

TOD Roles, Visioning, Viability & Tools Analysis Study

*Envisioning
Planning and
Building
Connected
Communities*

Presented to:



Presented by:



December 15, 2021

Agenda

1. Introduction
2. Project Overview
3. Scope of Work
4. Previous study recommendations
5. Project Schedule and next steps
6. Discussion

Project Team



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Equity Coordinator



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Project Manager



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Real Estate Modeling



Laura Toole
Outreach



Grant Olear
Public Outreach



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TOD Vision



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Finance Tools Analysis

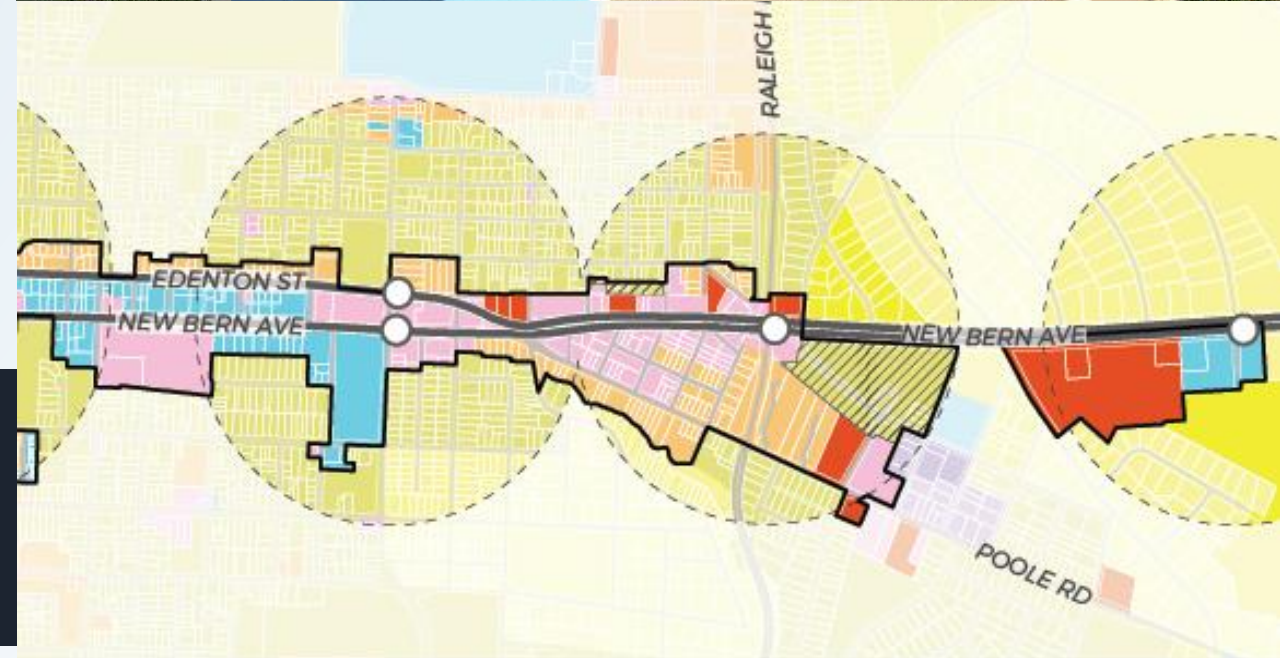


Jenifer Ross-Amato
Operational Management

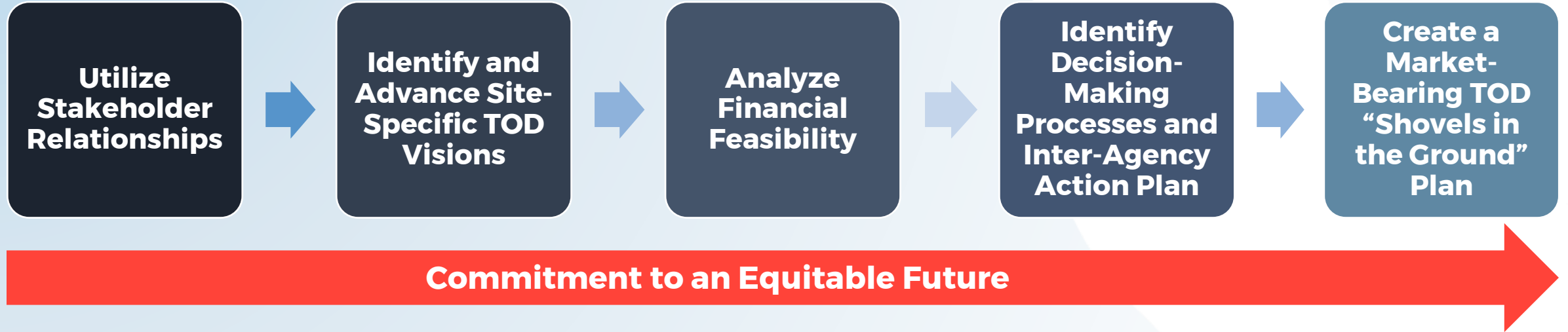
Project Overview

- **Build** on previous studies
- **Create** template for shovels in the ground and best go-to-market strategy
- **Provide** tools to unlock long latent potential
- **Commit** to working towards an equitable future

Objective: Identify economic development opportunities that are financially viable and leverage existing assets that are community centric.

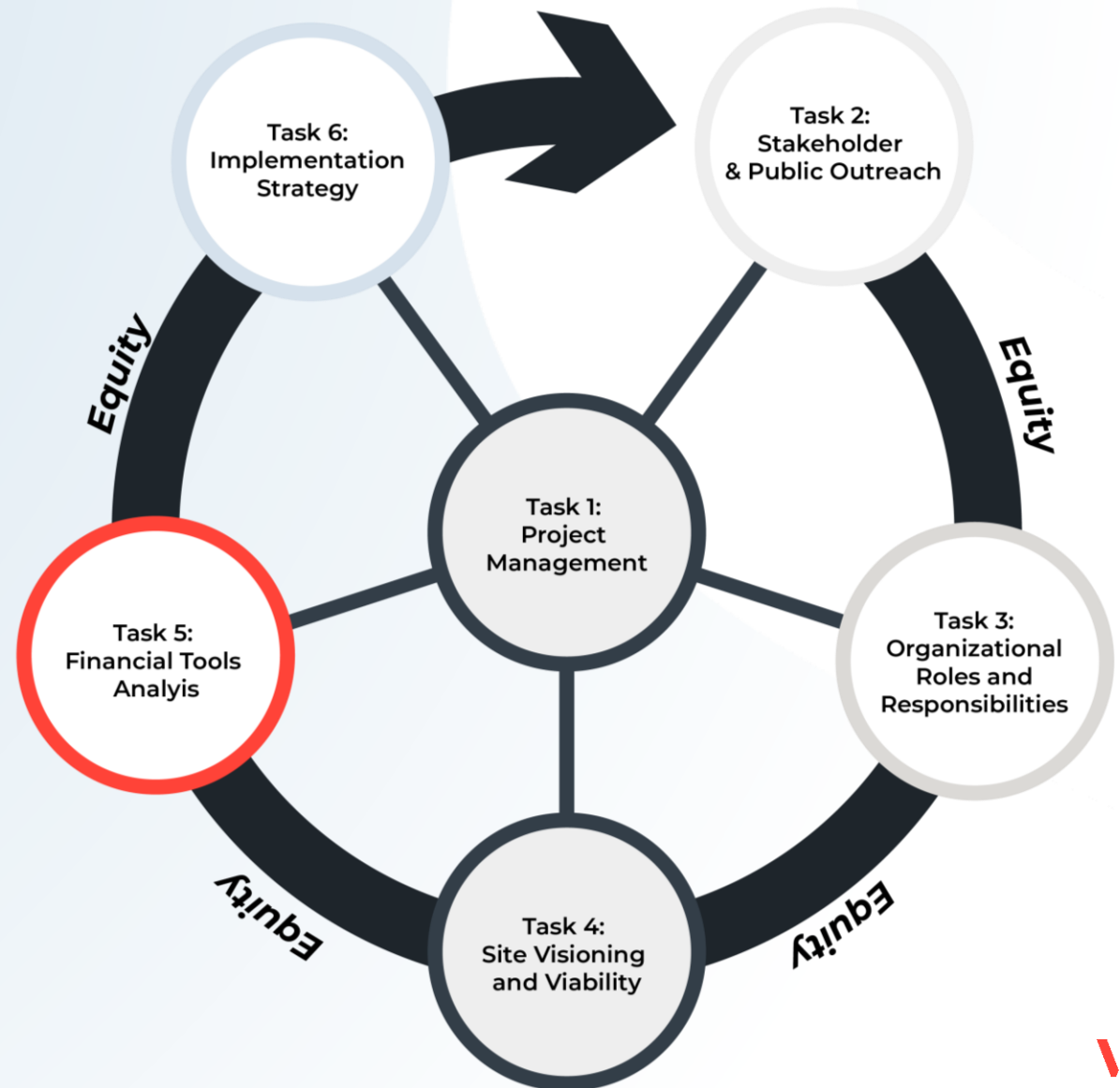


Project Approach

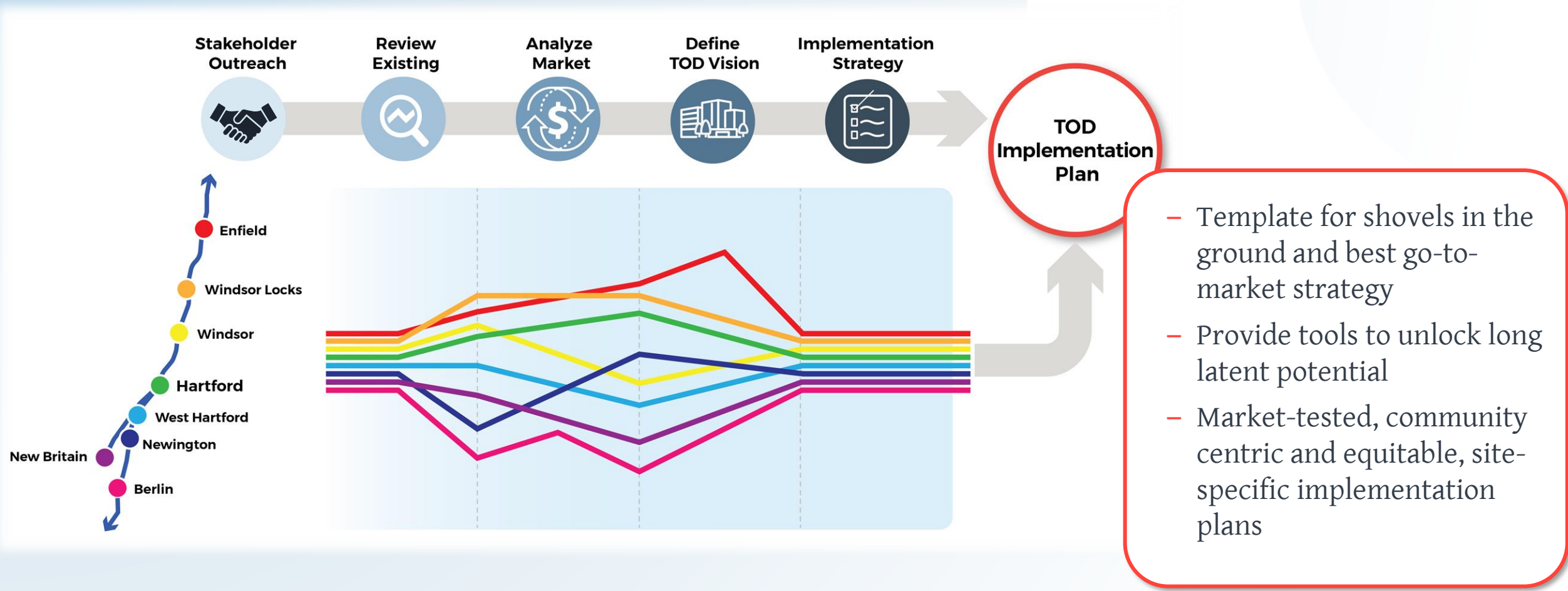


Threading Equity Throughout the Project Process

- Approach rooted in Project Management
- Understanding what Equity means for each site and tailoring the approach
 - *How are we addressing stakeholder needs?*
 - *Are we giving developers tools to embrace equity in their development?*
 - *Do visions reflect surfaced needs?*



Deliverable: Plan of Action for Each Site



Scope of Work

Task 1. Project Management

Task 2. Stakeholder and Public Outreach

Task 3. Organizational Roles and Responsibilities

Task 4. Site-Specific Visioning and Viability

Task 5. Financial Tools Analysis

Task 6. Implementation Strategy and Executive Summary

Task 1. Project Management

Month 1																																							2					3					4					5					6					7					8					9				
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Task 2. Stakeholder and Public Outreach

WSP Public Outreach Approach

- Strategic and consistent outreach throughout the project
- Open and inclusive participation
- Equity as a focus
- Education about the project purpose
- Information on the surrounding community impacts
- Public input on design elements

Task 2. Stakeholder and Public Outreach

Methods to Maximize Public Involvement Efforts throughout Study

- Work with Municipalities in all Outreach
- Leverage Existing Statewide and Local Networks
 - *Including those derived from the Project Advisory Committee (PAC) & Technical Advisory Committee (TAC)*
- Seek Holistic and Overarching Input
 - *Deploy an interactive survey to engage a large, diverse audience*
- Implement Cost-Efficient Strategies
 - *Utilize Virtual Meetings*
 - *Grouping Municipalities for Meetings*
 - *In-house Spanish Translation of Written Materials*

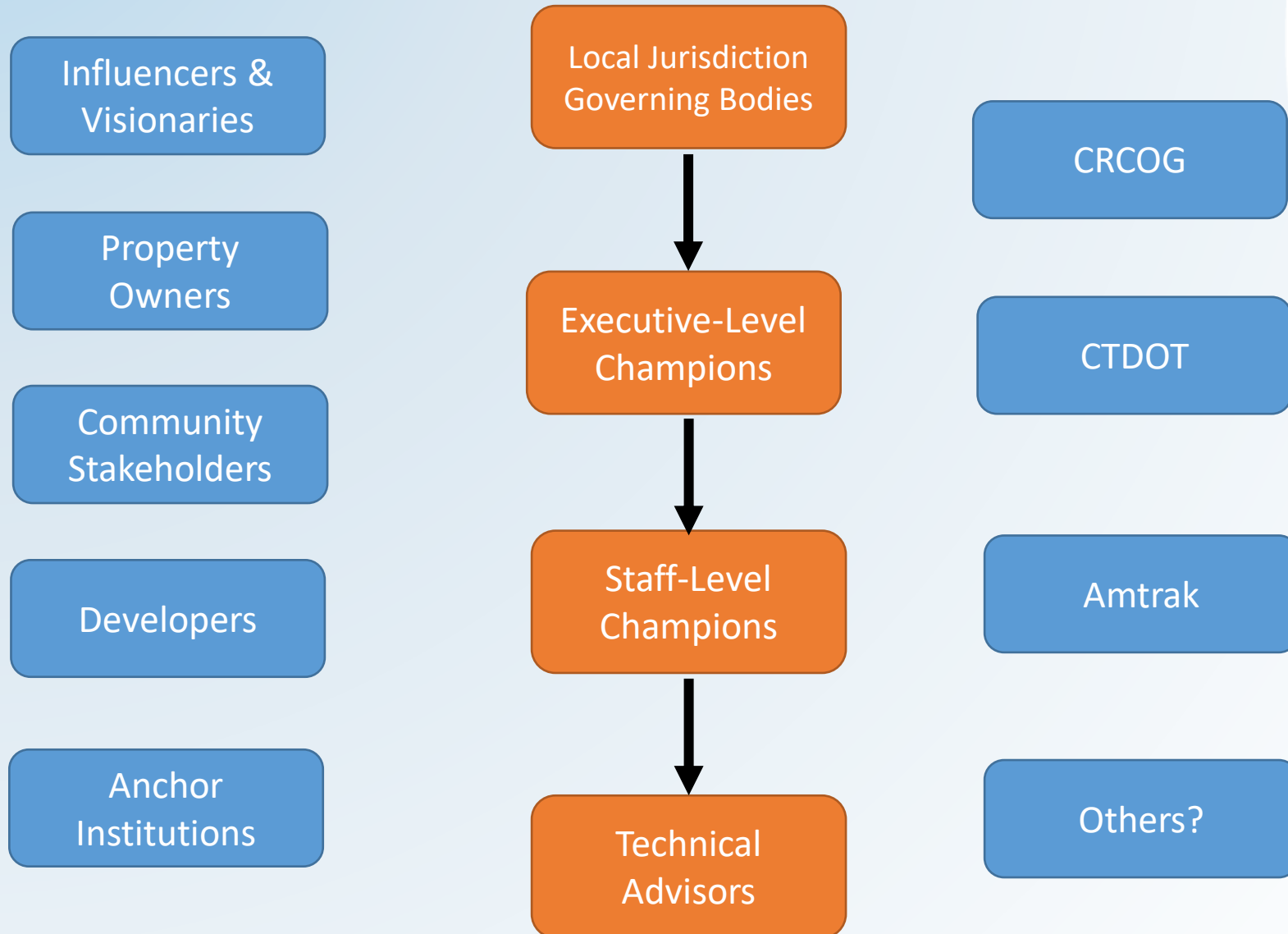
Task 2. Stakeholder and Public Outreach: Municipal Groupings

Anticipated Goals & Development Scale			
Group 1	Group 2	Group 3	Group 4
<ul style="list-style-type: none">• New Britain• Hartford	<ul style="list-style-type: none">• Berlin• Newington	<ul style="list-style-type: none">• West Hartford• Windsor	<ul style="list-style-type: none">• Windsor Locks• Enfield

Grouping Rationale

- Goals for Transit-Oriented Development (TOD) and Associated Scale of Development
 - *Group 1: Larger, more densely populated urban communities*
 - *Group 2: Smaller communities with site-specific TOD projects in mind*
 - *Group 3: Mid-size communities with TOD goals in downtown settings*
 - *Group 4: Larger, less-urbanized communities seeking sizable, transformative TOD*

Task 3. Organizational Roles and Responsibilities



- ✓ Who are the players?
- ✓ What are the systems in which they operate?
- ✓ What are the barriers to efficiency and project completion?
- ✓ What can be improved (and what cannot)?

Task 3 Approach



- ✓ Pinpoint previously identified barriers
- ✓ Set priorities with PAC/TAC
- ✓ Document due diligence
- ✓ **Interviews**

- ✓ Policy Priorities
- ✓ Regulatory
- ✓ Decision Making Processes
- ✓ Authority Constraints
- ✓ Implicit Biases
- ✓ Conflicting influences
- ✓ Culture & Politics
- ✓ Philosophy

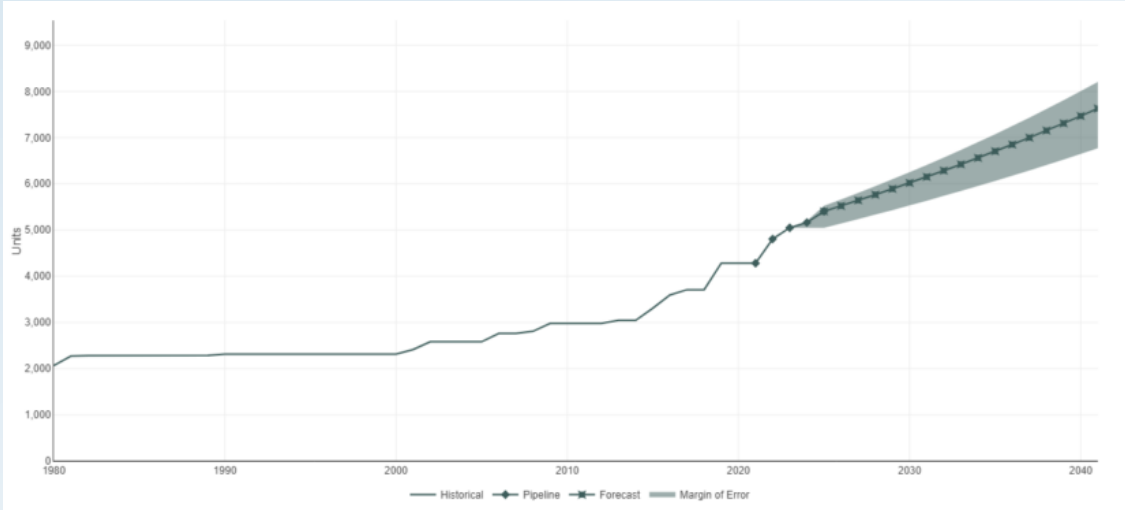
- ✓ Organizational capacity
- ✓ Authority
- ✓ Processes
- ✓ Partnerships
- ✓ Overlapping Needs
- ✓ Coordination & Monitoring

Task 4. TOD Market and Feasibility Analysis

(Quantitative Analysis)

- Review of existing plans, studies and related efforts
- Historical analysis of market trends
 - Job and employment growth, population growth, new housing units, commercial development
 - In-depth review of project pipeline, both proposed and under construction

Sample 1: Historical Trendline projected into 20-year forecast



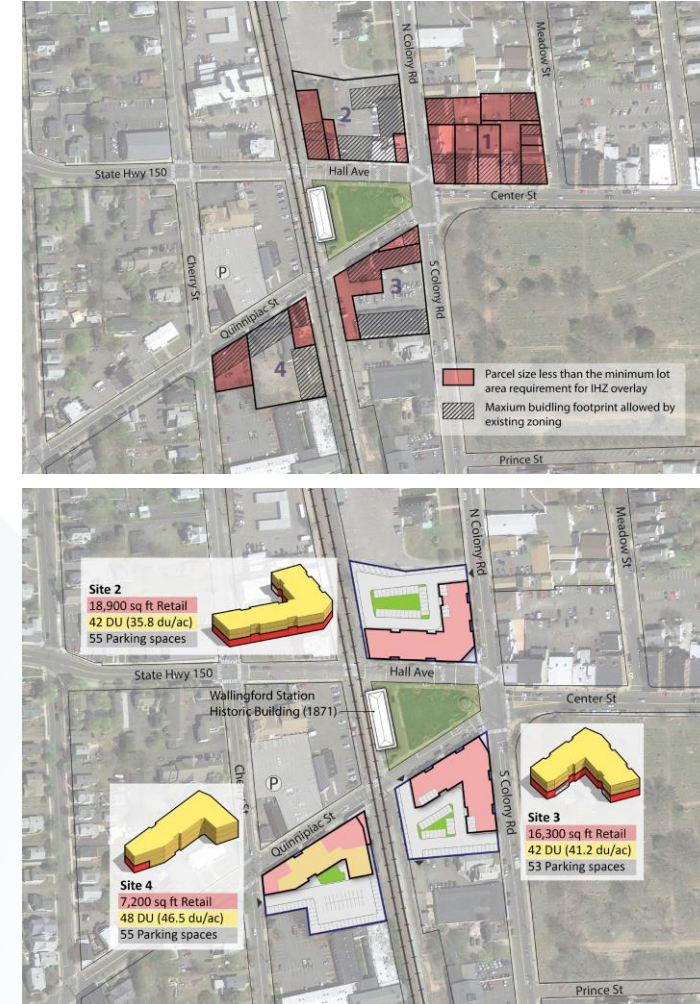
Sample 2: Forecast market demand for future development

Category	2022 to 2026	2027 to 2031	2032 to 2036	2037 to 2041
Residential	0 to 500 Units	200 to 700 Units	400 to 1,000 Units	600 to 1,200 Units
Retail	0 to 30,000 SF	50,000 to 80,000 SF	60,000 to 100,000 SF	70,000 to 120,000 SF
Industrial	10,000 to 50,000 SF	90,000 to 160,000 SF	180,000 to 250,000 SF	200,000 to 270,000 SF
Office	100,000 to 200,000 SF	150,000 to 350,000 SF	150,000 to 350,000 SF	200,000 to 400,000 SF
Hotel	0 to 100 Rooms	100 to 200 Rooms	100 to 200 Rooms	100 to 200 Rooms

Task 4. Site Selection/Site-Specific Visioning and Viability

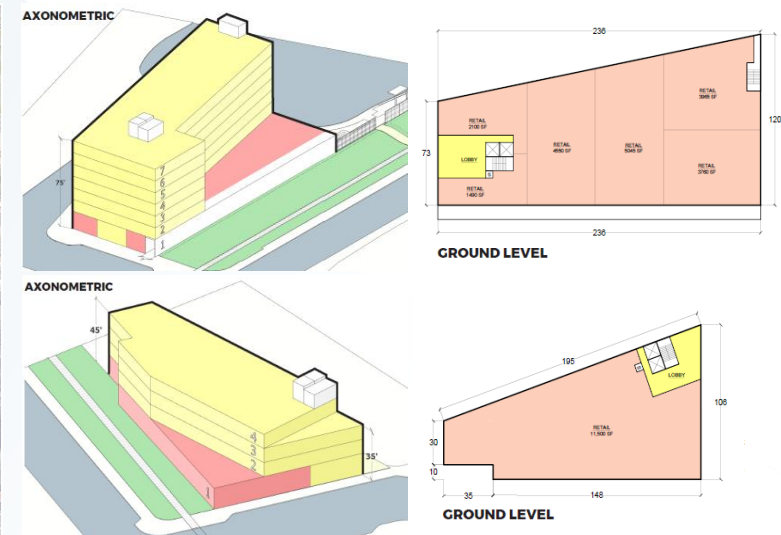
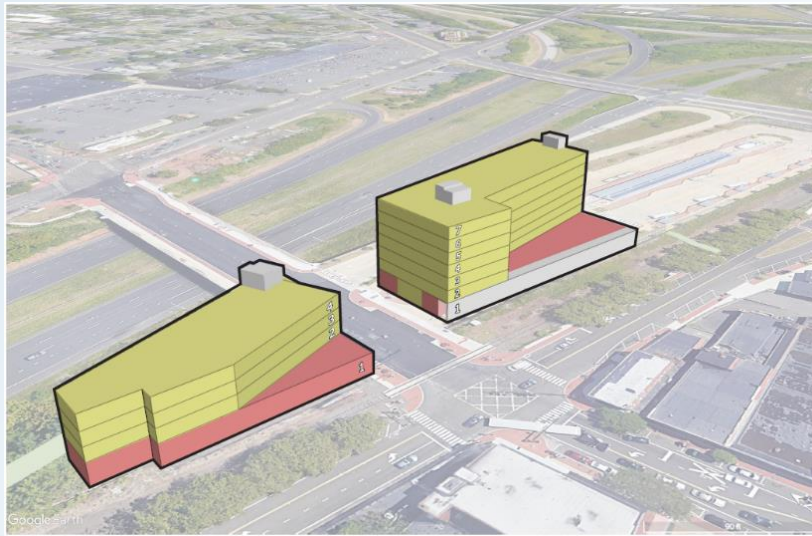
(Qualitative Analysis)

- Developer Interviews
 - Local market dynamics (pipeline, absorption, financial return)
 - Development fundamentals (land costs, parcel size and assemblage, entitlement)
 - Create market awareness for catalyst sites
- Specific suggestions for feasible development
 - Taking into consideration market demand, physical site advantages and limitations, developer interest, and town economic development goals - *reality check*
- Understand gaps where the private market economics are not viable
 - Parking minimums, impact fees, height limits, and other regulatory hurdles that increase costs
 - Current market rents and sale prices that may impact revenues



Task 4. TOD Visioning

- Integrating feedback and Market Analysis to identify goals for the TOD Sites
- Test-fits to illustrate zoning limits and opportunities
- Leverage existing community assets and reflect community through development programs



Site Development, New Britain, CT

Task 5. Financial Tools Analysis – Filling potential Gaps *(tax credits, grants, loans, etc.)*

- Enterprise Zone Tax Abatements
- Incentive Housing Zone Grants
- Tax Increment Financing Districts
- Economic Development Assistance Grants for Infrastructure
- Historic Redevelopment Tax Credits
- New Markets Tax Credits and Funding Surety
- Opportunity Zones
- Brownfield Redevelopment Programs
- Transit Oriented Development Programs
- Urban Act Grants
- Affordable Housing Program (AHP) aka “Flex”
- HOME Investment Partnerships (HOME)
- Housing Trust Fund
- HUD Housing Trust Fund

Task 6. Implementation Strategy and Executive Summary

- An Inter-Agency Plan that reflects a shared, coordinated vision
- Realistic roadmaps for *8 specific discrete transactions*
- Identify priorities and sequencing of actions
- Synthesis of recommendations from Tasks 2-5:
 - ☐ *Stakeholder & Public Outreach*
 - ☐ *Organizational Roles & Responsibilities*
 - ☐ *Site-Specific Visioning & Viability*
 - ☐ *Financial Tools Analysis*
 - ☐ *Go-to-Market Strategies*

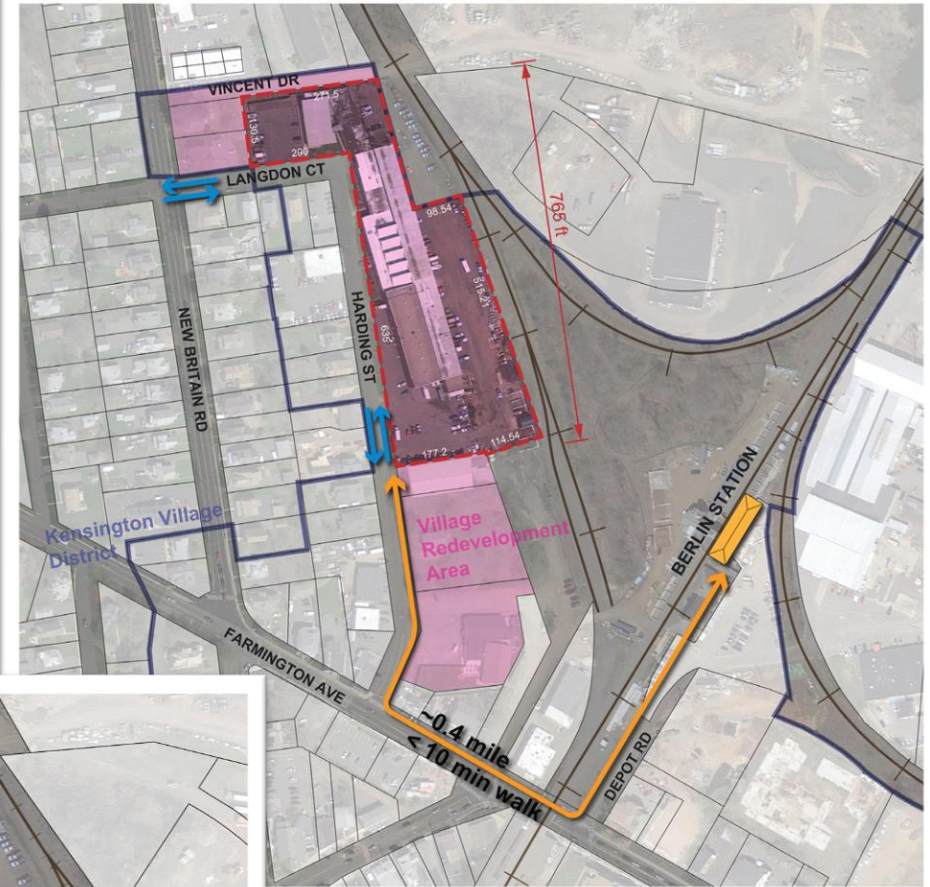
Leverage Prior Efforts

- Refer to previous efforts conducted by Consultant team and Towns
- Align with recent planning and development updates
- Update Market information
- Confirm Site Selection for Implementation



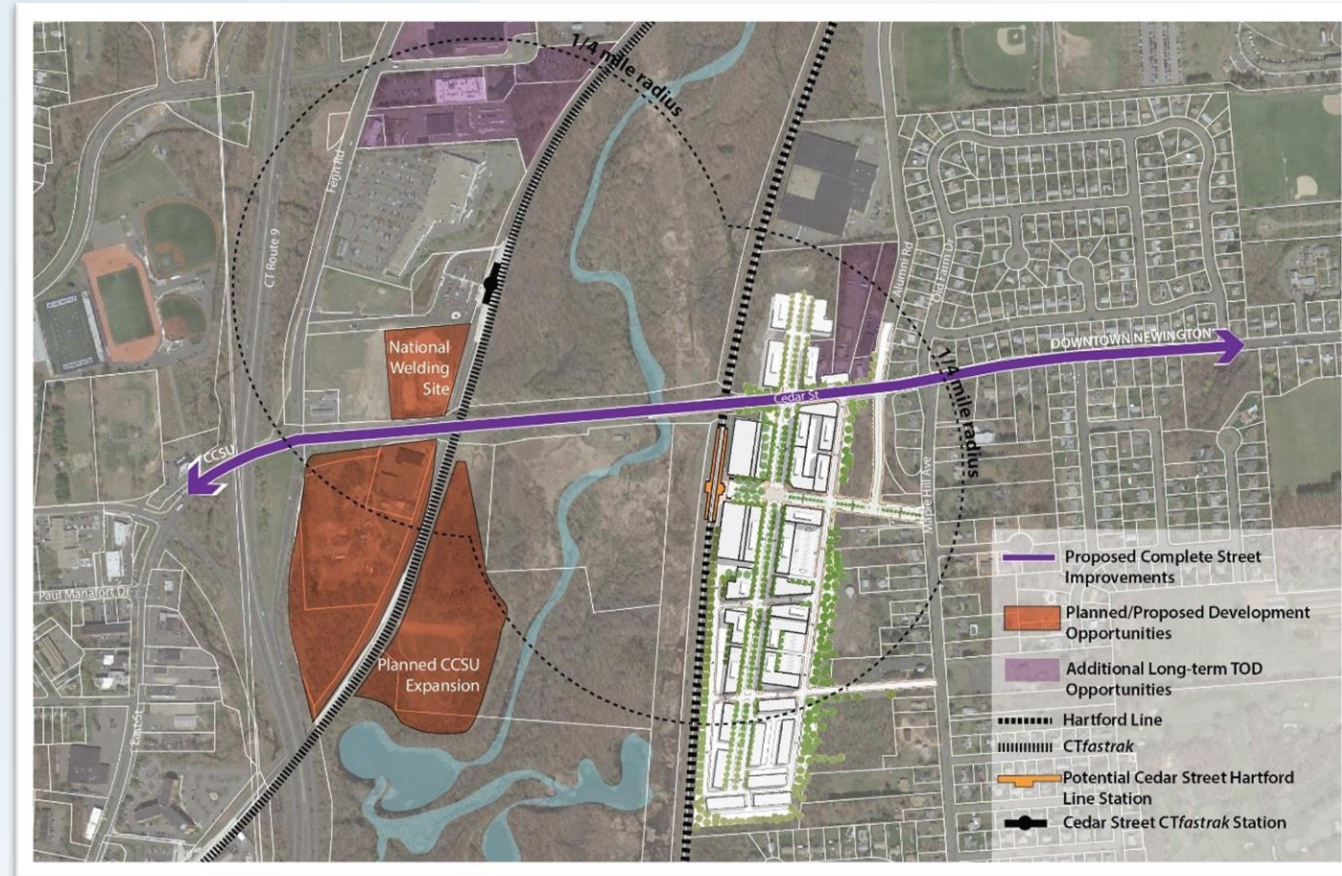
Berlin

- Previous Study Recommendations:
 - *Redevelopment Site Concept Plan*
 - Rebuilt station as the anchor
 - Consider zoning modifications
- Site Visit Takeaways:
 - *Berlin Steel site: assess for themed master development*
 - *Depot Crossing: Assist for higher density*
 - *Harding St. Redevelopment Area: update assessment for development*



Newington

- Previous Study Recommendations:
 - *Alternative Station Siting Assessment*
 - *Next steps:*
 - Consider zoning changes to support TOD around Cedar St.
 - Assess Market Appetite
- Site Visit Takeaways:
 - *Develop phased go to market strategy For West Hill Auto/Newington Junction/Shepard Steel (Proposed Hartford Line Station per EA)*
 - *Initiate discussions with CCSU on Cedar & Fenn Rd. site*



West Hartford

– Previous Findings:

– Targeted Area Test-Fits and Zoning Analyses

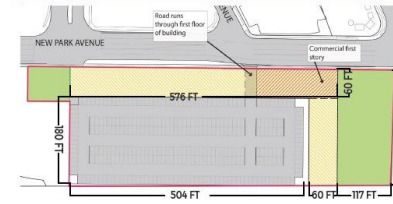
- Potential modifications to accommodate TOD
- Prohibit non-TOD uses within Station Area

– Site Visit Takeaways:

- Assess Flatbush Ave. 261-285 Newfield Ave. Site – jointly w/Hartford (Proposed CTDOT Hartford Line Station Site per EA)
- Assess 635 New Park Ave., and Various New Park Ave. Sites



TEST-FIT 1



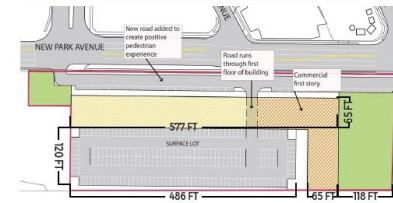
- 4 Stories (mixed-use)
- 10,000 sf retail
- 170 residential units
- 35,000 sf open space
- 320 parking spaces
- FAR: 1.0
- Street wall: 575 ft

TEST-FIT 1



- 2 stories
- 15,700 sf office
- 63 parking spaces
- FAR: .45
- 165 ft street wall

TEST-FIT 2



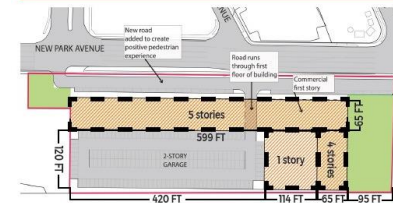
- 4 Stories (mixed-use)
- 19,000 sf retail
- 160 residential units
- 33,000 sf open space
- 200 parking spaces
- FAR: 1.0
- Street wall: 575 ft

TEST-FIT 2



- 2 stories
- 18,400 sf office
- 55 parking spaces
- FAR: .53
- 185 ft street wall

TEST-FIT 3



- Mixed stories: 1, 4, and 5 Stories (mixed-use)
- 59,000 sf retail
- 175 residential units
- 19,000 sf open space
- 350 parking spaces
- FAR: 1.36
- Street wall: 600 ft

TEST-FIT 3



- 2 stories
- 21,400 sf office
- 48 parking spaces
- FAR: .61
- 200 ft street wall

Hartford

– Previous Findings:

- *New Park Avenue Corridor Study*
 - Vibrant corridor through Development to West Hartford
- *TOD Pilot Study*
 - Full-Area Build Out for Parkville Area
 - Vision derived from extensive outreach

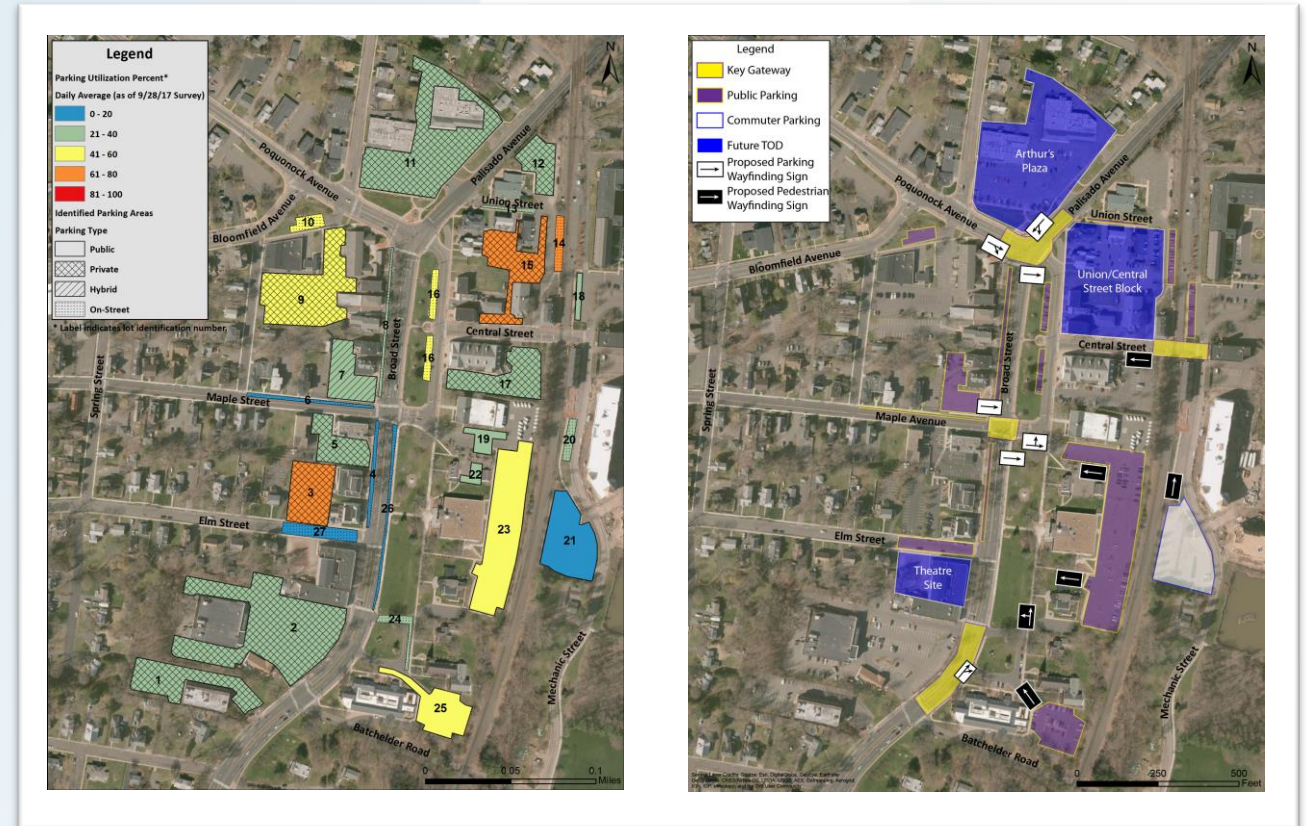
– Site Visit Takeaways:

- Assess Kane St. 230 New Park Ave.
- Assess Parkville-Kane St. Master Plan
- Assess Flatbush Ave. 261-285 Newfield Ave. Site – jointly w/W. Hartford



Windsor

- Previous Findings:
 - *Parking Management Study*
 - Near and long-term needs addressed in Windsor Center
 - Living document to support ongoing development efforts
 - *TOD Pilot Study*
 - Full-Area Build Out for Parkville Area
 - Vision derived from extensive outreach
- Site Visit Takeaways:
 - Assess Site 21- Mechanic St. Park-n-Ride
 - Assist on Arthur's Plaza, 28 & 125 Poquonock Ave. sites



Windsor Locks

- Previous Findings:
 - *Illustrative Plan to Support Full-Station Area Build-out*
 - Coordination needed with CTDOT to relocate station
- Site Visit Takeaways:
 - *Assess/Assist on Windsor Lock Market site*
 - *Evaluate 50, 100 & 242-256 Main St. sites*



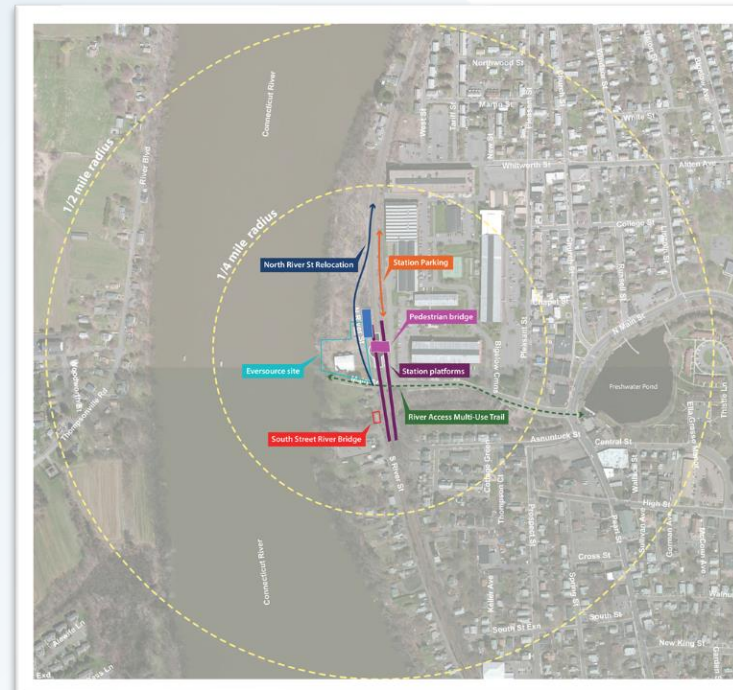
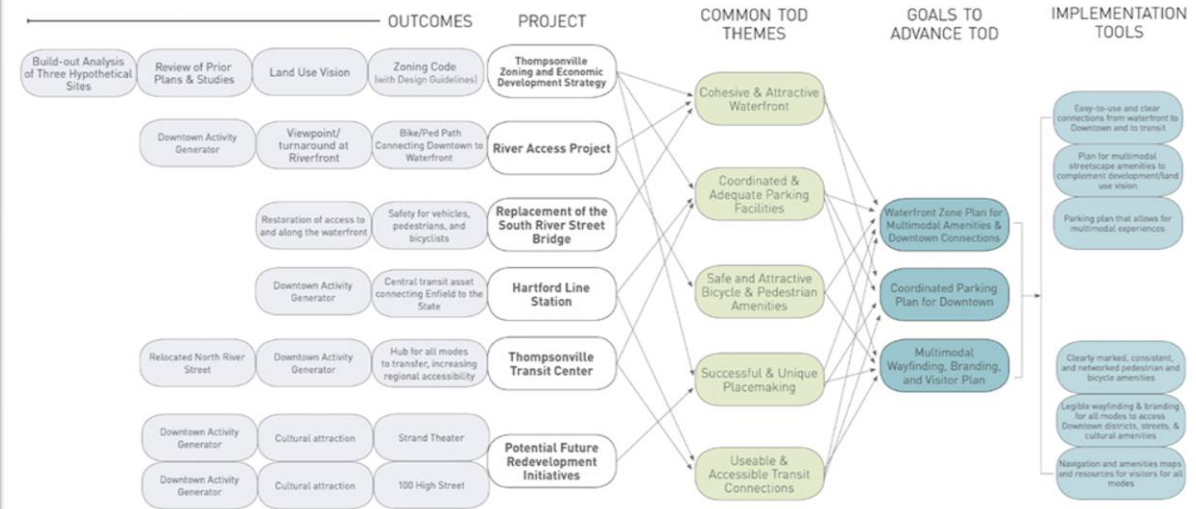
– Previous Findings:

- *Implementation Blueprint for Thompsonville Community*
- Interactive tool the Town can use to update and implement TOD activity

– Site Visit Takeaways:

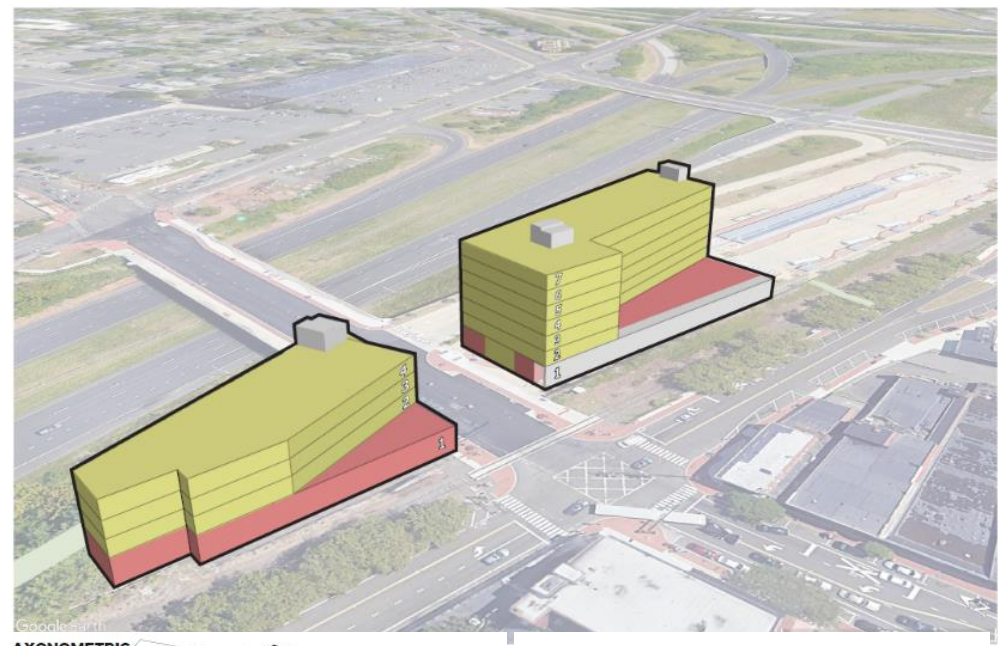
- *Assess Eversource/North River Site (Proposed Hartford Line Station Site per EA)*
- *Assist on Strand/Lamagna Solicitation*

OPPORTUNITIES FOR INTER-PROJECT COORDINATION AND COHESION

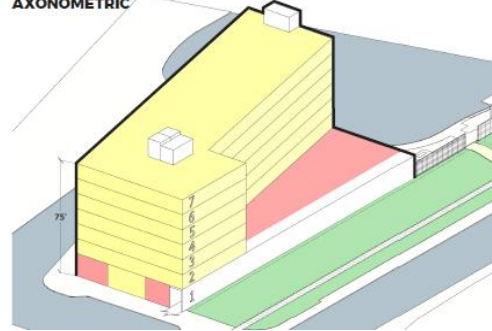


New Britain

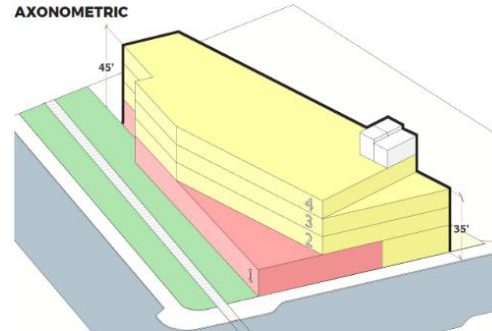
- Previous Findings:
 - *Development Feasibility and Financing tools to support RFI*
 - TOD test-fit
 - Market scan
- Site Visit Takeaways:
 - *Assess East Main St. DPW site*



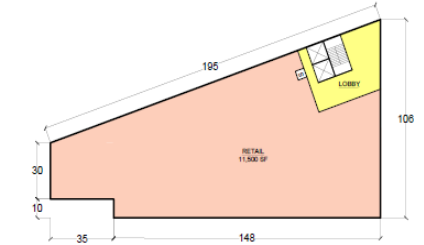
AXONOMETRIC



AXONOMETRIC



GROUND LEVEL



GROUND LEVEL

Next Steps

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Discussion

- Due diligence requests (task 3)
- Identification of individuals for interviews (task 3)
- Recommendations for developer interviews (task 4)
- Questions?