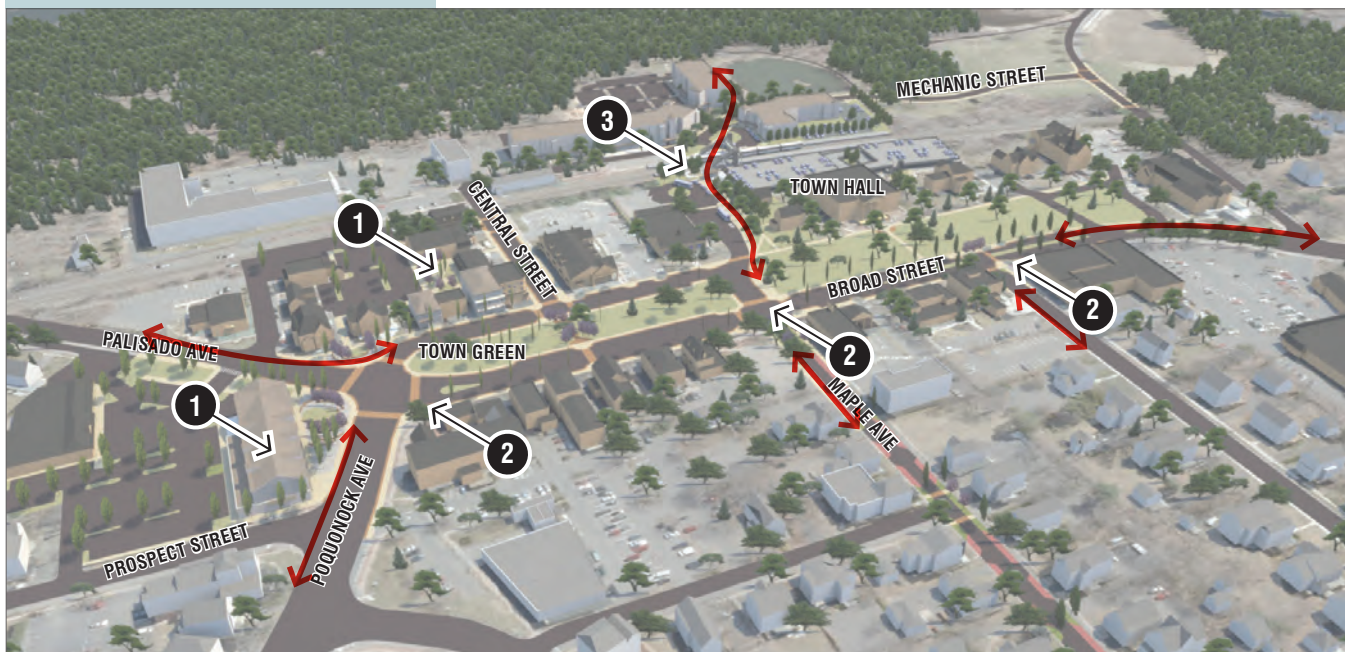
The edges of the historic Town Green will be strengthened through a combination of infill development and renovations along the sidewalks and paths that loop around the Town Green, and enhanced pedestrian connections in every direction.

1. Focus sites for infill development and renovations
2. Re-organized intersections/traffic calming
3. New transit hub
4. Enhanced pedestrian connections



The community's vision is for a Windsor Center that is...

- **Walkable and Connected** – a compact district that takes advantage of transit and reinforces all of the uses by becoming an increasingly walkable, well-connected cluster of uses, places, services and amenities;
- **Vibrant and Diverse Uses** – a vibrant district that boasts a diverse mix of uses that enhances the area as a place to live, work, visit and play;
- **Accessible and Safe** – a convenient district that is easy to access from other areas and that allows pedestrians, bicycles and automobiles to get around safely and efficiently; and
- **Attractive and Distinctive** – a clearly defined district through the urban design of its streets, ways and public spaces and through the consistent qualities of its constituent buildings that preserve and enhance the existing village character and historic and iconic assets, while encouraging new uses that provide additional attractions for people to come to the Center.



The Center

Broad Street and the Town Green establish the identity of Windsor Center, and orient and distribute its visitors and users. The composition of the buildings, uses, and open space creates a clear and positive image of Windsor Center as a traditional New England village, with its clustering of prominent civic buildings, institutions, shops, stores and services gathered around the perimeter of a generous and simple open space. The plan calls for strengthening the core of the Center by rebalancing the circulation patterns to better incorporate pedestrians and parking, and through a series of initiatives to add new uses and redevelop key properties around the perimeter of the Town Green.

The Town will undertake a variety of street, streetscape, and pedestrian improvements to remove excess paving and lanes in several locations – a “road diet.” The normal flows of traffic can be accommodated in better organized intersections with sidewalk extensions to make crossings easy, and there will be ample room to provide for more convenient on-street parking in several locations.

To be more successful as a shopping and business destination, the Center must offer a more extensive and continuous set of shops, restaurants, and businesses along the sidewalks that border the Town Green. This vision includes reinvestment to “fill out” the northern end of the Town Green with mixed-used development including pedestrian-oriented uses along the sidewalk. Completing the perimeter will require reviving the empty and historic Plaza Building and its theater and transforming the cluster of disparate buildings and sites north of Central Street into a unified collection of small shops and businesses.

TOWN CENTER: VIEW TOWARDS THE WEST

A new multi-modal transportation center with parking decks is envisioned behind Town Hall – combining parking for Town Hall and nearby uses and for the expanding rail service. These will be linked by a pedestrian bridge and walkway system to new housing and other uses along Mechanic Street, and to the Town’s open space network beyond.

1. New rail station and pedestrian overpass
2. New parking decks
3. Future multi-family housing along Mechanic Street
4. Coordinated village-style reinvestment north of Central Street





Neighborhoods

The compact, predominantly single-family neighborhoods around the Center will be an increasingly valued home to new generations of Windsor residents who want to take advantage of the comfortable scale, quiet, tree-lined streets and the ability to walk and bicycle throughout. These areas will be preserved through appropriate zoning, and enhanced with complete, tree-lined sidewalks and a streetscape network with traffic calming to limit cut-through traffic.



Borders

The core of the Center will be flanked by two border areas. To the east, Mechanic Street will be lined with additional multi-family housing to augment renovated historic buildings and the mix of uses already here. Redevelopment of existing sites and buildings may also provide opportunities for small offices or live/work units that can take advantage of the proximity to transit and the Center. To the west, a transitional zone will support a compatible mix with relatively small businesses, institutions, houses and multi-family residences - all taking advantage of the walkable proximity to the Center's transit and mix of uses, provided that the scale, form, and character of these uses are compatible with the low-scale residential areas nearby.



Corridors

Three street corridors converge at Windsor Center: Broad Street, Poquonock Avenue, and Palisado Avenue. The most significant changes will be along Poquonock Avenue, with streetscape improvements, redevelopment of underutilized land and new design guidelines to promote additional redevelopment of underutilized properties for businesses, shops or housing that can benefit from the convenient location.



Connections

An extended pedestrian network will include improved sidewalks, crosswalks and other pedestrian amenities. A principal new east-west pedestrian corridor will extend along Maple Street, to and across the new rail station, leading to Mechanic Street and extending to the paths and trails in the Town's open spaces. This will include connections to the growing network of regional walking and bicycle trails that will serve as shared paths, stretching to Hartford. Sidewalks will reach down Batchelder Road, providing a pleasant and practical link to the Loomis Chaffee School and the Town Center. Bicycle access will be enabled and supported through signage, storage racks and in the overall design of a traffic-calmed street network.

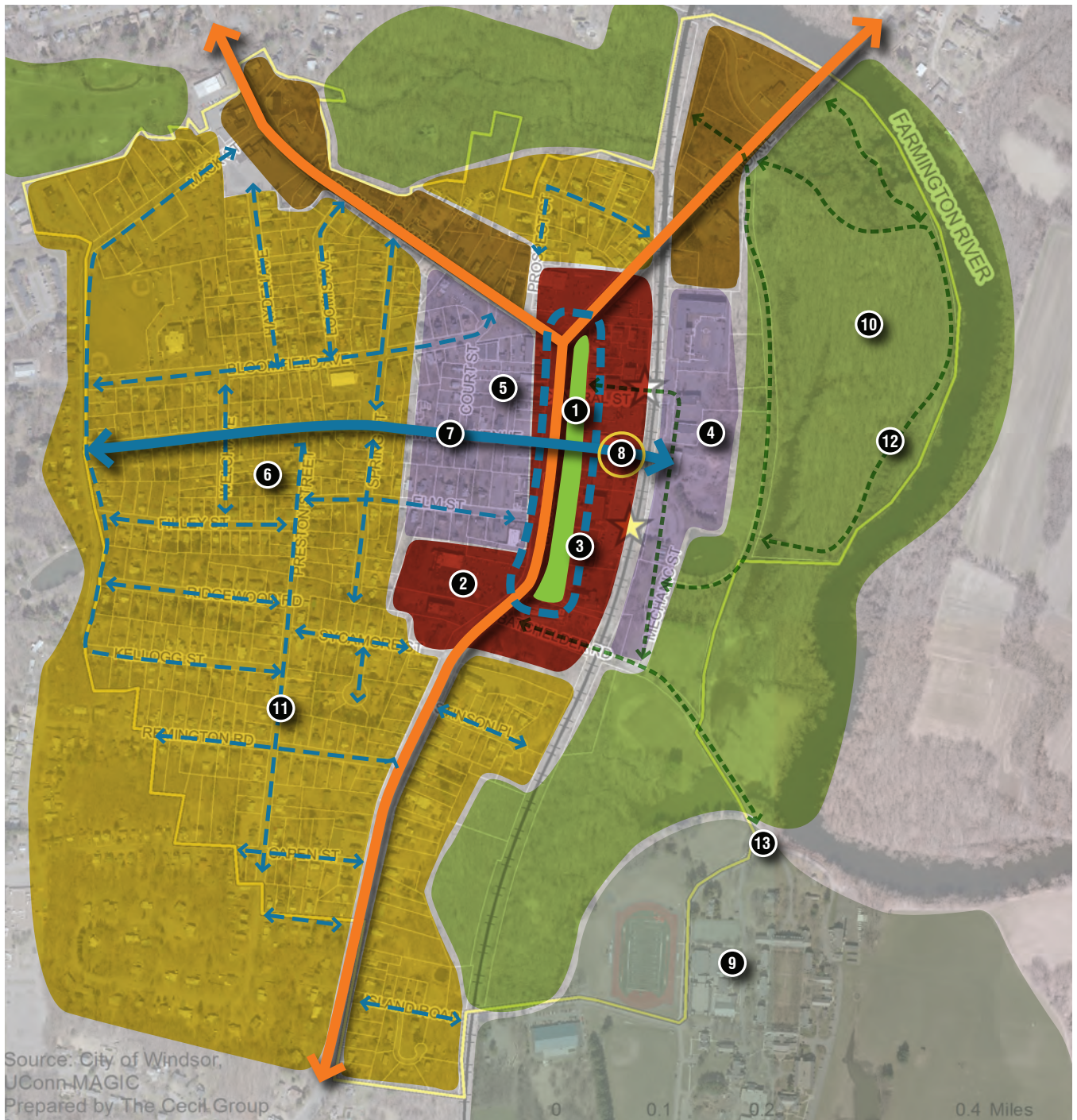


DIAGRAM FOR THE FUTURE

1. Town Green – Enhanced, historic open space
2. Active Core – Active civic uses and business edge
3. Pedestrian Loop – Primary path around Town Center
4. Border (East) – Multi-story and historic developed edge
5. Border (West) – Middle-scale transition area
6. Traditional Neighborhoods – Compact fabric of smaller homes
7. East-west Connector – Continuous pedestrian link
8. Mobility Center – Enhanced parking, and transit connections for all modes
9. Campus – Loomis Chaffee
10. Green Resources – Buffers, preserved wetlands and parks
11. Neighborhood Links – Pedestrian-oriented, traffic-calmed streets
12. Green Links – Paths and trails through open spaces
13. Multi-use Path – River trail connection to Hartford

Keys to the Future

Achieving the vision will require short-term actions and larger projects that will involve all of the stakeholders in the Town Center. Implementation of these and other ideas is described at the end of this summary.



Key strategic changes and improvements can accelerate the Town’s ability to fulfill its goals for Windsor Center. Some of these changes can be accomplished relatively soon; others may take several years to fully accomplish. However, progress on any of these will help shift the quality, activity, value and image of the district.

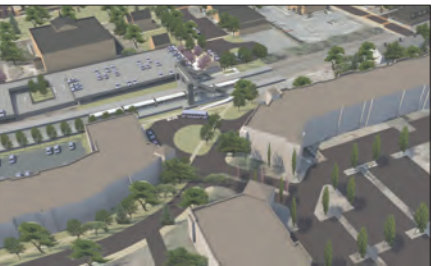
BROAD STREET RECONFIGURATION

The Town can narrow portions of Broad Street and realign its intersections to be more effective in directing and distributing traffic while shortening pedestrian distances. Excessive street width would become additional on-street parking and landscape medians. Peak hour traffic would still be supported, but with a better balance of convenient walking, parking and circulation choices to encourage a successful business and civic center.



NEW HOUSING IN WINDSOR

The future economic vibrancy and vitality within Windsor Center will require an infusion of several hundred units of new multi-family housing. Well-designed projects are needed at key sites, converting underutilized land and providing additional high quality housing choices. A hallmark of a successful town center, the new housing will appeal to younger generations and “empty nesters”, complementing the family-oriented houses of nearby neighborhoods. The new residents will become important patrons for shops, stores, restaurants and transit.



STATION AREA REDEVELOPMENT

Long-term transit, parking, and mobility solutions can emerge on Town-owned land behind Town Hall. Funding will be needed to create a central parking deck serving Windsor Center, Town needs, and rail patrons. This location will become a transit hub, connecting pedestrians, bicycle, and transit routes. The transit hub will link both sides of the tracks with an architecturally prominent pedestrian bridge, linking the Town Green to a cluster of multi-family residential buildings that may incorporate some commercial uses or live/work units as part of a cohesive, complete Mechanic Street corridor.



NEIGHBORHOOD STREETScape AND TRAFFIC CALMING

The compact neighborhoods around the Center can provide the fundamental qualities of a safe, walkable and bikeable place through a series of coordinated sidewalk repairs and extensions, traffic calming, and streetscaping at strategic locations to reduce cut-through traffic and increase their attractiveness and value.



COLLABORATIVE REINVESTMENT: CENTRAL ST. NORTH

The cluster of properties and buildings north of Central Street can become a village within a village – an attractive combination of restored historic buildings, new construction and additions connected by a shared landscape, walkways and parking resources that enhance the attractiveness and identity for all of the uses. The Town will work with property owners over several years to accomplish this goal.

REDEVELOPMENT: TOPPING OFF BROAD STREET

The former Arthur's Drug site provides an opportunity for strategic, multi-story reinvestment that can "top off" Broad Street. Development on this centrally-located site could transform the northern end of Broad Street by visually connecting the east and west sides of the Town Green, enhancing the value of the entire area. Redevelopment could take advantage of the enhanced pedestrian links and increased on-street parking associated with the proposed street and intersection changes.



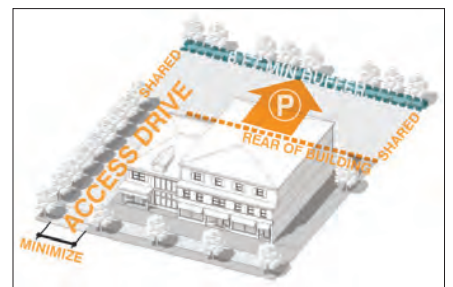
BRINGING THE PLAZA BUILDING BACK TO LIFE

The historic Plaza Building could be brought back to life with ground-level restaurants and shops and upper-level uses. The theater space holds the promise associated with a relatively small but unique entertainment or event destination that can restore the weekend and evening vitality that was once a hallmark of its role in the life of Windsor Center.



MIXED-USE DESIGN GUIDELINES AND REGULATIONS

The Town's regulations can be tools to enhance the value of the entire district over time by providing incentives for appropriate village scale development and innovative solutions to parking needs, protecting historic buildings and neighborhood character and providing for a consistent design quality that will enhance the value of properties. Design guidelines included in this Plan will help guide new development and renovations accordingly. Zoning might also be refined to further support appropriate mixed use development in the future.



NEW AND EXPANDED ACTIVE USES AROUND THE GREEN

A combination of public and private initiatives are needed to complete a continuous border of active, visually engaging buildings and uses around the Town Green. These initiatives will need to support uses with enough variety and interest to draw and retain visitors from Windsor and other communities, collectively boosting the market for all of the destinations. A larger cluster of diverse, quality restaurants, food-oriented shops is an attainable step in this direction, especially when paired with well-publicized events on the Town Green.



PARKING AND PARKING MANAGEMENT

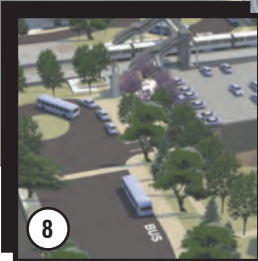
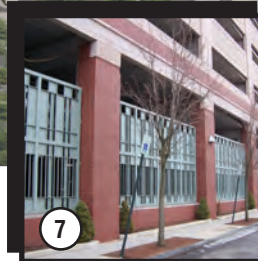
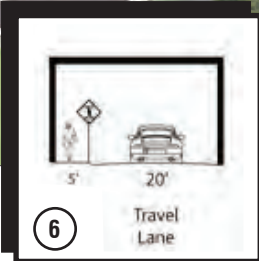
The Town and private owners will need to manage their parking lots and spaces through a coordinated program directly tied to their joint goals of enhancing the mixed-use vitality of the district and draw new investment. A successful program will include the appropriate supply of parking spaces in convenient, efficient, targeted locations, rather than the existing scattered collection of parking lots that vary considerably in their use. There are many advantages to supporting compact retail, restaurant, and business patterns through shared parking solutions among properties and well-managed curbside spaces.



PUTTING IT ALL TOGETHER. The Vision seeks to create a “sense of place” at Windsor Center, making it a more enticing destination through urban design changes to public spaces and improvements to buildings and development that preserve and enhance the existing village character. Strategies include strengthening transit with a new multi-modal station, rebalancing circulation patterns to improve accessibility from other areas and better incorporate pedestrians and parking, and channelling strategic infill and redevelopment of key properties to bring activity and vitality to the area surrounding the Town Green.

A reinvigorated Plaza building with street-level retail and an entertainment venue

Streetscape and safety improvements to local streets, and enhanced connections to the Green



Sidewalk improvements for the under-bridge crossing on Batchelder Street

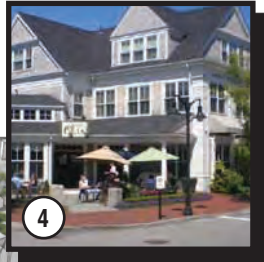
A new central parking deck to support Town Hall, nearby uses, and expanded rail service

A new multi-modal transit hub with a link to Broad Street

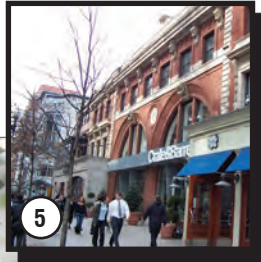
Sidewalk extensions and traffic calming, including a "road diet" on Broad Street



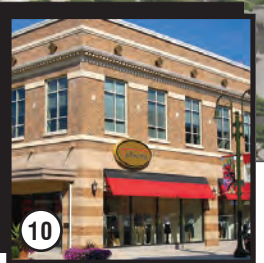
Mixed-use development at the Arthur's Drug site and elsewhere to line the Green



Village-style infill and renovations, with shared landscapes, parking, and walkways



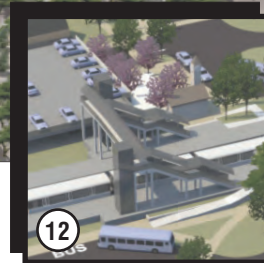
Additional on-street parking strategically located where most beneficial.



Mixed-use zoning and innovative design guidelines to strengthen the Center



Future multi-family housing in the Mechanic Street area



A pedestrian overpass designed as a visible and attractive connector



PROCESS

THE COMMUNITY

Community participation was high at all workshops. Attendees defined the desired identity and vision for Windsor Center, and helped craft the most appropriate approach to reaching those goals. To help strengthen the physical character of Windsor Center, participants scored images during a Visual Preference Survey.

Steps

The process for the transit-oriented development planning and redevelopment strategy entailed a step-by-step progression of studies, discussions, input and responses over a 12-month period.

The initial steps included evaluations of existing conditions and trends, taking into account the many relevant precedent plans and studies regarding rail transit, the economic position of the Town and development initiatives both in the Town Center and in other areas of the community. The Steering Committee and stakeholder interviews provided valuable information and feedback. A traffic model includes new traffic counts at key locations and a review of parking and circulation conditions in the Town Center. A community workshop provided additional insights and helped to articulate the goals for the area.



This process included an exploration of alternative concepts for improvements in the Town Center and redevelopment of key sites that could serve as prototypes for reinvestment. The alternatives were discussed and evaluated, including active input from a community meeting and discussions with property owners, public agencies and the Steering Committee.

The final steps in the process translated the preferred approaches into a clear community vision, with a methodology for implementation that reflects the preference of the community. This methodology includes a program of private and joint public/private reinvestment, improvements to the entire circulation network, special regulations and incentives, and other actions.



Participants

The planning process actively engaged a broad spectrum of citizens, property owners and business leaders, town staff and public agency representatives at each step.

A series of public workshops and presentations were held during the course of the planning process, with excellent attendance and broad participation responding to active outreach, including posted information and updates on the Town’s website.

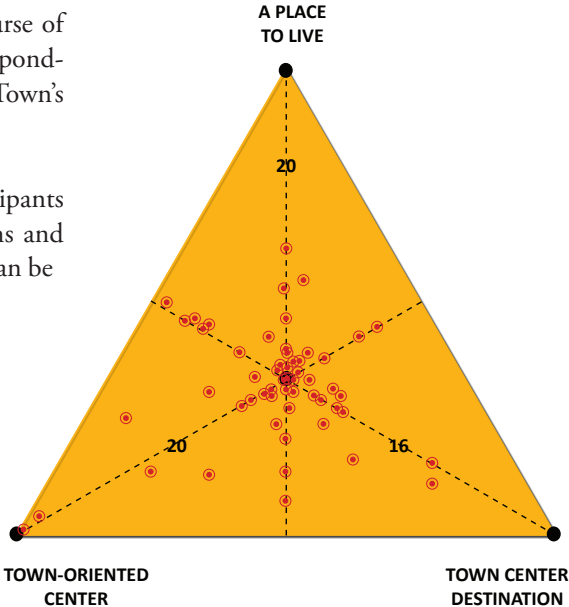
An initial public workshop was held at the Windsor Arts Center; the participants indicated specific locations in the Town Center where there are problems and opportunities for productive change, and generated lists of priorities that can be addressed by the Town through this TOD master planning process.

A second workshop at the Town Hall focused on the choices for the future in the context of the economic, development, circulation, and parking studies prepared by the consultant team. This session included a survey of **visual preferences** about the “look and feel” of Windsor. The session asked participants to express their preferences for the predominant character of the Center: should it be primarily a residential district (a “Place to Live”), a special destination for people inside and outside of the community (a “Town Center Destination”), or a district focused upon services and amenities for the townspeople (a “Town-Oriented Center”). The majority of participants indicated a preference for a balance among these three characteristics, rather than allowing the Center to become specialized.

A third workshop included a presentation of the principal concepts contained in this Executive Summary, and provided opportunities for comments and input.

The final public presentation focused on the recommendations stemming from the process and the actions that can be taken to fulfill the community vision.

Professional services for this project have been provided by a team led by The Cecil Group (planning, urban design and landscape architecture); HDR (regional economics and station area planning); TR Advisors (real estate and development); Milone & MacBroom (traffic and circulation planning, environmental planning); and Nelson Nygaard Consulting Associates (multi-modal connectivity, parking).



THE TRIANGLE EXERCISE

One workshop explored three broad approaches to strengthening Windsor Center. A “Place to Live” approach would focus on housing creation and choices. A “Town-Oriented Center” approach would emphasize local retail and services, while a “Town Center Destination” would establish regional destinations that attract visitors and commerce. In the end, the public preferred a balanced approach combining aspects of all three, as shown by preference dots placed on the triangle graphic above.

CONTEXT

Conditions and Trends

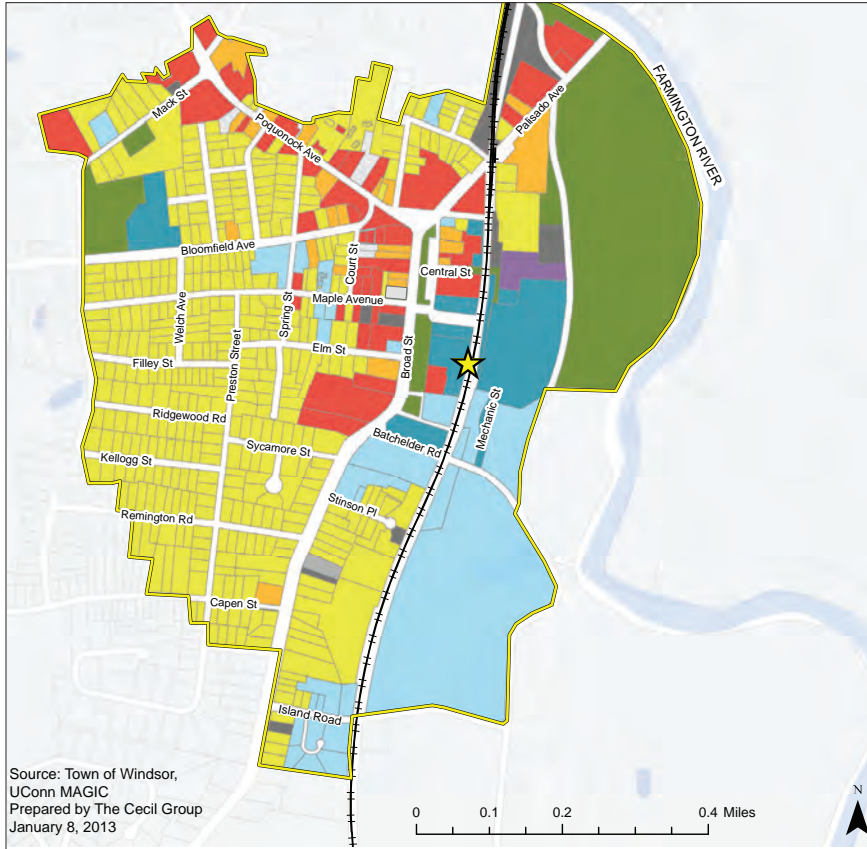
The planning ideas for the future of Windsor Center require an overall understanding of the existing conditions and trends in land use, economics, development, traffic, parking and many other factors. This context for planning consists of both opportunities and potential barriers that must be taken into account for successful implementation of the community's vision. This brief review underlines some of the important observations that emerged as part of the research phase of the project.

Land Use and Development Patterns

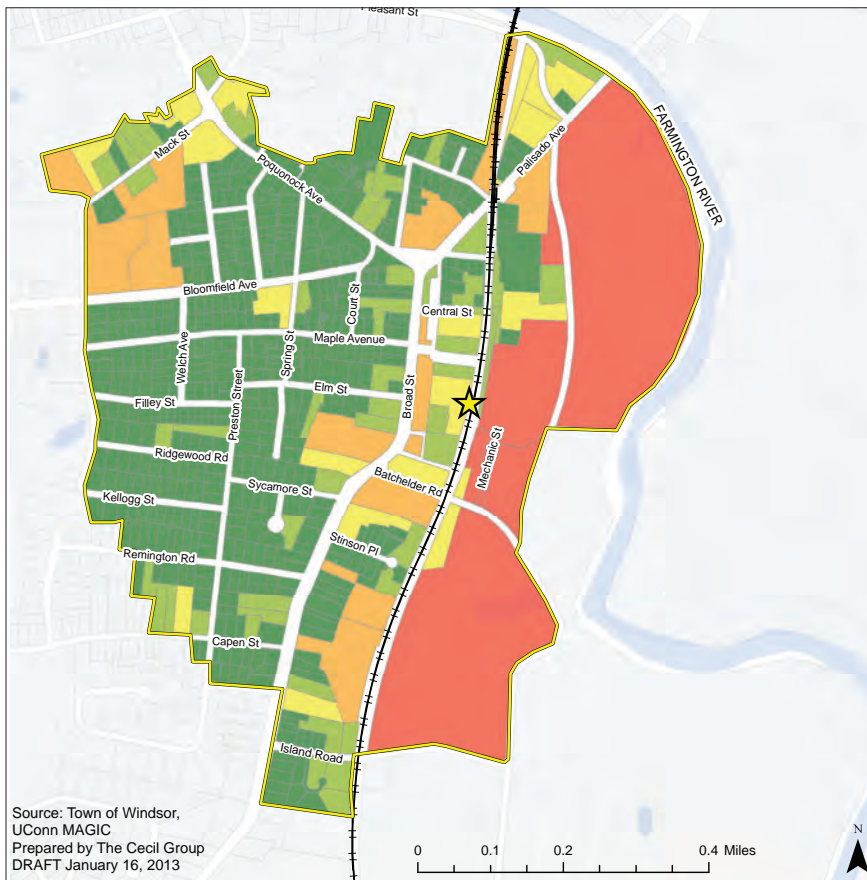
The 600 properties in the planning area host a broad variety of uses. The predominant use is housing (74 percent), and the majority of the residences are single-family homes. Most of the remaining land is distributed among municipal, institutional, commercial or mixed-uses along Broad and Mechanic Streets and Poquonock and Palisado Avenues. As a result, increases in multi-family housing, commercial and institutional uses can occur in specific locations, without tipping the overall balance and benefits of preserved and enhanced, walkable, low-scale neighborhoods clustered around the Center.



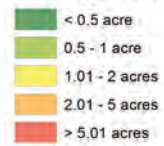
- **The Center as an edge of the community** – Windsor Center benefits from the open space along the Farmington River, including its wetland edges. But the river forms an unpopulated barrier to the east, so that trade areas, traffic access along road connections, and opportunities to develop land for transit-oriented businesses and residences are restricted to areas along the rail alignment and to the west.
- **The land use patterns have largely compatible relationships** – The Center benefits from transition areas and features such as the main streets and the rail corridor that separate and organize different uses and densities, so that issues of compatibility occur in limited locations and can be addressed on a case-by-case basis.
- **Persistence of small properties, with change focused on larger parcels** – The typical parcel sizes in the Center are quite small, a remnant of the traditional small business and residential homes in compact patterns that were a hallmark of the streetcar era, when proximity of houses and business within walking distance of the Center and the transit junctions was a matter of important convenience. As a result, significant redevelopment is most likely to occur within the handful of relatively large lots or assembled parcels; most redevelopment in other areas will be renovations, additions or small developments similar to existing patterns.



Land Use



Parcel Size



Economics and the Real Estate Market

With its post office, library, pharmacy, banks, churches, food market, restaurants, retail establishments, realtors and smaller offices, Windsor Center currently serves as a local service center for area and town residents. Diversified retail is situated in regional malls and along major arterials within a 10- to 15-minute drive, including locations in West Hartford, Enfield and Manchester. Windsor provides a significant portion of commercial, office and light industrial uses for the region, but these are located in other areas of the community that have room for expansion and excellent arterial and highway access. As a residential community, Windsor Center offers many advantages, including its small town atmosphere and relatively low property taxes, and amenities and services supported by a strong tax base.



Regional Attractions

Planned New Development at Mechanic Street



- **Strong housing demand** – Windsor Center is likely to absorb significant future demand for housing due to its advantages of relative affordability, transit service, and a convenient, walkable fabric linked to local services and amenities. The new residents will be buyers and renters attracted to the existing stock of housing and well-designed multi-family units; several hundred units could be added over time on a handful of buildable parcels. Windsor Center will appeal to the strongest market segments in the Greater Hartford region – young people and “Baby Boomers” looking for smaller rental units in a pleasant, walkable and transit-linked place.
- **Moderate demand for destination retail, restaurants, entertainment and recreation** – The demand for uses as a local retail and service center is not likely to increase substantially, but will keep pace with additional housing provided in the Center. However, there are opportunities associated with uses that become destinations for people in Town and beyond the Town’s borders. These include good restaurants, specialty shops, recreation “wellness centers” and entertainment venues offering small performances or art-house type movies.
- **Modest demand for commercial space** – Additional demand for office space is likely to be modest, consisting of professional offices and small businesses that want to take advantage of the pleasant village environment and proximity to growing regional and intercity rail service. Similar communities have experienced an increased demand for “live/work” spaces for individuals who create unique products or can rely on computers and internet connections to conduct their business.

Urban Design Characteristics

The urban design of a place offers keys to the composition of an entire district. The planning area exhibits the “classic” form of a traditional New England village center, assembled over its history in response to incremental changes in transportation, economics and community culture. It is important to understand the Center as an adaptation to changing circumstances, rather than as a fixed design composition that emerged at a single point in time.

- **A New England common** – The Town Green and the civic and commercial buildings that line it create a true common space that has an informal landscape, dotted by trees and memorials. The Town Green emerged from a simple beginning, as land set aside in the Center associated with a main street; modified over the years, it has adapted to respond to the civic, circulation and open space preferences of the community. In contrast, most of the buildings around its perimeter were formal architectural compositions, expressing popular styles of their era – including but not limited to classically-inspired styles. These iconic features have been designated as part of the Broad Street Green National Historic District, which supports standards and incentives for preservation.
- **East of the tracks** – The areas east of the tracks were once relegated to industrial and commercial uses clustered near the depot, taking advantage of rail access and separated from the housing.
- **Auto adaptations** – Some properties along the main arteries into the Center were adapted during the auto-oriented decades of the last century, maximizing parking areas in front of low buildings and diminishing the pedestrian environment. This pattern reaches all the way to the edges of the Town Green, with community-serving retail like Geissler’s grocery and the complex of buildings at the former Arthur’s Drug Store site.
- **Neighborhood fabric** – The residential blocks, lots, and houses form a fabric that composes much of Windsor Center. Although the styles of the single-family and two-family houses reflect various periods of growth and prosperity, the overall pattern is one of closely-spaced buildings and landscaped front yards. Sidewalks are common but not entirely complete, and various approaches have been taken to accommodate parking in the front, side or back yards.



Circulation Patterns and Issues

Windsor Center is located one mile east of the regional north/south highway corridor (I-91) and 2 ½ miles north of the interchanges with the major east-west highway corridors (I-291 and its connections to I-84). As a result, the Center benefits from excellent nearby regional access. But because the Town is bounded by the Connecticut River to the east, the local roads are largely dedicated to serving traffic within a relatively small area under normal conditions. This circumstance changes occasionally: if I-91 is significantly congested or blocked, motorists cross through Windsor Center as a convenient bypass.

- **Excess paving and the connectors** – Portions of the streets within Windsor Center are wider than required to serve existing or projected traffic demands. The Center is connected to the town and region by several converging, connecting routes extending to the south, north and west: Route 159 (Broad Street/Palisado Avenue), Route 305 (Bloomfield Avenue) and Route 75 (Poquonock Avenue). The traffic capacities of these connecting avenues – which date back to an era before I-91 was built – are significantly more than the traffic flows for typical and peak hour

Existing and Proposed Sidewalks



conditions. In addition, and similar to other similar suburban communities, auto traffic has entered an era of slowly declining volumes. For Windsor Center, the Average Daily Traffic on these connector streets has declined by about 3 percent, from 70,800 to about 68,600 vehicles over the past decade.

- **Local streets and cut through traffic** – The other streets in the district directly serve Windsor Center and its uses. In some locations, cut through traffic between the connector avenues occurs, and motorists tend to speed through neighborhoods as they use these shortcuts.
- **Incomplete pedestrian network** – The pedestrian network of paths and sidewalks in the Center is incomplete, with significant gaps along some of the streets and at the rail underpass of Batchelder Road. There is only one sidewalk that extends across the rail alignment, at Central Street.
- **Bicycles and the Center** – While there is an excellent Windsor Center River Trail along a loop extending along the Farmington River, bicycle facilities are generally lacking in the Town Center today.

Parking Conditions

Even though a compact, transit-oriented district can cater to pedestrians, Town Center will need an adequate and convenient supply of parking so that workers, visitors, patrons and residents can have the benefits of mobility; inadequate parking will impede reaching the economic and civic goals. An excess of parking results in expensive and inefficient use of land that could be put to better use – producing revenues, generating activity and taxes, or contributing to the open space and pedestrian network. Similar to many other suburban communities, Windsor’s Town Center has a surplus of parking spaces. However, the spaces are not consistently located, shared or managed to be a fully effective resource in supporting business and Town purposes. This leads to overcrowding on some lots, while empty spaces are not far away.

- **Parking supply** – Windsor has approximately 1,160 parking spaces, with 30 on-street spaces in the the core of the Center. This includes over 20 parking lots located in this core area. However, on-street parking is limited and is not consistently aligned with retail frontage; only three streets in Windsor Center have dedicated and marked on-street parking today.
- **Utilization of parking** – The consultant team undertook an inventory of the private and public parking lots and on-street spaces in the Town Center and evaluated the extent that they are occupied (the “utilization rate”). For the entire area, parking utilization is low, with less than 60 percent of total existing parking spaces currently used.
- **Future demand, transit, and development** – Additional development and increasing rail trips will increase demand for parking in the Town Center. To the extent that this demand can be satisfied through improved management, shared use, redevelopment and reallocation of existing lots, and the provision of on-street spaces, the existing parking surplus can be brought into balance and future demand satisfied.
- **Zoning standards and opportunities for shared parking** – In its zoning, most of Windsor’s required parking minimums are higher than national Institute of Transportation Engineers (ITE) standards indicate and much higher than shared parking would necessitate. Although Windsor zoning does have a shared parking provision, it limits the number of spaces and types of uses that can be shared.



Existing Parking Utilization

Survey of January weekday conditions, 2013

Community Character

The characteristics of Windsor’s population and the attributes of the Town indicate opportunities to strengthen Windsor Center as a place to live, work and enjoy the shops, restaurants, destination, and events within an increasingly pedestrian and transit-oriented district.

Windsor Center has an estimated population of approximately 1,730 individuals with 64 percent of working age (between 20 and 64 years old). This is a slightly larger proportion of working-age residents than for the entire Town and the region, which both have approximately 60 percent falling within this age bracket.



Windsor Town Hall

PHOTO COURTESY OF WOLFMANRADIO [CC BY 3.0 US]

The market assessments indicated that the populations most interested in walkability and good access to public transportation are the “Baby Boomers” and members of “Generation Y” – young people in their twenties and thirties. More than one-third of the Town’s population falls into the Baby Boomer category, and a significant number of residents are part of Generation Y today. Because both categories are a growing proportion of the Hartford regional population, Windsor Center may prove to be an increasingly attractive place for new residents with similar lifestyles.

The income profile for residents of Windsor Center is within a relatively small range, with median households levels at about \$75,000 – slightly less than the average for the Town as a whole, but greater than the average income for the region. Average purchase prices for housing in Windsor in late

2013 are about 20% less than the pre-recession peaks, and housing prices in Windsor Center appear to be reasonably affordable for households at the median income level.

However, the housing stock within Windsor Center does not offer a significant range of price choices. With its many assets as a compact, walkable community linked to transit and many amenities, it is likely that the area can attract higher income individuals and families and support higher housing prices, if the available housing choices are expanded through redevelopment.

According to long-time residents, the neighborhoods within Windsor Center were once home to many families with children, when the “Baby Boomers” were younger. As the “Generation Y” residents have families in the future, the area could recapture this character by retaining this generation to live in the neighborhood, provided that Windsor attains competitive advantages with the quality of its schools and family-oriented amenities.

Amenities and Attractions

Windsor Center has a collection of amenities and attractions sponsored by the Town and civic-oriented entities that will directly contribute to the future by reinforcing its positive identity and marketable image.

- **Events** – Town Center events range from the seasonal farmer’s market that is staged in an open lot along Broad Street to holiday events and celebrations. There are summer concerts on the Town Green; an annual Shad Derby began as a commemoration of the migration of the famous fish up the Connecticut River, and has since expanded to a multi-faceted festival.
- **Arts** – The Windsor Arts Center is a place dedicated to the visual and performing arts, and occupies the historic rail depot freight house.
- **Trails** – The trail system in the Town-owned land along the Farmington River offers recreational walking paths, and is linked directly to the Town Center through trail heads along Palisado Avenue and Mechanic Street.
- **Institutions** – Loomis Chaffee School and its campus are important assets that distinguish Windsor Center as the location of an elite preparatory school and reinforce its role as an important destination for parents, faculty, students, staff, and visitors.
- **Civic Life** – The civic resources include an excellent public library at the end of the Town Green, and the Town Hall, which host numerous meetings and events.



WINDSOR ART CENTER: WINDSORCC.ORG



CHILI CHALLENGE (PHOTO: WINDSORCC.ORG)



READ ON GREEN GRASS (PHOTO: WINDSORCC.ORG)



SHAD DERBY FESTIVAL (PHOTO: JENNY COE)



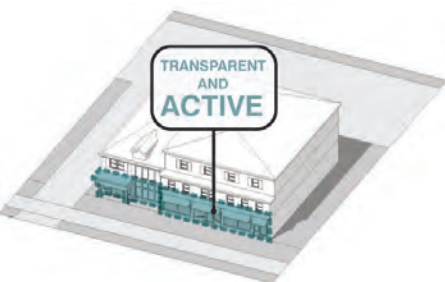
WINDSOR ART CENTER (PHOTO: WINDSORARTCENTER.ORG)



Festivals and events enliven the Green public parks, including the famous Shad Derby and the Chili Challenge.

STRATEGIES

The master plan consists of a series of related strategies to reposition Windsor Center by targeting public investment and drawing private sector and institutional investment through concerted efforts.



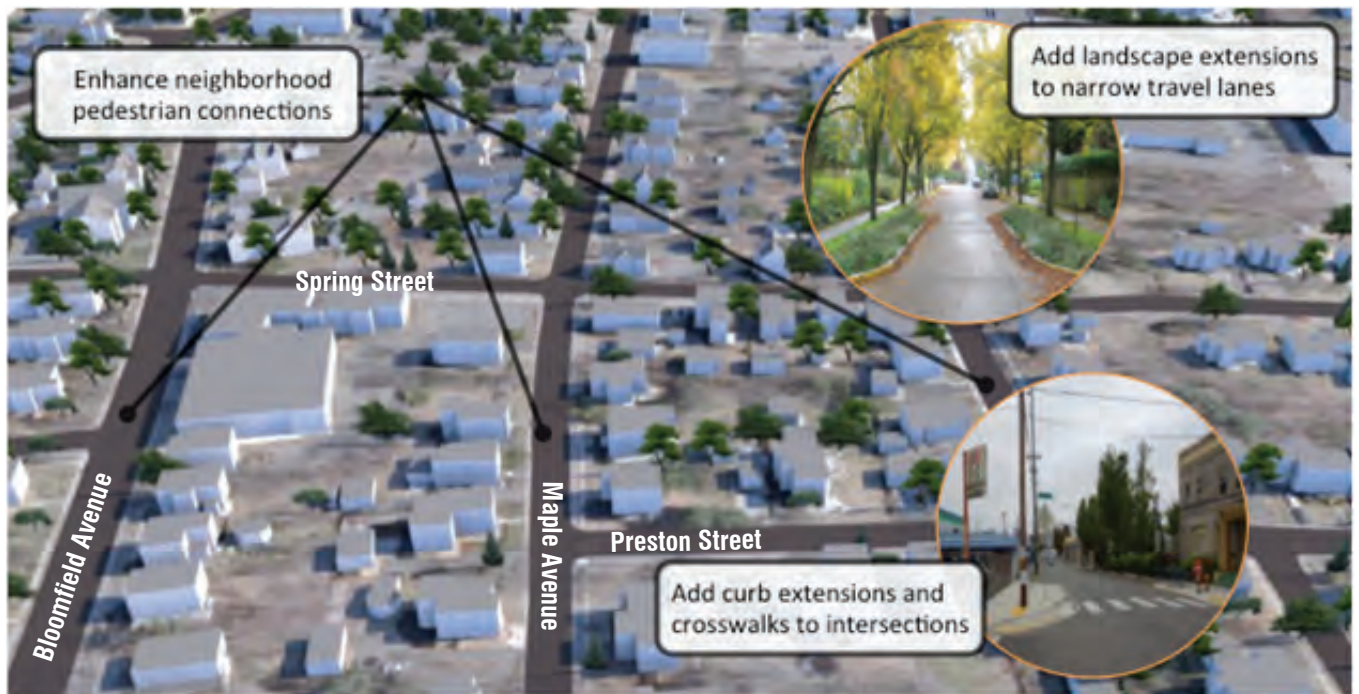
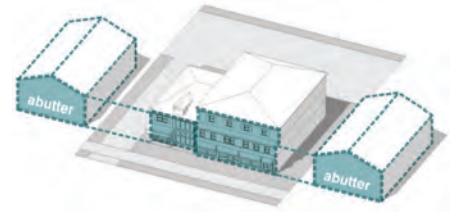
- **Urban Design** – These are the principles and actions that will refine the physical form of the Town Center through its buildings, open spaces, and circulation patterns so that it is perceived as an interesting, coherent and attractive district.
- **Land Use and Redevelopment** – The combination and amount of various uses are critical to creating both a healthy economic environment and a healthy residential district; new uses need to be added and key locations redeveloped over time.
- **Windsor Center Station Area** – The station area needs to be reconfigured to meet future rail station needs; by planning strategically for the adjacent land, this area can accomplish many other goals for the entire Town Center.
- **Circulation and Mobility** – The strategy for traffic, transit, pedestrians, and bicyclists must follow a shared theme and enhance everyone’s ability to move easily to, from and within the Center.
- **Parking** – Parking must be designed, implemented, and managed as an area-wide asset by rethinking where and how it will be provided.
- **Complete Streets and the Streetscape Plan** – The network of streets, sidewalks, and associated landscaping cannot be an afterthought, but must be matched to the other aspects of the district.

Urban Design

Urban design decisions will reinforce the characteristics of a traditional, pedestrian-oriented town center with distinct sub-areas. There will be a renewed emphasis on the central hub provided at the rail station. The urban design will diminish the visual impact of parking but enhance its convenience by creating great connections from parking spots to the various destinations in the Center.

- **The Town Green and its edges** – The Town Green can be enhanced as a flexible and informal open space, with increased and improved paths to traverse the space and connecting it to nearby areas, encouraging movement between parking, uses and activities including the future rail station. Buildings and active ground floor uses can fill in the edges of the Town Green wherever possible to generate a continuous positive experience for pedestrians. Where this is not practical, a combination of landscape improvements and small retail kiosks – perhaps a mini coffee shop, flower market

- **or the like** – can fill in the gaps.
- **Historic preservation and contemporary buildings** – Windsor’s historic buildings are distinguished long-term assets and the Town can encourage saving, restoring, and improving buildings with historic merit. New buildings can have the integrity and advantages of contemporary styles and expression, but be good neighbors to traditional styles.
- **Continuity of building forms and fabric** – The fundamental pattern of building shape, location, and organization within residential neighborhoods and traditional commercial and civic structures should serve as a guide to the future; the challenge is to repair the fabric, rather than reinvent it.
- **Rail station as a visible, central connector** – The new rail station can be architecturally interesting and a visible connector, by emphasizing its vertical elements and bridge-like crossing creating covered areas adapted to the ground-level needs of the users of this active hub.
- **Reducing the visual impact of parking** – The siting and design of parking lots and a future parking structure near the rail station can limit the visual impact from the pedestrian vantage points of streets and the Town Green.
- **Streetscape as an attractive landscape** – The provision of generous, tree-lined sidewalks and an emphasis on the green landscape at crossing points and along paths is a thematic approach to streetscape design that can be extended throughout the Center.



Recommended Pedestrian Facilities in Residential Neighborhoods.

Land Use and Redevelopment

The Town Center will become a more vital and economically successful district with additional uses on available land, particularly on relatively large parcels that can be assembled. The desirable uses are those that will add to the convenience and quality of the Town Center as a place for residents to live and shop, or that add distinctive destinations and services that will attract patrons and visitors, boosting the market support and expanding business opportunities for the more town-oriented enterprises in the Center.

Multi-family residential development and mixed-use projects with residential and retail or office space are strong, positive candidates for redevelopment of large parcels, including the conversion of underutilized or low-density auto-oriented lots along Poquonock Avenue, Palisado Avenue and Broad Street.

Retention and redevelopment of many existing buildings will be an essential part of this redevelopment strategy. In contrast to the benefits of reusing distinctive historic buildings, the prospective revenues associated with the wholesale redevelopment of sites under current conditions may not be adequate to offset the risks and costs of removing some or all of the structures and replacing them with new buildings. However, very positive, “hybrid” redevelopment of sites could expand, improve or selectively replace existing buildings.



- **Redevelopment sites** – Some sites, like the former Arthur’s Drug site, can be partially redeveloped. The Arthur’s Drug site could feasibly support a new multi-use building with ground-level retail to cap off the north end of Broad Street, taking advantage of this visible location.
- **The Plaza Building** – Reuse of the historic Plaza Building is a key priority for the Center; innovative reuse of the theater for performances or entertainment may be difficult to achieve, but would reconstitute an important anchor activity.
- **Incremental Improvements** – Some areas, such as the cluster of buildings east of the Town Green and north of Central Street, can be substantially enhanced through parallel, coordinated improvements that share parking among neighboring uses and institute common signage and landscape themes, with a few new structures or additions over time.

Windsor Center Station Area

New train station facilities need to be constructed to effectively serve the expanding regional and intercity rail services stopping in Windsor Center. Studies undertaken by the Connecticut Department of Transportation call for long, raised platforms along both sides of a track in a location just south of the Central Street grade crossing, which will allow trains to stop without blocking the intersection. A pedestrian bridge will connect the two sides of the track. Initial concepts include a parking structure adjacent to the tracks on Town-owned property. The siting and size of such a structure would allow “liner” buildings for a residential or mixed-use frontage along Mechanic Street.

This study has evaluated the siting and configuration of the parking and station area within a broader perspective, taking into account the additional goals and opportunities associated with the entire Town Center as a transit-oriented district. Principal recommendations include:

- **Create a shared-use parking structure behind Town Hall** – There are distinct advantages associated with creating parking decks over the existing Town parking lots on the west side of the track. In this location, the parking supply can efficiently support a range of uses in addition to rail-related demand, such as parking for Town Hall, other uses in the Town Center and special events.
- **Transit hub on the west side** – Creating multi-modal access across the rail alignment will be more convenient for most people accessing the station, and will reduce potential congestion and conflicts along Mechanic Street.
- **Redevelopment of the existing west side parking lot** – The existing Town lot on the west side of the track can be redeveloped as a companion to the new housing being created across Mechanic Street. The resulting ensemble will create a strong cluster of new development, linked by the pedestrian bridge to the Town Center, at the trail head to the Farmington River paths and open space.



Circulation and Mobility

The strategy to alter and improve circulation patterns will enhance mobility for everyone using Windsor Center, with the exception of motorists who occasionally cut through the Center or its neighborhoods for their own convenience.

WINDSOR CENTER AS A MOBILITY HUB

1. New rail depot with vertical circulation to parking and bridge over the tracks
2. Pick-up and drop off areas for cars, shuttles, and buses
3. New multi-use parking decks
4. East-west pedestrian corridor
5. Walking loop around the Town Green
6. Secondary pedestrian connections
7. Open space trail links

- **Broad Street reorganization** – Broad Street can be substantially improved as a Town Center circulation asset by reducing excess paving where it is not needed, tightening up intersections so that they function appropriately, expanding pedestrian paths and shortening crosswalk distances and adding on-street parking. Except at certain intersections, the level of traffic using Broad Street only requires one travel lane in each direction. Even with the need to provide turning lanes to avoid congestion at the intersections with Poquonock, Palisado, Maple Avenues and Batchelder Road, there are substantial opportunities to extend striped, parallel on-street parking along many blocks to place spaces closer to shops, broaden sidewalks and expand the green space and provide curb extensions at street ends.
- **East-west connections** – There are several short-term and long-term opportunities to improve the connections across the rail tracks. In the short term, re-alignment of the two-lane Batchelder Road underpass can provide enough space to provide a sidewalk – a fundamental safety improvement that is needed. In the long term, state and/or federal funds should be sought to create an adequately wide underpass to accommodate bicycles, pedestrians and cars with adequate visibility for everyone.
- **Traffic calming and a neighborhood pedestrian network** – A series of traffic calming enhancements can be designed to decrease the convenience of the area for cut-through traffic, while pedestrian-friendly sidewalks and crossings can be extended to every corner of Windsor Center.



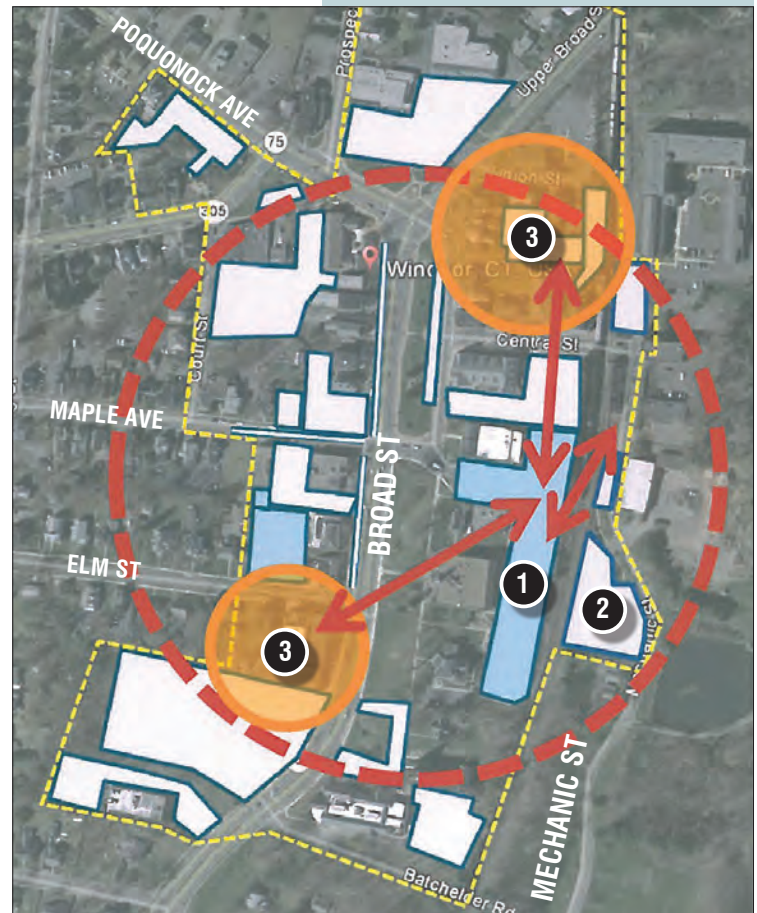
Parking

Through a series of incremental changes and deliberate management of parking resources, the Town and property owners are in a position to enhance convenience, secure the necessary supply of parking, and free a great amount of land for development and open space.

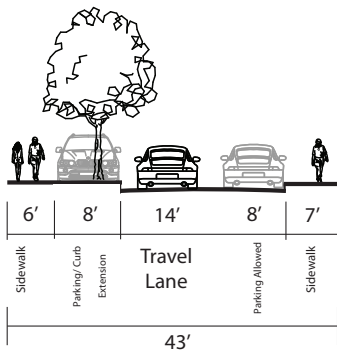
- **Town lots** – The Town-owned lots will become an increasingly important, central resource for businesses, entertainment, and events while creating the supply for municipal facilities and rail passengers, as described in the strategy for the station area.
- **On-street parking** – Striped and managed on-street parking needs to be provided where possible on the blocks around and directly connecting to Broad Street as a key supply of convenient, short-term parking for the patrons of the businesses in the core area.
- **Shared lots** – Cooperative agreements among land owners, supported by the town through its zoning regulations, will allow more shops, businesses and restaurants to locate in the Center by using available parking spaces more efficiently.
- **Public/private collaborations** – The Town can work with property owners to create more parking with flexible uses. For example, the individual parking lots within the block between Central and Union Streets are inefficient. The Town could work with property owners, using a combination of public land, easements, and private property agreements to create efficient parking.
- **Management and regulations** – The Town’s zoning regulations and review methods could take full advantage of shared parking solutions and require on-site parking to meet basic requirements for businesses, institutions, and new housing; while avoiding unacceptable negative, off-site impacts for other uses and residents. The responsibility for parking management should be clearly delineated within the Town government, and policies should be established to allocate time limits, fees and enforcement to maximize the availability of convenient parking where it is most needed.

PARKING STRATEGY

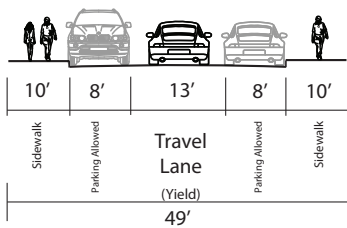
1. “Land bank” the parking lot behind Town Hall for a future potential parking structure
2. Free up existing commuter parking lot for future development (parking utilization rate here is currently less than 5 percent)
3. Support redevelopment of Central Street block, theater at Plaza Building, and other businesses within walking distance.



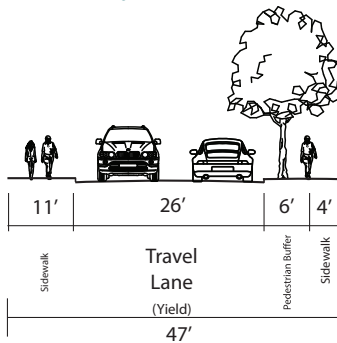
Proposed Type A Street



Proposed Type B Street



Proposed Type C Street



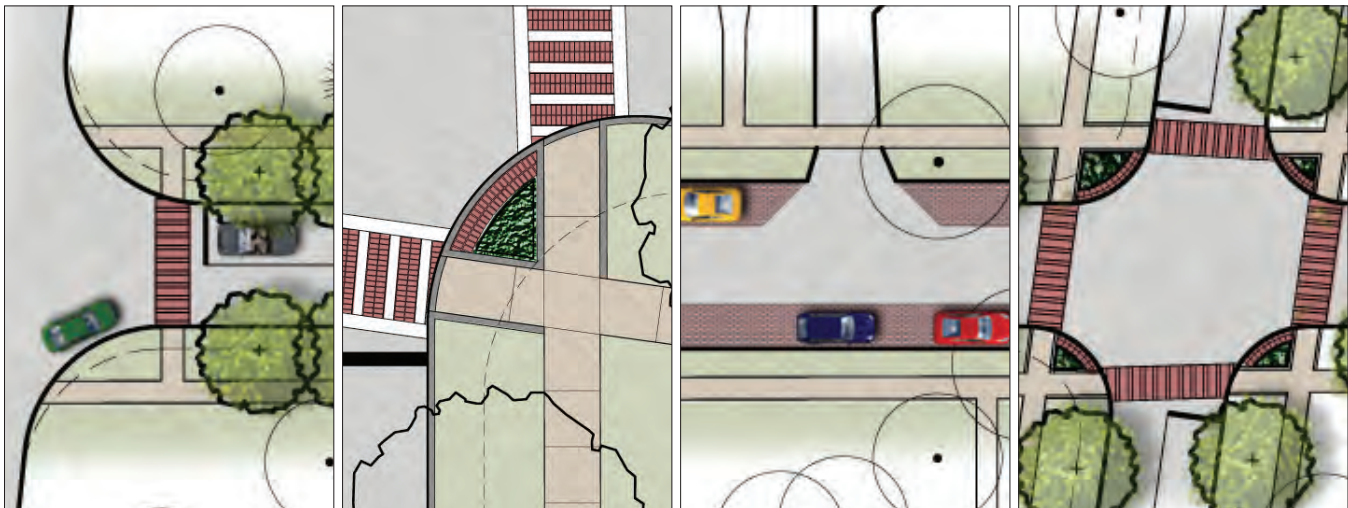
Sample street cross section standards that balance vehicular flow with pedestrian needs

Complete Streets and the Streetscape Plan

In addition to basic vehicle circulation, the concept of “Complete Streets” seeks a comprehensive approach to street and streetscape design and accomplishes many of the community’s purposes. A menu of recommendations provides goals for all of the streets within Windsor Center, while palettes of streetscape improvements provide guidance in terms of design elements.

- **Traffic calming features** – The menu of street design techniques includes features such as “neck-downs” to slow turning traffic at key intersections that serve as the gateways in and out of residential neighborhoods. In some locations, motorists cut through the neighborhoods to find intersections where they can make easy turns onto Broad Street.
- **Street cross sections** – Cross section standards can be created for a hierarchy of streets, so that the road design responds to different vehicle flows and speeds while accommodating sidewalks in nearly all locations. This will require extending and improving sidewalks in areas where they are lacking or insufficient; for example, along Palisado Avenue where it drops below the rail overpass.
- **Keeping residential streets narrow** – Design standards can emphasize the benefits of keeping residential streets as narrow as practical; this allows for sidewalks and on-street parking, but tends to slow traffic in keeping with the character of the blocks.
- **An east-west corridor: Maple to Mechanic** – The complete street network can emphasize a visibly-improved pedestrian-oriented corridor stretching from Mechanic Street, across the new rail station, across the Town Green and into the neighborhoods, with specially landscaped intersections along the way.

Diagrammatic Streetscape Plans



ACTIONS AND ROLES

With concerted actions, the entire vision described within these pages can be achieved in ten years. These actions can begin immediately with some of the simpler components – incremental street improvements, parking initiatives, marketing, regulatory changes and many other activities. The larger public investments will require securing appropriate resources and adequate time for design, reviews, approvals, and construction.

The Town will continue to play a central role in organizing the public investment in infrastructure and facilities. But it cannot succeed alone. It will also depend upon the active engagement of the organizations devoted to the programs and businesses in the Town Center, stewardship by individual property owners that reinvest in their properties seeking the long-term benefits associated with changing the course of the entire district and the many citizens who value the Center as the heart of their Town.

First Town Downtown is representative of the type of civic and business oriented organization that can play increased roles within the framework that this plan provides. This will require aligning its mission, resources and responsibilities with appropriate components of this implementation plan.

First Steps: Short Term Actions

A number of short term actions are needed to continue the progress that has been made, and set the stage for subsequent public and private reinvestment, including:

- **Support for housing** – The Town can provide financial incentives for housing redevelopment or mixed-use development as a method to allow



A VISION FOR THE CENTER

Community participation at public workshops helped to establish the Vision for Windsor Center as a place that is:

- walkable and connected,
- Vibrant with diverse uses,
- Accessible and safe, and
- Attractive and distinctive.

These goals in turn informed the solutions for the Redevelopment Strategy.

feasible market-rate redevelopment and reposition the Town Center for future private sector investment.

- **Interim “road diet” improvements along Broad Street** – At a low cost, the Town can begin re-organizing Broad Street with a project that includes restriping and other low-cost changes to better organize circulation flows, allocate marked spaces for parking and improve pedestrian crossings.
- **Policy direction for the rail station and parking structure** – The town’s approved policies can direct ConnDOT to plan the location and configuration of the rail station, the amount and location of rail-related parking and access consistent with the conclusions of the *TOD Master Plan*.
- **Shared parking solutions through public and private partnerships** – on some lots in the Center, parking is limited because of the size and configuration of the buildings and ownership. The town and private property owners can form alliances to re-organize and create use agreements to share parking.
- **Image** – Efforts with immediate benefit include short-term funding or loan assistance for correcting deteriorated property conditions such as façade or temporary site improvements that clean up and improve the appearance of key locations and features that influence the image of the entire district. This could include a rehabilitation of the marquee in front of the Plaza Building, for example.

Implementing Development and Redevelopment

Developers of new projects and redevelopers of existing buildings face market challenges over the next few years in many instances because the costs of development can exceed the revenues that the market can provide. This will change, as the positive improvements make Windsor Center an increasingly desirable place to live, shop, or work. To improve competitiveness, a number of steps can be taken.

- **Special assessment or tax increment “mini-districts”** – Working with property owners, the Town can organize special tax district mechanisms or tax-increment financing that will channel a portion of future tax revenues to finance basic public parking, infrastructure, or other improvements for target blocks or properties in concert with private sector redevelopment.
- **Opportunities for historic tax credit financing** – State or federal historic tax credit financing may be used to make some renovations feasible. The Town should sponsor a study of the potential for such financing in Windsor Center, and use advice or assistance that may be available through advocacy organizations such as the Connecticut Trust for Historic Preservation.
- **Façade and signage improvement program** – A program to provide low-cost loans or grants to commercial properties for façade and signage improvements should be advanced with participation by local banks and organizations.

- **Financial Incentives** – Amend the Town of Windsor’s fixed assessment policy to encourage development of quality market rate multi-family housing.

Accomplishing Improved Circulation and Parking

The circulation and parking improvements can be accomplished incrementally; including the following steps.

- **Reconfiguration of Broad Street and its intersections** – The design and reconstruction of several blocks of Broad Street will be a relatively expensive undertaking; the Town will need to pursue State and Federal resources through existing programs and new opportunities that may arise. As an interim step, initial design and engineering plans can be created to establish refined cost estimates and to solidify key agreements about the design concepts with ConnDOT.
- **Incremental street and sidewalk changes** – Incremental improvements along area streets and for key sidewalks and crossings can be accomplished by incorporating the recommendations into ongoing repairs and upgrades while more extensive resources are identified and secured.
- **Parking management** – The town can establish a specific parking management committee to create consistent policies and institute changes in a coordinated manner.

Refining Regulations

Some of the Town’s regulations and design review practices can be refined to enhance the quality and value of the district.

- **Design guidelines** – Design guidelines should be established to ensure that new buildings and renovations are excellent neighbors to the existing fabric and the historic context of Windsor Center. Guidelines describe preferred approaches to facade articulation and building massing, and criteria for the siting of buildings, parking, and landscaping to create quality and consistency in the area’s overall built form. These guidelines can be directly incorporated into village district zoning.
- **Zoning and mixed use** – The current zoning might be refined, over time, to further support the goals of mixed-use development and to ensure the value of investments and property for the district. Changes could build upon the existing system of allowable uses, but provide additional

flexibility for emerging use categories that are appropriate for mixed-use transit-oriented districts.

ENGAGING DESTINATIONS

Surveys and workshops revealed that the destinations that residents and visitors would most like to see in Windsor Center include:

- Destination retail
- Music / film venue at Plaza Theater
- Additional restaurants
- Canoe / kayaking river launch
- Regional bike path connection
- Regional sports complex
- Art and cultural attractions

Expanding Marketing of the Town Center

The Town and First Town Downtown and its businesses provide an excellent marketing resource for the Town Center today. Building on the expanding transit and the information assembled for this study, additional marketing could attract new businesses and patrons to the Center. Specific recommendations include:

- **Outreach program for restaurants and food establishments** – A “matchmaking” initiative can be undertaken to actively identify potential restaurateurs or food-oriented establishments, and pair them with potential landlords or developers for targeted properties.
- **Repair and adoption of the theater marquee for public announcements** – the historic theater marquee at the Plaza Building can be refurbished with shared funding and an agreement among the property owners, stewardship organizations and the Town Offices, and used to announce events in the Town Center, until a final tenant for the space is in place.
- **Marketing of the theater space for an entertainment tenant** – A concerted initiative can be undertaken to work with the property owner and pro-actively solicit, identify, and secure a high quality tenant to use this unique space.
- **Development inventory** – A site-specific inventory of targeted properties with redevelopment potential can be assembled with the cooperation of existing owners and be regularly updated as a communication tool for prospective buyers and investors in the future of the Town Center.

Leveraging Public Land and Facilities

Innovative use of public land and facilities is an integral aspect of the redevelopment and transit-oriented vision.

- **Aligning the Town and State approaches to the station area design** – Town Offices can work closely with participating state agencies to approve the location and parking program for the station components and parking structure, and advance the design process in concert, so that the final result optimizes transit-oriented development and economic benefits.
- **Use of surplus public land to support development** – The current disposition of the Town-owned former park equipment garage and storage yard for multi-family housing is precisely the type of initiative that will create value and vibrancy for the entire district. Similarly, the Town should eventually repurpose the land adjacent to the new rail station for more Mechanic Street redevelopment. Also, the Town of Windsor should obtain excess land from the state at the intersection of Poquonock and

Palisado Avenues, and then expand the potential for development on the adjacent site in keeping with the goals for the Center.

Enhancing Open Space and Amenities

The Town is unusually well-positioned in terms of the open space and amenities within and near the Town Center. Additional actions over time could include:

- **Pop-up food and services** – The Town can actively promote locations for temporary business opportunities that rent bicycles or kayaks for trips along the river, station food trucks around the Town Green and maintain and expand the successful farmer’s market.
- **Trailblazing and wayfinding signage** – Signage with directions to popular destinations and interpretation of natural and historic resources in the Town Center would make the area more enticing to both visitors and locals.
- **Public art and performances** – The activities and serendipitous public art installations provided by the Windsor Arts Center and its supporters add an extremely valuable dimension to the Center and the community. The cultural dimension should be adopted as part of the theme, image and life of Windsor Center.

