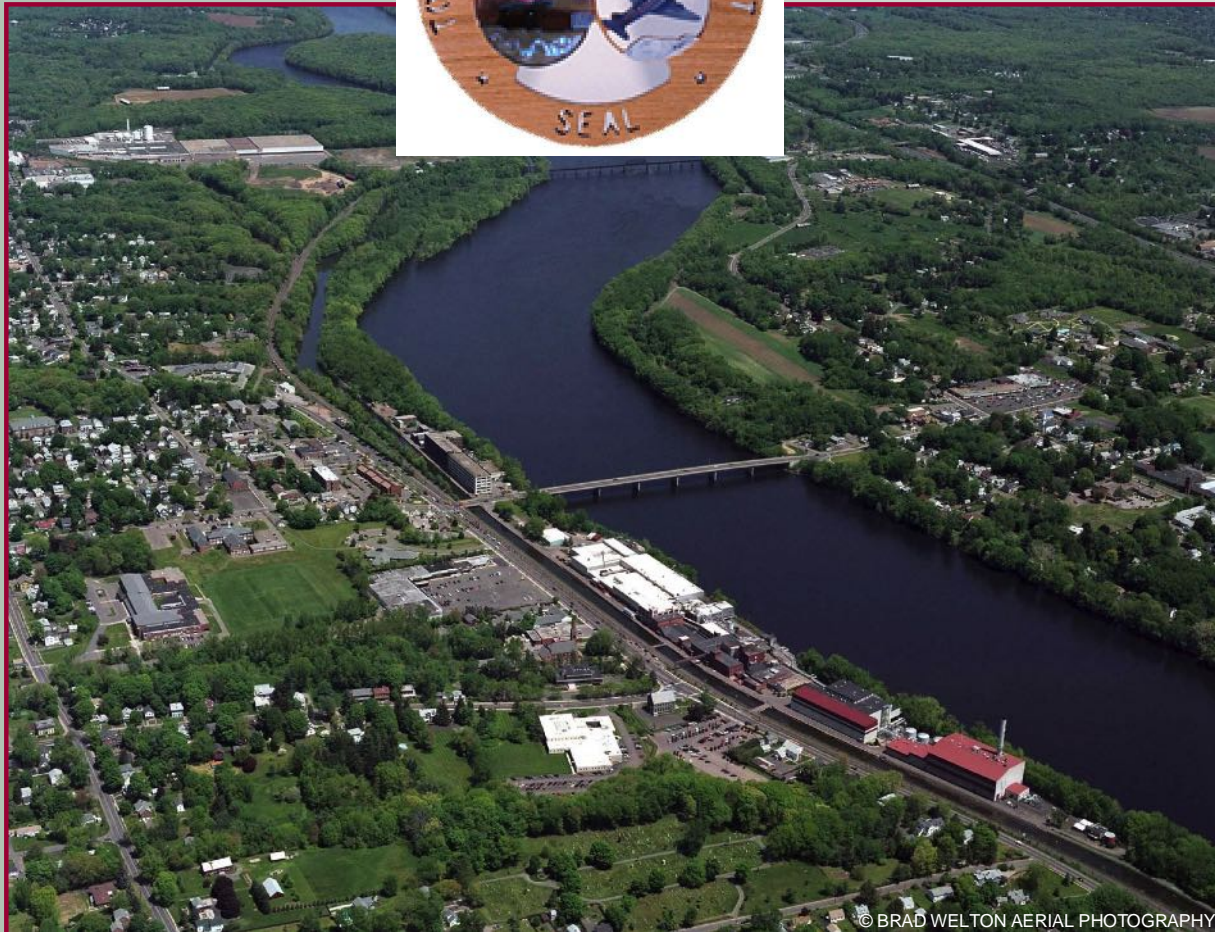


TOWN OF WINDSOR LOCKS, CONNECTICUT



PREPARED BY:



FERRERO HIXON ASSOC

Landscape Architects and Planners
P.O. Box 425 Simsbury, CT
Phone (860) 658-0456

DOWNTOWN MASTER PLAN

FINAL DRAFT MAY, 2008

Funded in part by a grant from the Connecticut Main Street Center, Inc., and the Connecticut Commission on Culture and Tourism.

IN ASSOCIATION WITH:

AMADON & ASSOCIATES, INC
FUSS & O'NEILL

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GOALS

1. REDISCOVER SENSE OF COMMUNITY PRIDE
2. CREATE VIBRANT WALK ABLE MIXED USE COMMUNITY
3. BRING ACTIVITY / RESIDENTS BACK TO DOWNTOWN
4. STABILIZE/ PRESERVE AND ENHANCE
5. INVESTIGATE SHORT TERM IMPLEMENTATION STRATEGIES
6. CAPITALIZE ON CURRENT AND FUTURE REINVESTMENT OPPORTUNITIES

SCOPE OF STUDY (Preliminary Analysis)

- ESTABLISH STAKEHOLDER COMMUNICATION
- LAND USE INFLUENCES
- REDEVELOPMENT OPPORTUNITIES
- STREETSCAPE IMAGE / THEME
- ENVIRONMENTAL SENSITIVITY

- REGIONAL INFLUENCES
- MARKET INFLUENCES
- TRANSPORTATION OPPORTUNITIES
- RECREATION OPPORTUNITIES

PROCESS

PRE ANALYSIS

BASE PLAN PREPARATION
MATERIAL REVIEW
PRELIMINARY ANALYSIS
OPPORTUNITIES / CONSTRAINTS

VISIONING

TARGET WORKSHOPS
GOALS AND OBJECTIVES
LAND USE INFLUENCES
CHARACTER / SCALE
REDEVELOPMENT OPPORTUNITIES

ANALYSIS

ECONOMIC
PHYSICAL
CULTURAL
REDEVELOPMENT PROTOTYPES

RECOMMENDATIONS

MARKET / LAND USE / TRANSPORTATION / STREETScape /
RECREATION / REDEVELOPMENT / PEDESTRIAN / IMAGE

IMPLEMENTATION

FUNDING
D.O.T.
PRIORITIZED ACTION ITEMS
ZONING / POCD
GUIDELINES

EXISTING CONDITIONS / OPPORTUNITIES AND CONSTRAINTS

OPPORTUNITIES:

ELEMENTS OR CONDITIONS WHICH MAY ENHANCE AND / OR PROMOTE POSITIVE CHANGE

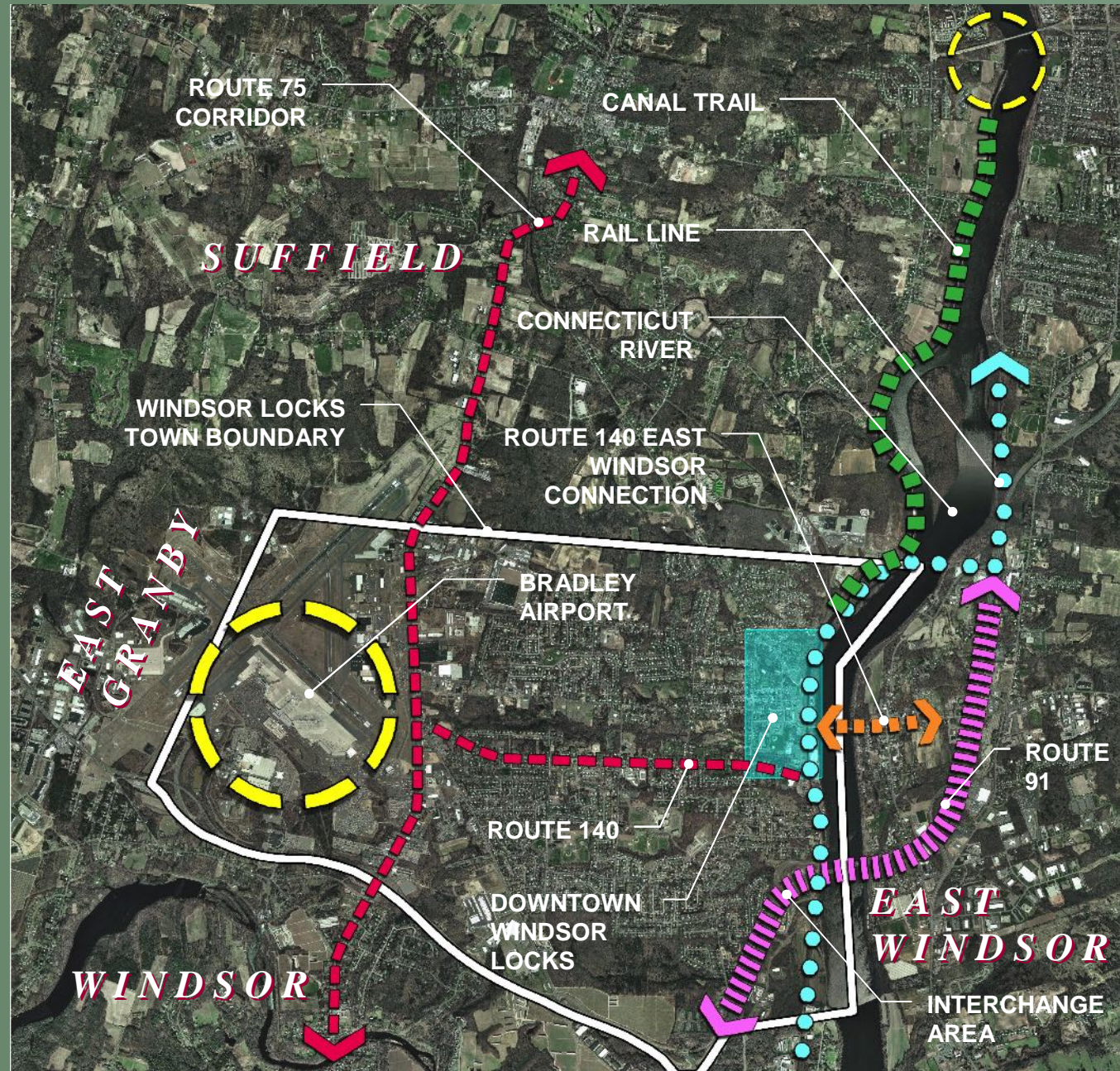
CONSTRAINTS:

ELEMENTS OR CONDITIONS WHICH MAY PROHIBIT OR DETER POSITIVE CHANGE

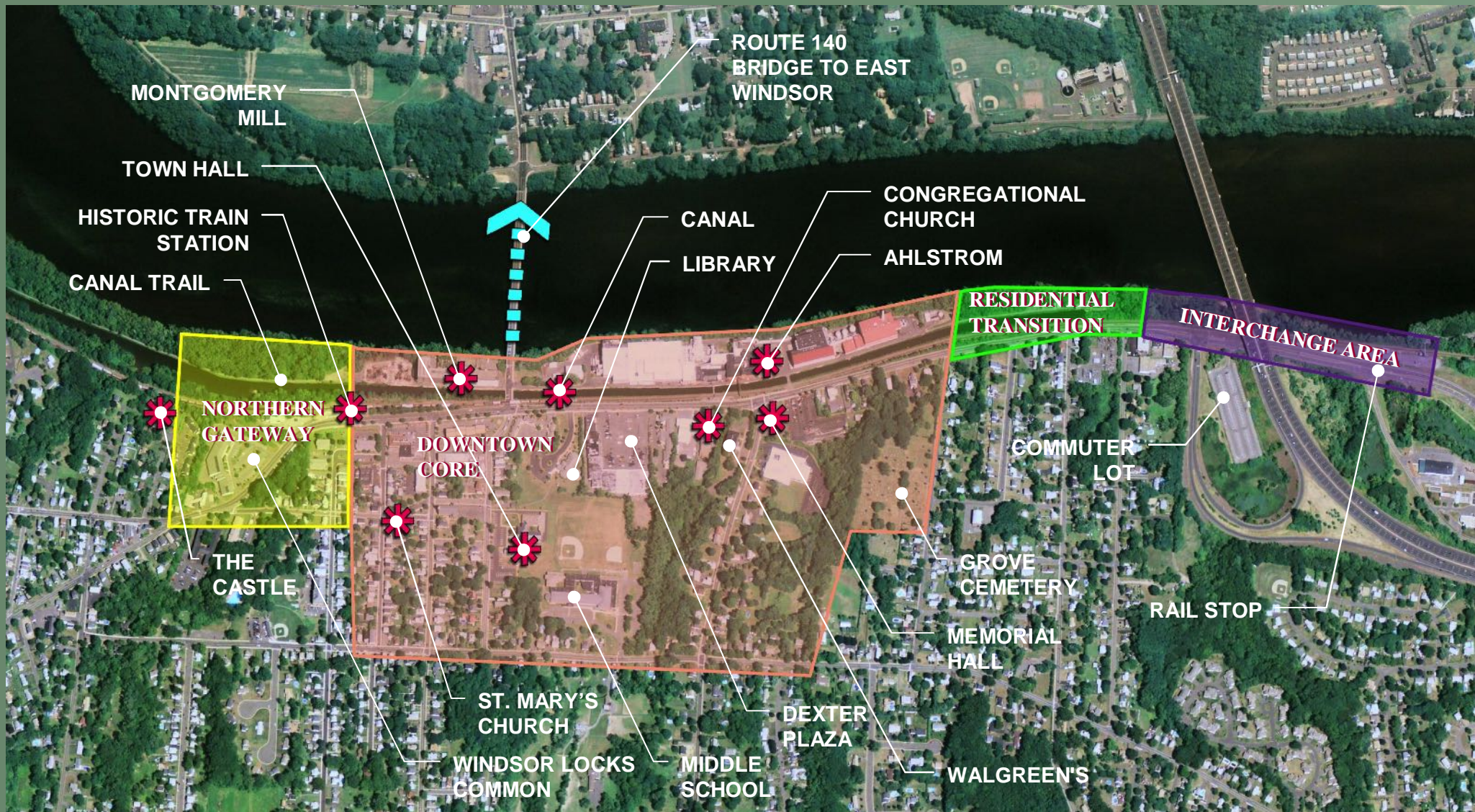
1. REGIONAL
2. STUDY AREA
3. HISTORIC INFLUENCES
4. MARKET ASSESSMENT
5. LAND USE
6. ZONING
7. RECREATION / ENVIRONMENTAL
8. TRANSPORTATION
9. STREETScape

REGIONAL INFLUENCES

- BRADLEY AIRPORT / RT. 75 COORIDOR
- RT 91 AND INTERCHANGE
- CRCOG / D.O.T. BIKE TRAIL INITIATIVES
 - RT 159 BIKE TRAIL
 - BIKE TRAIL EXTENSION OVER RT 190 TO ENFIELD
- AMTRAK AND FUTURE PASSENGER RAIL
- SUFFIELD / WINDSOR LOCKS CANAL TRAIL
- EAST WINDSOR COMMERCIAL AREAS

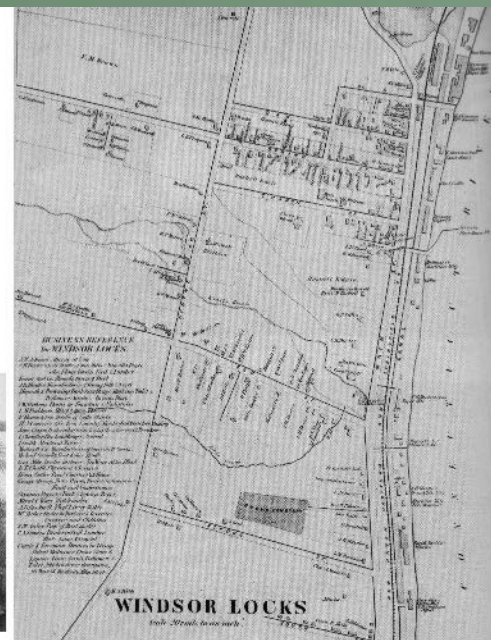


STUDY AREA

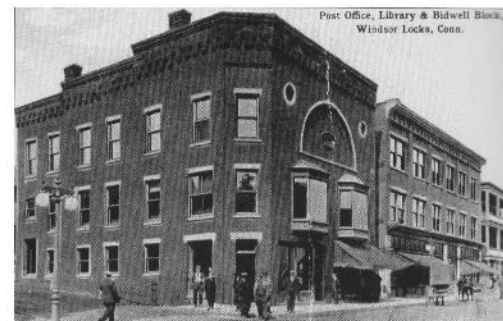


HISTORIC STRUCTURE TYP.

HISTORIC INFLUENCES



- INDUSTRY
- CANAL / RIVER
- ACTIVE DOWNTOWN RAILROAD STATION
- VIBRANT MIXED USE PEDESTRIAN DOWNTOWN
- MILL TOWN – WALK TO WORK
- FORMER DOWNTOWN VITALITY



WINDSOR LOCKS TODAY

NORTHERN GATEWAY



DOWNTOWN CORE



RESIDENTIAL TRANSITION



INTERCHANGE AREA



KEY ISSUES:

- DOWNTOWN NO LONGER CENTER FOCUS OF COMMUNITY ACTIVITY / PRIDE.
- DETERIORATING INFRASTRUCTURE AND PROPERTIES.
- LACK OF USE.
- UNDERUTILIZED PROPERTIES.
- FRAGMENTED SINGLE USES DOMINATE.
- AUTOMOBILE DOMINATES.
- LACK OF COHESIVE AESTHETIC.
- PEDESTRIAN "UN" FRIENDLY.
- COMMON VISION / LEADERSHIP.
- "ONE SIDED" DOWNTOWN

MARKET ASSESSMENT

“Current Conditions”

CURRENT CONDITIONS:

- SUPPLY CONTROLLED BY DEMAND
- PHYSICAL LIMITATIONS DICTATE TENANT BASE
(LOCATION, SIZE, FUNCTIONAL OBSOLESCENCE)
- PHYSICAL DETERIORATION AWARNING SIGN
- OPPORTUNITIES
- LARGE POPULATION POOL WITHIN 10 MILE RADIUS OF THE DOWNTOWN
- INTERSTATE ACCESS
- PRIMARY DOWNTOWN EMPLOYER (AHLSTROM)
- DEVELOPMENT GROWTH NOT DIRECTED TO DOWNTOWN.

MARKET ASSESSMENT

“Retail / Commercial Base”

RETAIL SECTORS:

- **DRUG STORES** – CVS, WALGREENS.
- **EATING ESTABLISHMENTS**- CHINESE, PIZZA, SUBWAY, DUNKIN DONUTS.
- **SERVICE**- LAUNDROMAT, TAILOR SHOP, DRY CLEANER, BARBER SHOP, SHOE REPAIR, POST OFFICE, BANK, HAIR SALON.
- **OFFICE**- GENERAL, REAL ESTATE, MEDICAL, DENTIST, LEGAL.
- **MISCELLANEOUS**- PASTRY SHOP, CONVENIENCE STORE, LIQUOR.
- **GENERAL MERCHANDISE**- FAMILY DOLLAR, OCEAN STATE, AUTO ZONE.
- **SPECIALTY**- MONSTER GOLF, T&S EMBROIDERY.
- **PUBLIC**- LIBRARY, HOUSES OF WORSHIP.

MARKET ASSESSMENT

"A Tail of Two Streets"

ROUTE 75 CORRIDOR:

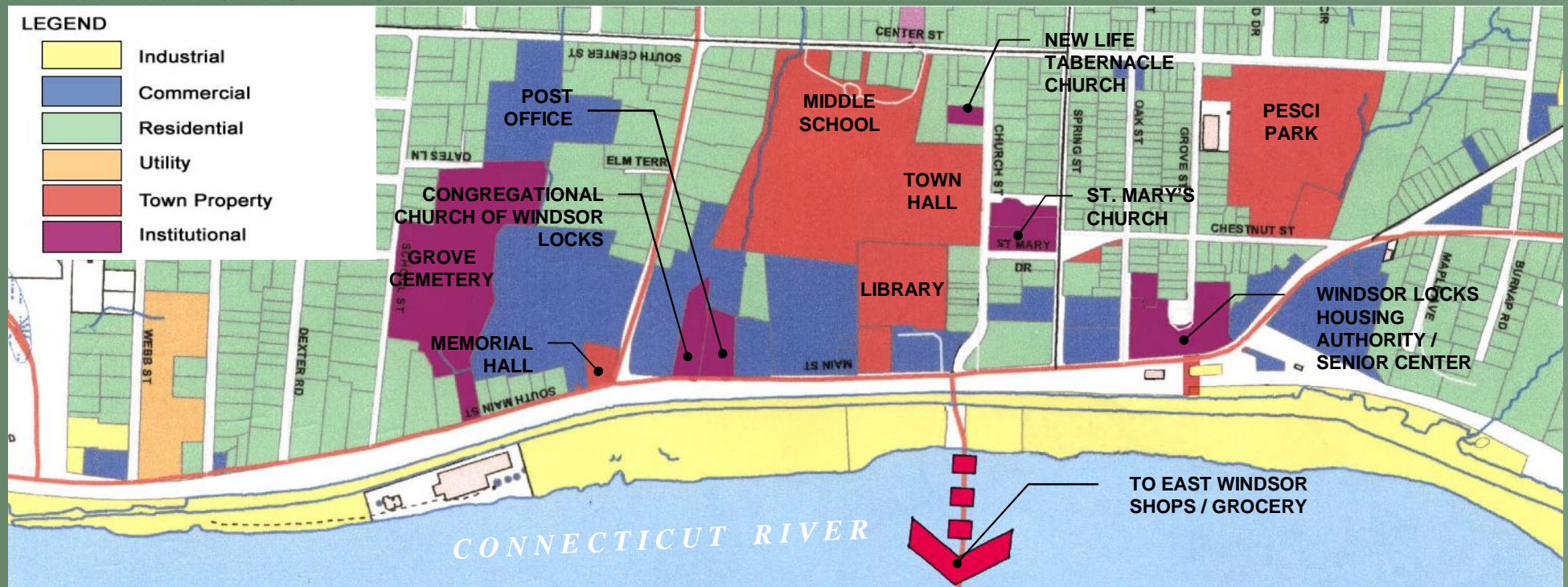
- TRAVEL ORIENTED.
- 200,000 SQ. FT. SMALLER COMMERCIAL.
- 80,000+ SQ. FT. OFFICE.
- 400,000+ SQ. FT. MOTEL / HOTEL.
- 400,000+ SQ. FT. INDUSTRIAL.
- 50,000 + SQ. FT. EATING ESTABLISHMENT.
- MULTIPLE NEW DEVELOPMENT PROJECTS UNDER CONSTRUCTION.

MAIN STREET:

- NEIGHBORHOOD ORIENTED.
- 180,000 SQ. FT. SMALLER COMMERCIAL (INCLUDES ALL SECTORS)
- WALGREENS ONLY NEW DEVELOPMENT.

*FOR FULL MARKET ASSESSMENT SEE APPENDIX

EXISTING LAND USE



OPPORTUNITIES

- PASSENGER RAIL SERVICE.
- MONTGOMERY MILL REDEVELOPMENT (RESIDENTIAL)
- AHLSTROM POSITIVE PRESENCE.
- KETTLE BROOK FLOOD PLAIN.
- PUBLIC LAND DOWNTOWN CORE.
- HISTORIC RESIDENTIAL VILLAGE CHARACTER.
- CANAL OPPORTUNITIES.
- REMNANTS OF HISTORIC CHARACTER.

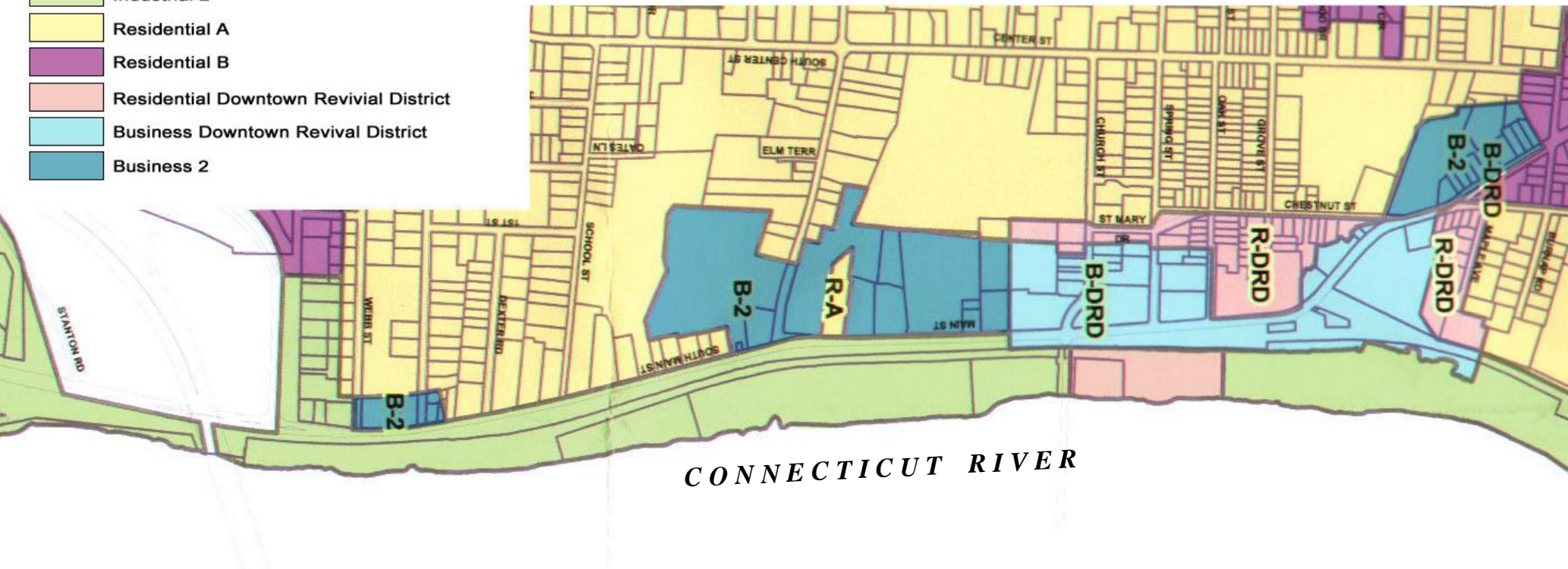
CONSTRAINTS

- SUBURBAN STYLE SINGLE USE.
- SMALL PARCELS / INDIVIDUAL OWNERSHIP.
- UNDERUTILIZED SITES / BUILDINGS.
- SINGLE SIDED MAIN STREET.
- UNDEFINED "CENTER OF TOWN."
- RAILROAD SEPARATES RECREATIONAL AMENITIES AND DOWNTOWN LAND USES.
- INDUSTRIAL LAND USE DOMINATES RIVERFRONT.
- NO DOWNTOWN / CIVIC GREEN SPACES.
- LIMITED DEVELOPABLE LAND IN INTERCHANGE AREA.
- LACK OF HOUSING UNITS WITHIN WALKING DISTANCE.
- LACK OF STREETScape/ AMENITIES
- LACK OF QUALITY RETAIL DOWNTOWN USES

EXISTING ZONING

LEGEND

- Industrial 2
- Residential A
- Residential B
- Residential Downtown Revival District
- Business Downtown Revival District
- Business 2



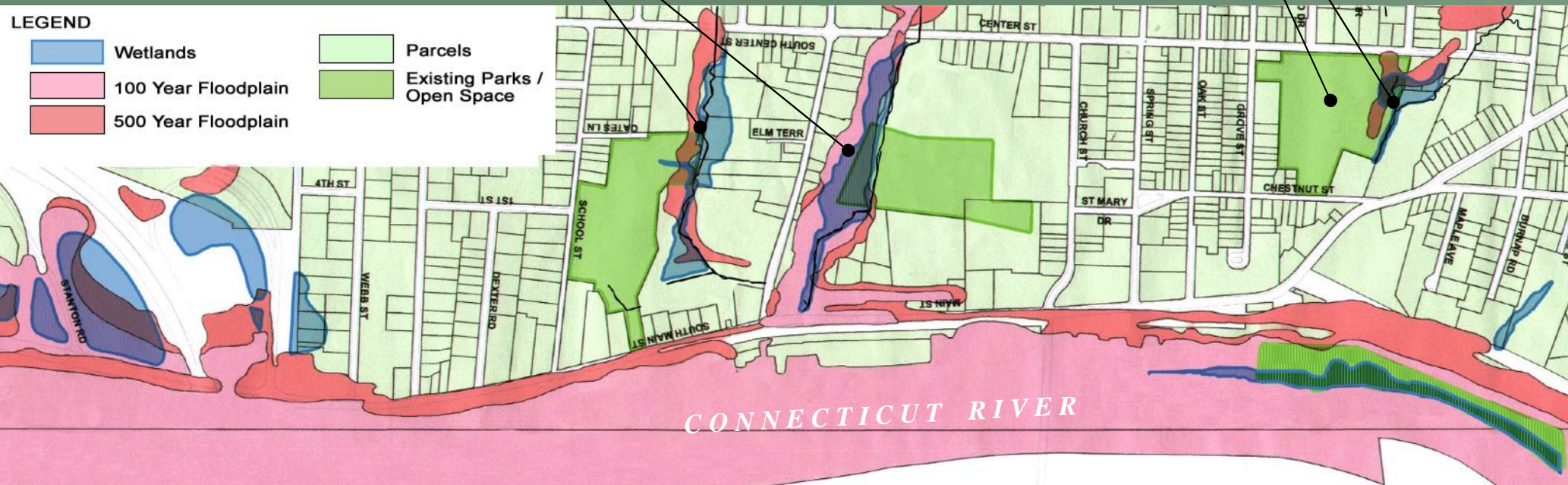
EXISTING RECREATIONAL AND ENVIRONMENTAL

KETTLE BROOK FLOODPLAIN
ADDS BROOK FLOODPLAIN

MERRIGAN BROOK FLOODPLAIN
PESCI PARK

LEGEND

	Wetlands		Parcels
	100 Year Floodplain		Existing Parks / Open Space
	500 Year Floodplain		



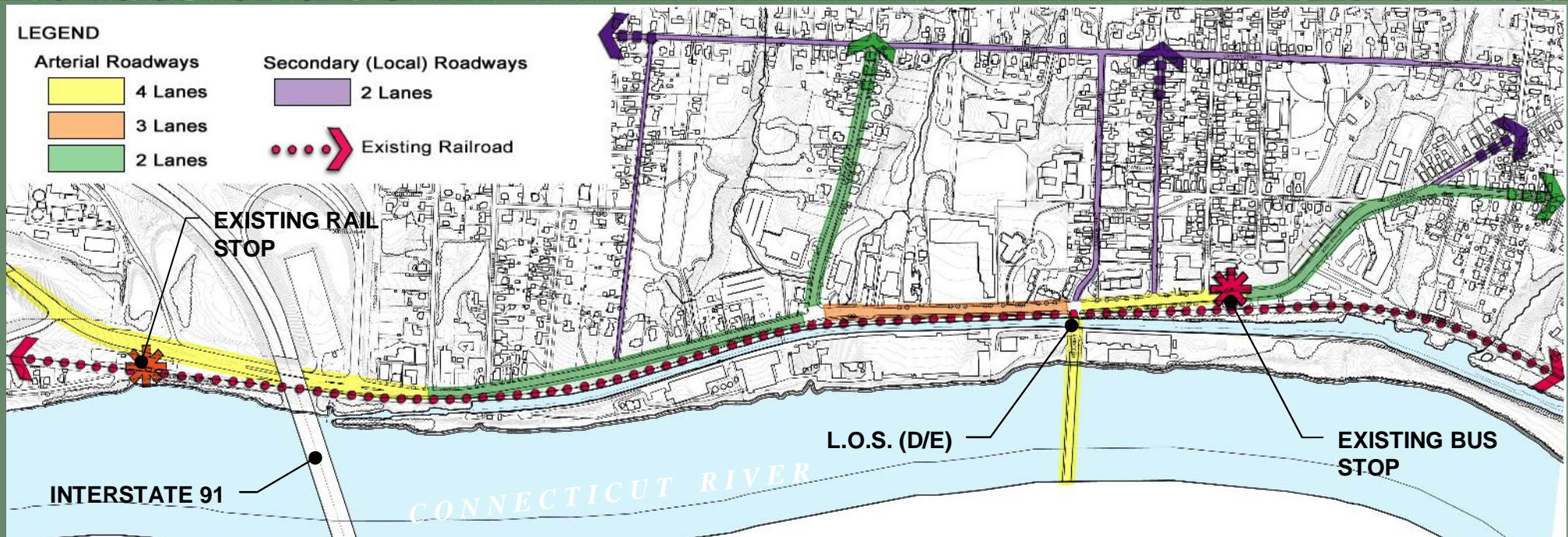
OPPORTUNITIES

- PUBLIC RECREATION ADJACENT TO DOWNTOWN.
- CANAL BIKE TRAIL AND STATE PARK OPPORTUNITIES.
- RIVERFRONT OPPORTUNITIES.
- MONTGOMERY MILL PUBLIC USE OPPORTUNITIES.
- FUTURE C.R.C.O.G. / D.O.T. BIKEWAY INITIATIVES
- KETTLE BROOK RECREATIONAL OPPORTUNITIES.
- MONTGOMERY MILL POSSIBLE RAIL CROSSING.
- VACANT GATEWAY PROPERTY INTERSECTION OF SUFFIELD AND NORTH MAIN STREET.
- DEP EASEMENT OVER MONTGOMERY MILL PARCEL.

CONSTRAINTS

- LACK OF PUBLIC LAND ON MAIN STREET.
- EXISTING FACILITIES NOT CONNECTED TO DOWNTOWN.
- NO TOWN COMMONS / GREEN FOCUS IN DOWNTOWN.
- MIDDLE SCHOOL SINGLE RECREATION USE.
- RAILROAD BISECTS RIVER / CANAL OPPORTUNITIES WITH DOWNTOWN.
- EXISTING INDUSTRIAL USES MAY PRECLUDE CONTIGUOUS RIVERFRONT CONNECTIONS.
- LAND OWNERSHIP OF RIVERFRONT / CANAL PROPERTIES.
- SPORADIC USE OF BIKE LANE / PATHS TO AND THROUGH DOWNTOWN.

EXISTING TRANSPORTATION



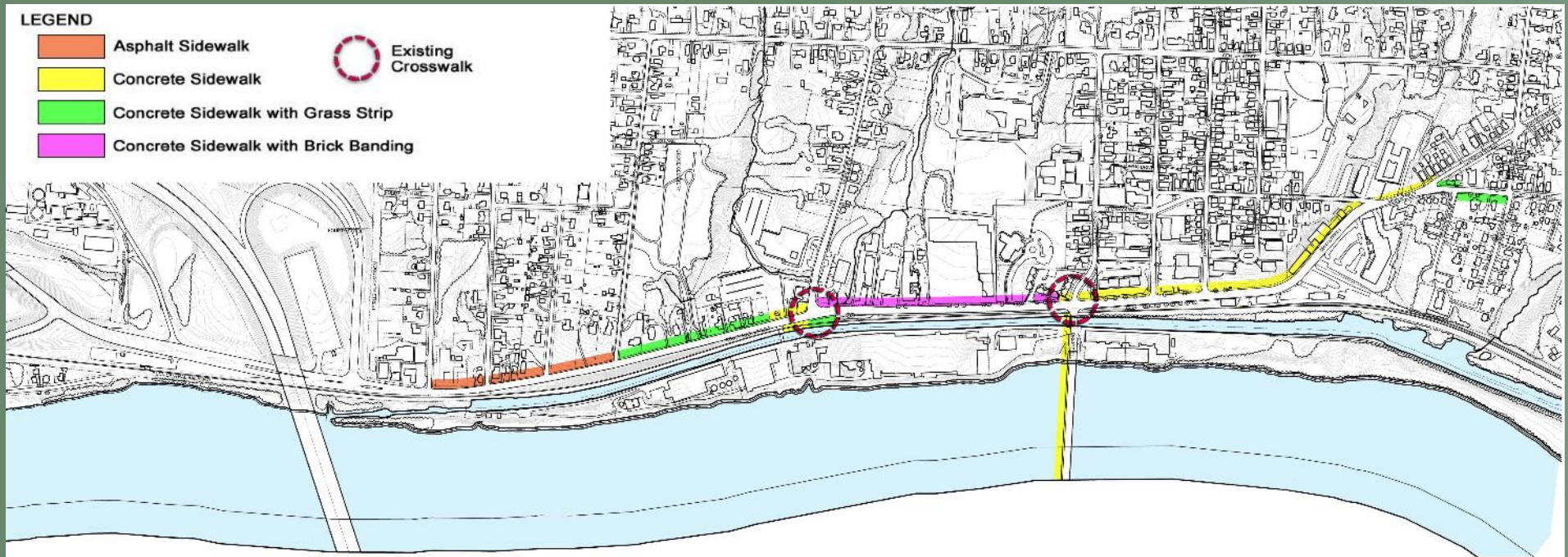
OPPORTUNITIES

- SPRINGFIELD / NEW HAVEN PASSENGER RAIL.
- BUS TRANSPORTATION / AIRPORT (LOOP THROUGH DOWNTOWN)
- CANAL AND C.R.C.O.G. BIKE TRAILS.
- TRAFFIC VOLUMES BRIDGE STREET SOUTH. (ADT'S 10,000 – 15,000).
- REDUCE PAVEMENT / STREETSCAPE / TRAFFIC CALMING
- HIGHWAY INTERCHANGE.
- PARK AND RIDE LOT.
- NARROW ROAD / WIDE SHOULDER (SPORADIC BIKEWAY USE)
- PUBLIC LAND HOLDINGS POSSIBLE CONNECTIONS.
- ROUTE 159 DESIGNATED BIKE ROUTE (C.R.C.O.G.)

CONSTRAINTS

- TRAIN STATION LOCATION OUTSIDE DOWNTOWN.
- EXCESSIVE ROAD PAVEMENT / LANES (ROUTE 159)
- DEPARTMENT OF TRANSPORTATION REGULATIONS (ON STREET PARKING / CENTER MEDIANS / BIKE LANES)
- VEHICLE SPEEDS (SOME AREAS)
- RAIL LINE SEPARATION.
- CONFUSING TO GET TO TOWN HALL.
- LACK OF ON STREET PARKING.
- MULTIPLE CURB CUTS.
- LIMITED RIGHT OF WAY WIDTH, PRIVATE PROPERTY IMPACTS.

EXISTING STREETScape



OPPORTUNITIES

- RIVER / CANAL VIEWS.
- EXISTING PAINTED CENTER MEDIANS.
- HISTORIC LANDMARKS.
- GOOD SIDEWALK CONNECTIVITY TO NEIGHBORHOODS.
- ONE-SIDED STREETScape LIMITS CROSSWALKS.
- OVERHEAD UTILITIES ON EAST SIDE.
- USE OF TOWN PARCELS AS ADDITIONAL CONNECTIONS.

CONSTRAINTS

- LANDSCAPE BETWEEN ROAD AND RAIL LINES.
- NARROW CORRIDOR- POTENTIAL PRIVATE PROPERTY IMPACTS.
- NO HIERARCHY OF SPACE (FOCAL POINTS / CENTER ZONE, GATEWAYS, ETC)
- VEGETATION BLOCKS VIEWS TO CANAL / RIVER.
- MIXED MATERIAL AND NARROW SIDEWALKS SOUTH OF DOWNTOWN CORE.
- NARROW WALKWAYS.
- NO SIDEWALKS EAST SIDE.
- MINIMAL STREETScape.
- LACK OF WAY FINDING.
- LACK OF SIDEWALK CONNECTION TO COMMUTER LOT AND EXISTING RAIL STATION.

RECOMMENDATIONS

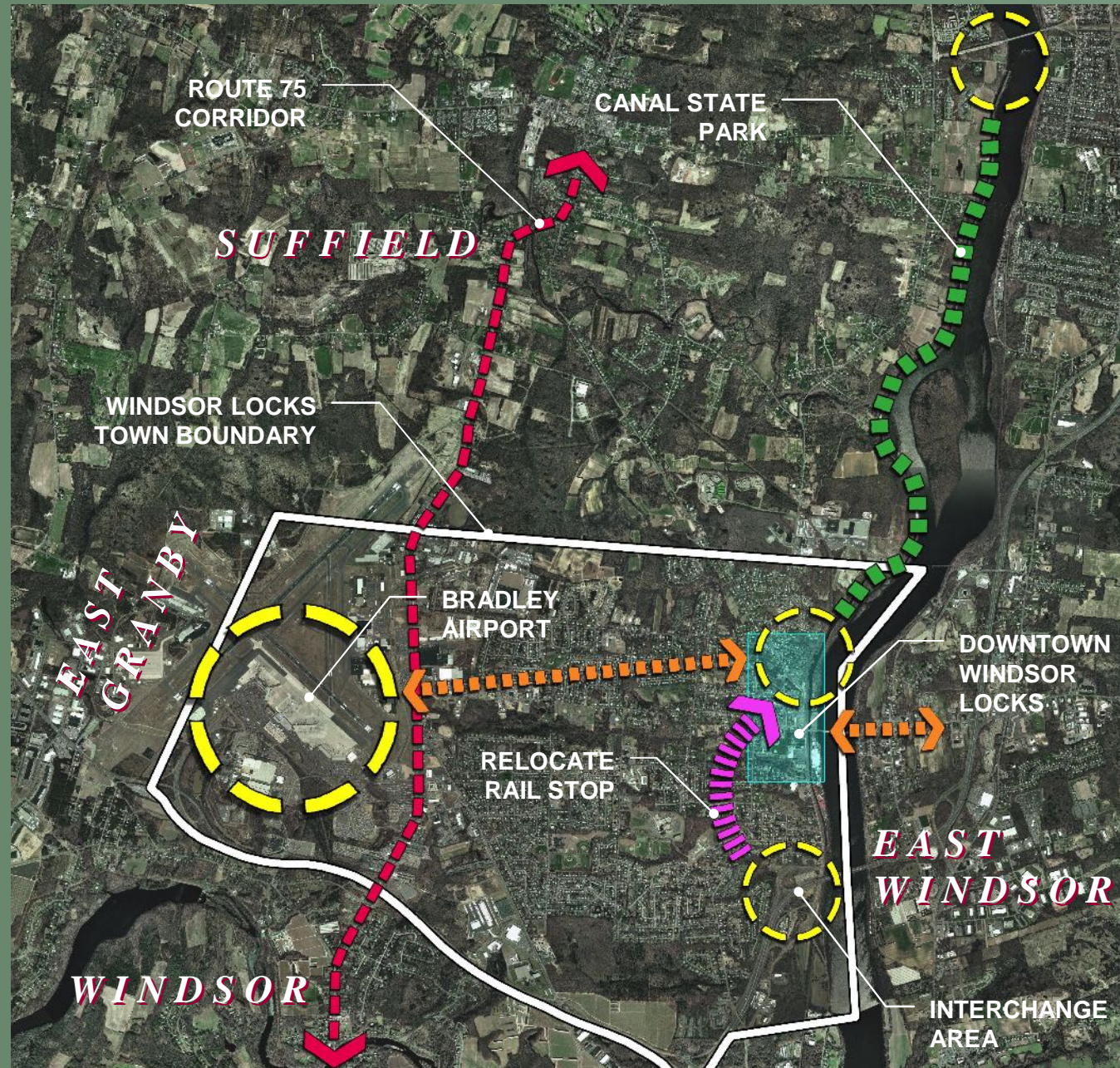
GENERAL --- SPECIFIC --- LONG TERM --- SHORT TERM

1. REGIONAL COOPERATION
2. LAND USE / ZONING
3. RECREATION / ENVIRONMENTAL
4. TRANSPORTATION
5. SENSE OF PLACE
6. STREETScape
7. KEY REINVESTMENT PARCELS
8. SUSTAINABILITY
9. SUMMARY

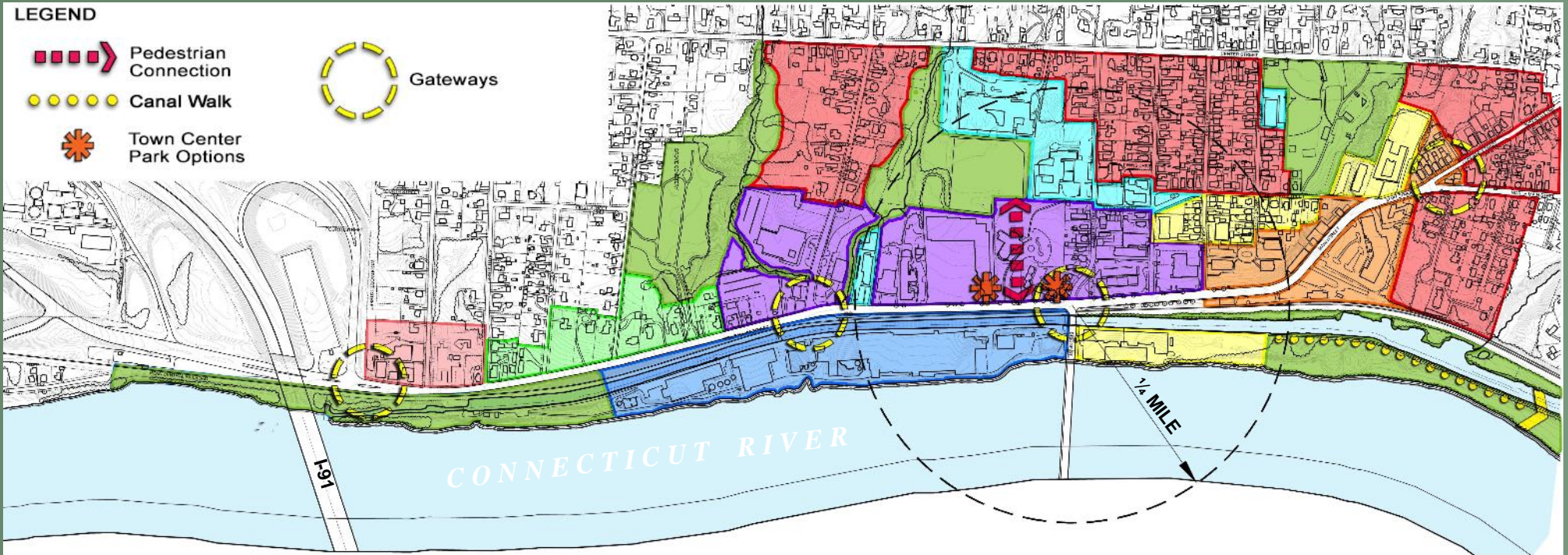
RECOMMENDED REGIONAL STRATEGIES

- PASSENGER RAIL RELOCATION
- CANAL STATE PARK DESIGNATION
- COORDINATE CRCOG BIKE ROUTE
- SPECIAL SERVICE DISTRICT (ROUTE 75 CORRIDOR)
- BUSINESS IMPROVEMENT DISTRICT
- AESTHETIC CONNECTIONS 140 BRIDGE TO E. WINDSOR
- ENHANCE HIGHWAY VIEW TO DOWNTOWN

- WORK WITH TOWN OF SUFFIELD AND THE CONNECTICUT DEPARTMENT OF ENVIRONMENTAL PROTECTION ON DEVELOPMENT OF CANAL TRAIL AS A STATE PARK.
- STUDY FEASIBILITY OF PASSENGER RAIL STATION RELOCATION TO DOWNTOWN / COORDINATE BUS ROUTE TO BRADLEY AIRPORT.
- WORK WITH DEPARTMENT OF TRANSPORTATION TO DEVELOP PEDESTRIAN AND AESTHETIC ENHANCEMENTS TO WWI BRIDGE CONNECTING TO EAST WINDSOR.
- POTENTIAL SPECIAL SERVICES DISTRICT (ROUTE 75 CORRIDOR)
- POTENTIAL BUSINESS IMPROVEMENT DISTRICT (DOWNTOWN)
- USE INTERCHANGE AREA AND HIGHWAY VIEWS TO PROMOTE DOWNTOWN.



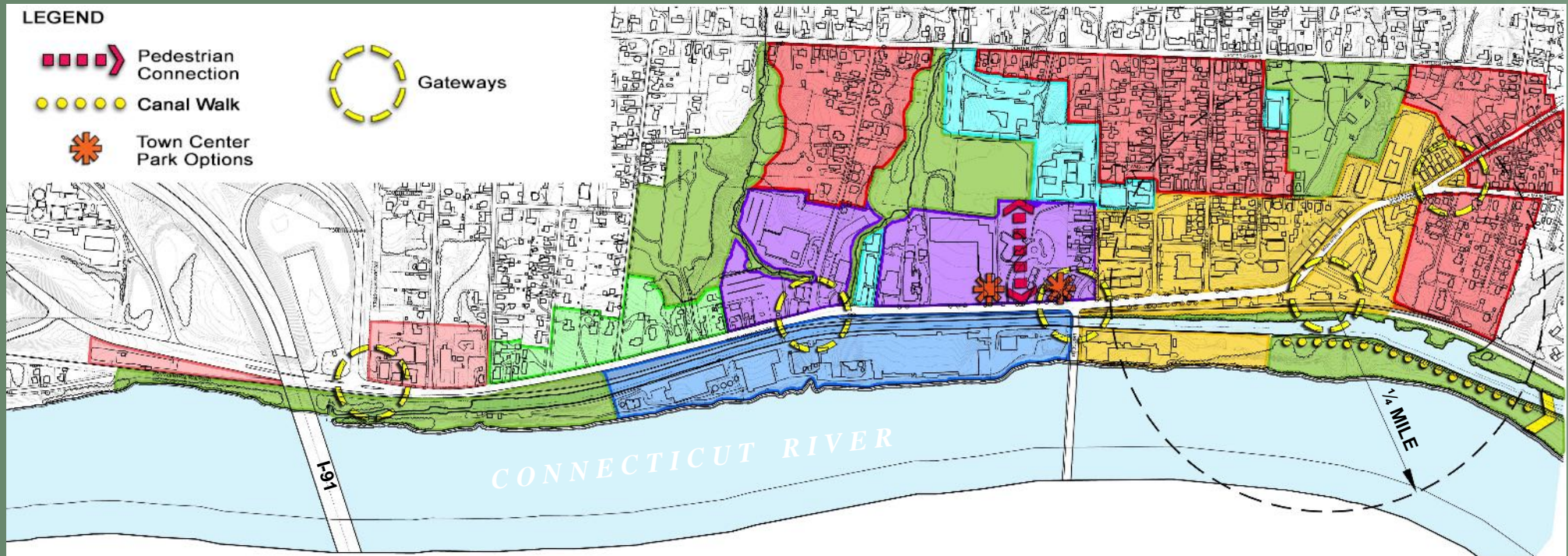
LAND USE RECOMMENDATIONS (Existing Train Stop to Remain South of Downtown)



LEGEND

	PRIMARY RECREATION		MID- HIGH DENSITY RESIDENTIAL
	VILLAGE AREAS		RESIDENTIAL TRANSITION
	INTERCHANGE COMMERCIAL		INSTITUTIONAL
	NORTHERN GATEWAY		ACTIVE INDUSTRIAL
	DOWNTOWN CORE		

LAND USE RECOMMENDATIONS (Relocated Train Station)

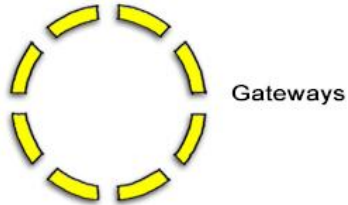


LEGEND

	PRIMARY RECREATION		DOWNTOWN CORE
	VILLAGE AREAS		RESIDENTIAL TRANSITION
	INTERCHANGE COMMERCIAL		INSTITUTIONAL
	T.O.D		ACTIVE INDUSTRIAL

CONCEPT T.O.D. LAND USE PLAN

LEGEND



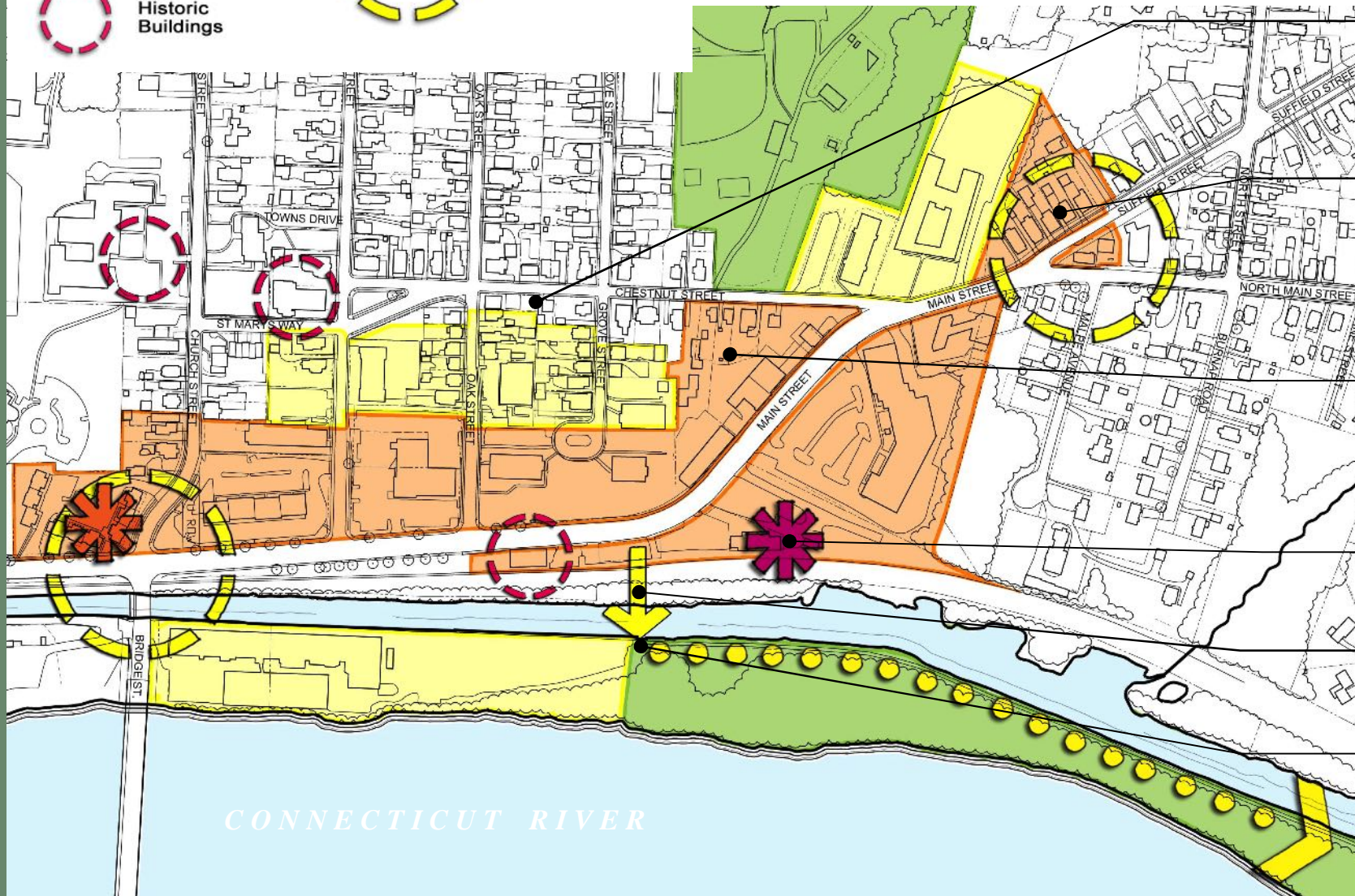
RECREATIONAL



MIXED-USE 1ST FL. COMMERCIAL



MID- HIGH DENSITY RESIDENTIAL



PRESERVE
RESIDENTIAL
VILLAGE
CHARACTER

PRESERVE
RESIDENTIAL
CHARACTER AT
GATEWAY

OPTIONAL UPPER
LEVEL PARKING
FOR EXPANDED
2ND AND 3RD FLOOR
USES

NEW PASSENGER
RAIL STOP

MONTGOMERY
CROSSING

RECREATIONAL
CONNECTIONS

GENERAL LAND USE / ZONING RECOMMENDATIONS

LONG TERM

- FOSTER INCLUSION OF HIGHER DENSITY RESIDENTIAL AREAS IN DOWNTOWN FRINGES.
- PROMOTE SUSTAINABLE MIXED USE
- PROMOTE BOTH DAYTIME AND NIGHTTIME USES FOR EXTENDED DOWNTOWN ACTIVITY.
- PRESERVE, PROTECT AND ENHANCE THE CHARACTER OF HISTORIC BUILDINGS AND THE VILLAGE RESIDENTIAL AREAS.
- PROVIDE INCENTIVES FOR PRIVATE REDEVELOPMENT USING PORTIONS OF PUBLIC LAND BEHIND TOWN HALL.
- REDEVELOPMENTS IN THE DOWNTOWN CORE AND NORTH GATEWAY AREAS.
- PROMOTE THE REVITALIZATION OF UNDER UTILIZED PROPERTIES OVER TIME.
- ACQUIRE LAND "TOWN GREEN" THROUGH PURCHASE OR PRIVATE DEVELOPMENT INITIATIVES AT EITHER DEXTER PLAZA OR WATERSIDE OFFICES (PREFERRED)

SHORT TERM

- FEASIBILITY OF DOWNTOWN TRAIN STATION
- NEGOTIATE AMTRAK SITE LEASE / PURCHASE.
- PROMOTE DEVELOPMENT OF RAIL CROSSING TO MONTGOMERY AND PROVIDE CONNECTIONS TO CANAL TRAIL.
- ESTABLISH MANAGEMENT DISTRICTS TO IMPROVE CROSS PROPERTY COOPERATION AND DEVELOPMENT ENHANCEMENTS.
- DEVELOP ZONING CONSISTANT WITH RECOMMENDATIONS
- REMEDIATE ENVIRONMENTAL ISSUES AND DEVELOP SHARED PARKING AND T.O.D. RELATED AMENITIES.
- UTILIZE KETTLE BROOK WETLAND AND FLOODPLAINS FOR THE TREATMENT OF FUTURE DEVELOPMENT RUN OFF, PASSIVE RECREATION AND DOWNTOWN CONNECTIONS.

LAND USE RECOMMENDATIONS

PRIMARY RECREATION

- PROMOTE MULTI-USE FAMILY AND FIELD AMENITIES ON TOWN OWNED LAND.
- KETTLE BROOK FLOODPLAIN AS A STORM WATER POLISHING FOR NEW DEVELOPMENT INITIATIVES.
- PROVIDE PASSIVE WALKING / JOGGING TRAILS CONNECTING ALL AMENITIES TO MAIN STREET.
- PROMOTE MAIN STREET ACCESS.
- USE TOWN OWNED LAND FOR POSSIBLE SHARED PARKING DOWNTOWN INCENTIVE.

VILLAGE AREAS

- DEVELOP DESIGN GUIDELINES AND FAÇADE PROGRAMS TO MAINTAIN ARCHITECTURAL INTEGRITY.

INTERCHANGE COMMERCIAL

- MARKET DRIVEN.
- PROMOTE PARCEL CONSOLIDATION BETWEEN NORTHBOUND EXIT RAMP AND WEBB ST.
- RELOCATE RAIL STOP TO DOWNTOWN; DEVELOPMENT OPPORTUNITY AT EXISTING SITE.

NORTHERN GATEWAY (no rail stop)

- PARK FOCAL POINT WITH HISTORIC STATION.
- ENCOURAGE MIXED USE ON HOUSING AUTHORITY PROPERTY WITH STREET FRONT COMMERCIAL.
- FUTURE CONSOLIDATION OF AMTRAK SITE WITH WINDSOR LOCKS COMMONS FOR HIGHER DENSITY REDEVELOPMENT.

MID-HIGH DENSITY RESIDENTIAL

- PROVIDE HIGHER DENSITY RESIDENTIAL AS TRANSITION TO DOWNTOWN, AND PROVIDE INCREASED PEDESTRIAN ACTIVITY.

T.O.D. (Transit Oriented Development Area) (Rail Stop)

- PROMOTE HIGHER DENSITY MIXED USES ORIENTED TO RAIL STOP.
- PROMOTE PARCEL CONSOLIDATION TO MAXIMIZE AREA EFFICIENCY.
- DEVELOP SHARED LEASE AGREEMENT OR PROPERTY TRANSFER WITH AMTRAK PROPERTY.
- PROVIDE CENTRALIZED PARKING AND BUS STOP.
- FOCAL POINT PARK AT RENOVATED RAIL BUILDING.

RESIDENTIAL TRANSITION

- MAINTAIN HISTORIC RESIDENTIAL CHARACTER.
- ALLOW HOME OCCUPATIONAL USES.
- ALLOW OFFICE USES WITHIN EXISTING STRUCTURES AND ADDITIONS.

INSTITUTIONAL

- DEVELOP CONNECTIONS BETWEEN MUNICIPAL USES AND KEY DOWNTOWN POINTS.

ACTIVE INDUSTRIAL

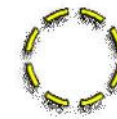
- MAINTAIN USE SO LONG AS ACTIVE.
- PROMOTE / COORDINATE PUBLIC RIVER / CANAL ACCESS.

DOWNTOWN CORE

- FOSTER MIXED USES. (MARKET BASED) (RESIDENTIAL / OFFICE / RETAIL / SERVICE)
- RENOVATE SINGLE USE COMMERCIAL OVERTIME.
- PROMOTE SHARED FACILITIES AND PEDESTRIAN WALKABILITY.
- CONNECT TO MUNICIPAL AND RECREATIONAL USES.

TOWN GREEN OPTIONS

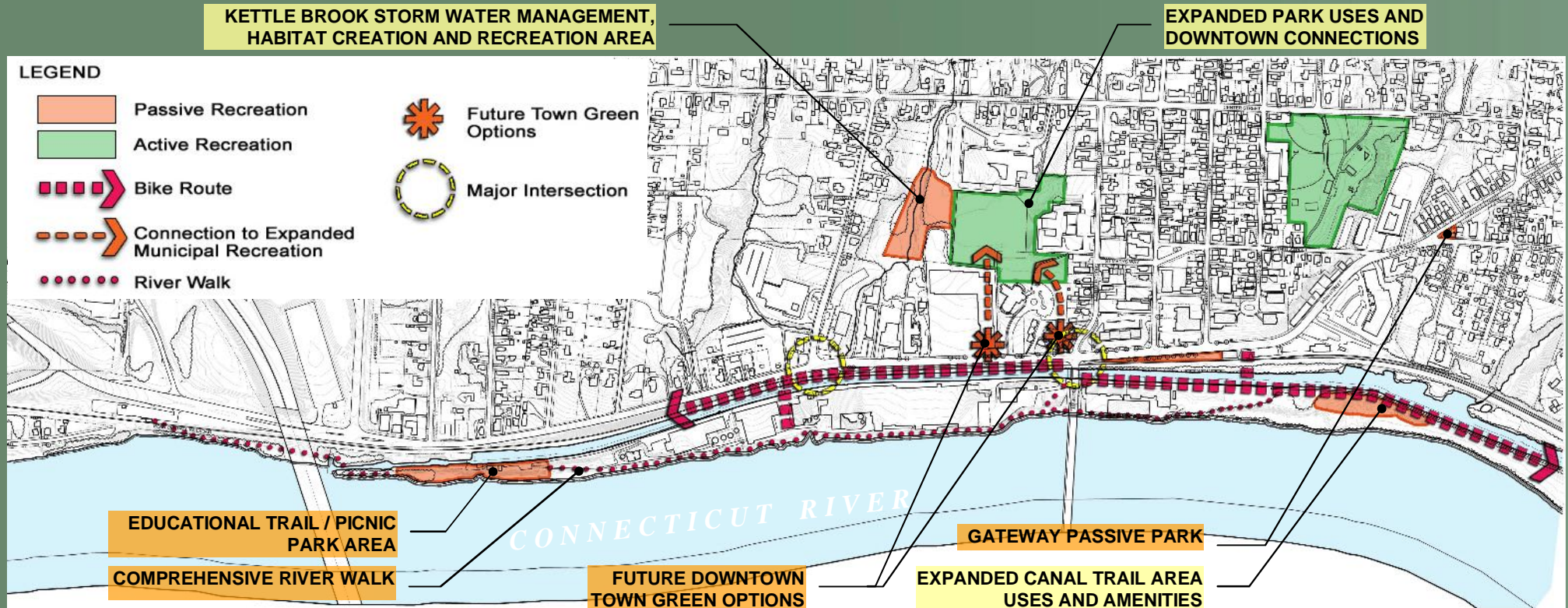
- DEVELOP URBAN PLAZA WITH CONNECTIONS TO MUNICIPAL RECREATION.
- COORDINATE WITH PRIVATE PROPERTY LAND OWNERS.



GATEWAY AREAS

- PROVIDE GATEWAY LANDSCAPING AND AMENITIES.
- PROVIDE GATEWAY SIGNAGE AND WAY FINDING SIGNAGE.

RECREATIONAL AND ENVIRONMENTAL RECOMMENDATIONS



GENERAL

- EXPANDED MUNICIPAL PARK USES, INCLUDE FAMILY USES.
- STATE PARK DESIGNATION AND FUNDING. WINDSOR LOCKS CANAL PARK.
- INVESTIGATE COMPREHENSIVE RIVER WALK / CANAL SYSTEM THROUGH INDUSTRIAL USE.
- EXPANDED CANAL TRAIL AMENITIES.
- BIKEWAY CONNECTIONS TO ALL RECREATIONAL AMENITIES.
- TRAIL HEAD PARKING FEASIBILITY AND OPTIONS.
- COMBINE ALL TRAIL SYSTEMS WITH HISTORIC / EDUCATIONAL AMENITIES.
- IMPLEMENT PESCI PARK IMPROVEMENTS.

RECREATIONAL AND ENVIRONMENTAL RECOMMENDATIONS

(Expanded Uses)

POTENTIAL NEW RR CROSSING

- BIKE / PEDESTRIAN ACCESS TO CANAL TRAIL

KEY ISSUES:

- LENGTH OF TIME / EXPENSE / FEASIBILITY / PRIVATE INVESTMENT

GATEWAY PASSIVE PARK

- STREETSCAPE / GATEWAY ELEMENTS
- SEATING AND TEXTURED CROSS WALKS

KEY ISSUES:

- VACANT / PRIVATE PROPERTY ACQUISITION OR COORDINATION WITH PRIVATE REDEVELOPMENT EFFORTS OF REAR PARCEL

CANAL STATE PARK DESIGNATION

- WORK WITH DEP FOR DESIGNATION
- COORDINATE WITH TOWN OF SUFFIELD AND FRIENDS OF THE CANAL
- EXPANDED USES (HISTORICAL, CULTURAL, EDUCATIONAL, REST AREAS)
- ALTERNATIVE BIKE TRANSIT TO RR IF RELOCATED
- CONNECTION TO PROPOSED MAIN STREET BIKE LANES

KEY ISSUES:

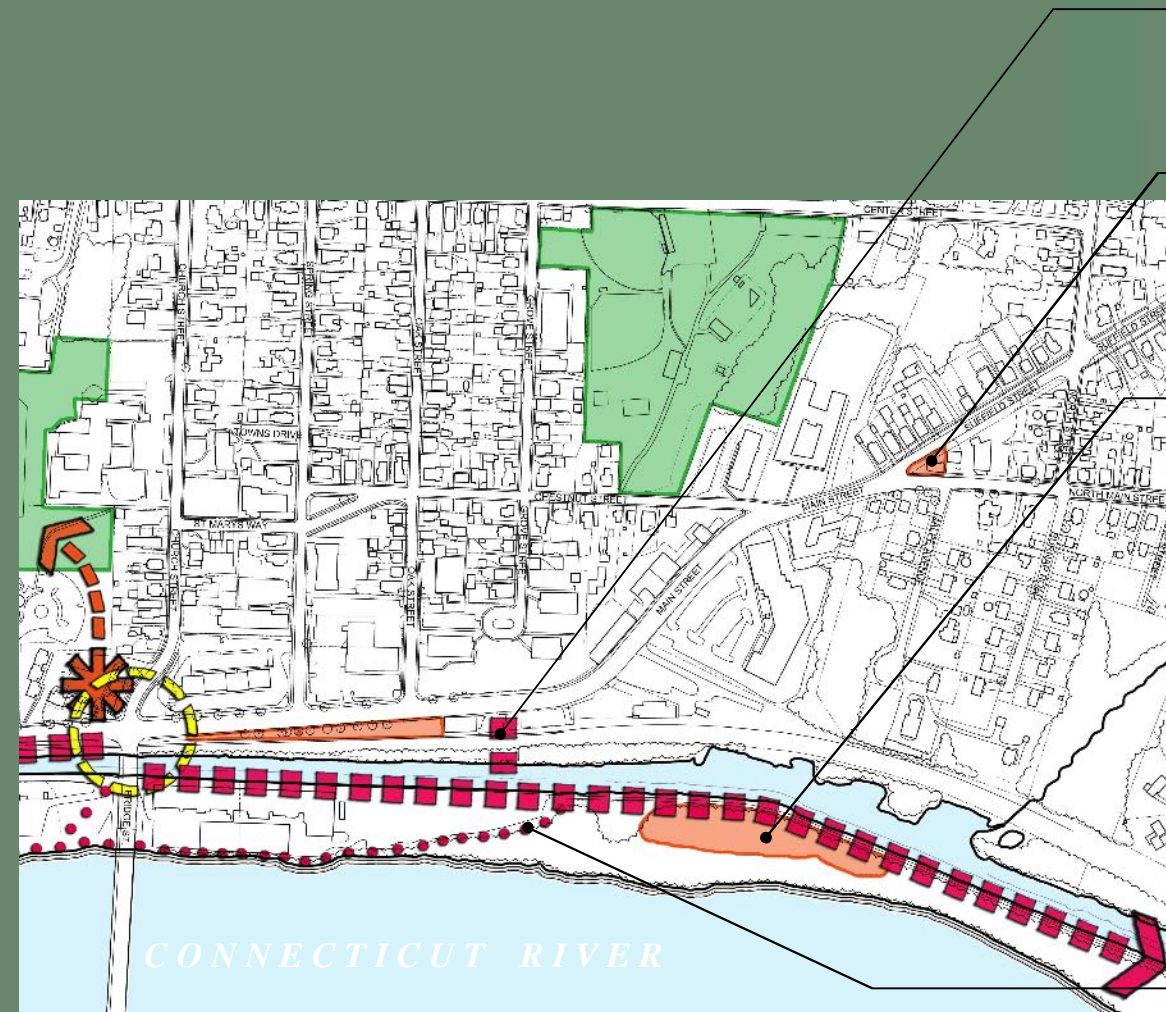
- DEP DESIGNATION
- MILL OWNER RIGHT TO PASS AGREEMENTS
- TRAIL HEAD PARKING OPTIONS:
 - NORTH OF MILL (VEHICLE RIGHT TO PASS AND PARKING AREA REQUIRED)
 - NEAR EXISTING RR STATION (IF PROPOSED CROSSING IMPLEMENTED)
- ACCESS TO MAIN STREET
 - VIA PROPOSED CROSSING IF IMPLEMENTED
 - VIA BRIDGE STREET INTERSECTION

RIVER WALK

- CONNECTION TO CANAL TRAIL PARKING TRAIL HEAD
- ACCESS TO BRIDGE STREET UNDER BRIDGE / SLOPE TO STREET ON AHLSTROM PROPERTY
- POTENTIAL CONNECTIONS THROUGH AHLSTROM (TO BE INVESTIGATED).

KEY ISSUES:

- MILL OWNER RIGHT TO PASS AGREEMENTS
- PRIVATE PROPERTY AGREEMENTS FROM AHLSTROM
- PHYSICAL FEASIBILITY



RECREATIONAL AND ENVIRONMENTAL RECOMMENDATIONS

KETTLE BROOK AREA:

- WETLANDS CREATION / STORM WATER DETENTION AND POLISHING OF AREA REDEVELOPMENT PROJECTS.
- PASSIVE / FAMILY RECREATION WITH PARK USE CONNECTIONS VIA PARKING LOT, TOWN HALL AND LIBRARY.

EXPANDED RECREATIONAL USES:

- TRAILS / FAMILY USES.
- NEIGHBORHOOD, TOWN HALL AND DOWNTOWN CONNECTIONS.
- THREE PARKING OPTIONS.
- ACCOMMODATE LARGE GATHERINGS WITH CENTRAL FOCAL POINT.

LIBRARY AREA:

- CHILDREN'S AND FAMILY PLAY AREAS NEAR EXPANDED LIBRARY PARKING WITH PATH.
- CONNECTION TO EXPANDED PARK AND FIELD USES AND DOWNTOWN.

KEY ISSUES:

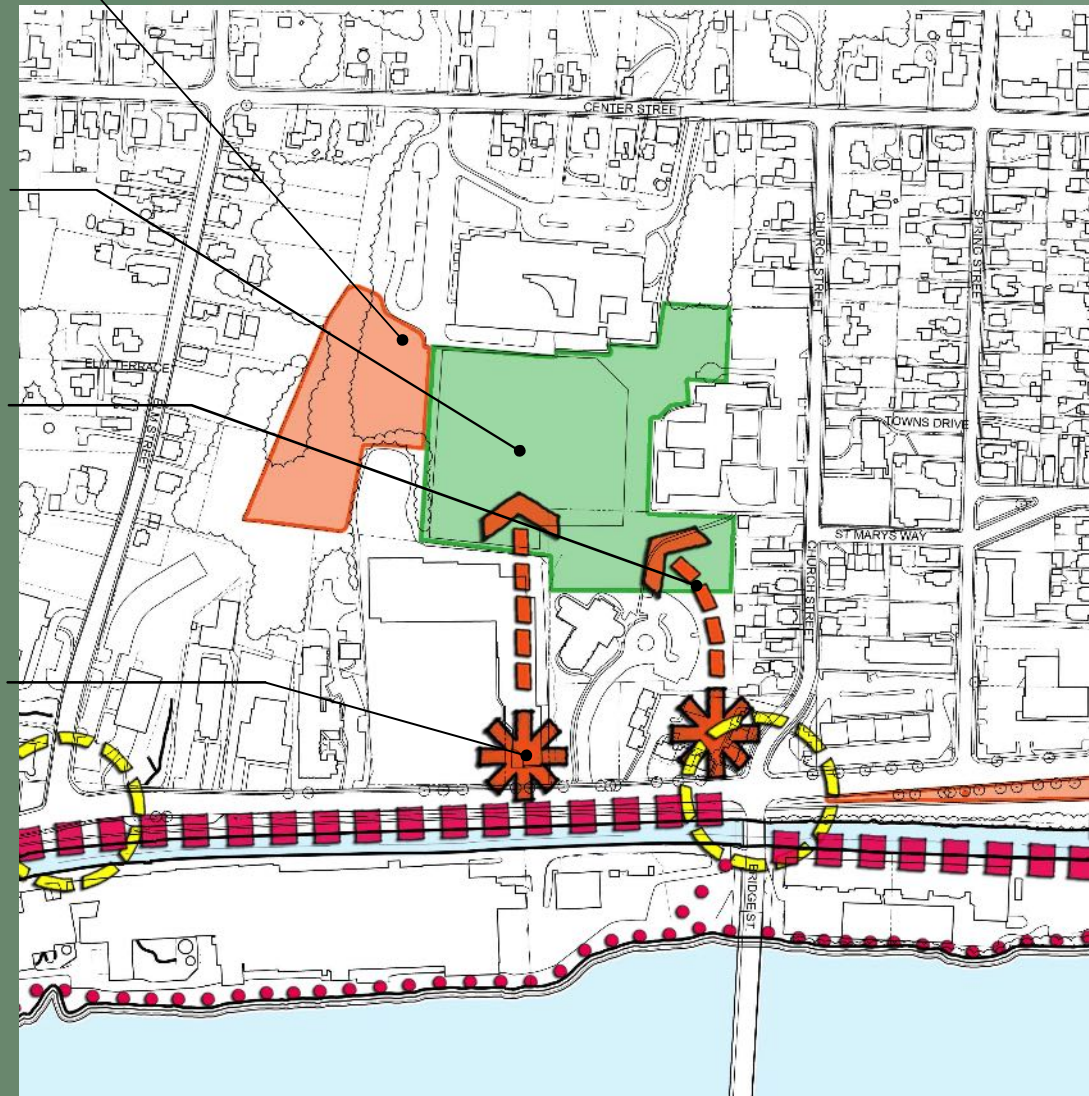
- DOWNTOWN CONNECTIONS PREDICATED ON PRIVATE PROPERTY USE.

FUTURE DOWNTOWN TOWN GREEN OPTIONS:

- PRIMARY OPTION. (WATERSIDE OFFICE SITE)
- SECONDARY OPTION. (DEXTER PLAZA)
- PASSIVE HARDSCAPE URBAN PLAZA AT NODAL GATEWAY AREA.
- DIRECT CONNECTIONS TO EXPANDED TOWN PARK RECREATIONAL USES.
- INFORMATIONAL KIOSKS AND WAY FINDING INFORMATION.
- CONNECT TO INTERSECTION AND STREETScape IMPROVEMENTS.

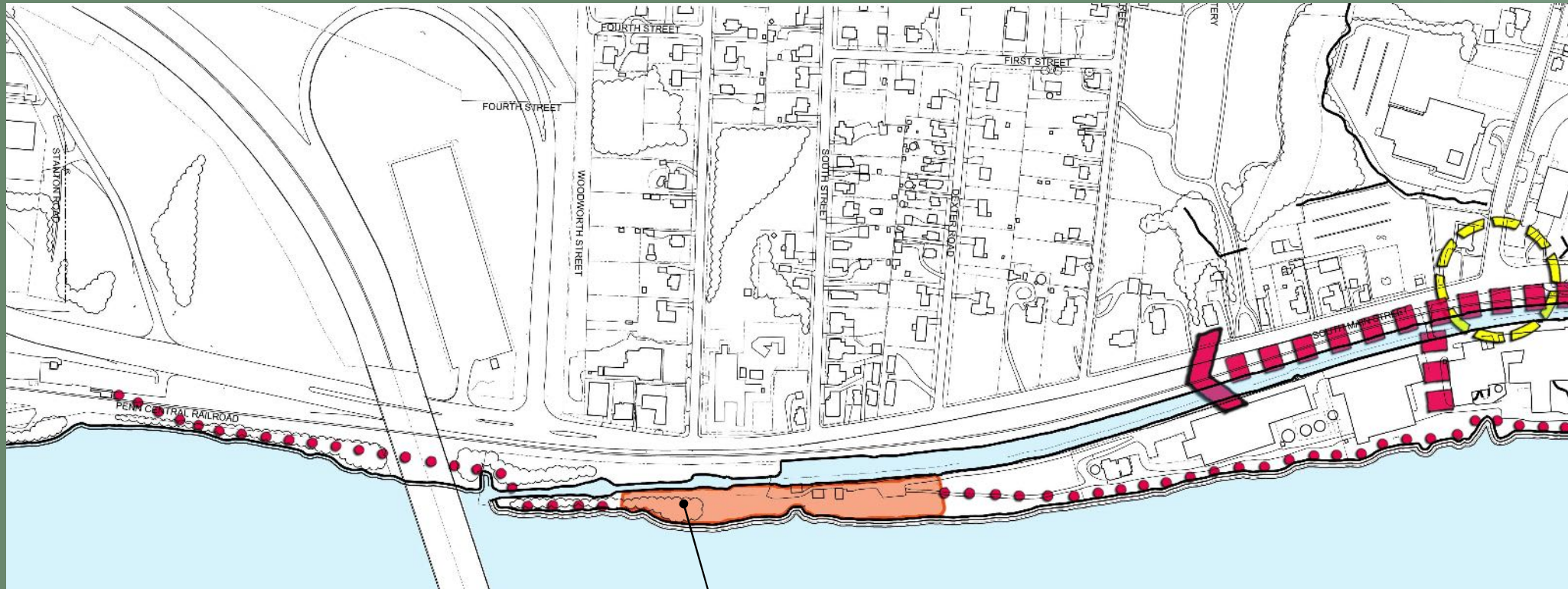
KEY ISSUES:

- NO USABLE PUBLICLY OWNED PROPERTY IN VICINITY OF RECOMMENDED TOWN GREEN LOCATION.
- PRIVATE PROPERTY PURCHASE OR COORDINATION OF REDEVELOPMENT OPTIONS REQUIRED.



RECREATIONAL AND ENVIRONMENTAL RECOMMENDATIONS

(Expanded Uses)



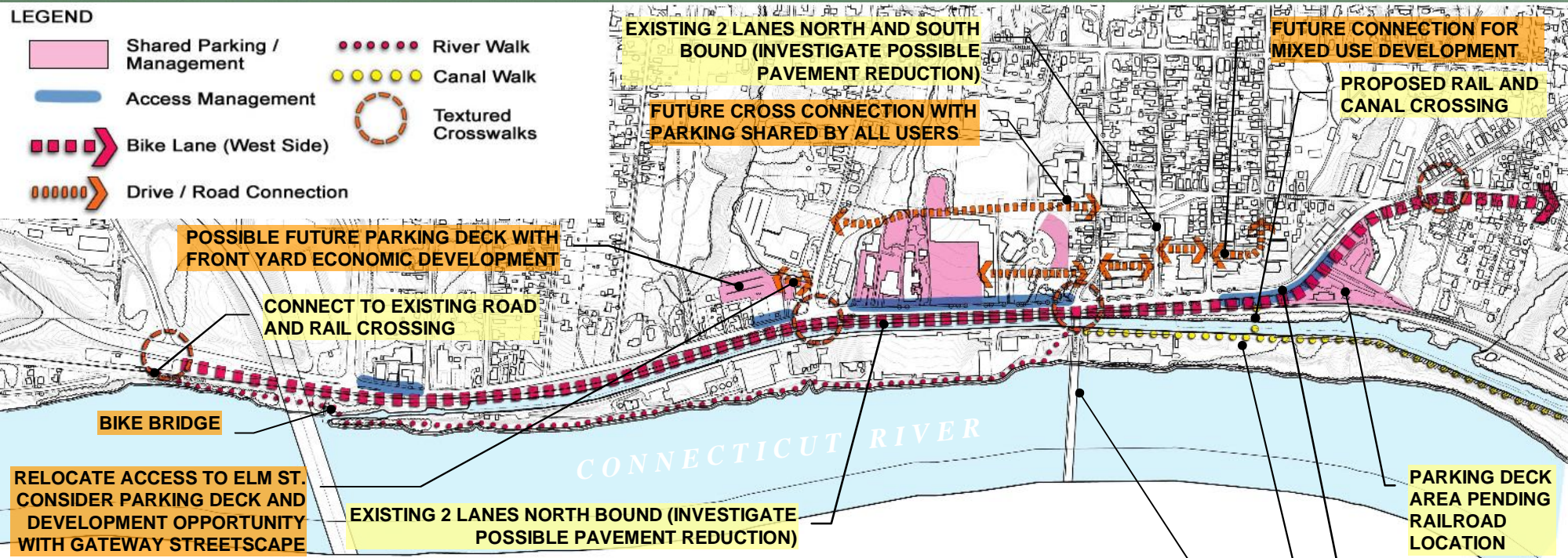
PENINSULA HISTORIC TRAIL

- VIEWING / SITTING AREAS.
- HISTORIC / EDUCATIONAL RECOGNITION.
- COMBINE WITH CANAL STATE PARK PETITION TO STATE D.E.P.
- BRIDGE TO RIVER EDGE.
- CONTINUED PATH TO RR STATION AREA AND ON TO RIVER ROAD FOR EXISTING AT GRADE CROSSING.

KEY ISSUES:

- PROPERTY OWNERSHIP AND ACCESS AGREEMENTS REQUIRED.
- AHLSTROM EXISTING AT GRADE ACCESS PERMISSIONS.
- RIVER WALK TO RIVER ROAD FEASIBILITY "FLOOD WAY."
- EMERGENCY ACCESS AND SURVEILLANCE.

TRANSPORTATION / PARKING RECOMMENDATIONS



GENERAL

- RELOCATE RAIL STATION DOWNTOWN
- RAIL CROSSING AT MONTGOMERY
- REDUCE PAVEMENT DIET
- ESTABLISH WEST SIDE BIKE LANE / CONNECTIONS TO CANAL TRAIL AND RAILROAD STATION.
- IMPLEMENT ACCESS MANAGEMENT STRATEGIES AND SHARED PARKING, CURB CUT CONSOLIDATION AND CROSS LOT CONNECTIONS.

- MINIMIZE TRAVEL LANES
- MINIMIZE TURNING RADII AT INTERSECTIONS.
- EVALUATE FUTURE TRAFFIC IMPACT
- EVALUATE ON STREET PARKING OPTIONS WITH D.O.T.
- PROVIDE WIDER SIDEWALKS FOR PEDESTRIAN SAFETY AND ROAD SEPARATION.

TRANSPORTATION PARKING / ACCESS MANAGEMENT

SHARED / EXPANDED PARKING

- REDUCE CURB CUTS.
- COMBINE REAR LOT ACCESS TO PARKING.
- EXPAND PARKING FIELDS AND CIRCULATION.
- INCREASED PARKING FOR ALL LAND USES.
- CONNECT TO FUTURE ACCESS ROAD ON TOWN PROPERTY.
- ELIMINATE POST OFFICE FRONT YARD PARKING.

KEY ISSUES:

- PRIVATE PROPERTY INVESTMENT AND COOPERATION.

AHLSTROM PARKING LOT

- POSSIBLE PARKING DECK WITH ECONOMIC DEVELOPMENT (NEW BUILDING) ALONG STREET.
- SHARED PARKING AND ACCESS WITH MEMORIAL HALL.
- ACCESS AHLSTROM LOT FROM ELM STREET, ELIMINATE MAIN STREET ACCESS.

KEY ISSUES:

- LONGER WALK FOR SOME AHLSTROM EMPLOYEES.
- PRIVATE INDUSTRY COOPERATION / AGREEMENT.

LIBRARY ACCESS

- PROVIDE DRIVE ACCESS TO DEXTER PLAZA FROM LIBRARY DURING REDEVELOPMENT INITIATIVE.

KEY ISSUES:

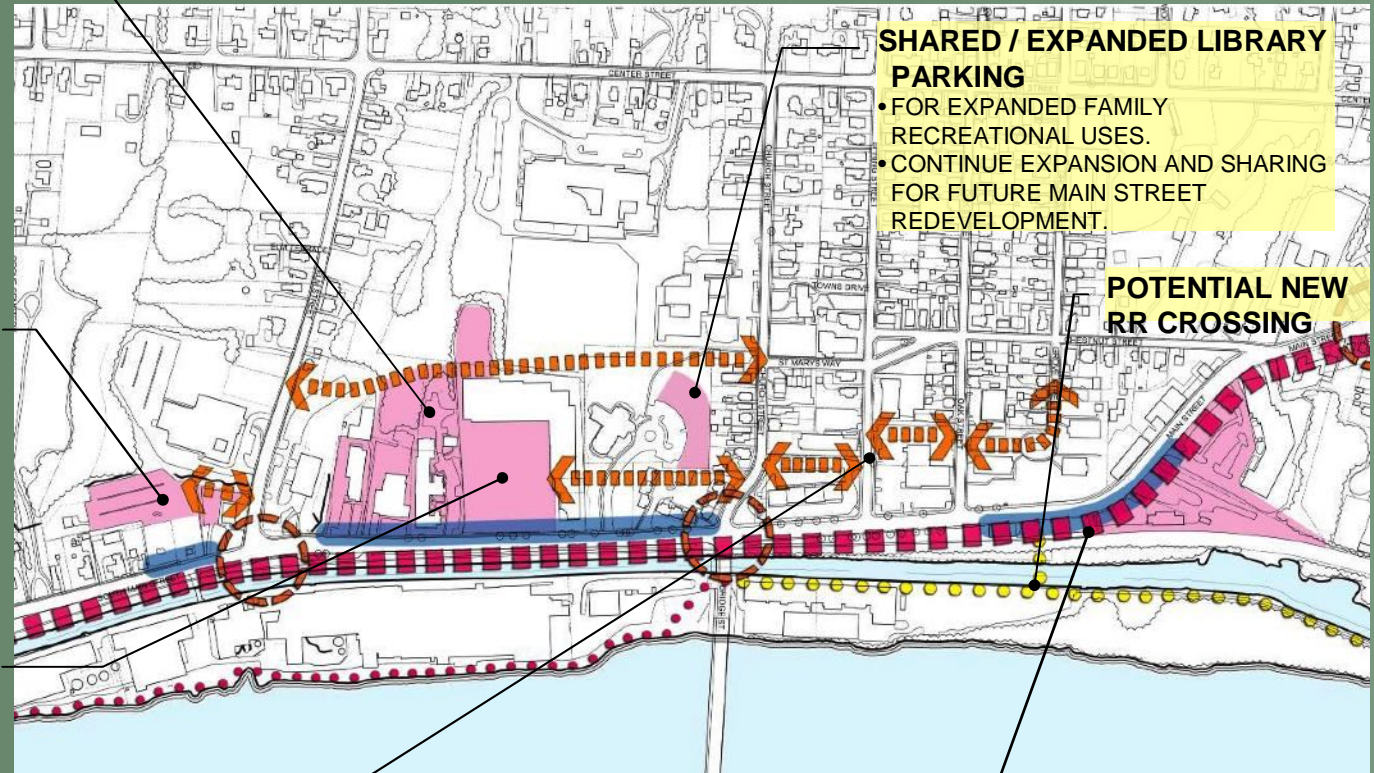
- DEXTER PLAZA REVITALIZATION.

ON-STREET PARKING LOCATIONS (TYP)

- USE SIDE STREETS (NON DOT CONTROLLED) TO PROMOTE PARALLEL ON-STREET PARKING AND "BUMP OUTS" AT KEY INTERSECTIONS.
- DETERMINE FEASIBILITY OF ON STREET PARKING WITH D.O.T.

KEY ISSUES

- NARROW RIGHT OF WAYS, POSSIBLE PRIVATE PROPERTY IMPACTS
- D.O.T. POLICIES AND PAST PRECEDENT.



SHARED / EXPANDED LIBRARY PARKING

- FOR EXPANDED FAMILY RECREATIONAL USES.
- CONTINUE EXPANSION AND SHARING FOR FUTURE MAIN STREET REDEVELOPMENT.

POTENTIAL NEW RR CROSSING

RR STATION / AMTRAK AREA

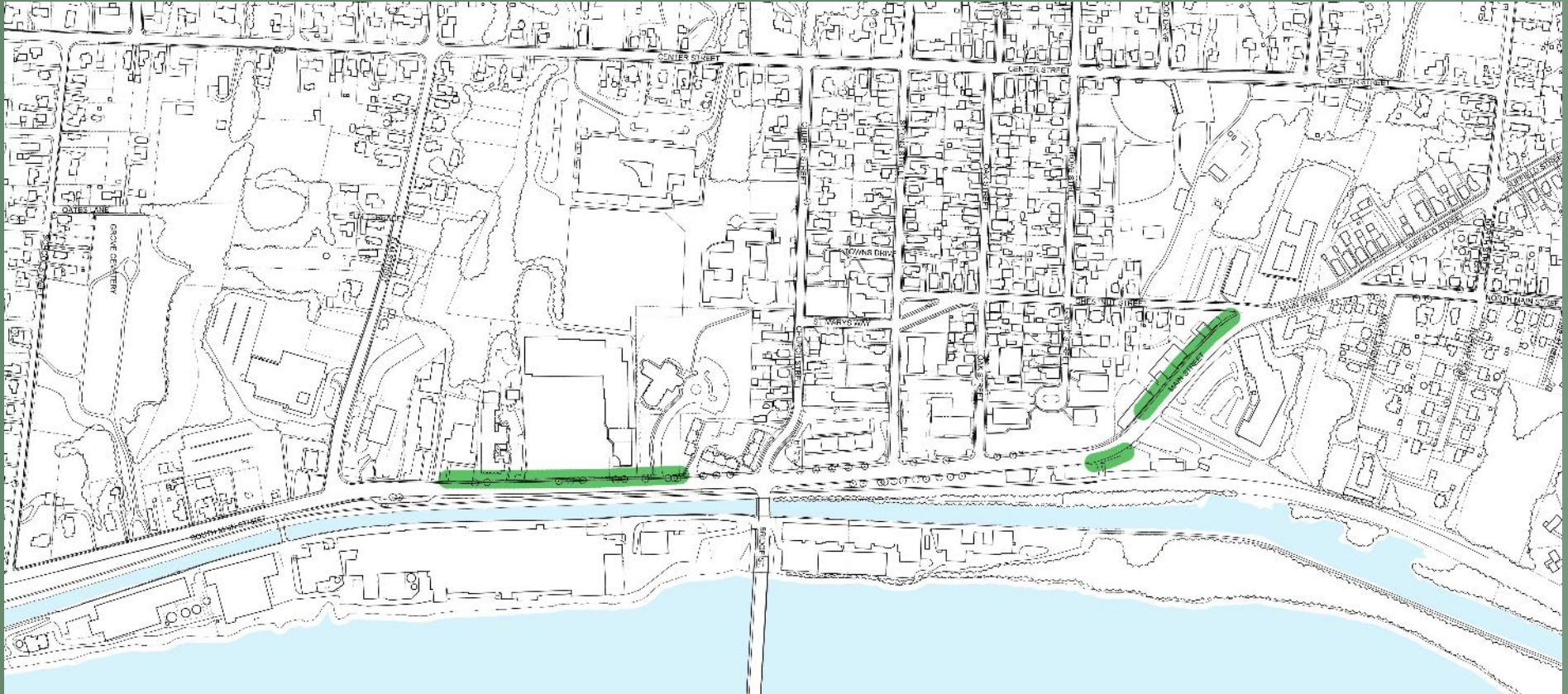
- DEFINE CURB CUTS TO SHARED PARKING AREAS WITH NEW STREETSCAPE DEVELOPMENT FROM BRIDGE STREET TO NORTHERN GATEWAY.
- IF RR STATION IS RELOCATED HERE, DEVELOP SHARED PARKING AND ACCESS AGREEMENTS WITH ALL PROPERTIES INCLUDING WINDSOR LOCKS COMMON, HISTORIC STATION, ETC. POSSIBLE PARKING DECK.

KEY ISSUES

- RR STOP RELOCATION.
- PRIVATE PROPERTY COOPERATION.
- FUTURE TRAFFIC DEMAND AND ROAD DIET.
- ON-STREET PARKING IMPACTS IF ALLOWED.

ON STREET PARKING OPPORTUNITIES

(Further investigation required)

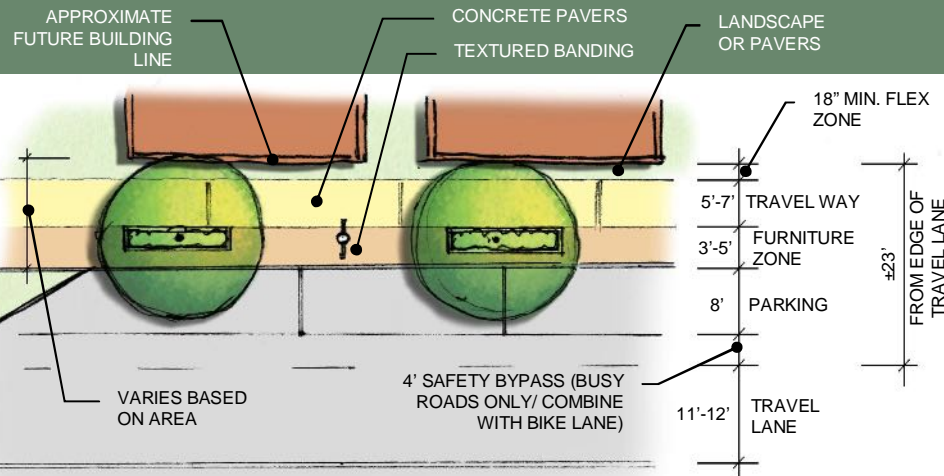


GENERAL

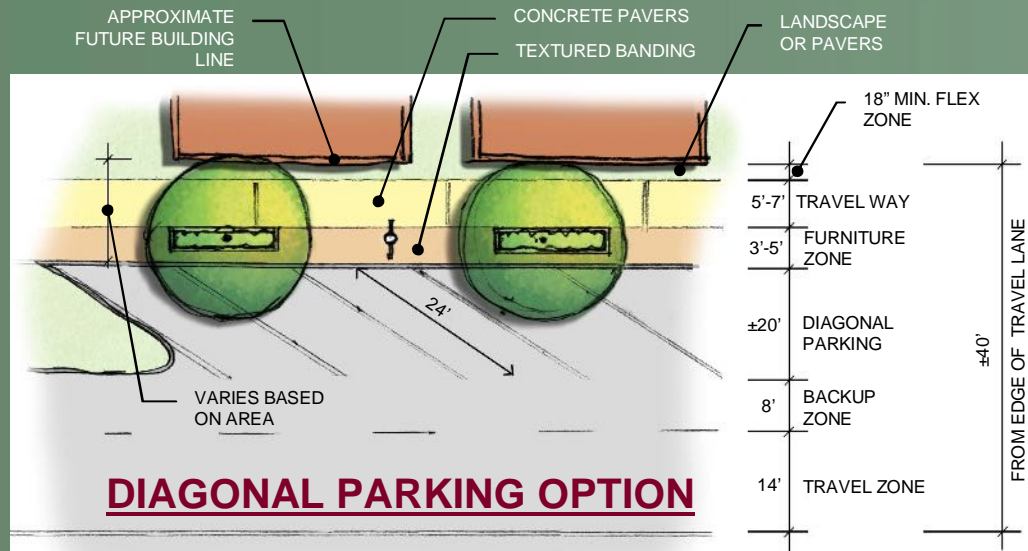
- COORDINATE FEASIBILITY WITH D.O.T.
- PREFERRED DIAGONAL PARKING SYSTEMS DEVELOPED AS PROPERTY REDEVELOPMENT OCCURS. IF ON-STREET PARKING PROHIBITED, MINIMIZE FRONT YARD PARKING LOTS AND DEVELOP BUILDING SETBACKS AS CLOSE TO THE STREET AS PRACTICAL.
- PROVIDE FUTURE STREET FRONT COMMERCIAL.

ON STREET PARKING OPPORTUNITIES

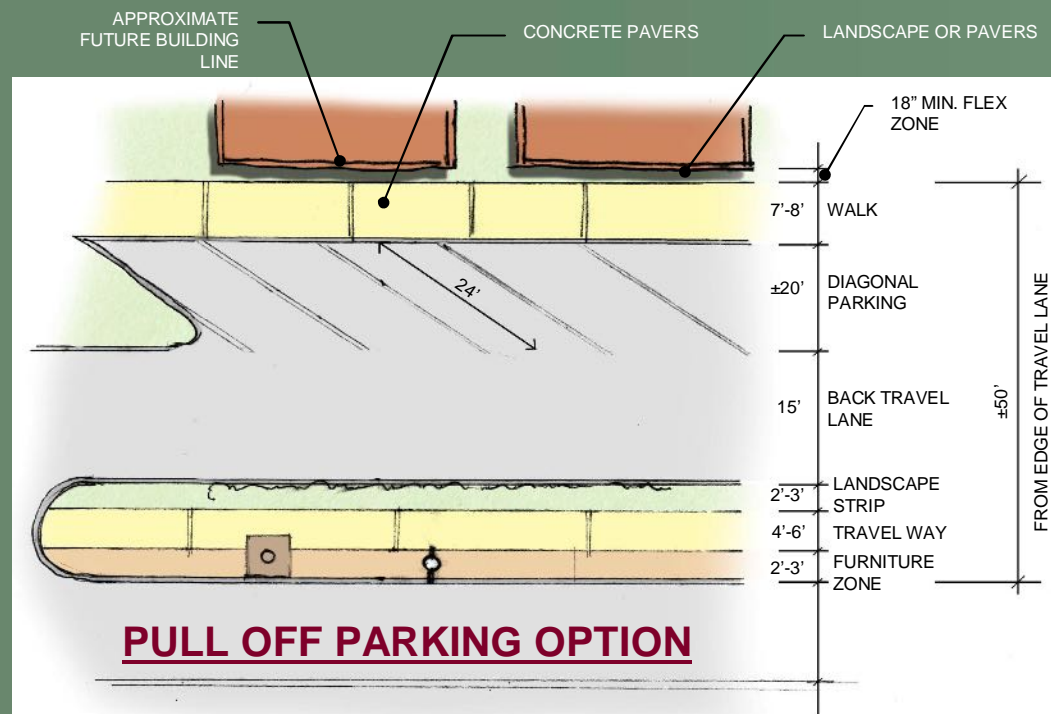
(State Right of Way- Further investigation required)



PARALLEL PARKING OPTION

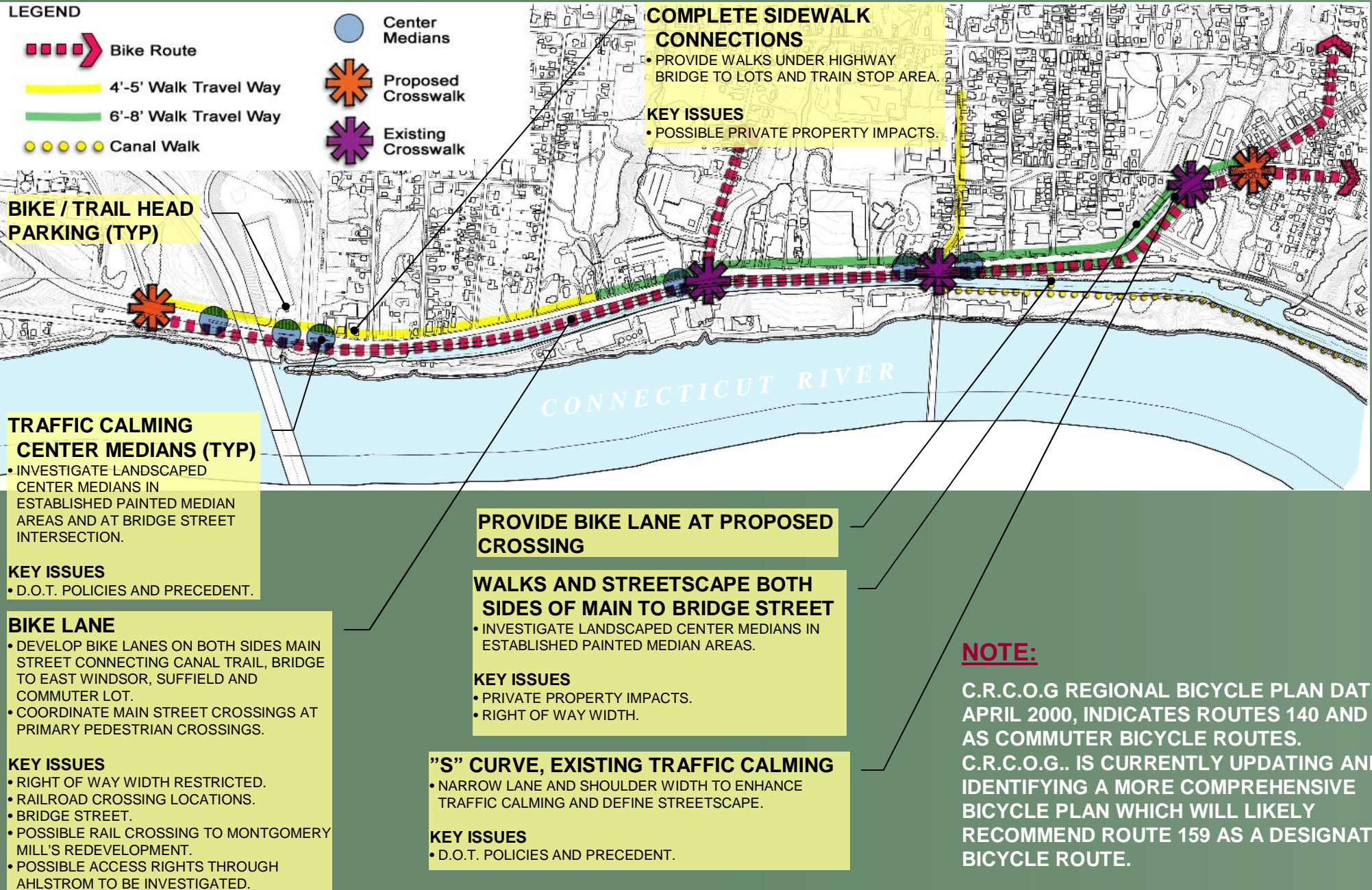


DIAGONAL PARKING OPTION

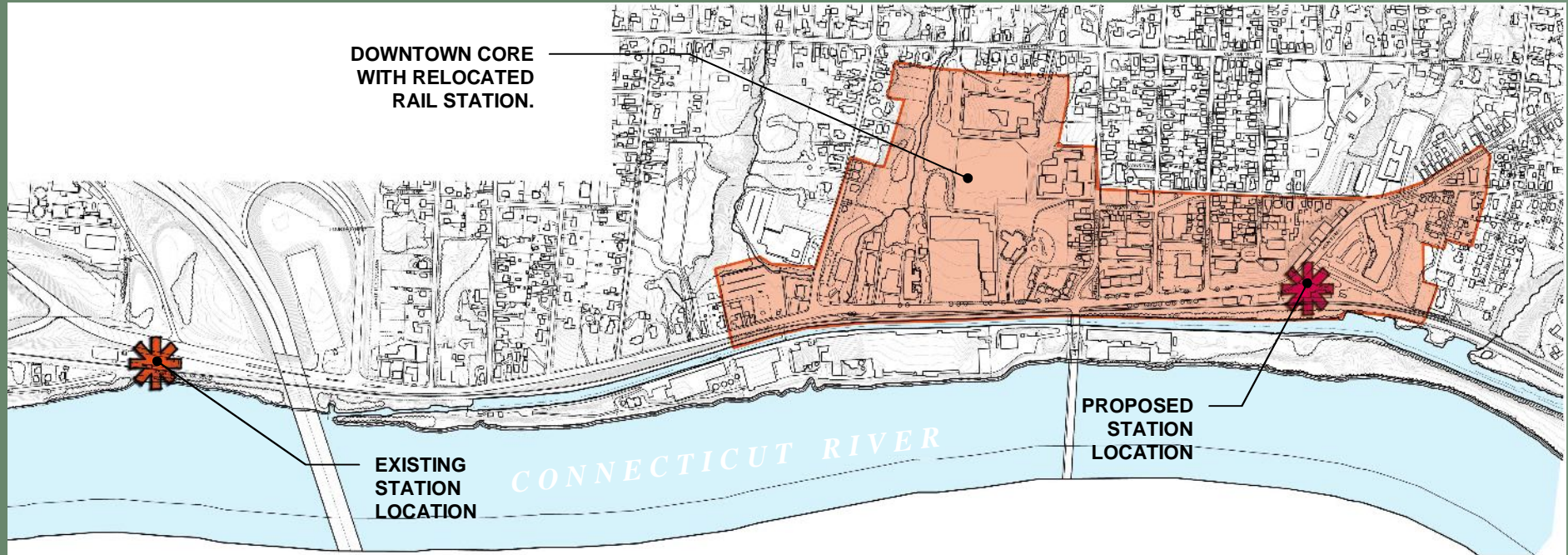


PULL OFF PARKING OPTION

TRANSPORTATION BICYCLE / PEDESTRIAN RECOMMENDATIONS



TRANSPORTATION RAIL

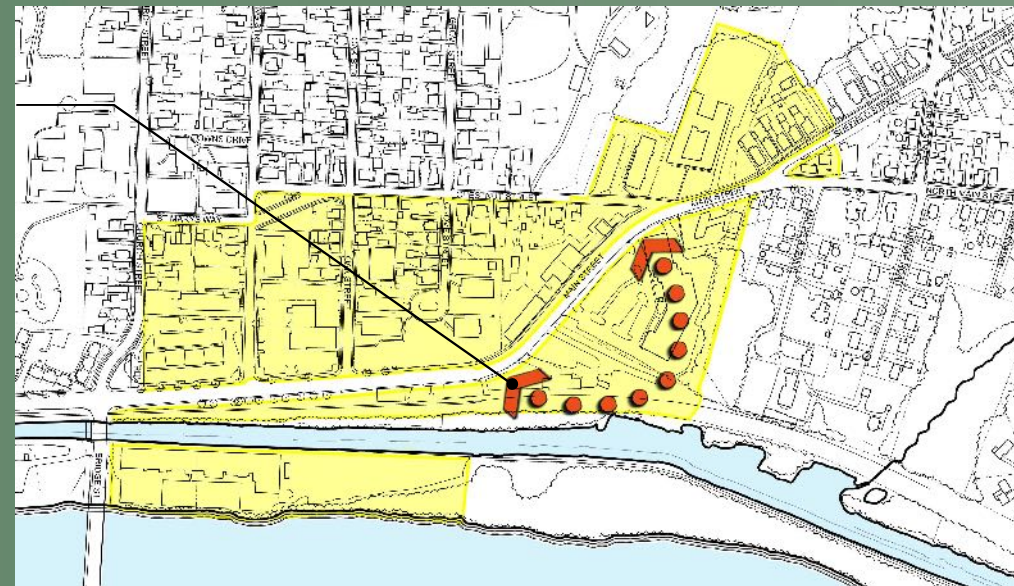


RELOCATE PROPOSED PASSENGER RAIL STOP TO DOWNTOWN

- DEVELOP INCENTIVES FOR TRANSIT ORIENTED DEVELOPMENT OPPORTUNITIES.
- DEVELOP DESIGN GUIDELINES AND ZONING CODES TO ACCOMMODATE FUTURE FORM.
- SHARED PARKING OF COMMUTERS AND MIXED USES.
- FOSTER MIXED USE DEVELOPMENT.
- COORDINATE BUS SERVICE DROP OFF TO BRADLEY AIRPORT.
- MAINTAIN AMTRAK ACCESS AND STORAGE AREA.
- ANALYZE TRAFFIC IMPACT AND ROADWAY IMPACTS, ACCOMMODATE IN NEW STREETSCAPE PLAN.

KEY ISSUES:

- RELOCATION AGREEMENTS.
- AMTRAK LAND AGREEMENTS.
- POSSIBLE CONTAMINATED LAND. (REMEDATION)
- PRIVATE PROPERTY ACQUISITION.
- PHYSICAL FEASIBILITY



EXISTING STATION LOCATIONS



EXISTING
STATION
LOCATION
(TYP)

APPROX.
TOWN/CITY
DOWNTOWN
(TYP)

5 MIN
WALKING
DISTANCE /
.25 MILE (TYP)

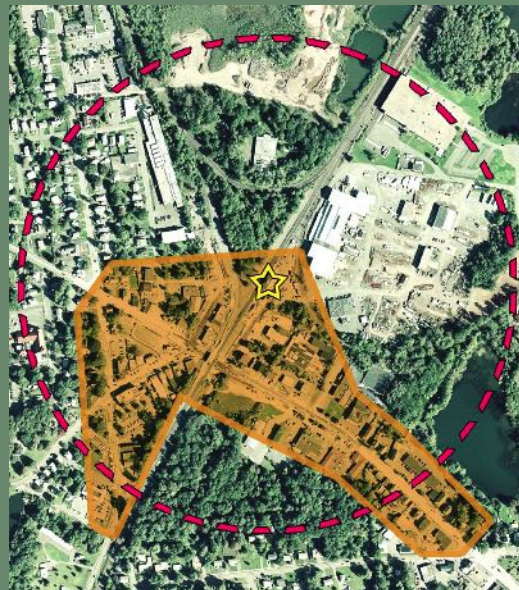
WALLINGFORD



MERIDEN



HARTFORD



BERLIN



WINDSOR



WINDSOR LOCKS

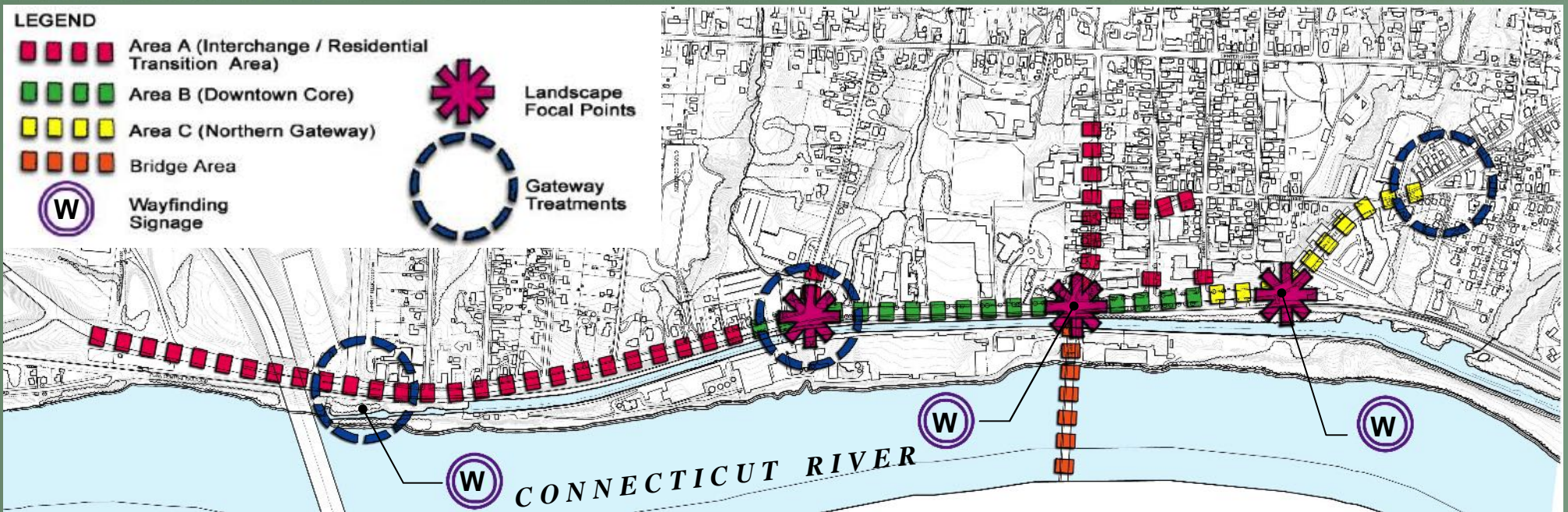
MAINTAIN / ENHANCE SENSE OF PLACE



GENERAL

- PRESERVE CHARACTER OF EXISTING HISTORIC STRUCTURES.
- PRESERVE VIEWS TO HISTORIC STRUCTURES, CANAL OR RIVER
- INTEGRATE AHLSTROM LEGACY
- DEVELOP GATEWAY AND WAYFINDING SIGNAGE AND DETAILING WITH APPROPRIATE THEME, CREATE UNIQUENESS.
- DEVELOP DESIGN GUIDELINES TO CONTROL DEVELOPMENT / ARCHITECTURAL / STREETScape FORM, DENSITY AND CHARACTER.
- REFINISH VISIBLE INDUSTRIAL OVERHEAD PIPE SPANS AT AHLSTROM AND PAINT BLACK. INVESTIGATE FEASIBILITY OF GATEWAY BANNER ATTACHMENTS.
- REFINISH ALL RAILROAD GATING AND STATIONS. FINISH IN BLACK.
- CLEAR BRUSH AND UNDERGROWTH ALONG RR R.O.W. TO MAINTAIN CONSTANT CANAL VIEWS. PLANT TREES WITH TALLER MATURE BRANCHING HEIGHT.
- REFINISH EAST SIDE METAL GUARD RAILING. APPROPRIATE COLOR SELECTION (D.O.T. COORDINATION REQUIRED)
- CONSIDER BUILDING MURAL / ARTWORK ON NEWER INDUSTRIAL FAÇADES (INTEGRATE AHLSTROM LEGACY) HIGHLIGHTING HISTORY AND CULTURE OF WINDSOR LOCKS / AHLSTROM.

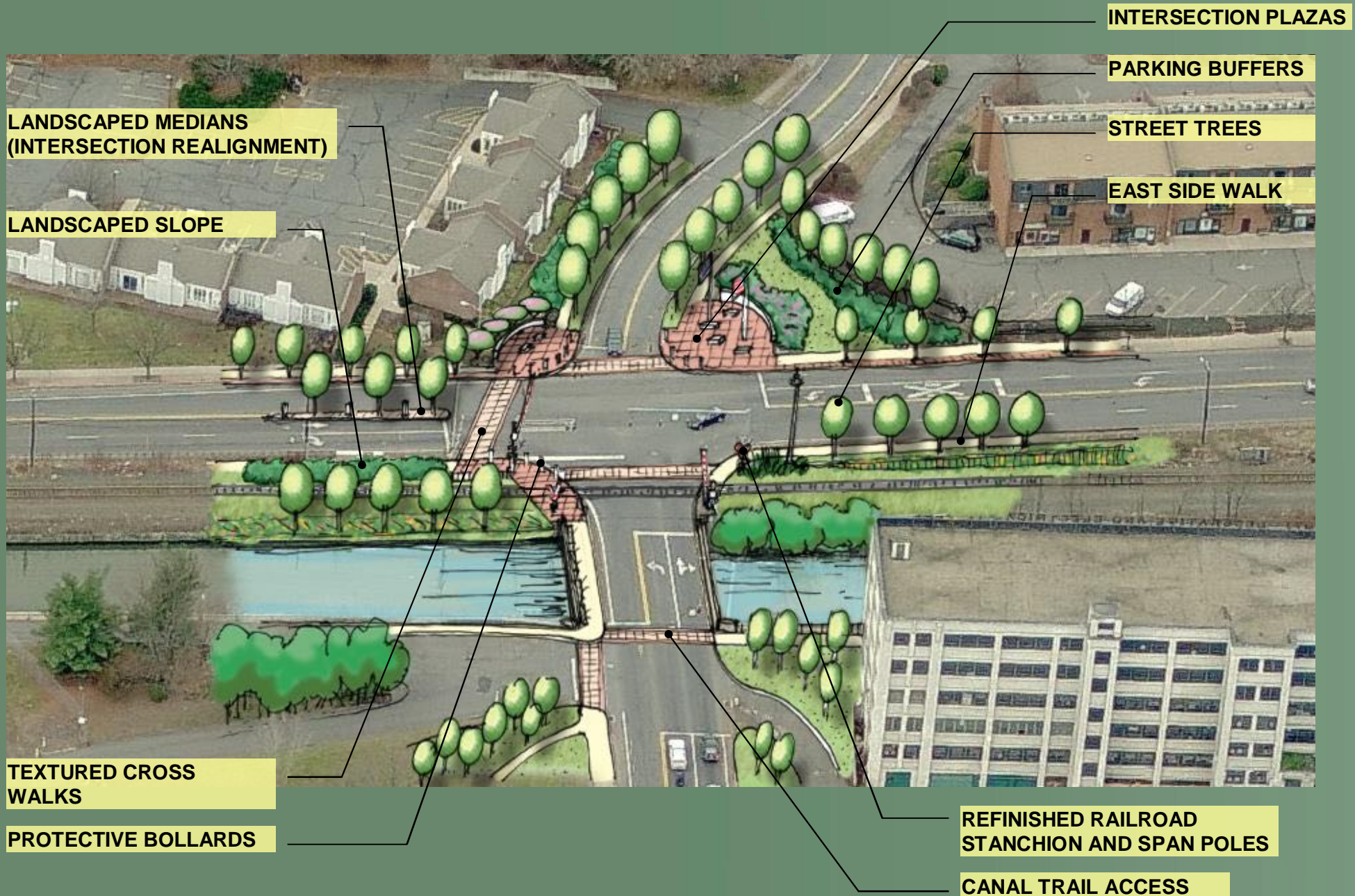
STREETSCAPE RECOMMENDATIONS



GENERAL

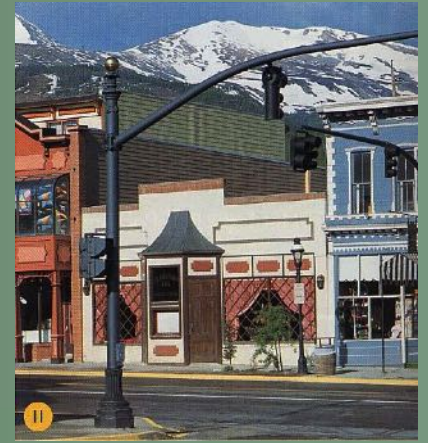
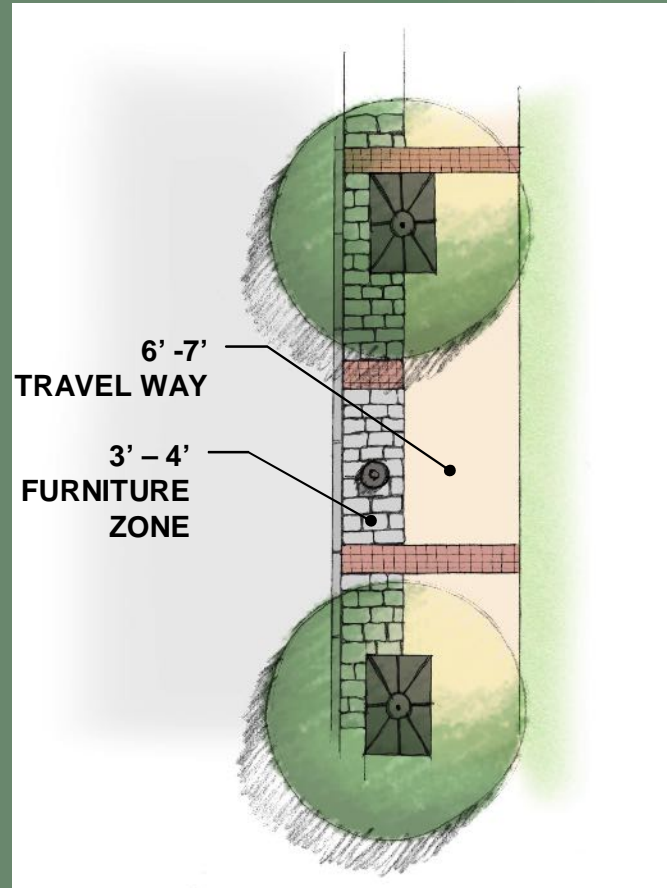
- COORDINATE WITH D.O.T. ON 159 CORRIDOR INCLUDING ENHANCED STREETSCAPE IMPROVEMENTS, ON-STREET PARKING AND BIKE LANE.
- COORDINATE STREETSCAPE PROGRAM WITH ACCESS MANAGEMENT INITIATIVES.
- DEVELOP A LANDSCAPE MANAGEMENT PLAN FOR EAST SIDE.
- IDENTIFY AND RESOLVE PRIVATE PROPERTY IMPACTS.
- DEVELOP STREETSCAPE DESIGN GUIDELINES WITH CONSISTENT THEME SUPPORTIVE OF HISTORY AND CULTURE OF WINDSOR LOCKS.
- DEVELOP AND PROMOTE FAÇADE PROGRAMS AND LAND OWNER INCENTIVES.
- ACQUIRE STATE GRANTS FOR STREETSCAPE WORK.
- ESTABLISH PARKING LOT BUFFER REQUIREMENTS (FORMAL IN DOWNTOWN AREAS, 3"HEIGHT)
- ADD STREETSCAPE TREES.
- REPLACE BITUMINOUS WALKS
- PROVIDE WALKS TO COMMUTER AND RR LOTS
- PRESERVE / ENHANCE VIEWS TO CANAL / RIVER / HISTORIC ELEMENTS.
- LANDSCAPE FOCAL POINTS AND GATEWAYS.

GATEWAY INTERSECTION



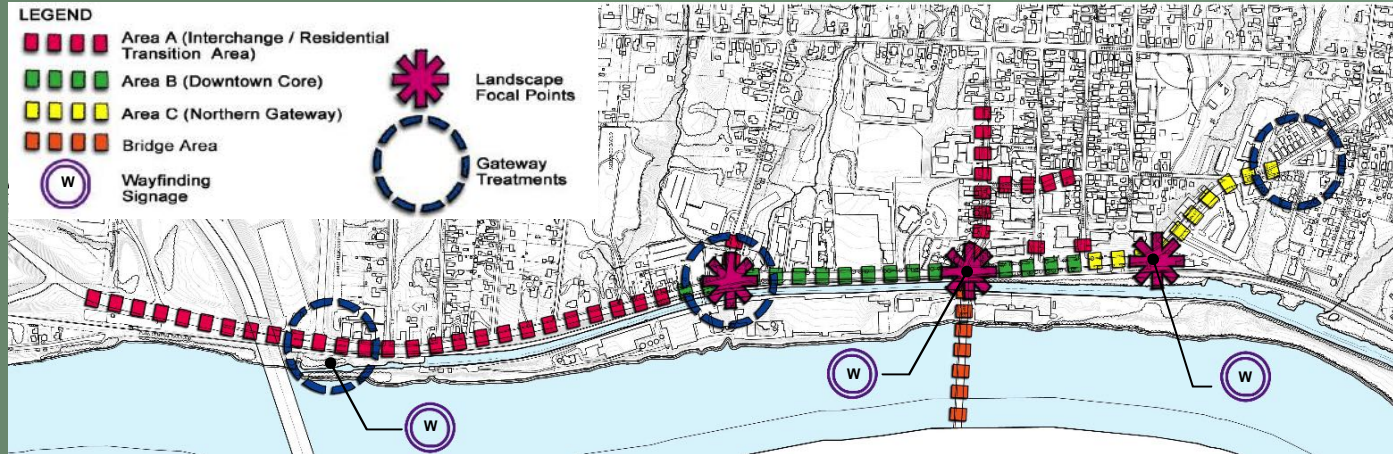
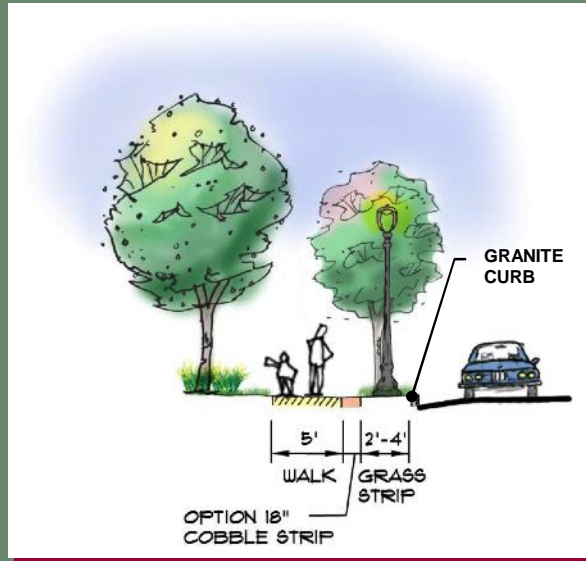
STREETSCAPE AMENITIES

AREA B SKETCH

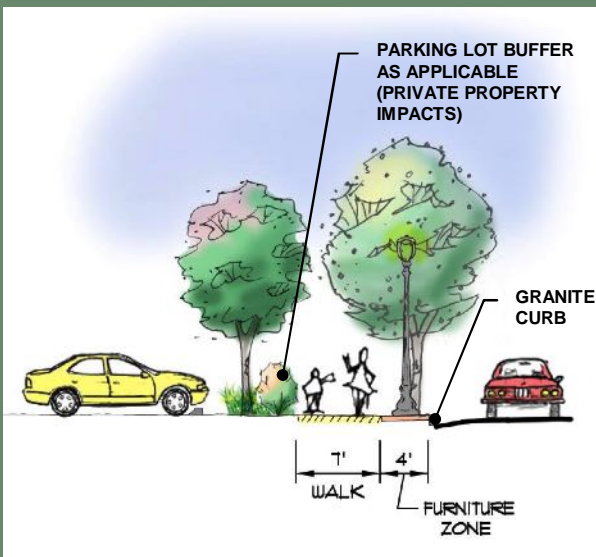


STREETSCAPE TYPICAL SECTIONS

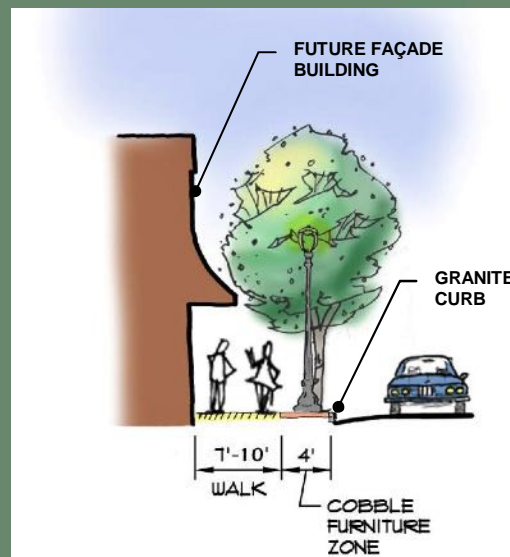
AREA A



AREA B OPTION 1

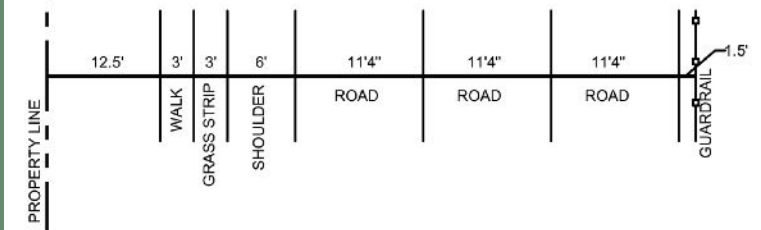


AREA B OPTION 2 & AREA C



EXISTING CROSS SECTION:

NORTH MAIN STREET, LIBRARY ENTRANCE

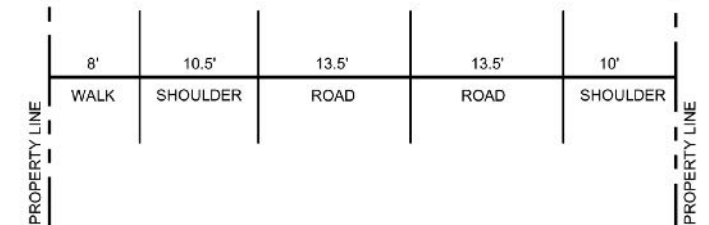


WEST

EAST

EXISTING CROSS SECTION:

NORTH MAIN STREET, WINDSOR LOCKS COMMONS



WEST

EAST

KEY REDEVELOPMENT PARCELS

PROMOTE SHARED PARKING / ACCESS FACILITIES. ACCESS MANAGEMENT. REDEVELOPMENT OPPORTUNITIES WITH CONNECTIONS TO MUNICIPAL SITES.

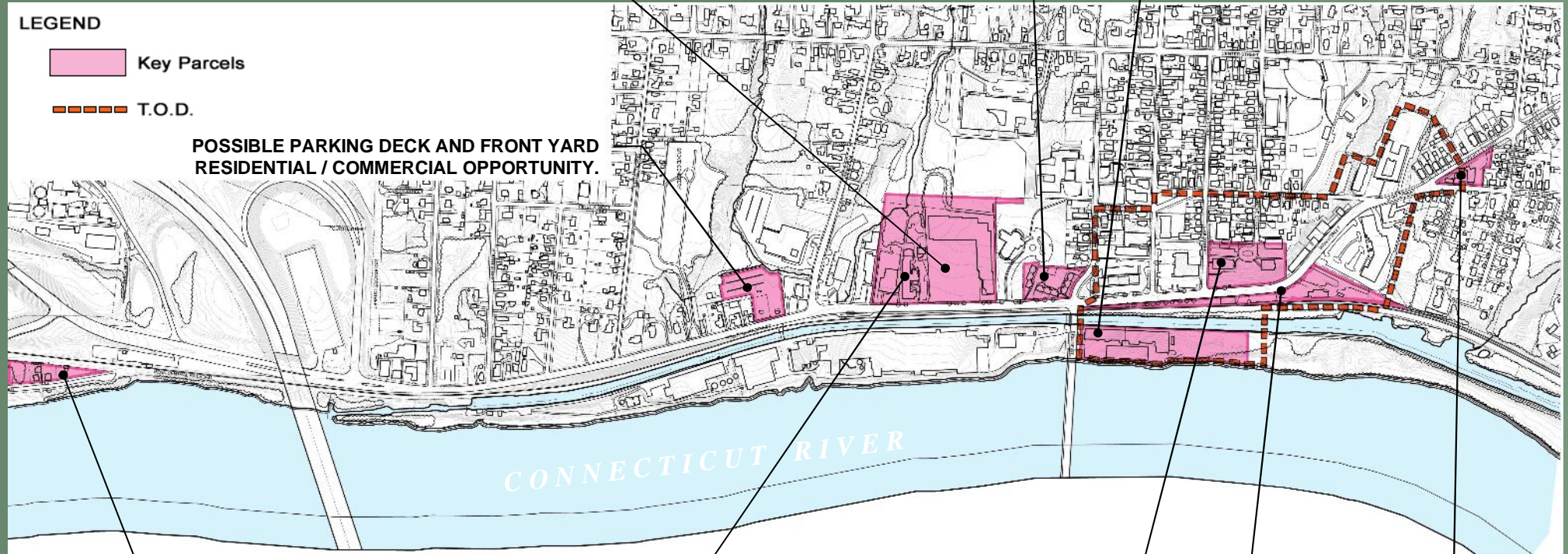
TARGET REDEVELOPMENT AS GATEWAY PARK WITH SMALL COMMERCIAL USE. TIE TO MUNICIPAL SITES. EXPAND AND SHARE LIBRARY PARKING.

MILL REHABILITATION- HIGH DENSITY RESIDENTIAL USE. MAIN STREET PRIMARY ACCESS (RAILROAD CROSSING REQUIRED) PROVIDE PUBLIC ACCESS TO CANAL AND RIVER TRAILS THROUGH SITE.

LEGEND

- Key Parcels
- T.O.D.

POSSIBLE PARKING DECK AND FRONT YARD RESIDENTIAL / COMMERCIAL OPPORTUNITY.



RELOCATED STATION PROVIDES INTERCHANGE REDEVELOPMENT OPPORTUNITY.

POSSIBLE CONSOLIDATION WITH DEXTER PLAZA DEVELOPMENT. POSSIBLE POST OFFICE RELOCATION TO PROMINENT DOWNTOWN AREA.

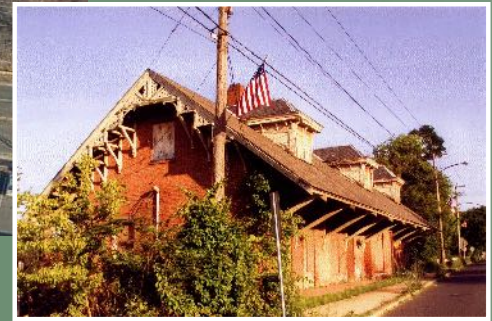
EXPAND HOUSING AUTHORITY SITE WITH LOWER FLOOR COMMERCIAL UNDER HIGHER RESIDENTIAL WITH PARKING AT REAR 2ND LEVEL.

HISTORIC RR STATION AND AMTRAK SITE: RECOMMENDATIONS CONTINGENT ON RR STATION RELOCATION FEASIBILITY. DEVELOP SHARED PARKING AND STREETScape WITH FOCAL POINT PARK.

REDEVELOP AS NEIGHBORHOOD COMMERCIAL WITH TRIANGLE GATEWAY OPEN SPACE PASSIVE PARK.

•**NOTE:** IF PASSENGER RAIL STOP IS RELOCATED, ENTIRE PROPOSED T.O.D. AREA SHOULD BE CONSIDERED AS PRIMARY REDEVELOPMENT OPPORTUNITY

KEY DEVELOPMENT PARCEL **"Historic Train Station"**



OPPORTUNITIES

- HISTORIC BUILDING
- RESTORATION FUNDING
- RAILROAD RELOCATION CONCEPT
- POSSIBLE RAILROAD CROSSING TO RESIDENTIAL

- CULTURAL USES
- COMMERCIAL USES WITH RAIL STOP
- PROXIMITY TO CANAL TRAIL

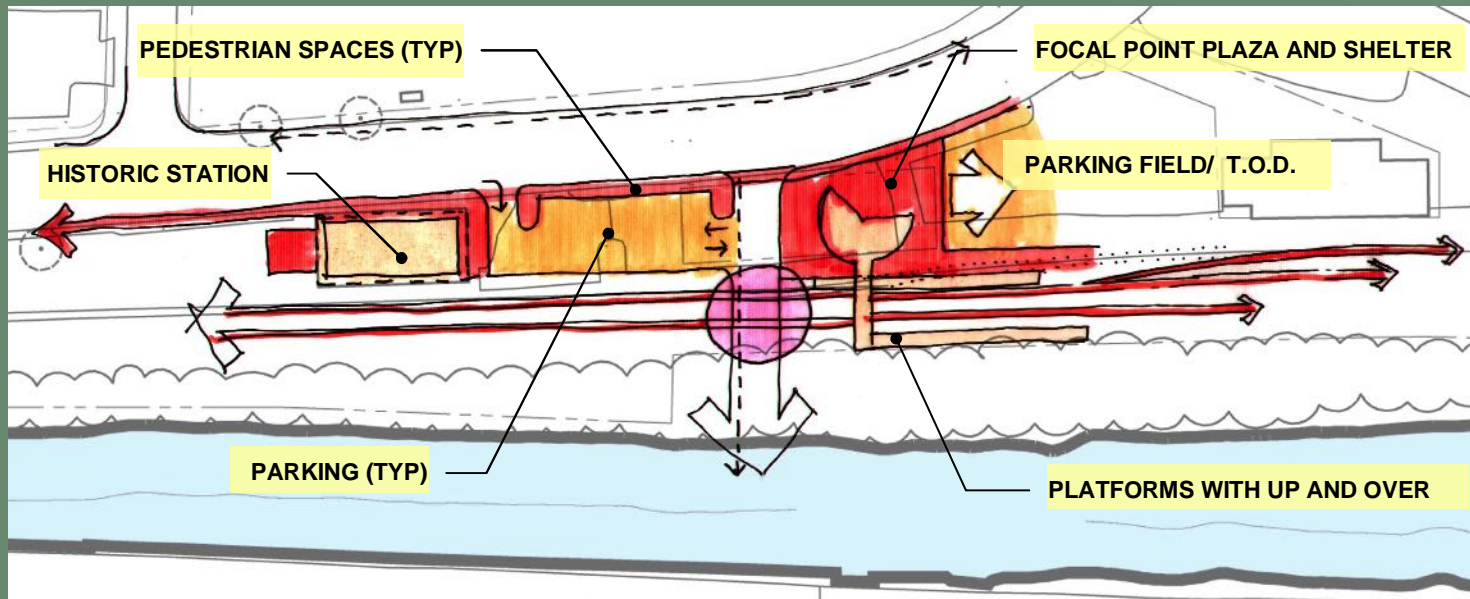
CONSTRAINTS

- NON MOVEABLE (HISTORIC STATUS EFFECTED)
- AMTRAK OWNERSHIP / SAFETY ISSUES
- MARKETABLE USE
- CONNECTING WALKWAYS
- SITE DISTANCES (NEW RAILROAD CROSSING)
- PARKING

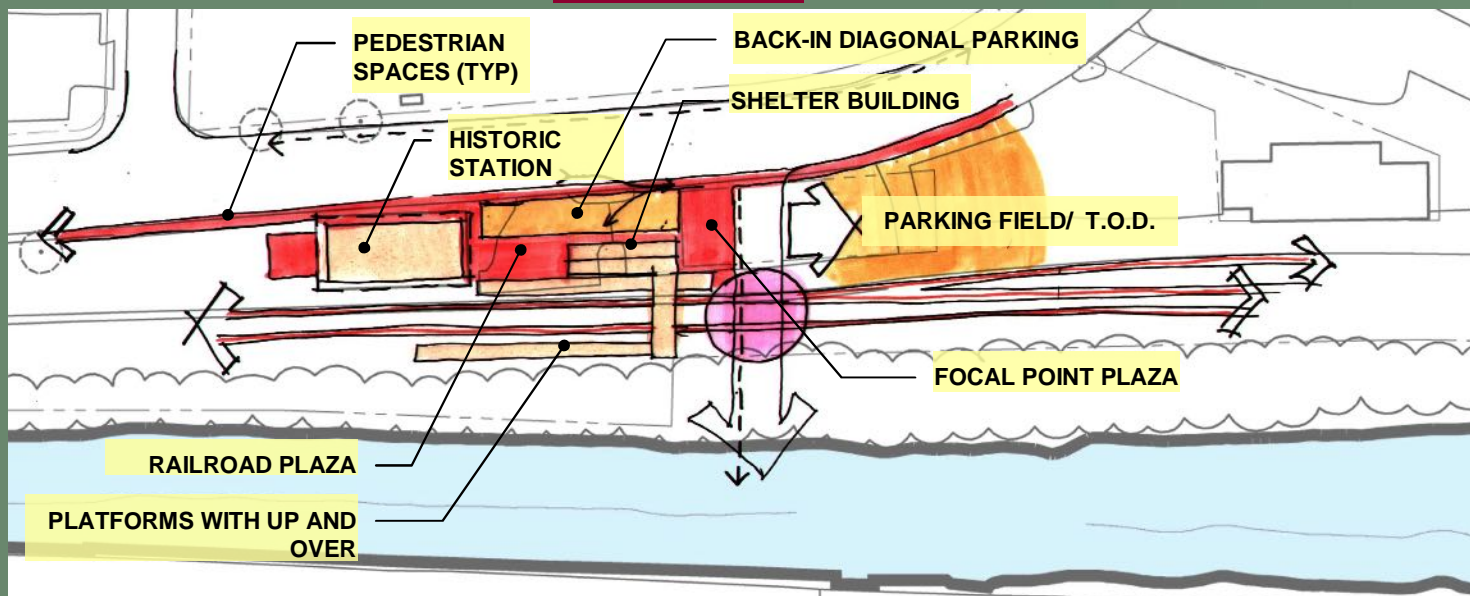
KEY DEVELOPMENT PARCEL RECOMMENDATIONS

"Historic Train Station"

SCENARIO 1



SCENARIO 2



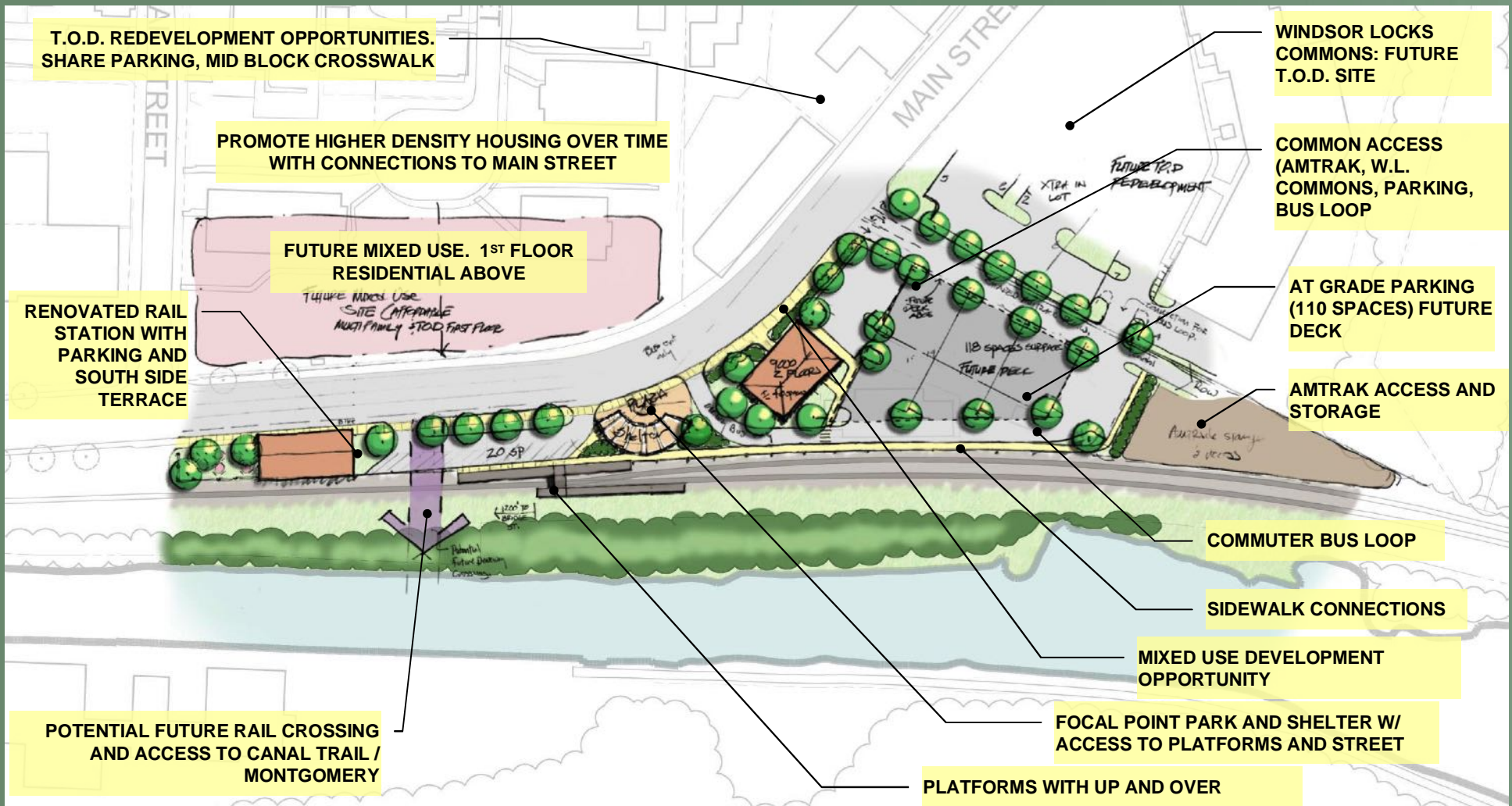
DEVELOPMENT DIAGRAMS

(COMMON TO ALL SCENARIOS)

- **ELIMINATE TRAVEL LANE** FOR BIKE LANE, EAST SIDE SIDEWALKS AND SITE DISTANCES.
- **SITTING TERRACE** SOUTH SIDE OF BUILDING.
- **ASSUMED NEW TRACK** EAST OF EXISTING.
- **RAIL CROSSING** AND MONTGOMERY ACCESS WITH BIKE LANE AND WALK TO CANAL TRAIL.
- **PARKING FIELD AND T.O.D. AREA** NORTH.
- **STATION RENOVATED IN PLACE.**
- **BIKE LANE CONNECTIONS.**

RAILROAD STATION AREA PLAN

Relocated station location



RAILROAD STATION AREA PLAN

Relocated station location



KEY DEVELOPMENT PARCEL

“Montgomery Mill”



OPPORTUNITIES

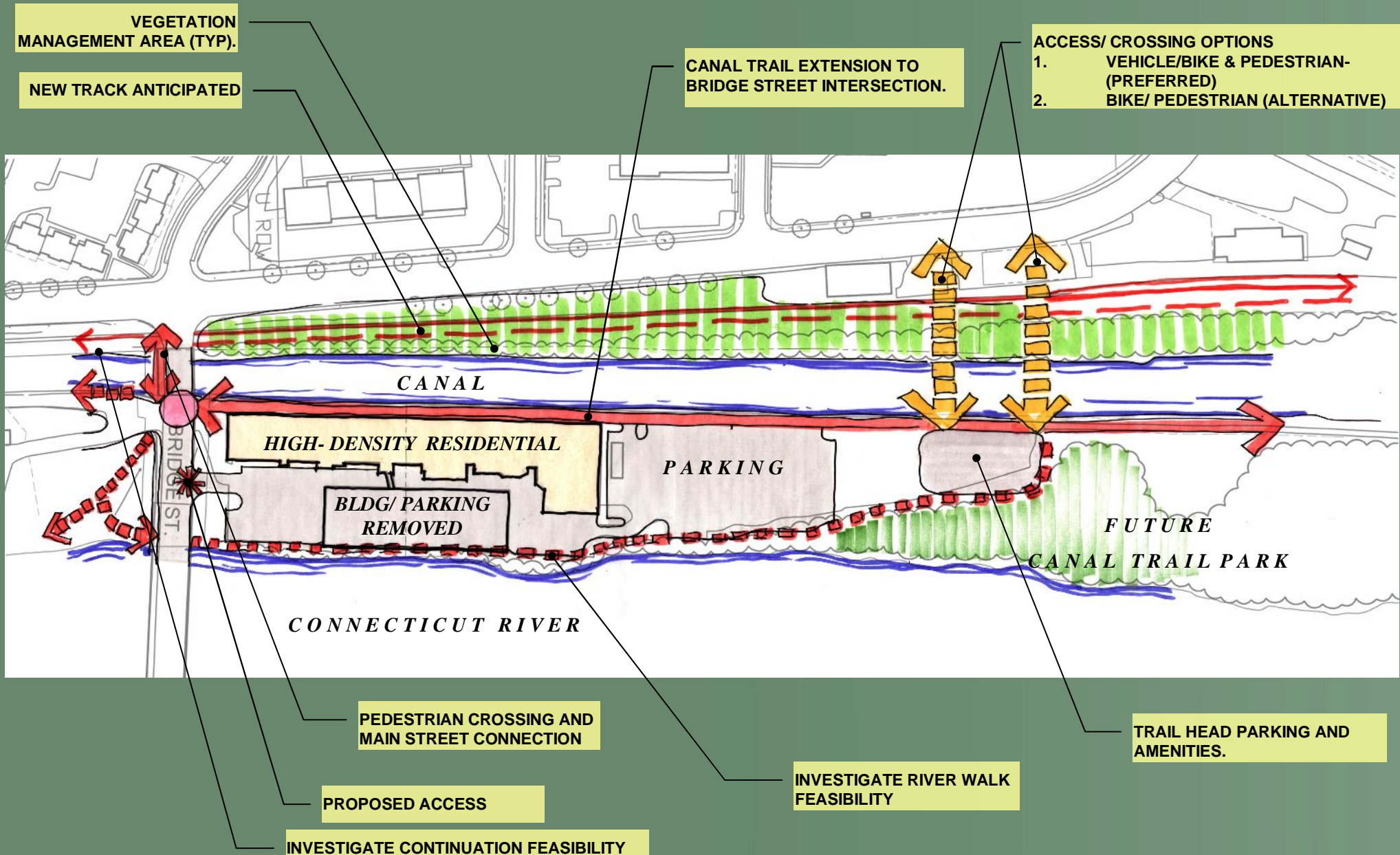
- DEVELOPER INTEREST AND COOPERATION
- RESIDENCES DOWNTOWN
- POTENTIAL CROSSING / CANAL ACCESS
- ECONOMIC DEVELOPMENT BENEFITS
- AESTHETIC ENHANCEMENTS
- RESTAURANT USE (UPPER FLOOR)
- SHARED RIVER / CANAL PUBLIC ACCESS
- REUSE OF ABANDONED PROPERTIES
- SHARED CANAL TRAIL PARKING

CONSTRAINTS

- FLOODPLAIN (VACANT 1ST FLOOR)
- LIMITED ACCESS / EMERGENCY ACCESS
- RAILROAD RIGHT OF WAY / CROSSING
- ROUTE 140 ACCESS ALIGNMENT
- COST AND TIMING OF CROSSING
- SITE DISTANCES AT MAIN STREET

KEY DEVELOPMENT PARCEL RECOMMENDATIONS

"Montgomery Mill"



KEY DEVELOPMENT PARCEL

"Dexter Plaza"



OPPORTUNITIES

- LANDSCAPE / FAÇADE IMPROVEMENTS.
- CONSOLIDATED PARKING AND CIRCULATION
- ADDITIONAL PARKING INCENTIVES (TOWN LAND)
- CONNECTIONS FROM PARK AREAS TO MAIN STREET.
- FOCAL POINT PLAZA.

CONSTRAINTS

- DATED SITE AND FACADES.
- PAVEMENT / AUTO DOMINATED.
- ADJACENT PROPERTY OWNER COOPERATION.
- CO-LEASE CONDITIONS.
- OWNER / INTEREST.
- PROXIMITY TO STREETScape.

KEY DEVELOPMENT PARCEL RECOMMENDATION

"Dexter Plaza"



GENERAL

- DEVELOP FAÇADE GUIDELINES AND EXPLORE COST SHARING WITH OWNER.
- DEVELOP PARKING LOT LANDSCAPE STRATEGY AND COORDINATE WITH OWNER.
- PURSUE DEVELOPMENT INCENTIVES AND PROPERTY OWNER NEGOTIATIONS.
- SECURE PUBLIC ACCESS EASEMENTS TO TOWN PARK AREAS.
- PURSUE STREET SIDE MIXED-USE REDEVELOPMENT OPTIONS.

DEXTER PLAZA LOT LANDSCAPE / STREETSCAPE

LANDSCAPE AND
WALK TO PARK

LANDSCAPED ISLANDS

FACADE IMPROVEMENTS



SHARED PARKING AND
CURB CUTS

PARKING LOT BUFFERS

STREETSCAPE ELEMENTS

WIDE PLAZA-LIKE SIDEWALKS

PEDESTRIAN PLAZA

"MAKE IT GREEN"

SUSTAINABLE DESIGN HELPS BOTH THE DOWNTOWN AND COMMUNITY AS A WHOLE

- NEW OR REDEVELOPED PROPERTIES SHOULD IMPLEMENT LOW IMPACT DEVELOPMENT STRATEGIES SUCH AS GREEN ROOFS, WATER GARDENS AND ENERGY EFFICIENCY METHODOLOGIES, ETC.
- REDUCE IMPERVIOUS AREAS BY DEFERRED AND OVERFLOW PARKING STRATEGIES, SHARED PARKING AND ACCESS MANAGEMENT AND USE OF PERVIOUS PAVERS.
- IMPLEMENT LOW IMPACT LANDSCAPE PRACTICES.
- PROMOTE WASTE WATER RE-USE.



SUSTAINABLE STREETSCAPE

RAIN GARDEN



L.E.E.D. BUILDING



PERMEABLE PAVERS

PRIMARY ACTION ITEMS SUMMARY

EXTERNAL INITIATIVES

- PURSUE TRAIN STATION RELOCATION WITH STATE AND AMTRAK. PROMOTE TRANSIT ORIENTED DEVELOPMENT.
 - ACTIONS: COORDINATE MEETINGS / STUDIES. DETERMINE FEASIBILITY ASAP
- PETITION STATE D.E.P TO REINITIATE CANAL STATE PARK CONCEPT.
 - ACTIONS: PURSUE COMMITMENTS AND DISCUSS CREATIVE WAYS TO SOLVE ISSUES.
- PROMOTE / COORDINATE RAIL CROSSING TO MONTGOMERY MILL.
 - ACTIONS: WORK WITH DEVELOPER, INVESTIGATE COST SHARING (DEVELOPER / STATE / TOWN) (PEDESTRIAN CROSSING MINIMUM)
- COORDINATE/ STUDY CONNECTING RIVER / CANAL WALKS OVER PRIVATE PROPERTIES. (AHLSTROM / MONTGOMERY MILLS)

POLICY

- DEVELOP ZONING VEHICLE SUPPORTIVE OF RECOMMENDED LAND USE RECOMMENDATIONS (Overlay District)
- ENCOURAGE MIXED USES INCLUDING HIGHER DENSITY RESIDENTIAL.
- PROMOTE AHLSTROM / INDUSTRY AS UNIQUE TO DOWNTOWN.
- DEVELOP PROGRAM OF TOWN WIDE DOWNTOWN ACTIVITIES (Farmers Markets, Canal Walks, Historic Tours, Ahlstrom Events, Etc.)
- EXPAND PUBLIC USE / EVENTS AT LIBRARY, MIDDLE SCHOOL AND MEMORIAL HALL
- PROVIDE PRIVATE REINVESTMENT INCENTIVES USING PUBLIC LAND SHARING AND DENSITY BONUSES.
- PROMOTE DOWNTOWN AS WALK-ABLE /SAFE/ PEDESTRIAN COMMUNITY.
- DEVELOP EAST SIDE OF MAIN STREET MAINTENANCE AND VEGETATIVE LANDSCAPE PLAN

PRIMARY ACTION ITEMS SUMMARY

MANAGEMENT

- ESTABLISH A DOWNTOWN IMPROVEMENT DISTRICT.
- INVESTIGATE DEVELOPMENT OF A SPECIAL SERVICES DISTRICT (RT 75 CORRIDOR)
- COORDINATE A SINGLE MAIN STREET GROUP WITH CROSS SECTION OF INTERESTS.
- PURSUE STATE IMPROVEMENT AND REDEVELOPMENT GRANTS.
- DEVELOP YEARLY CAPITOL IMPROVEMENTS OR LAND PURCHASE BUDGETS
- COMPLETE AMTRAK STATION LAND ACQUISITION
- DEVELOP A COALITION OF MAIN STREET BUSINESS OWNERS TO IMPLEMENT CROSS PROPERTY IMPROVEMENT RECOMMENDATIONS.

PHYSICAL IMPROVEMENTS

- DEVELOP AND IMPLEMENT STREETScape, GATEWAY, WAYFINDING AND PUBLIC LAND IMPROVEMENTS / RECOMMENDATIONS
- DEVELOP DESIGN GUIDELINES AND IMPLEMENT FAÇADE IMPROVEMENTS PROGRAM
- DEVELOP AND IMPLEMENT TOWN LAND RECREATIONAL OPPORTUNITIES AND RECOMMENDATIONS
- STUDY FEASIBILITY OF AND IMPLEMENT TRANSPORTATION RECOMMENDATIONS
- IMPLEMENT RAIL ROAD STATION IMPROVEMENTS (SHELL AND STRUCTURE ONLY)

ADDITIONAL STUDIES RECOMMENDED

STUDY

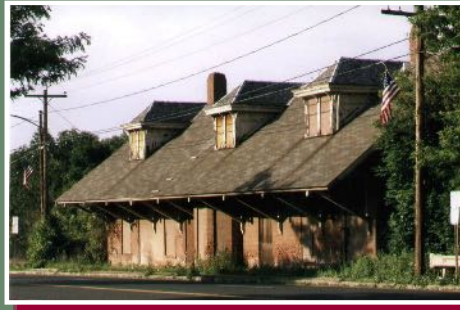
ASSUMED RESPONSIBILITY

NOTES

RAIL STOP RELOCATION & CROSSING FEASIBILITY	CT. D.O.T. / AMTRAK	
DEVELOPMENT IMPACT STUDY T.O.D.	TOWN / CONSULTANT	ONCE LOCATION CHANGE CONFIRMED, D.E.C.D. FUNDING POTENTIAL.
UPDATE CANAL STATE PARK MASTER PLAN	CT. D.E.P.	D.E.P. FUNDING
ACCESS MANAGEMENT AND SHARED PARKING SCENARIOS	TOWN / CONSULTANT	ONCE PROPERTY OWNER SUPPORT IS ACQUIRED, ADDITIONAL STUDY MAY RESULT FROM STREETSCAPE STUDY.
DOWNTOWN ZONING MODIFICATIONS	TOWN / CONSULTANT	TOWN MAY COMPLETE USING IN HOUSE STAFF.
STREETSCAPE / ROADWAY IMPROVEMENTS MASTER PLAN -INCLUDE ACCESS MANAGEMENT, BIKE LANE, GATEWAY & WAY FINDING, MEDIANS, LANE REDUCTIONS, ON STREET PARKING, PHASING, ETC.	TOWN / CONSULTANT	BASIS OF GRANTS / FUNDING D.E.C.D. / D.E.P.
RECREATION MASTER PLAN (TOWN PROPERTIES)	TOWN / CONSULTANT	BASIS OF GRANTS / FUNDING.
CANAL / RIVER WALK EXTENSION STUDY	AHLSTROM / TOWN / CONSULTANT	POSSIBLE AHLSTROM INVOLVEMENT.

TEAM APPROACH / COMMUNICATION

CITIZEN GROUPS



AMERICAN LEGION



CHURCHES



INSTITUTIONAL



MUNICIPAL



KEY STAKEHOLDERS



MAIN STREET AREA BUSINESSES



APPENDIX



FERRERO
HIXON
ASSOCIATES, LLC

Landscape Architecture
Land Planning
Urban Design
Development Consulting

736 Hopmeadow Street, PO Box 425, Simsbury, CT 06070 t: (860) 658-0456 f: (860) 658-5580 ferrero-hixon@snet.net

Meeting Minutes
Main Street Master Plan
Windsor Locks, CT
FHA Project No:07020

Date: February 19, 2008
Meeting: Montgomery Mill Redevelopment
Location: Windsor Locks Town Hall

Present: John Guedes	Primrose Companies	President
Keith Metzger	Primrose Companies	Environmental Geologist
Steve Wawruck	Town of Windsor Locks	First Selectman
Janet Ramsay	Town of Windsor Locks	Planning and Zoning
Dean Amadon	Amadon & Associates	Principal
Chris Ferrero	Ferrero Hixon Associates	Principal
Stephanie Carrigan	Ferrero Hixon Associates	Landscape Architect

DISCUSSION:

- Primrose is a development, design, and construction company based out of Bridgeport and is the owner of the Montgomery Mill.
- Primrose's objective is to renovate the existing mill into market rate condos. The condos would be 2 bedroom 2 Bathroom 1200 SF condos priced at 250K-275K.
- Primrose has done a similar project in Shelton.
- Currently Primrose's plan is to have vehicular access off of Bridge Street by proposing a third light.
- They hope to begin construction in within 10-12 months if they get all of their permitting and approvals.
- Primrose will be selecting an engineering firm for the project in the next two weeks.
- The market for these units are mostly for young professionals
- The bike/canal trail is a benefit to the Montgomery Mill development. Primrose would provide/ designate 15-20 parking spaces for access to the trail.

Ferrero Hixon Associates L.L.C.

Project: Main Street Master Plan, Windsor Locks, CT

Meeting: Montgomery Mill Redevelopment

Date: February 19, 2008

- Primrose would consider public river access/ trail proposals.
- Flooding is an issue. A parking deck would be constructed in back of the mill and first floor of the mill would be vacant. First floor of the mill possibly could be used for storage units.
- If the site access were to be off of RT. 159, they would need to cross the railroad and canal, which is costly and timely. Primrose would need to construct an additional 91 units to off set the cost.
- They would consider doing a phased in program if the railroad crossing was decided upon. The first phase would consist of renovating of the existing mill to 135 condo units while they wait for the permits from Amtrak, etc. The second phase would be to construct a new building that would house 91 rental units. John Guedes asks Planning and Zoning to approve his new building if the railroad crossing was to be constructed.
- The railroad is federal not state, therefore it is the most difficult. Could take approximately 2-2 1/2 years for approval. May never even get a response from Amtrak.
- Primrose would want the town to present the feasibility and the public benefit of the railroad crossing to Amtrak. Primrose believes that it has more of a chance, coming from the town than from a private developer.
- Primrose is willing to corporate with the town in their pursuit of the railroad crossing.

NOTE:

Please notify the writer of any additions or corrections to these minutes within 5 days of the date of issue, otherwise contents will be considered correct and will become a permanent record of the meeting.

Distribution: All present
Patrick McMahon, Economic Development Consultant



FERRERO
HIXON
ASSOCIATES, LLC

Landscape Architecture
Land Planning
Urban Design
Development Consulting

736 Hopmeadow Street, PO Box 425, Simsbury, CT 06070 t: (860) 658-0456 f: (860) 658-5580 ferrero-hixon@snet.net

Meeting Minutes

**Main Street Master Plan
Windsor Locks, CT
FHA Project No:07020**

Date: February 21, 2008

Meeting: Dexter Plaza

Location: Windsor Locks Town Hall

Present:	Robert Fisher	Nationwide Management Corp. (WMC)	President
	Donald McLaughlin	The Windsor Management Co. (WMC)	President
	Elaine Rossignol	The Windsor Management Co. (WMC)	Regional Property Manager
	Steve Wawruck	Town of Windsor Locks (WL)	First Selectman
	Jennifer Rodriguez	Town of Windsor Locks (WL)	Planning and Zoning
	Norm Boucher	Windsor Locks EIDC (WL)	Committee Member
	Dean Amadon	Amadon & Associates (AA)	Principal
	Chris Ferrero	Ferrero Hixon Associates (FHA)	Principal
	Stephanie Carrigan	Ferrero Hixon Associates (FHA)	Landscape Architect

DISCUSSION:

- (WMC) considers Dexter Plaza to be clean and very well maintained.
- (WMC) cares about their property.
- (WMC) reports the tenants of Dexter Plaza are content with the current conditions.
- (WMC) expressed frustration with the Town. They also feel threatened by the proposals for the redevelopment of the plaza.
- (WMC) feels the Town doesn't maintain or enhance their downtown areas.
- (WMC) receives compliant calls from the local residents regarding the state of the plaza. Residents have also shared their thoughts with (WMC) on need for other types of shops in the plaza. (RF) states Dexter Plaza had a supermarket there in the past, but it had to close due to a lack of patronage.
- (WMC), has recently completed substantial capital improvements to the building which includes a new roof and a new HV/AC system.

Ferrero Hixon Associates L.L.C.

Project: Main Street Master Plan, Windsor Locks, CT

Meeting: Dexter Plaza

Date: February 21, 2008

- Due to the recent capital expenditures any major work or improvements to Dexter Plaza would not be required for some time.
- Dexter Plaza is currently 98% leased.
- Dexter Plaza consists of 65,000SF. Majority of their tenants have 5-year leases with numerous options.
- (DA) spoke of a similar situation a developer in Texas had with his retail development. (RF) would like to see and receive more information on this scenario.
- There was discussion to where the downtown of Windsor Locks is currently located. The consultants felt the downtown is located at the intersection of Bridge Street and Main Street, which includes the Dexter Plaza area. (WMC) considers it to be north of the intersection where CVS, Montgomery Mill, Windsor Commons is located.
- (WMC) expressed concerned over the possible talks and sketches showing the redevelopment of the plaza, as it will cause difficulties in regards to renewal/future leases and tenant confidence.
- (WMC) would consider re -doing their parking lot including landscaped islands, if the Town was willing to share some of the costs, as it would be part of the streetscape improvement plan.
- Some of the Dexter Plaza tenants have their own parking demands, which is stated in their leases.
- The Ocean State Job Lot lease indicates their parking demand numbers cannot be reduced by more than 15%. Their lease also dictates control of the parking area in front of their building to prevent any new construction or development from blocking the views to their existing frontage.
- The Ocean State Job Lot is a long-term lease tenant.
- The Windsor Management Co, leases land behind the Ocean State Job Lot from the town. This lease was just renewed by town for another 50 years.
- Windsor Management Co, would entertain the idea of participating in a facade improvement program for Dexter Plaza that would be in conjunction with the Town's proposal for the streetscape improvements.

NOTE:

- **Please notify the writer of any additions or corrections to these minutes within 5 days of the date of issue, otherwise contents will be considered correct and will become a permanent record of the meeting.**

Distribution: All present

Patrick McMahon, Economic Development Consultant

First Selectman
Steven N. Wawruck, Jr.
swawruck@wlocks.com

Selectmen
Denise T. Balboni
Joseph R. Calsetta



(860) 627-1444
Fax (860) 292-1121
selectmen@wlocks.com

The Town of Windsor Locks
Home of Bradley International Airport

March 5, 2008

Acting Commissioner Emil H. Frankel
Department of Transportation
P.O. Box 317546
2800 Berlin Turnpike
Newington, CT 06131-7546

RE: Windsor Locks Main Street Projects

Dear Honorable Commissioner Frankel,

We would like to solicit your Department's technical support and assistance on two important community development projects that impact the Windsor Locks Main Street area. The first project entails the conversion of the former Montgomery mill complex into a residential condominium development. The second is studying the possibility of returning the Amtrak station back to the vicinity of the historic train station located in the heart of Windsor Locks Main Street from its current outlying placement near I-91.

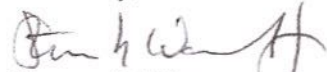
The Montgomery mill complex has tremendous presence and historical significance to the Windsor Locks community. It has lain vacant for many years but we now have a developer interested in converting the existing buildings into approximately 130 market rate condominiums. A significant issue that would hinder this potential redevelopment is that there is only one access point into the property. This existing access is from Route 140 at a challenging location due to its proximity to the Route 159 intersection, the Windsor Locks canal and railroad tracks as it crosses Route 140. We believe the conversion of the complex into residential use would enhance our Main Street area and want to ensure it will be a safe situation for future residents, visitors and our emergency services personnel. The Town and the developer have also been discussing the possibility of adding a second means of access to the mill site from Route 159 that would need to cross both the canal and railroad tracks. Obviously, the involvement and support of your Department in this effort is vital to this process. The Windsor Locks Canal Trail that extends north into Suffield, and managed by the Department of Environmental Protection, is accessed from the Montgomery complex and so provisions for pedestrian and bike connections are also being discussed.

Windsor Locks is very excited about the prospects of the New Haven-Springfield Commuter Rail project, and the proposed bus connection to Bradley International Airport. We are currently undertaking a Main Street Area Master Planning Study, and our consultants Ferrero-Hixon Associates, Amadon & Associates and Fuss & O'Neill

have raised the concept of relocating the Amtrak train station stop back to its original location in the general vicinity of the historic train station on Route 159 north of Route 140. The current train stop is on the outskirts of our town center area and provides little benefit or synergy to our downtown. Relocating the train station stop back into the Town Center along with a successful Mill renovation project would promote smart growth, would be an ideal example of transit oriented developments (TOD) that State policies now support, and would encourage increased use of rail transportation by the juxtaposition of the rail station stop and a high density residential development and the Windsor Locks Town Center. Similar TOD projects, properly located, have experienced great success at a number of other locations around the State. Before plans for the commuter rail project get too far along we would like for the relocation option to be fully explored.

Enclosed is an aerial view of the Windsor Locks Town Center including Route 159 and Route 140, the Montgomery complex, the historic train station site, and additional Amtrak-owned land that could support a relocated train station. We recently gave a tour to retired Commissioner Ralph Carpenter and Pam Sucato highlighting our Main Street area. We would be pleased to meet with you and tour you through the area at your earliest convenience so that we can begin a discussion of how the Town of Windsor Locks, the potential mill developer, and the State of Connecticut can work together to achieve a unique success story. Please give me a call at 627-1444 so that we can arrange such a meeting.

Sincerely,



Steven N. Wawruck, Jr.
First Selectman

enclosure(s)

cc: Honorable Governor Jodi Rell
Honorable U.S. Senator Chris Dodd
Honorable Congressman John Larson
Honorable Senator John Kissel
Honorable Representative Peggy Sayers
Honorable Commissioner Joan McDonald, DECD
Honorable Commissioner Gina McCarthy, DEP
Honorable Under Secretary W. David LeVasseur, Office of Responsible Growth
Pam Sucato, Department of Transportation
Stephen Del Papa, Department of Transportation
Sheila Mary Sopper, Project Director, Amtrak Real Estate Development
Tom Maziarz, Capitol Region Council of Governments
John Simone, Connecticut Main Street Center
Mike O'Leary, Planning Consultant
✓ Chris Ferrero, Ferrero-Hixon Associates
Dean Amadon, Amadon & Associates



FERRERO
HIXON
ASSOCIATES, LLC

Landscape Architecture
Land Planning
Urban Design
Development Consulting

736 Hopmeadow Street, PO Box 425, Simsbury, CT 06070 t: (860) 658-0456 f: (860) 658-5580 ferrero-hixon@snet.net

Meeting Minutes

Main Street Master Plan Study
Windsor Locks, CT
FHA Project No:07020

Date: March 10, 2008

Meeting: Ahlstrom

Location: Ahlstrom Administration Building Elm Street Windsor Locks, CT

Present: Paul Marold (PM)

John Kliska (JK)

Joe Doering (JD)

Dean Amadon (DA)

Chris Ferrero (CF)

Stephanie Carrigan (SC)

Ahlstrom Nonwovens LLC

Ahlstrom Nonwovens LLC

Windsor Locks EIDC

Amadon & Associates

Ferrero Hixon Associates

Ferrero Hixon Associates

President

Manager of Human Resources

Committee Member

Principal

Principal

Landscape Architect

DISCUSSION:

- Ahlstrom's Windsor Locks Plant consists of 450 employees- 350 of which are in the mill and 100 are professionals.
- Ahlstrom is non-union, have always been.
- Ahlstrom operates 24 hours a day, 7 days a week, except for major holidays.
- The original mill built in 1767, stills operates today.
- 5 years ago most of Ahlstrom mill workers lived in Windsor Locks. Majority now live in Enfield.
- Ahlstrom has as a "familial culture". 6 out of the 8 board members are family members.
- In the past, many of the mill workers had other family members that also worked there. This is not the case today. Ahlstrom sees this a detriment to both their "familial culture" and ongoing training.
- (CF) explained the Main Street study and the positive impacts the relocation of the train station will have on the downtown and on Ahlstrom.
- (AN) loved the idea of their workers getting off of the train and walking or biking to work.
- Currently (AN) scientists and professional do not live in town.

Ferrero Hixon Associates L.L.C.

Project: Main Street Master Plan Study, Windsor Locks, CT

Meeting: Ahlstrom

Date: March 10, 2008

- Currently Ahlstrom's plants in Central Pennsylvania, North Carolina, and South Carolina are Windsor Lock's competition for hiring professionals. Any way to entice professionals to work and live in Windsor Locks would be beneficial.
- Ahlstrom expressed an interest and a desire to help in the revitalization of Windsor Lock's downtown.
- Ahlstrom would like to be identified with Windsor Locks and for Windsor Locks to be identified with Ahlstrom, as it was in the "Dexter days"
- Ahlstrom owns the entire stretch of the canal as well as all of the land south of the main plant.
- Ahlstrom is open to the idea of divesting itself from the canal and the associated land north of Bridge Street to a non-profit organization/ municipality.
- Ahlstrom still draws water from the canal. This water is then purified and released back into the CT River.
- Ahlstrom would entertain the idea of using their property for canal/ river access for the general public. There are security issues and numerous technical access issues, which they feel could be worked out.
- (CF) proposed the continuation of the exiting bike trail behind Ahlstrom along the CT River. Ahlstrom is open to the idea but feels it will be a tough challenge. The current access road in front of the mill is heavily used by delivery trucks and is already too narrow. Behind the mill the space is also very tight due to lots of utilities and the access road that is very close to the CT River.
- The Ahlstrom family in Finland possesses one of the world's largest privately owned Picasso collections.
- (CF) discussed the idea of public exhibitions of Ahlstroms' art collections in Windsor Locks.
- (CF) proposed the idea of doing an art mural on the side the power plant.
- Ahlstrom wants and plans on staying in Windsor Locks but did express the cost of doing business in CT is much greater than in other states.
- (JD) indicated this study came about because the residents of Windsor Locks are concerned with the influx of crime in town, which is believed to be associated with the town's low tax base. (JD) also explained the three areas of pride the residents always had for its town. These areas are the town's three main industries, Bradley Airport, Hamilton Sundstrand, and Dexter (Ahlstrom). Currently, Windsor Locks community pride seems to be suffering.
- (DA) recommends the marketing boards inside of the Ahlstrom Mill be blown up and displayed on the exterior walls of Ahlstrom Mills. This display would not only show the products that are being made inside of the mill, but also to strengthen the residents' sense of community pride.

Distribution: Patrick McMahon, Economic Development Consultant.

March 10, 2008

Chris,

There were only four people at the meeting. Maria, the organizer of Step Up Main Street, Elaine Rossignol of Windsor Management, Patty, a young mother who is interested in seeing more activity on Main Street and I.

Here are some of the points raised at the meeting:

- Participants did not see a lot of people walking on Main Street
- Get Middle School administration, staff and students involved in Main St.
- Check with Parks & Rec regarding use of fields at the Middle School.
- Talked about getting a comprehensive distribution list including media contacts.
- Windsor Locks is a Designated Main Street Program through the Connecticut Main Street Program.
- Need to recapture atmosphere of community which existed before redevelopment. Some people feel bitter about what happened.
- What is the number of people who utilize the library? Have circulation numbers increase, decreased, stayed level?
- Where can statistics be found on the % of rental versus homeownership units in the Main Street area? It is believed that there is a certain transient population of people working at Bradley, UPS and Fed Ex.
- Too many parking fields - need more landscaping. Maria put a post on the website listed below to this effect.
- Charles 10 Restaurant should be preserved as a neat community facility
- Challenge of Main Street as one-sided.
- Pegasus apparently closing in the Windsor Locks Commons which is a big blow as this business is destination retail and the fact that the plaza is hurting.
- Elaine managed Windsor Locks Commons at one point and she discussed how difficult it was to keep the landscaped island maintained and that landlords need to be cognizant of CAM bills as tenants have small profit margins.
- Don't see a lot of advertisement for Main Street retailers.
- Promote local businesses.
- Elaine requested help on a Child Safety Day at Dexter Plaza.
- Memorial Day Parade - everybody is downtown - capitalize on that.
- Get photos of Memorial Day activities
- Should decals, t-shirts or tote bags be produced to promote the area.
- Keep businesses informed through letters or e-mail.
- Chamber planter program is great.
- Dexter has sweepers to keep lot clean and work with the police to keep trash, graffiti away.

Regards,

Patrick McMahon

Town of Windsor Locks

Jennifer Valentino Rodriguez
Planning Coordinator
Assistant Zoning & Wetlands Officer



Building, Planning &
Zoning Department
Phone 860-627-1447
Fax 860-654-8921

March 14, 2008

To: Primrose Companies
Guedes – Khan Inc.
1425 Noble Avenue
Bridgeport, CT 06610
Fax 203 367 4961

Re: Connecticut River Lofts – Windsor Locks

Dear Mr. Guedes:

Thank you for sharing your preliminary concept plans for the Connecticut River Lofts on the canal in Windsor Locks. Various departments have had a chance to meet and discuss this general proposal and we believe this could be a very positive project for the Town and for Main Street. We hope to meet with you soon to work together to address any issues and are glad to assist you during the approval process. We offer the following comments:

- 1 There is an understanding that the project concept has changed to a focus on the existing mill building and a new rental building may not be pursued. We would like to see revised plans to indicate this including any changes in parking and access.
- 2 The parking located above the floodplain should satisfy the average demands of the development. Can we be provided with successful examples of this type of project and the parking needs that have been observed?
- 3 The plans appear to show units are located on the lowest floor of the building. These are likely below the floodplain elevation and should probably be removed.
- 4 Circulation as shown on the plan seems difficult and forced requiring tight u-turns to go from the upper level to lower level. This raises concerns for delivery and moving trucks, and fire safety vehicles moving through the site. The deck should provide adequate lane widths and turning radii for trucks.
- 5 Additional existing topographic and survey information is needed for the area of route 140 in front of the site. We would like to see proposed access points and how this relates to the traffic signals and the Ahlstrom driveway. If the crossing of the railroad tracks is not in this phase, improved access from route 140 is necessary, possibly two curb cuts.

- 6 A traffic analysis to determine feasibility as well as preliminary discussions with DOT would be appropriate before we get too far along in the process.
- 7 The parking deck at road height is an important feature for better site access. It was brought to our attention that the new design for the deck would support fire apparatus. This is a great improvement.
- 8 The Fire Department will likely require sprinklers and other fire protection measures under the parking deck. Emergency vehicle access consideration is needed. The Fire Department preferred the crossing on Main Street to provide the additional access and feels with the current concept design they may not be able to effectively fight fires or provide proper rescue.
- 9 Many staff members and residents feel the existing canal bike path, north of this property, is an important recreation resource. The town has been meeting with CRCOG on a regional effort to incorporate statewide connecting bike and pedestrian paths and this area is included. There is an associated DEP easement. We would like to see access to the bike path preserved.
- 10 A few staff members have shown interest in meeting someone from Primrose at the project site in Shelton to see one of your successful mill renovation projects. Can this be arranged in the near future?

We look forward to reviewing a revised concept plan. Please feel free to contact us if we can be of assistance.

Very Truly Yours,

Jennifer V. Rodriguez
Planning Coordinator
Assistant Zoning & Wetlands Officer



Attn: Jennifer Valentino Rodriguez
Town Hall - Building, Planning & Zoning Dept.
50 Church Street
Windsor Locks, CT 06096

March 19, 2008

RE: Connecticut River Lofts Project: 25 Canal Bank Road, Windsor Locks, Connecticut

Dear Ms. Rodriguez,
Thank you for providing the comments, recommendations, and concerns from the various Windsor Locks departments and officials regarding our proposed redevelopment of the Montgomery Building.

Please know that we are working towards finalizing and resolving a number of issues associated with the planned redevelopment of this property. We are in the process of reviewing proposals from a number of engineering firms and plan to choose a company within the next week or so. A number of the comments made in the letter you sent dated March 14, 2008 will be addressed once an engineer/traffic consultant is designated for leading this project. The preliminary, concept plans we have been discussing during our previous meetings will be modified and presented for additional discussion prior to formal submission. These plans will be drafted by the chosen engineering firm to better define the proposed redevelopment of the property and will surely incorporate many of the comments you provided.

Please feel free to contact me at your convenience to set up a visit to view our Canal Street Redevelopment Project and tour portions of the completed Birmingham on the River Building. You may reach me either by phone (203)-367-5180 or e-mail (kmetzger.primrose@yahoo.com).

We look forward to working together with the Town of Windsor Locks to best redevelop the former Montgomery Building. Please do not hesitate to contact me with any questions you may have regarding this exciting project.

Sincerely,

Keith Metzger
ENVIRONMENTAL GEOLOGIST
PRIMROSE COMPANIES

1425 Noble Avenue
Bridgeport, Connecticut 06610 USA
Telephone: 203-367-5180 Fax: 203-367-4961

Mr. Patrick McMahon
Town of Windsor Locks
wleidc@sbcglobal.net

Dear Mr. McMahon:

Thank you for your email of March 25, 2008. Representatives from the State Park and Public Outreach Division would be happy to meet with you regarding the Town's Main Street Master Planning Study. We are soliciting dates from the appropriate staff that would be convenient to meet with you. We will be sending these along to you shortly.

The Connecticut State Park system currently has more than two hundred and fifty million dollars (\$250,000,000) of infrastructure needs on its existing facilities. The Division has assembled a long range, Infrastructure Improvement Plan for the State Park and Forest recreation areas outlining the projects and priority of the work that needs to be accomplished between now and the year 2020. The Windsor Locks Canal State Park is part of the plan, however, development of a new facility it is low in priority relative to current needs. Accomplishment of the priorities in this plan is dependent upon State legislative authorizations and Bonding.

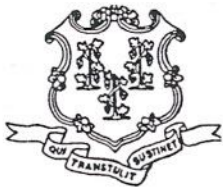
Additionally, the Department of Environmental Protection (DEP) presently leases the "towpath" or bikeway from the Windsor Locks Canal Company who's stock is owned by Ahlstrom. The requirements for water management in the canal and maintenance of the structures are significant. It is unlikely that DEP would consider obligating the state to the extensive level of management and expense. The existing lease is working well to provide public access to the towpath but, there is no guarantee that Ahlstrom, or a successor company, will continue this arrangement. This uncertainty presents a challenge to long-rang planning.

When the State Parks Division staff meets with you, we will be happy to provide our perspective on recreational use of the towpath and will provide information relative to the Master Plan developed for a Windsor Locks Canal State Park. We are unable to make any commitment beyond this level of assistance.

Sincerely,

Pamela Aey Adams
Director

CC: T. Morrissey, J. Cimochoowski, R Clapper, M. Rickert, V. Messino



STATE OF CONNECTICUT
DEPARTMENT OF TRANSPORTATION

2800 BERLIN TURNPIKE, P.O. BOX 317546
NEWINGTON, CONNECTICUT 06131-7546



Office of the
Commissioner

An Equal Opportunity Employer

March 31, 2008

RECEIVED

APR 07 2008

SELECTMAN'S OFFICE
WINDSOR LOCKS

The Honorable Steven N. Wawruck, Jr.
First Selectman
Town of Windsor Locks
Town Office Building
50 Church Street
Windsor Locks, CT 06096-2331

Dear First Selectman Wawruck:

This is in response to your March 5, 2008 letter to former Acting Commissioner Emil H. Frankel concerning Windsor Locks' Main Street projects.

Providing an additional access point to the former Montgomery mill complex will certainly present a challenge. The conversion of the mill site to the approximate 130 market rate condominiums will necessitate the issuance of a certificate from the State Traffic Commission (STC), since the site abuts state property (Route 140 and Route 159) and would have more than 100,000 sq. ft. or more of gross floor area and possibly more than 200 parking spaces. It is imperative that the proposed development have a secondary access drive to mitigate its site-generated traffic, since the existing signalized drive to the mill site exits into a complex and congested intersection. As the developer moves forward with this project, they should contact the STC to determine what will be required. As part of the review of the plans for the Montgomery site, the Department of Transportation (Department) will provide traffic reviews.

The current Amtrak Station and railroad line is owned and operated by Amtrak. Any discussion to relocate the station from its current location at the I-91 and Route 159 Interchange to its previous location on Main Street would have to be with Amtrak. The Department could participate in these discussions as well.

At the time of our initial implementation study for a New Haven-Hartford-Springfield (NH-H-S) commuter rail service on the Amtrak Springfield Line, the Department considered alternatives in the identification of rail station and parking facilities along the corridor. This was conducted through a coordinated effort among the individual municipalities, a study Advisory Committee, and the general public. The review indicated that this station should remain at its current location. The site identified for Windsor Locks was a result of this study process, and

March 31, 2008

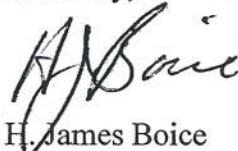
selection was based upon the establishment of a key station with shuttle bus access to and from Bradley International Airport (via I-91 and Route 20), and with sufficient parking and station area to accommodate potential rail and airport users.

The Department has engaged a consultant to conduct Phase 2 of the NH-H-S commuter rail service implementation, which is to develop an environmental assessment for the various tasks in making the necessary improvements to open a high quality commuter rail service in which Windsor Locks is an important stakeholder. As with Phase 1, Windsor Locks' active participation on the Advisory Committee will be essential to develop the fully integrated rail service that can produce the most complete and efficient travel alternatives. In connection with these goals, there are a number of elements that require consideration. The Department would be pleased to meet with the Windsor Locks economic development staff to review the site to discuss your observations in more complete detail.

The State and the Department is committed to Transit Oriented Development (TOD). Last year, the State Legislature passed legislation to promote the development of TODs. This legislation provides opportunities for communities to apply for state funding for the development of plans for TODs. This may present an opportunity for the Town of Windsor Locks to fully develop a plan for the area and may help support the train station's move.

I have asked staff of the Department's Bureau of Policy and Planning to contact you to schedule a meeting to discuss this matter further.

Sincerely,

A handwritten signature in dark ink, appearing to read "H. Boice", written in a cursive style.

H. James Boice
Acting Commissioner

Windsor Locks Main Street Master Planning Study
Notes from Focus Group Presentation
Town Hall, Windsor Locks
April 9, 2008

ATTENDANTS:

1. Steve Wawruck, First Selectman
2. Janet Ramsay, Planning and Zoning
3. R.J. Frawley, Conservation Commission
4. Bill Howes, Conservation Commission
5. Rogger Sullivan, Conservation Commission
6. Mickey Danyluk, Windsor Locks Preservation Association
7. Bonnie Schley, Windsor Locks Preservation Association
8. Martha Jarvis, Windsor Locks Preservation Association
9. Jean D, Windsor Locks Preservation Association
10. Rosemary Hogan, Windsor Locks Preservation Association
11. Wayne Gannawa, Windsor Locks Preservation Association
12. Don McLaughlin, Windsor Management for Dexter Plaza LLC
13. Peter Gruen, Wiggin & Dana for Dexter Plaza LLC
14. Elaine Rossignol, Windsor Management for Dexter Plaza LLC
15. Neal Cunningham, Capital Improvements Advisory Committee
16. John Suchocki, Police Chief
17. Barbara Bertrand, Director of Finance
18. Donna Murphy, Tax Assessor
19. Scott Lappan, Director of Public Works

20. Mike Ciarcia, Board of Finance
21. Con O'Leary, Board of Finance
22. Doug Glazier, Board of Finance
23. Sandy Ferrari, Board of Finance
24. Joe Bonito, Historical Commission
25. Jennifer Hogan, Step Up Main Street
26. Maria Giannuzzi, Step Up Main Street, Windsor Locks Preservation Association
27. Joe Doering, Economic and Industrial Development Commission
28. Patrick McMahon, Economic Development Consultant
29. Mike Russo, Economic and Industrial Development Commission
30. Carl Philbrick, Economic and Industrial Development Commission
31. Doris McAusland, Congregational Church
32. Tom Fahey, Local Attorney

COMMENTS:

- Wayne Gannaway asked about the establishment of Design Guidelines. He wanted to make sure there were some controls in place before any new buildings get constructed next to Memorial Hall (Ahlstrom Parking lot).
- Elaine Rossignol asked when the commuter rail line would be in place.
- Doug Glazier was concerned with the recommendation about narrowing roadway pavement. Chris weighed in that ultimately DOT has say over roadway narrowing, that it would not impact LOS and that the ADT is really not significant.
- Doug Glazier pointed out that there was an issue with the gates and that is why the train station was relocated. Chris mentioned the precedence of other station in the state that are closer to the gates and that ultimately moving the station back closer to the historical stop would have to be vetted by Amtrak and DOT.
- The attorney for Dexter Plaza had questions related to the impact on parkign of the shared parking scenario as tenants like Ocean State need to be satisfied.



April 29, 2008

Mr. Chris Ferrero
Principal
Ferrero, Hixon Associates LLC.
738 Hopmeadow Street
P.O. Box 425
Simsbury, CT 06070

Re: Town of Windsor Locks
Downtown Plan
Transportation & Parking Review

Dear Mr. Ferrero:

As per the conference call on March 13, 2008, Fuss & O'Neill and representatives from Ferrero, Hixon Associates LLC had discussed the transportation component of the Downtown Study for the Town of Windsor Locks. This letter provides a summary of the scope of work, the process of obtaining an encroachment permit and some conclusions and recommendations. Below is a summary of the topics discussed during the conference call:

- Identified existing average daily traffic volumes and addressed intersection Level of Service at existing primary intersections along Route 159 through the Connecticut Department of Transportation (ConnDOT)
- Reviewed lane configurations, including bikeway opportunities
- Discussed the feasibility of on-street parking, the style and key locations throughout the study area
- Addressed bikeway opportunities and efforts from ConnDOT
- Traffic calming and center median opportunities
- Discussed access management opportunities

The following improvements were discussed:

- The average daily traffic volumes along Route 159 vary from 10,000 to 15,000 vehicles. Long queues were noted at the northbound and westbound approaches to the intersection of Main Street (Route 159/Route 140) and Bridge Street (140). Montgomery Mills also has poor sight distance and a steep downgrade at its intersection with Bridge Street.

- No major roadway impacts are expected as a result of the build out or the relocation of the Railroad Station.
- The potential for on-street parking is limited due to lane width constraints.
- The existing painted center medians may be raised and thus used for landscaping purposes.
- A bicycle lane along Main Street would be feasible given some modifications to the existing lane arrangements. Coordinating with CRCOG would be necessary.
- ConnDOT may consider connecting the Hartford Bike Route to the Canal Trail.
- There is existing on-street parking in the shoulder to the north of Bridge Street. However, parking is not feasible within one block of Bridge Street.

Fuss & O'Neill recommends that the Town consider installing on-street parking north and south of Bridge Street. Consider shortening the northbound right-turn lane at the intersection of Main Street (Route 159/Route 140) with Bridge Street (Route 140). This would provide more opportunity in the southern section of downtown for more on-street parking or a bike lane with the added benefit of reducing travel speeds through downtown.

The two northbound lanes to the north of Bridge Street may not be necessary for the current volume of traffic. Consolidating to one lane may provide more opportunity for on-street parking or a bike lane. On-Street parking may be feasible to the north and south of Bridge Street on the western side of the roadway as well.

Encroachment permits are required by ConnDOT for any work within the State right-of-way. Preliminary plans for proposed roadway improvements are typically submitted to the ConnDOT district office by the design engineer. For larger projects such as this one, the engineers will usually hold a meeting with ConnDOT permit engineers in order to discuss the proposed improvements in advance of design. The final design plans are submitted along with the permit applications by the general contractor. Once the permit is issued, the issuant may proceed with the project. Any work within the Route 159 right-of-way will require the acquisition of an encroachment permit.

It is the professional opinion of Fuss & O'Neill that the improvement discussed above and outlined in the Downtown Master Plan are feasible and can be permitted by ConnDOT.

Sincerely,

Ted J. DeSantos, P.E., P.T.O.E.
Vice President

Windsor Locks Main Street Master Planning Study

Public Forum Notes

May 1, 2008

Attendance including members of the public, Town staff and reporters was approximately 60 people.

Representing the Consultant Team: Chris Ferrero, Ferrero Hixon Associates, Stephanie Carrigan, Ferrero Hixon Associates

Town Staff: Steve Wawruck, First Selectman, Jim Plumridge, Building Official, Dana Steele, J.R. Russo and Associates (Town Engineering Firm), Patrick McMahon, Economic Development Consultant

Economic Development Commission Members: Norm Boucher, Joe Doering, Mike Royston, Carl Philbrick

Members of the public who provided their names: Maria Giannuzzi, Doug Glazier, Karen Giannelli, Ed Szepanski, Ed Bycenski, Nancy Hannon, Barb Tarbell, Frank & Rosalie Mancarella, Bruce Robtoy, Chet Pohoylo, David Carlson, Janet Ramsay, Julie Weatherby, Mary Paul, Kimberly Pease, Joe Tria, Bob Anderson, Mike Barile, Cheryl Merkt, Mr. & Mrs. C. Remotti, Jean DeSeusa, Barbara Schley, Jackie Cavanaugh, James Walsh, Dave Vaicunas, Elaine Rossignol, Mickey Danyluk, Arlene Riley, Ann Marie Claffy, Tim Bonesteel, Darryl LeFebrve, Tom Maziarz, Jennifer Hogan, Amy Conniff, Malcolm Hamilton, Joe Calsetta, Victoria Walsh, Monique Garcia, Luis Hibert, Marg Englemann, Steve Sorrow, Kevin Casey

Chris Ferrero presented a Power Point Presentation outlining the scope of the study, overall goals and an analysis of opportunities and constraints, as well as recommendations in the following areas: Regional, Land Use/Zoning, Recreation/Environmental, Market Assessment, Transportation, Sense of Place, Streetscape, Key Reinvestment Parcels and Sustainability.

A question was raised as to what benefits do Windsor Locks residents get from improvements to the Suffield 190 bridge work and the 135 condos in the Montgomery complex? Chris Ferrero spoke of the Canal trail being a draw to the downtown and that condos in the Montgomery complex would add up to 200 people to downtown who would utilize local businesses.

Are business/property owners on board? Mr. Ferrero outlined the meetings with Ahlstrom, Dexter Plaza and Montgomery developer. He shared the sentiments of Ahlstrom management that they would like to reconnect to the community.

How will improvements like the Dexter Plaza parking lot and other improvements be paid for? Mr. Ferrero commented that often public investment such as streetscaping can

be a catalyst that spurs on private investment. He stated that the scope of the study was to make recommendations and that the implementation will require additional consideration.

A resident questioned how loud the “whistle and bells” would be from new trains.

Steve Sorrow from Friends of the Canal had a series of questions/concerns including why the need for a second track for the commuter rail. He cited Baltimore which operates on one track. He suggested to open the canal to boats once again. He pointed out that a cemetery exists (21 graves) in the vicinity of the rail that could be used to argue against a second track. He suggested a walking trail on the west side of the canal to the railroad bridge. He also suggested that a goal should be to have a continuous trail from Agawam, through Suffield and Windsor Locks and meeting up with trails in Windsor and ultimately Hartford.

Doug Glazier questioned the islands proposed on Main Street at the Bridge Street intersection. He said the intersection was improved to move traffic effectively and he did not want to see the flow of traffic impeded. Mr. Ferrero commented that any proposals would have to be approved by the State DOT and would have to meet their various roadway standards. Traffic calming is a goal of the study.

Bonnie Schley commented that the plan is supposed to be “visionary” and that though people may not agree with every recommendation it is important to take some baby steps in order to build momentum. She believes more greenery, beyond the flower pots, is needed in order to create a different perception.

Is there any remediation needed at the Montgomery Complex? Mr. Ferrero stated that the site is a brownfield and that the developer is dealing with remediation issues. It is common in these historic mill sites.

It was pointed out by one resident that congestion on Main Street is only part of the day and most of the time traffic is not a problem. Truck traffic can be an issue.

Maria Giannuzzi suggested something like the Hudson River Institute (research institute) for the Montgomery building or an entertainment venue. Mr. Ferrero offered a recommendation to add a roof top restaurant to the Montgomery redevelopment.

Dave Vaicunas believes that residential for the Montgomery building would be a “disaster waiting to happen.” He would like to see public access to the CT River and commented that there is no boat ramp in town.

Another resident thought residential for Montgomery would be great and that sprinklers should be sufficient for any fire safety concerns.

Another suggestion was to establish a canal museum. Still another was to open up the south side of the Ahlstrom property in the vicinity of the locks and the historic looking

Windsor Canal Company red building to the public. Keeping the vegetation maintained so the canal could be seen better is a great idea. Someone questioned who would maintain the vegetation since it is not under town control. Mr. Ferrero stated that we need to see exactly where the jurisdiction lines are for Ahlstrom, Amtrak and DOT and that maintenance by the Town may be the most effective.

May 7, 2008

Patrick McMahon
Town of Suffield
83 Mountain Road
Suffield, CT 06078

Mr. McMahon,

Based upon your request at our April 28th meeting, following is a brief summary of milestones related to the Windsor Locks Canal and creation of a state park:

- 1974: Feasibility study on the acquisition of King's Island and the Windsor Locks Canal as authorized by Special Act No. 73-66.
- 1975: License agreement between the Windsor Locks Canal Company (Dexter) and State-DOT allowed public access to the towpath in season.
- 1987: Public Act 87-463 (codified in the General Statutes, Title 23, Chapter 447, Sections 23-10h and i, attached) created a statewide heritage park system.
- 1988: Master Plan for the Windsor Locks Canal State Park.
- 1988: Engineering study of the canal for the proposed Windsor Locks Canal State Park done by Maguire Group.
- 1989: Connecticut State Park Heritage Park Master Plan included Windsor Locks as one of six first-tier communities. (Selected pages from executive summary attached.)
- 1991: Historical documentation, feasibility analysis exhibit center master plan (poster) completed.

Authorizations for the Heritage Park program were fully bonded and used on projects in Norwalk, Willimantic and New London/Groton. Bonding used for master planning the canal state park came from special act legislation, enacted before the heritage park program. Currently there are no special act authorizations for Windsor Locks Canal State Park.

The only land under State ownership is along Canal Road in Suffield. Public access to the towpath in Suffield and Windsor Locks is currently handled through a five-year renewable lease agreement between the Windsor Locks Canal Company (Ahlstrom) and State-DEP. The site is currently managed and signed as a "State Park Trail" with the only short-term implementation being highway signing (through DOT) on Rte. 140 and Rte. 159, to coincide with the completion of DOT's bike trail project across the Rte. 190 bridge.

State Parks has been contacted at least twice before related to development of the Montgomery Building complex. In 1992 we were contacted by Oliner Combelic Architects related to a fly-over bridge to serve the proposed state park exhibit center and a housing complex (bridge locations and sections attached) and in 1999 we were contacted by Steven Zieff a real estate developer from Massachusetts about a joint development. We were not, however, contacted by Mountain View Equities related to their housing proposal in 2006.

As stated at the meeting, implementation of the Windsor Locks Canal State Park master plan (earmarked at \$7,143,000) is one of 854 projects in our “20-20” plan, which has a total cost of \$252,000,000. Implementation of the state park is not earmarked under existing statewide authorizations and there are no plans to update the master plan for Windsor Locks Canal State Park.

Sincerely,

Rob Clapper, Program Specialist
DEP-State Parks & Public Outreach
(860) 424-3210

/rac

cc: w/o attachments

P. Adams, Director, DEP-State Parks & Public Outreach Div.

J. Cimochoowski, Asst. Director, DEP-State Parks & Public Outreach Div.

M. Rickert, DEP-Western District

V. Messino, DEP-Penwood State Park

C. Ferrero, Ferrero Hixon Associates.

File

Meeting with Connecticut Department of Transportation
Windsor Locks Town Hall
Friday, May 9, 2008
Meeting Notes

List of attendees and their contact information provided in a separate file.

Steve Wawruck, First Selectman, welcomed those in attendance and set out the reasons for calling the meeting, including:

1. The State has already begun the planning for the Springfield - New Haven commuter rail line and if there is going to be a change of direction it should come as early as possible.
2. The condition of the historic train station is rapidly deteriorating.
3. A vacant Montgomery mill complex concerns the community, the longer it stays vacant the harder it will be to adaptively reuse the building, and we have an interested developer looking to convert the building into condominiums.
4. This area is crucial to the revitalization of Windsor Locks Main Street.

After introductions, Chris Ferrero of Ferrero Hixon Associates, representing the team of consultants hired by the Town to conduct a Main Street Master Planning Study, presented the goals of the study, as well as initial recommendations including relocating the train station and other transportation improvements. Mr. Ferrero showed a slide depicting where train stations proposed for the commuter rail line were vis-à-vis downtowns. Only the Windsor Locks station was located outside the downtown area.

It was agreed that technical issues were not going to be resolved at this meeting so it would be most productive to just get issues on the table. Below is a list of issues, concerns, and points of information that came out of the discussions organized by major categories.

Current Amtrak Stop

- Preliminary concept design has been completed for the Springfield-New Haven Commuter Rail Line
- Plans call for connecting bus service to Bradley International Airport
- Proximity to Park & Ride lot and I-91 interchange is attractive
- Proposed area for additional parking is in a wetlands area and may be tied into the highway drainage system so challenges may exist
- From a WL Main Street perspective there is limited land in the area for Transit Oriented Development
- Amtrak maintenance and storage could possibly change places with proposed site in heart of downtown

Bus connection to Bradley International Airport

- The shuttle to Bradley was timed as 9 minutes. A review of the time to get from a relocated train/bus stop to Bradley will need to be done. As North Street is the proposed route a relocated stop will probably not be an issue.

Proposed Amtrak location

- The Town's concept plan has approximately 125 parking spaces, space for a TOD related building, shelter and up-and-over, as well as continued access for Amtrak for maintenance and storage.
- Historic train station would complement the relocation as possible coffee house, other retail or office or museum
- Amtrak owns much of the land in this area but one private owner, as well as the Town own small parcels that would need to be assembled
- Windsor Locks Commons lies just north of the proposed site and has ample underutilized parking and a shared parking agreement may be possible.
- A parking garage could also be looked at as an alternative.
- Plan is to go with two tracks for the commuter rail line
- The existing Route 159/Route 140 traffic signal and railroad crossing controls would have to be revised and possibly replaced to accommodate a train stopping immediately north of the Route 140 grade crossing.
- A traffic signal(s) may be necessary on Route 159 to accommodate access to the new train platforms and bus shuttle area and/or the Montgomery Complex
- Relocated station would be a catalyst for TOD and there is land available in this area for such purposes.
- Proximity to the Route 140 intersection is an issue. Is there enough separation distance for the number of train cars anticipated.
- Circuitry for the signals is complex.
- A spur leading to Suffield and Bradley Airport may impact project – need to bring Connecticut Southern Rail into conversation.
- Issues related to freight trains need to be addressed
- Amtrak engineering reviews signal plans developed by others – they do not design them
- Federal Railroad Administration may have role

Access to State Park Canal Trail/Montgomery Complex from Route 159

- Various levels of access were mentioned. Vehicular and pedestrian, pedestrian only, or emergency vehicle access.
- The safety of an at-grade crossing was raised. It was pointed out that other rail stations are in the vicinity of at-grade crossings.
- The Town fire services fought a fire at the Montgomery complex which destroyed a building. It was fought from across the canal. A second means of access would be helpful for safety services.
- A right-of-way over the tracks and canal exists but it may be in the wrong location and may not be wide enough
- Town has met with Pamela Adams, DEP Director of State Parks, regarding enhancements to the Canal State Park Trail. DEP would be interested in seeing access from Route 159.
- The current access to the State Park Trail at the Route 140 intersection is not very safe for bicyclists.
- Route 159 is slated as a bike route in CRCOG's regional bicycle plan. The Canal Trail would be an attractive alternative during the seasons that it is open. Discussions have begun with Ahlstrom about bringing the bike trail through their property on the river or canal sides but there are challenges.

- An up-and-over access may be more feasible. There needs to be 22' of clearance. Appropriate location for crossing will depend on grades.

Historic Train Station Restoration

- Windsor Locks Preservation Association in process of negotiating purchase of the building from Amtrak.
- WLPA, working with Town, secured a \$225,000 Small Town Economic Assistance Program grant. WLPA also secure a \$24,000 grant to be used towards the purchase.
- Amtrak would require a fence to be installed to protect against people going on the tracks
- Additional fundraising efforts such as approaching major corporations has been on hold pending Amtrak's decision

Montgomery Mill Conversion into Residential Condominiums

- Primrose Development looking to convert buildings into 135 market rate condominiums.
- Primrose has experience in Shelton with similar challenges of canal, river and rail.
- Tighe and Bond is currently exploring redesign of access from Route 140. Initial proposal is a new signal further to the east that would lead directly to a parking deck designed to handle fire trucks
- Tighe and Bond needs to meet with Ahlstrom officials about possible relocation of their access drive.
- Improvements will require State Traffic Commission approval
- Existing tow-path on west-side of the building could be used for one-way traffic or closed to vehicular traffic and designated for pedestrians
- If second means of access to site is require, Primrose would propose constructing another building likely to be rental units in order to offset costs of such a crossing.
- Developer willing to continue access rights to Canal State Park trail.

Transit Oriented Development

- The Governor's commitment to TOD and market benefits of such development was discussed.

Funding

- Identified as an issue. Scope of the project needs to be established before determining funding sources.

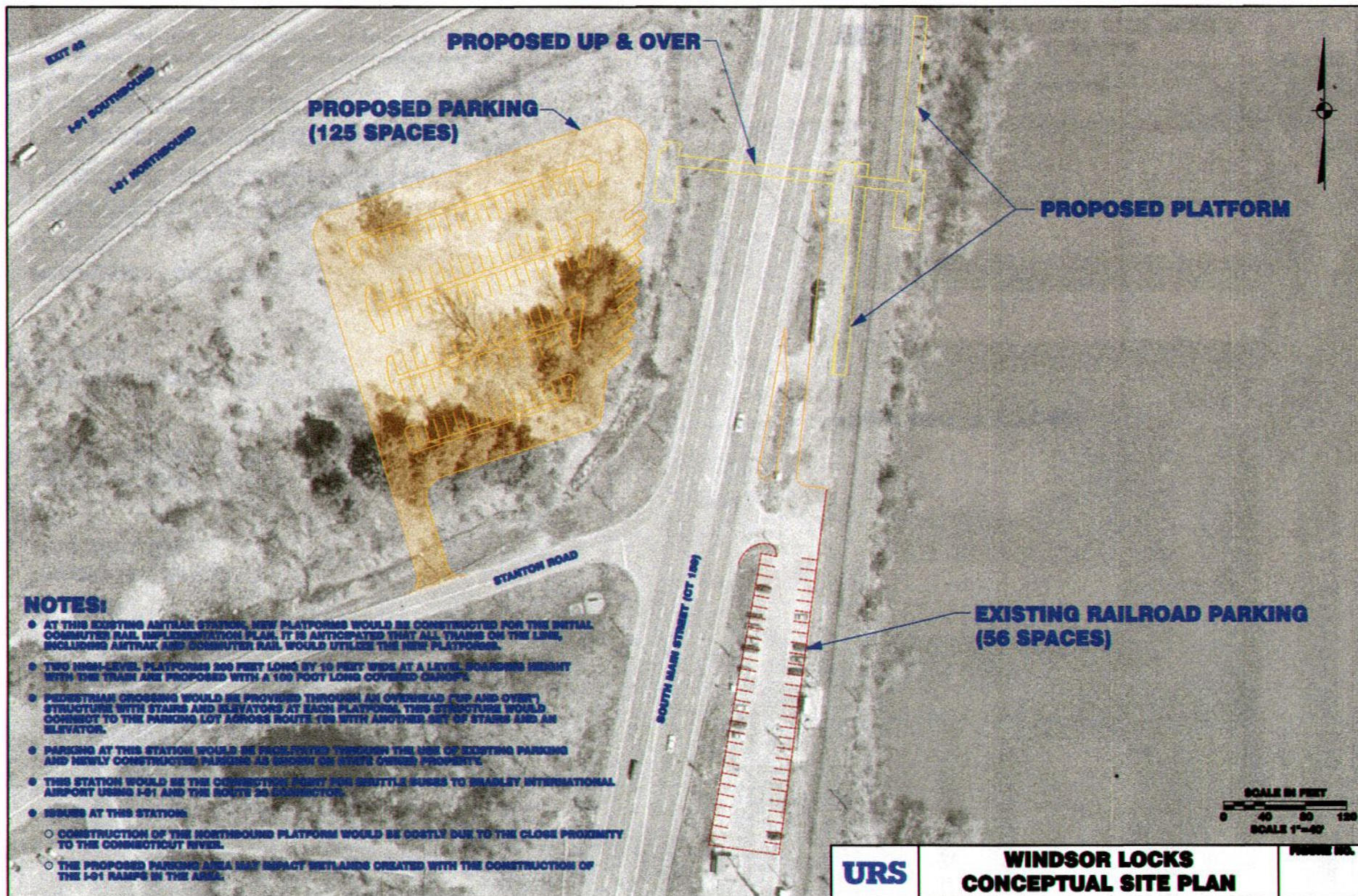
Next Steps

- Leonard Elwin to bring back information to Amtrak officials
- Tom Maziarz to facilitate technical reviews with DOT including Project Development
- Senator Dodd's and Congressman Larson's offices to continue to work with WLPA in acquisition of historic train station

A visit to the proposed relocated train station site followed the meeting.

Meeting with CT Department of Transportation Officials
Windsor Locks Town Hall
Attendee List

Name	Affiliation	E-mail	Phone
Steve Wawruck	Windsor Locks First Selectman	swawruck@wlocks.com	860-627-1444
Albert A. Martin	Dept. Commissioner DOT	yvette.mercado@po.state.ct.us	860-594-3000
Peggy Sayers	State Representative	peggy.sayers@cga.ct.gov	860-240-8085
Lee Reynolds	Senator Chris Dodd	lee_reynolds@dodd.senate.gov	860-258-6956
Paul Mounds	Congressman John Larson	Paul.Mounds@mail.house.gov	860-278-8888
Leonard Elwin	Amtrak	elwinl@amtrak.com	617-345-7501
Tom Maziarz	CRCOG	tmaziarz@crcog.org	860-522-2217
Karl Smith	Wilbur Smith Associates	kmsmith@wilbursmith.com	203-8652191
Mike Morehouse	Wilbur Smith Associates	mmorehouse@wilbursmith.com	203-8652191
Desmond Dickey	DOT	d.paul.dickey@po.state.ct.us	860-594-2945
Stephen V. Delpapa	DOT	Stephen.Delpapa@po.state.ct.us	860-594-2941
Peter LaBouliere	DOT Rail Operations	peter.labouliere@po.state.ct.us	203-789-7189 x131
Robert Tworkowski	DOT Traffic	robert.tworkowski@po.state.ct.us	860-594-2740
Cynthia Holden	DOT	Cynthia.Holden@po.state.ct.us	
Keith Metzger	Primrose Co.	kmetzger.primrose@yahoo.com	203-367-5180
Joe Balskus	Tighe & Bond	jcbalskus@tighebond.com	860-704-4764
Chuck Croce	Tighe & Bond	cjcroce@tighebond.com	860-704-4762
Martha Jarvis	Windsor Locks Preservation	marthajarvis@snet.net	860-623-4234
Bonnie Schley	Windsor Locks Preservation	BSLY58@aol.com	860-798-5376
Kim Parsons-Whitaker	Connecticut Main Street Center	parsokp@nu.com	860-280-2556
Chris Ferrero	Ferrero Hixon Associates	cferrero@ferrerohixon.com	860-658-0456
Stephanie Carrigan	Ferrero Hixon Associates	scarrigan@ferrerohixon.com	860-658-0456
Ted DeSantos	Fuss & O'Neill	tdesantos@fando.com	860-646-2469
Dean Amadon	Amadon & Associates	amadonassociates@sbcglobal.net	860-231-8156
Norman Boucher	WL EIDC Chairman	lnoutdoors@snet.net	860-683-8521
Janet Ramsay	WL Planning and Zoning Comm.	jramsay470@cox.net	860-752-5548
Dana Steele	J.R. Russo - Town Engineer	dsteale@jrrusso-assoc.com	860-623-0569
David Elder	WL Planning Office	delder@wlocks.com	860-627-1447
Patrick McMahon	WL EIDC Consultant	wleidc@sbcglobal.net	860-985-2083
Also invited but unable to attend:			
Mike O'Leary	WL Planning Consultant	mikeoleary53@netscape.net	860-745-3282
Larry Lusardi	DECD	lawrence.lusardi@po.state.ct.us	860-270-8037
Jim Plumridge	WL Building Official	jplumridge@wlocks.com	860-627-1447
Sheila Mary Sopper	Amtrak Real Estate Development	soppers@amtrak.com	215-349-1959
John Kissel	State Senator	John.A.Kissel@cga.ct.gov	860-240-0531
John Guedes	President of Primrose Dev.	johnguedes@sbcglobal.net	203-367-5180



MARKET ASSESSMENT—MAIN STREET, WINDSOR LOCKS

COMMUNITY DATA AND DEMOGRAPHIC ANALYSIS

Overview

Unlike a number of older New England industrial communities located along watercourses, Windsor Locks is experiencing exceptional growth, not in its downtown, but rather, immediately next to Bradley International Airport. This has created a sense of a tale of two cities. Our focus is on the downtown “city” where it stands and its opportunities.

Windsor Locks is situated in the north-central section of Hartford County, midway between Hartford and Springfield, Massachusetts. It is bordered by Suffield to the north, East Granby to the west, Windsor to the south, and East Windsor and Enfield to the east across the Connecticut River. Windsor Locks is located on Interstate 91, a six-lane, limited-access highway that is the main north-south artery through Connecticut. In Hartford, Interstate 91 intersects with Interstate 84, a six-lane, limited-access, east-west highway that provides easy access to Danbury and New York State to the west and Worcester and Boston, Massachusetts, to the east. Approximately 20 miles to the north of Windsor Locks, Interstate 91 intersects Interstate 90, the Massachusetts Turnpike, that provides access to Albany, New York, to the west and Worcester and Boston to the east. Interstate 91 also intersects with Interstate 95 in New Haven, 30 minutes south of Hartford.

Bradley International Airport, New England’s second largest airport, lies in and occupies a major portion of the town's west quadrant. The airport serves most major commercial, freight, and commuter airlines. In 2007 it became a truly international facility with the inauguration of flights between Bradley and Amsterdam, The Netherlands. The facility recently underwent a major expansion of its facilities with the addition of a new terminal wing based on a significant increase in air traffic. The construction of a new parking garage and associated access improvements was completed in the late 1980s. The expansion at Bradley International Airport has also been accompanied by development in the nearby area, primarily in the construction of warehouse/distribution centers and hotel/motel complexes to serve the increase in commercial, industrial, and passenger traffic. This development has occurred along Connecticut Route 20, otherwise known as the Bradley International Airport Connector, and Connecticut Route 75, otherwise known as the Ella T. Grasso Turnpike. Bradley International Airport is situated less than five miles west of Interstate 91.

Windsor Locks, on the western bank of the Connecticut River, evolved in the early 1800s as an industrial community. As a result, it is a more mature community in terms of growth than many suburbs of Hartford and Springfield.

Population

Most of Windsor Locks' growth occurred in the 1800s as it developed as an industrial center along the Connecticut River. Between 1980 and 1990, the population grew insignificantly from 12,190 to 12,358. According to the most current census figures, the population has decreased from 12,348 in 1990 to 12,043 in 2000. One reason for this negative growth is that

Windsor Locks as a mature community has a population density greater than that of most other towns in the area and Hartford County and has no physical room to grow. The following table shows the population trends for 1990-2000 for Windsor Locks and surrounding towns.

**Population Growth: Windsor Locks & Environs
1990-2000**

Town	1990	2000	Population Growth 1990-2000
Bloomfield	19,483	19,587	0.5%
East Granby	4,302	4,745	10.3
East Windsor	10,081	9,818	-2.6
Enfield	45,532	45,212	-0.7
Suffield	11,427	13,552	18.6
Windsor	27,817	28,237	1.5
Windsor Locks	12,358	12,043	-2.5
Hartford County	851,783	857,183	0.6%
State of Connecticut	3,287,116	3,405,565	3.6

Source: U.S. Census Bureau

According to the Connecticut Economic Resource Center (CERC), Windsor Locks had an estimated population of 12,608 as of 2007 that is expected to increase to 13,033 by 2011.

According to PCensus figures, a second source of data, Windsor Locks had an estimated population of 12,311 as of 2005, and projections show future growth to 12,633 by 2011.

Employment

The Windsor Locks economy has been aided by the number of residents employed in service- and support-type positions at Bradley International Airport. According to CERC, the principal employers in Windsor Locks include the Hamilton Sunstrand division of United Technologies, Ahlstrom, Bombardier, C & S Wholesale Grocers, Bradley International Airport and associated hotels/motels, restaurants, and car rental firms.

The most recent unemployment figures available from the Department of Labor show that Windsor Locks had a labor force of 7,098 and of those, 6,688 were employed, resulting in an unemployment rate of 5.8 percent as of March 2008. The following table shows the unemployment trends for Windsor Locks and environs.

Unemployment Rates: Windsor Locks and Environs 1999-March 2008

<u>Town</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>Mar. 2008</u>
Bloomfield	3.1%	2.4%	3.5%	4.7%	6.4%	6.1%	5.9%	5.2%	5.2%	5.9%
East Granby	2.9	1.8	2.3	3.8	4.3	3.7	3.8	3.4	3.6	4.6
East Windsor	3.1	2.5	3.2	5.0	6.5	5.2	5.3	4.6	4.9	6.5
Enfield	3.1	2.3	3.1	4.1	5.4	5.2	4.8	4.6	4.7	5.3
Suffield	2.6	1.9	2.7	3.8	3.9	4.3	4.1	3.7	4.0	5.1
Windsor	3.0	2.0	3.0	4.3	6.0	5.0	4.7	4.1	4.2	4.9
Windsor Locks	3.0	1.9	3.0	4.6	5.4	5.1	4.8	4.2	4.6	5.8
Hartford LMA	3.3%	2.4%	3.3%	4.5%	5.9%	5.2%	5.1%	4.4%	4.7%	5.7%
Enfield LMA*						5.0	4.7	4.4	4.6	5.5
State of Connecticut	3.2	2.3	3.3	4.3	5.5	4.9	4.9	4.3	4.6	5.3

*Note: The Enfield LMA was added to the LMA's as of 2004.

Source: Connecticut Department of Labor

Income

Windsor Locks' figures are below average compared with the state of Connecticut's per capita income figures. The following table contains per capita information for Windsor Locks and surrounding towns.

<u>Town</u>	<u>1998</u>
Bloomfield	\$42,319
East Granby	42,963
East Windsor	31,678
Enfield	30,473
Suffield	44,985
Windsor	35,745
Windsor Locks	32,299
State of Connecticut	\$37,700

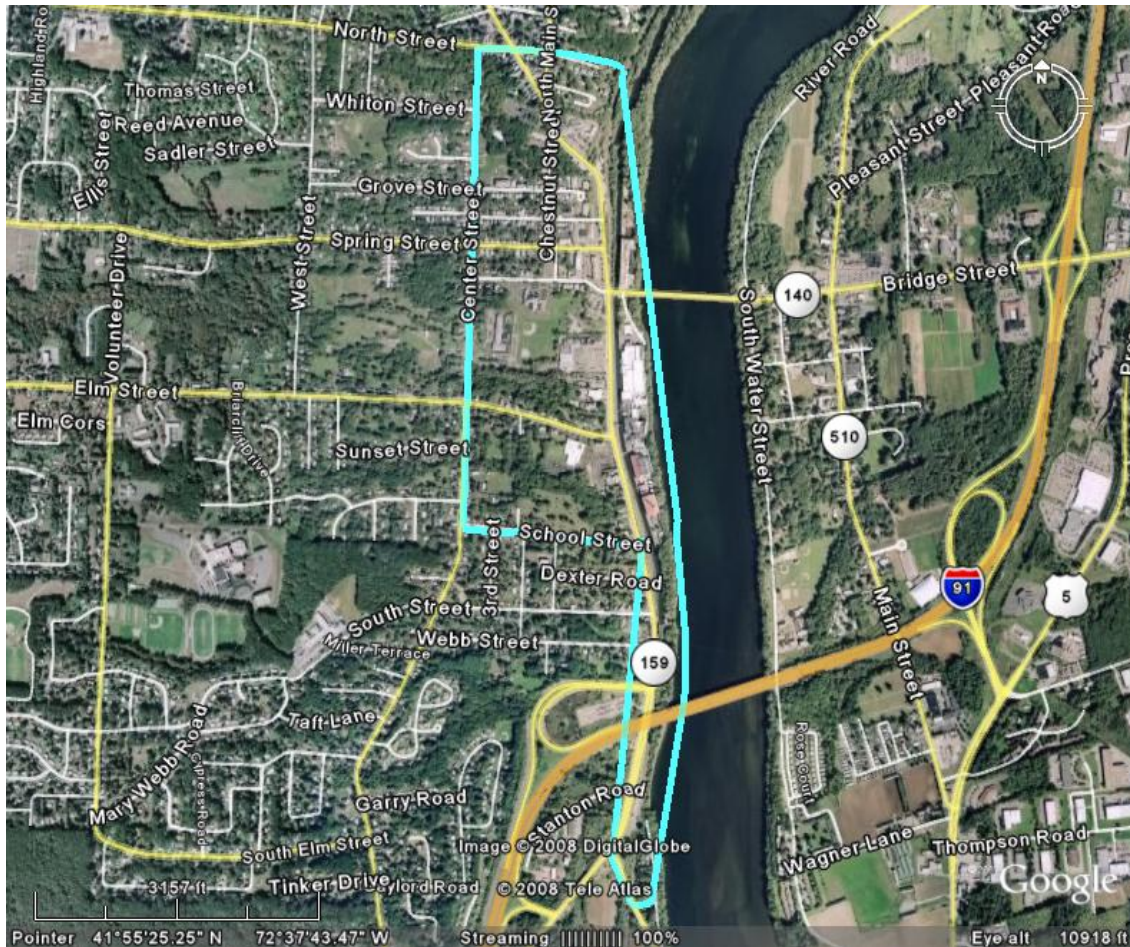
Source: Connecticut Policy and Economic Council (CPEC)

According to CERC, the median household income of Windsor Locks residents was \$55,742 as of 2006, slightly below overall average figures for Hartford County (\$57,927) and the state of Connecticut (\$61,879).

Housing

Also according to CERC, Windsor Locks had a total of 5,292 existing housing units as of 2005. The median sale price for residential property there was \$200,250 according to 2006 data also from CERC.

Main Street Area Market Analysis

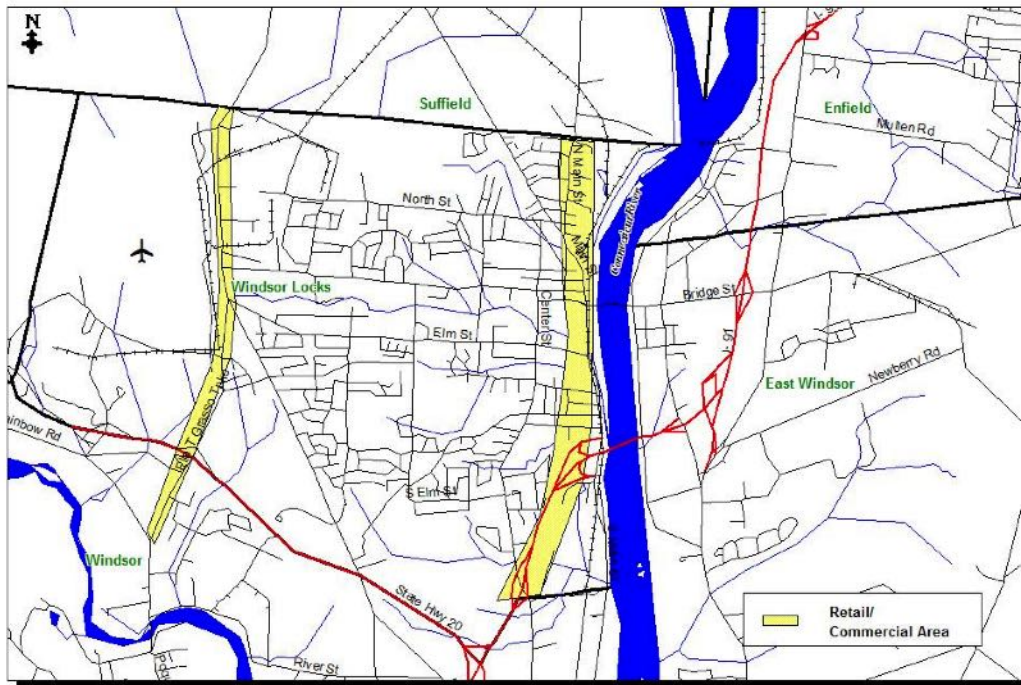


The downtown study area is typical of the development patterns of many older, smaller New England industrial towns. It comprises only 0.558 square miles, while Windsor Locks as a whole contains 9.03 square miles. An aerial view of the downtown shows a street grid pattern that reflects the small lot sizes that were developed based upon transportation patterns established more than a hundred years ago. The topography of the downtown is also impacted because of the Connecticut River and the terraced effects of land use along the river bank. These physical constraints have limited the size of commercial improvements in the downtown and make it less competitive for typical suburban commercial land uses such as are found along Connecticut Route 75 adjacent to Bradley International Airport. These constraints also limit development next to primarily the west side of Main Street.

Transportation development and the construction of the interstate highway system also have contributed to lack of downtown retail competitiveness. Current conditions are summarized below.

Current Conditions

Retail/Commercial Concentration



AMADON & Associates, Inc.

- Supply Controlled by Demand

The existing supply of retail and commercial uses of Main Street are confined to the Dexter Plaza and a few strip plazas along with condominium office buildings. The only *new* developments in the area are Walgreen's Pharmacy and Monster Miniature Golf.

RETAIL SECTORS

- DRUG STORES—CVS, WALGREEN'S
 - EATING ESTABLISHMENTS—CHINESE, PIZZA, SUBWAY, DUNKIN DONUTS
 - SERVICE—LAUNDROMAT, TAILOR, DRY CLEANER, BARBER SHOP, SHOE REPAIR, POST OFFICE, BANK, HAIR SALON
 - OFFICE—GENERAL, REAL ESTATE, MEDICAL, DENTIST, LEGAL
 - MISC—PASTRY SHOP, CONVENIENCE STORE, LIQUOR
 - GENERAL MERCHANDISE—FAMILY DOLLAR, OCEAN STATE, AUTO ZONE
 - SPECIALITY—MONSTER GOLF, MOONSTAR, T&S EMBROIDERY
 - PUBLIC—LIBRARY, HOUSES OF WORSHIP
- Physical Limitations Dictate Tenant Base (location, size, functional obsolescence)
These lead to gaps in the market.

MAIN STREET: Existing Property Uses are primarily NEIGHBORHOOD-ORIENTED

- 180,000-SQ.-FT. SMALLER COMMERCIAL (INCLUDES ALL SECTORS)
- WALGREEN'S ONLY NEW DEVELOPMENT

Main Street development is primarily limited to one side of the Main Street. On the other hand, when we look at Rte 75 in comparison, we see the following conditions:

ROUTE 75—Existing Property Uses Are Primarily TRAVEL-ORIENTED

- 200,000-SQ.-FT. SMALLER COMMERCIAL
 - 80,000 +SQ.-FT. OFFICE
 - 400,000+ SQ.-FT. MOTEL/HOTEL
 - 400,000+ SQ.-FT. INDUSTRIAL
 - 50,000 + SQ.-FT. EATING ESTAB.
- Both sides of street have retail/commercial development
- MULTIPLE NEW DEVELOPMENT PROJECTS UNDER CONSTRUCTION

A final observation of Main Street is the existence of some physical deterioration—this is a warning sign. Storefronts/commercial buildings need to be improved. Tenants of existing properties need to have a program that can help them improve their buildings to make appearance more pleasing.

Conclusion

Windsor Locks is a densely settled, middle-income town with relatively stable population and employment bases. It is strategically located equidistant between the larger cities of Hartford, Connecticut, and Springfield, Massachusetts (each having populations of about 124,000 to 150,000). It is estimated that 1.5 million people live in Hartford County and Hampden County that include these two cities. The town has excellent access to the interstate highway system and the Northeast via Interstate 91. This gives travelers access to Boston, Albany, New Haven, and New York, all within a two-hour drive.

Main Street—Potential

Our analysis has shown that downtown Windsor Lock is of sufficient size and scale to provide a mix of commercial and retail offerings that would be competitive with most smaller, older urban downtowns. The question is, What should those offerings or opportunities be? Over the last 20 years, the office segment and retail goods and services have been located in mostly small 300- to 1,000-square-foot stores or offices. The two larger concentrations of retail, Dexter Plaza and Waterside Village Plaza, anchor the two ends of the downtown. In between have been individual buildings and an office node developed as a condominium. Generally, these have all had reasonable levels of occupancy until recently when more vacancies have occurred in the more northern developments. In our opinion, there has been a sense of complacency and lack of specific attention to the retail and office components of downtown. The result has been occupancy levels created by more passive supply-and-demand factors.



Dexter Plaza, 20 Main Street, Windsor Locks: Retail store spaces between 960-16,080 sq. ft.-total rental area: approximately 64,000 sq. ft.

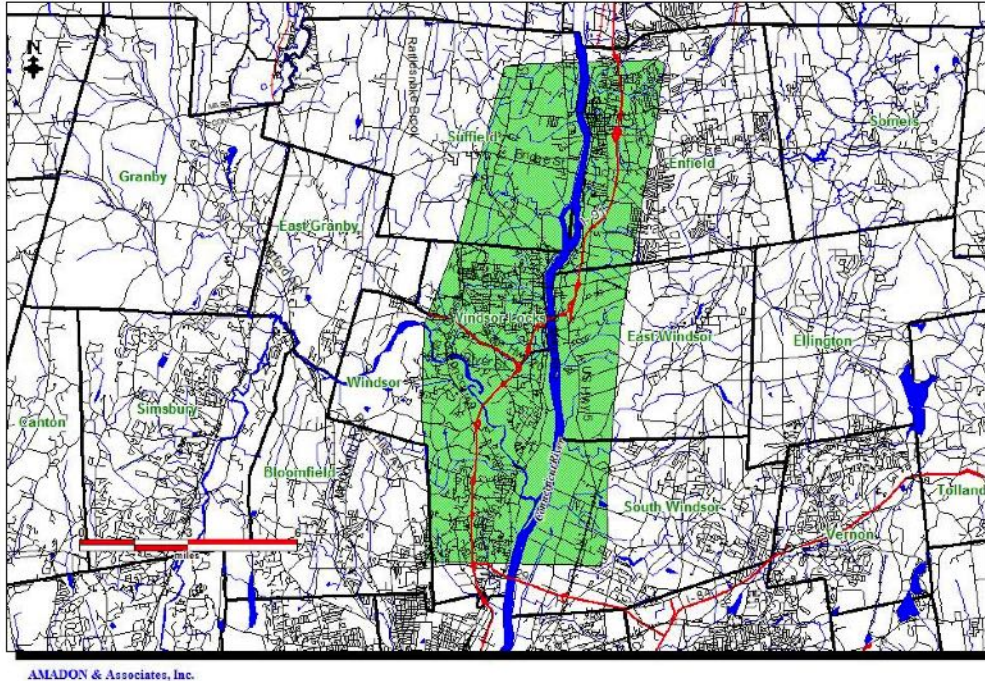
Our study has identified at least four significant potential generators of people to either live or to visit downtown Windsor Locks. Those include the relocation of the train station, the creation of a public space/park/bike trail, the Montgomery Mill and linking public space with places of recreation at or adjacent to the public land holdings. In our opinion, these may be the generators for change to the supply-and-demand equilibrium in downtown Windsor Locks. Certainly, if the Montgomery Mill Complex moves forward and adds 100+ units, the potential for 200 more people is close to a 15 to 20 percent increase in the downtown population. This would have an immediate effect on the service/retail sector.

If the relocation of the train station occurs, the opportunity for transportation-oriented development (TOD) is significant. Our studies of TOD projects and the creation of a more interesting, walkable community will result in a positive change in real estate values, which will have a direct correlation to the grand list.

We have seen the creation of retail or commercial themes in a number of communities that become attractive to persons living within the region. For example, downtown Putnam, Connecticut, became a focal point for antique stores. If the effort to establish the bicycle path network became a reality, it is logical that downtown Windsor Locks could be a unique spot for a stop along the way. To show the potential pool of persons living in reasonable proximity to downtown Windsor Locks, we present the following analysis.

When we look at the immediate region from an aerial perspective, it is clear that the shopping habits of those 1,714 people living in the Main Street study area and the rest of the 12,300 people living in Windsor Locks require the automobile that provides them instant access or at least only a 10 to 15-minute drive time to all types of retail establishments that will provide for their living needs.

10-15 Minute Drive Time Map



Although it may be true that people living in Windsor Locks find their goods and services in other communities, the potential of a population pool is large enough within this drive time or 10-mile radius to visit downtown if downtown Windsor Locks creates an attractive mix of uses not found in the typical suburban-sprawl development that exists within the region. In our analysis, we have looked at several different areas from which to draw people to the Main Street area—a 10 to 15 minute drive time, several different radii as well as the people immediately downtown in the “town center” and the overall demographics for Windsor Locks. The table below provides a snapshot of the populations in these areas.

	<u>Windsor Locks</u>	<u>Main Street Main Study Area</u>	<u>1-Mile Radius</u>	<u>3-Mile Radius</u>	<u>5-Mile Radius</u>	<u>10-Mile Radius</u>
Population						
2000	12,043	1,663	5,933	22,146	56,941	255,105
2005	12,311	1,714	6,126	22,686	58,133	264,166
2010	12,633	1,773	6,337	23,293	59,450	273,874
Households						
2000	4,935	724	2,492	8,420	21,916	96,128
2005	5,133	755	2,615	8,730	22,713	101,014
2010	5,343	787	2,741	9,071	23,557	105,887
Median Age						
2000	49.5	46.5	38.8	38.9	38.9	49.1
2005	50.7	47.7	40.5	40.3	40.4	50.6
2010	52.2	48.8	42.4	42.1	42.1	52.2

	<u>Windsor Locks</u>	<u>Main Street Main Study Area</u>	<u>1-Mile Radius</u>	<u>3-Mile Radius</u>	<u>5-Mile Radius</u>	<u>10-Mile Radius</u>
Average Household Income						
2000	\$56,466	\$48,779	\$54,024	\$66,029	\$66,029	\$67,357
2005	\$61,929	\$53,439	\$60,392	\$74,420	\$74,420	\$76,543
2010	\$67,384	\$60,336	\$66,428	\$81,820	\$81,820	\$84,809
Median Household Income						
2000	\$49,414	\$40,939	\$46,593	\$57,647	\$57,647	\$57,046
2005	\$53,346	\$44,117	\$49,928	\$63,373	\$63,373	\$62,905
2010	\$59,105	\$49,280	\$55,839	\$68,970	\$68,970	\$68,715
Per Capita Income						
2000	\$23,079	\$21,277	\$22,729	\$23,256	\$25,928	\$25,925
2005	\$25,999	\$23,750	\$26,179	\$26,150	\$29,679	\$29,766
2010	\$28,677	\$27,014	\$29,134	\$28,861	\$33,038	\$33,292

Source: PCensus

Findings—Recommendations

In all likelihood, the status quo of downtown Windsor Locks will not change unless outside forces effect change. We believe that the initial positive review and comments of our plan have helped to ignite the imagination of residents and stakeholders of downtown Windsor Locks in a very positive manner. We think that the establishment of a downtown development council with an appropriate cross section of stakeholders can positively implement the many recommendations within our plan.

We have seen from the response to the graphics that people react to visual stimulation. Therefore, a well-thought-out and implemented façade improvement program can keep the initial positive momentum going. As work progresses in exploring and implementing the major suggestions of the report, the communications links that resulted from the initial study can be strengthened.

We know from following development patterns locally and nationwide that commercial and retail uses will gravitate toward the generating force connecting redevelopment. Therefore, we can conclude that the gap that may currently exist in the commercial infrastructure will be resolved by market forces.

Windsor Locks Main Street Master Planning Study

May 28, 2008

REDEVELOPMENT COSTS

(for planning purposes only)

Prepared by: Ferrero Hixon Associates

The following planning costs are global generalizations based on our experience with many varied properties. Actual costs will vary substantially based on local conditions and final design.

DEMOLITION

	<u>quant/</u>	<u>unit</u>	<u>total/</u>	<u>unit</u>
Building Demolition - assumes 2 story masonry w/ basement, 25% building coverage. Does not include hazardous waste remediation.	\$7.50	sf	\$165,000	acre
Site Demolition - assumes 50% hard surface coverage.	<u>\$3.50</u>	<u>sf</u>	<u>\$76,000</u>	<u>acre</u>
Total	\$11.00	sf	\$241,000	acre

NEW CONSTRUCTION

Building - assumes 2 story masonry construction, residential or retail.	\$175.00	sf
Site - add +/-15% of building cost.	\$26.25	sf
Soft costs - add 20% of building and site costs.	<u>40.25</u>	<u>sf</u>
Total - construction cost per sf per floor.	\$241.50	sf

Streetscape - per side of street	\$500.00	lf
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MINIMAL STREETSCAPE IMPROVEMENTS

Demo miscellaneous - concrete curb and 4' concrete walk	\$28.00	lf
New Construction: Concrete curb and 4' conc walk, 4' loam and seed	\$70.00	lf