

# City of Waterbury

## Plan of Conservation and Development

### 2026-2036

Adopted April 8, 2026

Effective May 1, 2026

# Prepared for: Waterbury City Plan Commission

Raymond Work, Chairman  
Carl Rosa, Vice Chairman  
Michael DiGiovancarlo, Aldermanic Liaison  
Michael Cervellino  
Gary Hychko  
John Slavin  
Yisroel Weinreb

With technical assistance provided by:



## Plan of Conservation and Development Working Group

Robert Nerney, AICP, City Planner  
Clifford Brammer III, AICP, Assistant City Planner  
Raymond Work, Chairman, City Plan Commission  
Joseph McGrath, Director of Economic Development  
Michael LeBlanc, Director of Finance

Special thank you to Joann Laudisi, Executive Administrative Assistant, for her assistance with event scheduling, meeting notices, agendas, and other behind-the-scenes support for the POCD update process.

# Table of Contents

1. Introduction.....	1
2. Waterbury Today.....	5
3. Vision for the Future.....	15
4. Downtown Revitalization.....	24
5. Economic Prosperity.....	36
6. Quality of Life.....	44
7. Connectivity and Mobility.....	60
8. Community Resiliency and Stewardship.....	74
9. Consistency with State and Regional Plans.....	84
10. Implementation Plan.....	88

Appendix A: Topical Booklets (Full Reports)

Appendix B: Community Survey Results





# 1. Introduction

## **Introduction**

Waterbury is a diverse city of nearly 115,000 residents that is the geographic, economic, cultural, and population center of the Naugatuck Valley region. As of 2020, Waterbury is Connecticut's fifth largest city. Waterbury is a city of neighborhoods, with many residents boasting community ties that go back for generations. Waterbury offers a range of lifestyle choices, from dense urban neighborhoods to low density suburban neighborhoods. Waterbury has a rich and significant history from its origins as a small agricultural community, its growth as a national center for brass and metal product manufacturing in the nineteenth and early twentieth century, and transition into a modern residential and commercial city of today. Like in previous eras, Waterbury continues to adapt to changing local, state, national, and global conditions. This Plan of Conservation and Development presents the City's framework for continuing to adapt to a changing world for the next decade and beyond.

## **What is a Plan of Conservation and Development?**

A Plan of Conservation and Development is the official statement from a municipality setting forth its goals and aspirations for the future land use, development, and environment of the community. These plans are comprehensive in nature and touch on topics such as land use, housing, utilities, roads, economic development, transit systems, multi-use trails, parks & recreation, historic resources, resilience, and natural resources. As a forward-looking document, the POCD identifies strategies for how the City should grow, adapt to change, and manage resources for the coming decade. Chapter 126, Section 8-23 of the Connecticut General Statutes requires that the City Planning Commission "prepare, adopt, and amend a Plan of Conservation and Development for the municipality" every ten years.

The recommendations in the Plan are drawn from data, interviews with City department heads, as well as feedback garnered from a range of community outreach events. The Plan is intended to guide both public and private development, embodying both a long-term community vision while also serving as a guide for short-term decision making. Over the next decade, the City Plan Commission will evaluate land use applications and public improvement projects for consistency with the vision and goals set forth in the Plan of Conservation and Development.

## History of Planning in Waterbury

Contemporary planning efforts arose to tackle the range of health, social, and public welfare issues caused by industrialization and rapid urban growth in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries. The planning discipline has continued to evolve to meet the most pressing issues of the time, and Waterbury's planning history has followed a similar evolution.

Formal public planning efforts in Connecticut began in 1907, when Hartford became the first city in America to maintain a permanent planning board, the Commission on the City Plan. In the decades that followed, Planning Commissions were created around the state. Waterbury's first City Plan Commission began operation in 1945, when it authored the *City's Six Year Plan of Public Improvements for the City of Waterbury, Connecticut*.

In 1959, the Commission developed an updated Plan titled *Waterbury, a General Plan for Development*. Still recovering from the Flood of 1955, one of the cornerstones of the 1959 Plan was to prohibit residential construction within the floodplain, and to also limit new commercial and industrial development in these areas.

In 1971, the Commission adopted a new document titled *The Comprehensive Plan*, which focused on land use, schools, recreation, and circulation. The 1971 Plan outlined the desired land use and development patterns in the City, which made their way into the City's zoning regulations. It included a separation of land uses into residential, commercial, and industrial districts, at a range of development intensities. The Plan recognized the transformative roles that the highway system and personal automobiles played in development patterns and established the City's first arterial commercial zones (Naugatuck Valley Mall, Waterbury Plaza, and Colonial Plaza), as well as industrial parks on the City's periphery. The 1971 Plan also established recommendations for open space expansion, predominantly around waterways. This resulted in over 500 acres of new open space acquisition including areas such as Pritchard's Pond, Great Brook Reservoir, and Murray Park. The circulation element of the Plan focused on a number of roadway connectivity projects and highway crossings as I-84 and Route 8 neared completion. In addition, the Plan also advocated for improvements to the City's bus system such as improved shelters and amenities.

The City began updating the Comprehensive Plan in 1999, a multi-year effort that was finally completed in 2005 and titled the *City of Waterbury Plan of Conservation and Development (2005)*. This effort included the completion of "Community Assessment Reports," which contained background studies and data on a range of topics including land use, demographics, and infrastructure. The 2005 Plan contained recommendations on a range of topics including land use, redevelopment, circulation, economic development, parks, recreation, infrastructure, housing, and schools. Planning efforts that were introduced in the 2005 Plan include the redevelopment of the Freight Street district, as well as the Naugatuck River Greenway.

The City's most recent *Plan of Conservation and Development* was completed in 2015 and follows a similar structure to the 2005 Plan with updated Community Assessment Reports and recommendations. The 2015 Plan, scheduled to sunset in November 2026, advanced many planning initiatives, including Downtown revitalization efforts, the redevelopment of Freight Street, and the development of the Naugatuck River Greenway.

While the City's Plan of Conservation and Development was updated more than 10 years ago, the City's planning efforts have continued through efforts such as the Freight Street Redevelopment Strategy (2018), Natural Hazard Mitigation Plan (2021), Affordable Housing Plan (2022), School Facility Master Plan (2022), and the City's successful RAISE Grant application (2024). These recent planning efforts serve as a backbone for this Plan of Conservation and Development update.

## **Planning Process**

The plan development process occurred over a 12-month period beginning in December 2024. This was an iterative and collaborative process between the City Plan Commission (CPC), the consultant team, City staff, other boards and commissions, community organizations, and the public. The plan development process consisted of two phases: the discovery phase, and plan development phase. The discovery phase focused on evaluating community trends and identifying key issues. Tasks performed during this phase include data collection and analysis, questionnaires and interviews with City department heads, outreach to boards and commissions, an online community survey, and the creation of topical “booklets” which presented key findings on a range of topics.

Once key community trends and issues were identified, the CPC began the plan development phase. Goals, objectives, and strategies were developed, organized around five key planning areas:

- Downtown Revitalization
- Economic Prosperity
- Quality of Life
- Connectivity and Mobility
- Community Resiliency and Stewardship

These were refined through an iterative process based on CPC and community feedback.

## **Community Engagement**

There were events and opportunities for community participation in every step of the planning process. An online community survey ran from the spring through the fall of 2025. The survey was available in English as well as Spanish, Portuguese, and Albanian. The survey had 76 respondents and asked a range of questions related to quality of life, housing, community facilities, economic development, and infrastructure. The consultant team attended a community event at the Waterbury Senior Center to gather feedback on key issues facing the City’s senior populations.

The City Plan Commission hosted three community workshops to have more detailed discussions on key planning issues. Each workshop was held in a different location to provide opportunities for residents throughout the City to participate. The first community workshop was held in May 2025 and focused on visioning and identification of key opportunities and challenges. The second workshop was held in September 2025 and sought public input on the five key planning areas and input on Draft Plan goals and priorities. The final workshop was held in November 2025 and gathered feedback on the Future Land Use Plan, which is a visual representation of the City’s future development and conservation priorities.

## Plan Structure

This Plan is divided into ten chapters and organized around five planning areas: Downtown Revitalization, Economic Prosperity, Quality of Life, Connectivity and Mobility, and Community Resiliency and Stewardship. These five planning areas emerged from the key opportunities and challenges identified in the Plan development process. The chapters of the plan are organized as follows:

**Chapter 1** introduces the POCD, including a review of statutory requirements, history of planning in Waterbury, and a summary of the Plan development process.

**Chapter 2** focuses on Waterbury in 2025. It represents a snapshot in time of key community trends and identifies key issues and opportunities that are addressed later in the Plan.

**Chapter 3** establishes the City's vision for the future over the next ten years. It contains a policy area map depicting desired generalized future land use mix, development intensity, and policy priorities. The future land use map is the cornerstone of this chapter and is a graphical representation of the City's development and conservation strategies and priorities. The statutorily required sewer plan is also included in this Chapter.

**Chapters 4 through 8** are organized around each of the five planning areas of Downtown Revitalization, Economic Prosperity, Quality of Life, Connectivity and Mobility, and Community Resiliency and Stewardship. Each chapter contains a "Facts and Figures" section, which identifies key trends that support each goal. Goals are established for each planning area that identify the outcomes the City is trying to achieve over the next decade. More specific objectives and strategies are listed under each goal, outlining how each goal will be achieved. Since the Plan has a 10-year lifespan, it is important that the Plan includes specific strategies that can be achieved in the near term as well as more general strategies that can be adapted to fit future conditions.

**Chapter 9** evaluates consistency with the Regional and State Plans. Any inconsistencies with Waterbury's POCD are noted, in accordance with state statutes.

**Chapter 10** is the implementation plan, which identifies the lead and support entities responsible for the implementation of each strategy as well as a relative timeframe for completion. Supplemental information such as the detailed information booklets and survey results can be found in the appendices of the Plan.

## How to Use the Plan

The Plan of Conservation and Development is intended to provide guidance to the City's land use boards and commissions as they review development applications, support City investments in public infrastructure (8-24 referrals), and support the City's efforts to acquire outside grant funding. The Plan is not intended to be a rigid blueprint, but rather a set of comprehensive and general guidelines for future decision making. The Plan should be specific enough to provide direction for near-term decisions, but flexible enough to remain relevant over the Plan's 10-year lifespan. Since the plan is comprehensive in nature, there may be conflicting objectives that require thoughtful review and compromise. To determine conformance with the Plan, a user is required to balance competing planning goals in light of the nature and location specific proposals.

# 2. Waterbury Today

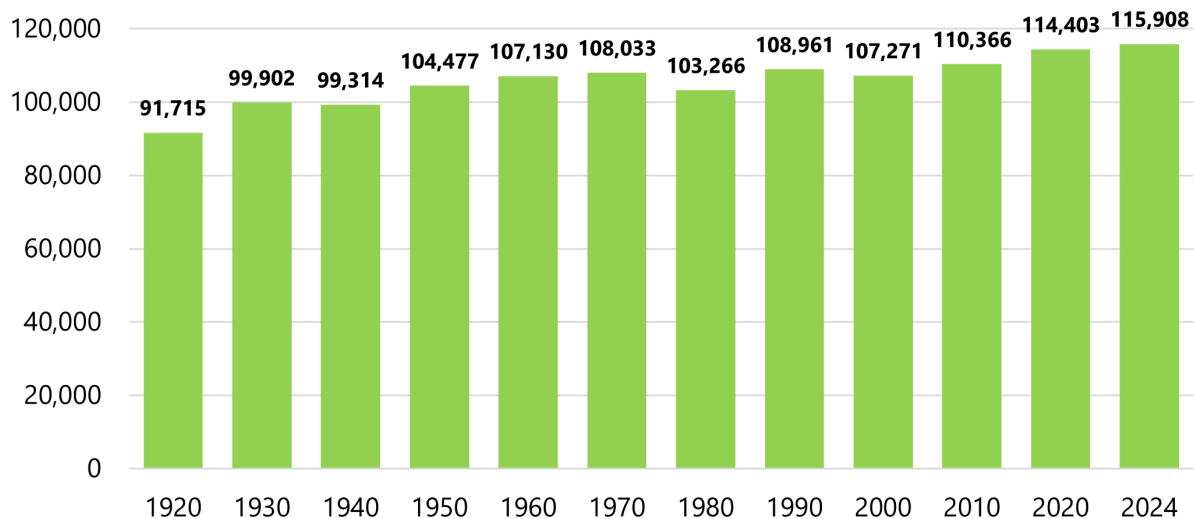


This chapter is intended to provide a succinct moment-in-time snapshot of Waterbury in 2025. It summarizes accomplishments over the last decade and identifies new trends and challenges that the City will need to tackle over the coming decade. Additional details are found the Chapters 4 through 8 of this Plan as well as in the detailed information booklets in **Appendix A**.

## Demographics

As of the 2020 decennial Census, Waterbury’s population grew to 114,403 residents, an increase of over 4,000 residents compared to 2010. During this period, Waterbury was among the fastest growing communities in Connecticut, growing four times faster than the overall growth rate in the state. The 2024 population estimates from the Connecticut Department of Public Health show continued growth to 115,908 residents. Over the last decade, the fastest growth has occurred in the urban core neighborhoods surrounding Downtown (W.O.W, Crownbrook, and Brooklyn), as well as the Bucks Hill neighborhood in northern Waterbury.

**Figure 2-1: Population Trends**



Source: US Census Bureau - 1920 to 2020

Like many communities in Connecticut, Waterbury's population is aging. Between 2010 and 2020, Waterbury saw a growing share of residents 55-years old and over, which is due to the aging of the large "baby boomer" cohort, which is now 65 years old and over. This will likely lead to growing needs for senior housing and services as this population continues to age. Despite an aging population, Waterbury continues to trend younger than the state, with a median age of 36 years old compared to a statewide median of 41.5 years old.

Waterbury has a diverse population, with about 40% of its population identifying as Hispanic, 33% as White, and 20% as Black or African American. The City's Hispanic population grew by 32% between 2010 and 2020, adding nearly 11,000 people. Waterbury continues to be a City of immigrants, with over 20,000 foreign-born residents, including significant populations from the Dominican Republic, Jamaica, Brazil, Albania, and Haiti. Nearly half of households speak a language other than English at home, and about 30% of households have limited English proficiency.

## Housing

Waterbury is home to a diverse housing stock consisting of a mix of single-family homes (40%), town homes (4%), two- to four-family apartments (32%), and multi-family apartments (32%). About 55% of the City's housing stock is renter occupied. Waterbury has an aging housing stock, with nearly one-third of units built before 1940. This has resulted in ongoing challenges around housing quality. The City has implemented a Healthy Homes Program to address environmental health hazards such as lead, commonly found in older homes. Similarly, the City has implemented a landlord registration ordinance and operates a Blight Task Force to ensure that homes meet public health and safety codes. The City established the Waterbury Land Bank in 2022 to assist with site acquisition, demolition, and infill redevelopment projects within targeted urban core neighborhoods. Over the next decade, the City will continue to focus on modernizing its housing stock, with a focus on maintaining safe and healthy living conditions.

Like communities across Connecticut and the nation, Waterbury is in the midst of an affordability crisis, with housing costs rising much faster than wages. Since 2019, the cost of purchasing a single-family home or condominium in the City has more than doubled. Similarly, rental vacancy rates have decreased, and rents have increased by about 25% between 2019 and 2023. Waterbury has a large number of affordable housing units with over 10,650 units (22% of total) meeting the state's definition of affordable housing. Nevertheless, affordability remains a challenge, with many households experiencing cost burdens and long wait lists for the City's Housing Choice Voucher Program. In 2022, the City adopted its first Affordable Housing Plan, which identifies goals for increasing the quality and quantity of affordable housing units.

Waterbury has seen modest housing permit activity over the last decade. With limited amount of vacant land, many housing projects involve redevelopment or adaptive re-use. Major projects completed over the last decade include the redevelopment of Warner Gardens (122 units), the adaptive reuse of a mill building into the Cherry Street Apartments (40 units), Linden Place Apartments (44 units), and the renovation of the Brown Building into student housing (26 units). There are several other housing projects in the pipeline. About 400 Downtown housing units are in various planning stages, many of which involve the adaptive re-use of historic structures. Other projects in the planning stages include the sale and redevelopment of the Begg Building (76 senior housing units), redevelopment of St. Mary's School (47 units), and Housing Authority projects on West Grove Street (46 units) and Lawrence Street (13).



*The Linden Place development just north of Downtown provides 44 units, with a mix of market rate and affordable units. Source: QA+M Architects*

## Economy

Waterbury serves as the business, health care, and education center of the Naugatuck Valley region. Historically centered on manufacturing, the City's economy has evolved to a more diverse service-oriented economy over the last fifty years. Today, Waterbury's largest employment sectors are in health care, retail, and government. Manufacturing remains an important part of the regional economy, with nearly 3,000 jobs as of 2023.

The City is home to a diverse tax base, with about 50% of local tax revenues coming from non-residential uses. The non-residential share of the tax base has grown by about 2% over the last ten years, shifting some of the tax burden away from residential properties. As of 2024, the City's largest taxpayers include utility companies, the two hospitals, and Brass Mill Center Mall. Waterbury has a strong financial standing, with an AA- bond rating from S&P. Recognizing that many of major capital projects outlined in this Plan will require additional funding, maintaining strong financial standing and growing the tax base are critical over the next decade.

Waterbury has continued to see its business districts evolve as new trends such as online shopping and remote working become more prevalent. In recent years, businesses have shifted towards uses such as food and beverage stores, automotive uses, fitness, and entertainment uses that are less susceptible to online sales. Similarly, remote working has lowered demand for office space, which provides an opportunity to reimagine underutilized office space to meet other City needs (such as housing). Many older shopping plazas (such as those along Wolcott Street) have been modernized, providing new opportunities for small businesses in the city. Similarly, the City has also seen new commercial development in its auto-oriented commercial corridors such as East Main Street and Reidville Drive.

With a limited amount of vacant land, the City continues to prioritize the redevelopment of brownfield sites that return them to productive uses. Over the last decade, there have been several success stories. George Tirdao Park and the Brass City Food Hub were created from a Brownfield site in the City's South End, providing green space and access to healthy foods for one of the City's lowest income neighborhoods. The City has acquired and advanced redevelopment efforts at several brownfield sites including properties on Freight Street, the former Waterbury Button company properties along the Mad River, the Anamet and Risdon sites on South Main Street, and the Bristol-Babcock property on Bristol Street. In addition to property acquisition, the City has invested in environmental assessments, demolition of deteriorated structures, abatement, and remediation, in partnership with state and federal agencies. The City will continue to advance these sites over the next decade, paving the way for future redevelopment and private investment. The City also continues to support business expansion and new development on the remaining vacant land in industrial zones, such as the South End Industrial Park, the Waterbury Industrial Commons, and other City-owned industrial parks.



*The Brass City Food Hub was built on a brownfield site in the City's South End. Not only did this project repurpose an abandoned site, but it also enhanced access to fresh food in the neighborhood.*



*The City is pursuing redevelopment of the Freight Street District adjacent to the Waterbury Train Station and Downtown. To date, much of the work has focused on site acquisition, demolition, and environmental studies. Source: NVCOG*

## Development Patterns

An existing land use inventory was conducted in Spring 2025 based on assessor’s data and a review of aerial photographs. Residential land uses make up about 36.5% of the City’s total land area, up slightly from 2015. Commercial and industrial uses each make up about 6% of the City’s total land area. Institutional uses comprise 6% of the land area and open space (including City parks, golf courses, cemeteries, and state open space land), make up about 12% of the City. As of 2025, about 18% of the City’s land is undeveloped. Many of these undeveloped sites have constraints such as steep slopes, wetlands, or flood zones that hinder development. Major concentrations of undeveloped commercial/industrial land are located along Freight Street, in the City’s industrial parks, and along East Main Street. Undeveloped residential land is concentrated in the City’s periphery, such as in the West End and Bucks Hill neighborhoods.

Over the last decade, the City has seen 206 acres of land developed. Major projects include commercial developments within the City’s arterial commercial corridors along Reidville Drive, East Main Street, Chase Avenue, Wolcott Street, Watertown Avenue, and Lakewood Road. The City also saw an expansion of King Industries in the Waterbury Industrial Commons. Major residential developments include the Warner Gardens redevelopment, and single-family subdivisions in the East Mountain and Bucks Hill neighborhoods.

Over the last decade, the City has made adjustments to its zoning regulations and map to align with changing market conditions, state mandates, and community needs. Major changes include the expansion of Central Business District (CBD) zoning along Grove Street, creation of a new Commercial-Industrial overlay district, broadening of permitted residential uses in certain business zones, and creation of new regulations designed to accommodate and manage industrial growth dependent on new and evolving technology.

**Table 2-1: Generalized Existing Land Use: 2025**

Land Use	Count of Parcels	Area (Acres)	% of Total Land Area
<b>Residential</b>	<b>24,791</b>	<b>6,771.7</b>	<b>36.5%</b>
Residential - 2-4 Family	5,371	1,023.0	5.5%
Residential - Apartments	719	605.6	3.3%
Residential - Condominium	469	446.0	2.4%
Residential - Mixed-Use	309	54.1	0.3%
Residential - Single Family	17,899	4,575.8	24.7%
Residential Care Facility	24	67.2	0.4%
<b>Commercial</b>	<b>816</b>	<b>1,138.9</b>	<b>6.1%</b>
Commercial - Office	174	171.8	0.9%
Commercial - Retail and Services	642	967.2	5.2%
<b>Industrial</b>	<b>442</b>	<b>1,014.2</b>	<b>5.5%</b>
Industrial	442	1,014.2	5.5%
<b>Institutional</b>	<b>272</b>	<b>1,066.4</b>	<b>5.7%</b>
Institutional - Private	179	356.0	1.9%
Institutional - Public	86	663.2	3.6%
Hospital	7	47.2	0.3%
<b>Open Space</b>	<b>116</b>	<b>2,166.5</b>	<b>11.7%</b>
Public Parks and Recreation	78	1,213.7	6.5%
Preserved Open Space	12	631.0	3.4%
Cemeteries	26	321.8	1.7%
<b>Infrastructure</b>	<b>203</b>	<b>2,988.8</b>	<b>16.1%</b>
ROW	130	2,681.1	14.4%
Transportation	38	235.4	1.3%
Utility	35	72.4	0.4%
<b>Vacant Land</b>	<b>2,661</b>	<b>3,411.0</b>	<b>18.4%</b>
Vacant Land	2,542	3,357.2	18.1%
Parking	119	53.8	0.3%
<b>Total</b>	<b>29,301</b>	<b>18,557.4</b>	<b>100.0%</b>



## Transportation

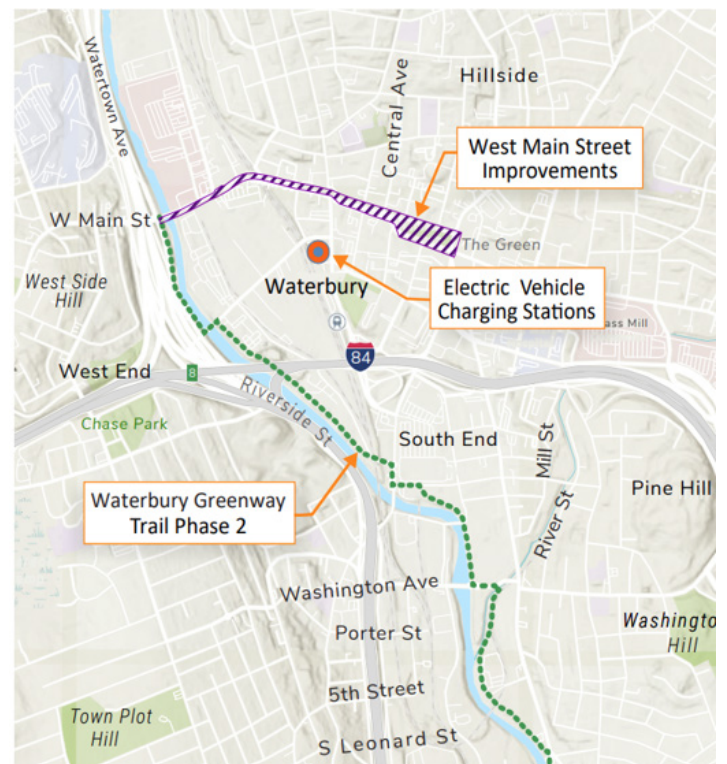
The Bureau of Streets is responsible for maintaining roadways, sidewalks, curbing, and the stormwater system on nearly 308 miles of City-owned roadways. In recent years, there has been a growing emphasis on roadway safety to address roadway fatalities and serious injuries. The City has participated in Regional Vision Zero planning initiatives through Naugatuck Valley Council of Government (NVCOG), completed road safety planning studies, and applied for grants for traffic safety improvements. Ongoing safety priorities include installation of flashing beacons at unsignalized crosswalks, and implementing traffic calming measures. Annually, the city modernizes approximately 6 miles of roadways and 1 to 2 miles of sidewalks. In addition to city streets, many of the major roadways in the City are under jurisdiction of CTDOT, including portions of Wolcott Street, East Main Street, South Main Street, Meriden Road, Watertown Avenue, and Thomaston Avenue.

Over the last decade CTDOT has completed the widening of I-84 between Route 8 and Scott Road. This project also involved the realignment of several interchanges and access roadways. In addition, CTDOT also made major renovations to the I-84 and Route 8 “Mixmaster” interchange. CTDOT is undertaking the “New Mix” Planning Study to identify preferred long-term plan to rebuild the interchange, and has identified two preferred alternatives. Over the next ten years, CTDOT will complete early implementation projects including the removal of the I-84 Exit 21 eastbound offramp and the realignment of the Route 8 Exit 34 southbound offramp.

The City is served by bus transit provided by CTTransit and rail service provided by MetroNorth. CTTransit provides bus service throughout the City, serving most major employment centers as well as industrial parks. Over the last decade, expanded intra-city bus service has been implemented, including new connections to Meriden, Torrington, New Britain, Hartford, and Southington. MetroNorth service operates as a shuttle between Waterbury and Bridgeport, where passengers connect to the New Haven line trains. Over the last ten years, infrastructure on the Waterbury Branch has been improved, including upgrades to the train station parking area, addition of centralized train control, and the creation of passing sidings (allowing multiple trains to operate concurrently). Planned future improvements include extensions of the train station platform, creation of an indoor waiting area, and continued infrastructure enhancements that will support increased frequency service. Additionally, resilience initiatives will continue to play an important role in long range planning for the Waterbury Branch line, as it runs parallel to the Naugatuck River for much of its route and is susceptible to erosion and riverine and urban flooding.

Finally, the City has made progress on the Naugatuck River Greenway (NRG) over the last ten years. Phase 1 of the Greenway opened in 2023 and runs from Platts Mill Road to Eagle Street. The City was recently awarded a \$23 million RAISE grant to build Phase 2 of the greenway to West Main Street. The RAISE grant will also fund improvements to West Main Street and EVV charging stations at the train station. The final Phase will run north from West Main Street to the Thomaston Town Line and is still in the planning stages. When completed, the NRG will serve as a 44-mile link connecting towns along the Naugatuck River from Torrington to Derby. Additional trails are also envisioned that connect the NRG to surrounding neighborhoods, including a spur trail along the Mad River that will connect the NRG to several City parks.

**Figure 2-3: RAISE Grant Elements**

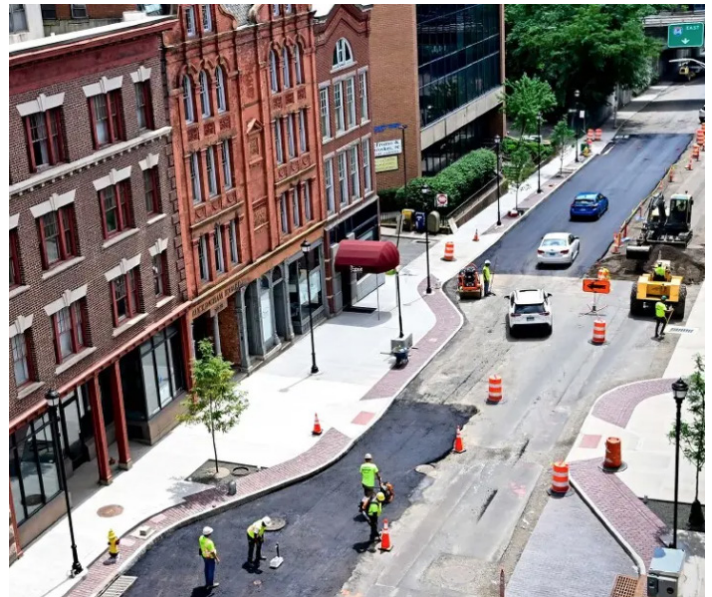


## Utility Infrastructure

The City's Water Department oversees one of the largest public water supplies in the state through its five reservoirs and the Henry P. Danaher Water Treatment Plant in Thomaston. The Water Treatment Plant's capacity is 38 million gallons per day, compared to an average daily demand of 14 to 15 million gallons per day. In addition to the City of Waterbury, the system also serves parts of Thomaston, Watertown, Prospect, Wolcott, and Middlebury. About 99% of the City is served by public water, which is distributed through a 400-mile network of water mains. Over \$18 million in water infrastructure improvements is planned over the coming years, including storage tank replacements and underground utility improvements.

The City's Water Pollution Control Authority oversees a sanitary sewer system consisting of 320 miles of sewer and 20 pump stations. The system also receives wastewater from Watertown, Wolcott, Prospect, Naugatuck, and Cheshire. The Water Pollution Control Facility (WPCF) on the Naugatuck River can accommodate up to 27 million gallons per day, compared to an average daily flow of 22 million gallons per day. However, during heavy rainfall events, stormwater gets into the sanitary sewer system, and flows exceed the WPCF capacity, resulting in overflows into the Naugatuck River. The City is undertaking a \$34 million upgrade to the sanitary sewer system, including inflow and infiltration reduction, rehabilitation of the incinerator facility, the Trumpet Brook sanitary sewer relocation, and improvements to underground utilities.

Waterbury's infrastructure is aging, and the City continues to prioritize the modernization of existing infrastructure. Over the last decade, the City has undertaken a comprehensive upgrade of underground utilities in Downtown Waterbury. Utility improvements on East Main Street are complete while improvements to Exchange Place and Bank Street are ongoing. The next phase of work will focus on West Main Street between the Naugatuck River and the Green.



*The City is undertaking a multi-million dollar effort to upgrade utilities and streetscapes in Downtown Waterbury, a crucial part of Downtown's overall redevelopment vision. Phase 1 focused on East Main Street (left) between the Green and South Elm Street. Phase 2 focused on Exchange Place and Bank Street (right). Sources: Google StreetView (left), Hearst CT Media (right). Future work will be done on West Main Street between the Green and the Naugatuck River as part of the City's successful RAISE Grant.*

## Community Facilities and Services

Community facilities and city services play a crucial role in resident quality of life. The City continues to make investments in facilities through its Capital Improvement Plan. Major accomplishments over the last decade include the construction of a new Unified Public Works Garage on Huntingdon Avenue (2018), the opening of a new Wendell Cross School (2021), and renovations to several facilities including Fire Station 7 and the Silas Bronson Library. Planned and ongoing projects include the renovation of the Chase Building, renovation and expansion of the Roberto Clemente International Dual Language School, renovation and expansion of Fire Station 1, replacement and possible relocation of Fire Station 5, smaller renovations at a number of other fire stations, and continued capital investments at Waterbury Public School facilities.

The City has taken a hands on and strategic approach to investments in community facilities, including the acquisition of property. One Exchange Place was recently acquired by the City and will serve as swing space for City staff while the Chase Building is renovated. Once completed, One Exchange Place is anticipated to be sold. Similarly, the City has purchased several former parochial school sites to meet community facility and swing space needs, including the former Sts. Peter and Paul School, and St. Joseph's School.

The City's growing population will lead to increased demand on existing City facilities, services, and staffing. Similarly, demographic shifts within the community (such as a growing senior population), may lead to further increases in demand for specific services.



*In 2018, the City opened a new unified public works garage (left), consolidating numerous public works functions such as streets, parks, refuse, and central vehicle maintenance under one roof.*

*Source: KBE Building Corporation*

*One of the major City projects over the next few years is the renovation of the Chase Building (right), which houses City and Waterbury Public School administrative offices. During construction, staff will move to One Exchange Place, a property recently purchased by the city to serve as "swing space."*



## Parks and Recreation

The City's parks and recreation system have undergone a transformation over the last decade. The Bureau of Parks is responsible for the daily maintenance and upkeep of the City's 34 parks, and athletic fields at the Middle and High Schools. The City also maintains two public golf courses. Three new parks have been added over the last decade: George Tirado, Sr. Park, Lt. Vincent Riddick Park, and Platt Park. Two projects involved the conversion of derelict sites into community assets, while the third created a river access for the new Naugatuck River Greenway.

In addition to new parks, the City has made substantial renovations at existing parks. New pools were built at Hamilton Park, Washington Park, and Fulton Park, fields and locker rooms at Municipal Stadium were renovated, The Green and Library Park in Downtown Waterbury were renovated, eight new playscapes and numerous playground upgrades were made, new courts were installed at Murray Park and Waterville Park, and new roofs were installed at the River Baldwin and Chase Park Recreation Centers. These investments have improved quality of life throughout the City.

With substantial investments made over the last decade, the City intends to focus on park maintenance and rehabilitation projects over the next decade. Planned improvements include continued upgrades to Hamilton Park, court and field replacements, and roof replacements at recreation centers.

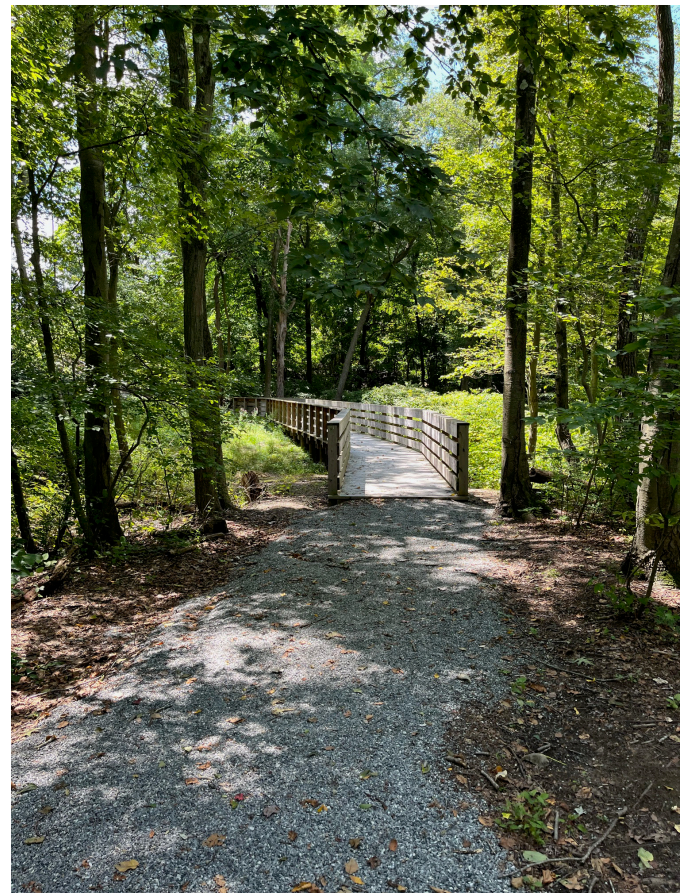
In addition to public parks and recreation centers, the City is also home to numerous private facilities that also meet community needs, such as the Police Activity League, Greater Waterbury YMCA, the Boys & Girls Club, Girls, Inc., and the Country Club of Waterbury.



*Renovated Hamilton Park Pool*



*George S. Tirado Sr. Park was built on a site of Nova Die, a brownfield site in the City's South End neighborhood.  
Source: NVCOG*



*Platt Park connects Phase 1 of the Naugatuck River Greenway trail to the river in the City's Platts Mill neighborhood.*

## **Natural Resources, Sustainability, and Resiliency**

Waterbury's development has been closely shaped by its natural resources, notably the Naugatuck River and its tributaries. After the flood of 1955, flood risks along the Naugatuck River were reduced due to the construction of upstream flood control infrastructure. However, small flood zones remain along the Naugatuck as well as the Mad River, Hopewell Pond Brook, Steele Brook, Wooster Brook, and Hancock Brook. Similarly, pockets of small wetlands are located along these waterbodies. Many of the City's waterbodies are impaired, meaning that they don't support recreation and/or aquatic life. A Watershed Based Plan was developed in 2009 for Steele Brook to address these water quality issues, with similar efforts underway for the Mad River.

Stormwater remains an important issue. High intensity rainfall events are becoming more common, resulting in urban flooding and exacerbating existing drainage issues. Much of the stormwater infrastructure is undersized to accommodate these rainfall events. The City maintains approximately 240 miles of stormwater mains, and there are parts of the City that lack stormwater infrastructure altogether. The City continues to conduct drainage studies throughout the City and address improvements that address stormwater needs. Given the high needs in this area, the City continues to pursue external grant funding such as the DEEP Climate Resilience Fund (DCRF) to supplement locally funded projects.

Sustainability and resilience are becoming more integrated into planning efforts. Recent sustainability efforts have focused on water conservation, green energy, waste management, public health initiatives, and sustainable transportation. Resiliency initiatives focus on mitigating and adapting to a severe event or disaster, with primary risks being flooding and extreme heat. The City addresses resiliency through its Hazard Mitigation Plan and Regional Climate Action Plan.



# 3. Vision for the Future

## **Vision for the Future**

### **Introduction**

As a community that is largely built out, the majority of Waterbury's land not designated as open space or containing environmentally sensitive areas has already been developed. Most of the remaining developable land is located in fringe neighborhoods such as Bucks Hill, Bunker Hill, and East Mountain and is zoned primarily for low-density residential uses.

Recognizing that Waterbury has limited potential for new development on vacant land, this Plan emphasizes the importance redeveloping underutilized or vacant properties.

In order to support and protect Waterbury's quality of life, a balance between development, the conservation of open space and natural resources, and the preservation of the city's historical and cultural resources is necessary.

### **What is a Future Land Use Plan?**

The Future Land Use Plan illustrates the proposed pattern of conservation and development for the City of Waterbury. It recommends the most appropriate locations for and relationships between major land uses, including residential, commercial, industrial, and mixed-use development as well as conservation priorities. The Future Land Use Plan is both a narrative and graphic presentation of the city's vision for the future. The development of the Future Land Use Plan focuses largely on existing land use and development patterns, environmental and natural features, physical features, current and potential zoning designations, long standing redevelopment initiatives, and planning analysis conducted as part of the overall drafting of the Plan of Conservation and Development. In addition to showing development areas, the Future Land Use Plan also shows conservation priorities such as open space areas and greenway corridors.

## Relationship Between Future Land Use Plan and Zoning

The Future Land Use Plan presents an overall vision of the types and locations of different land uses throughout the city. The Future Land Use Plan is intentionally generalized, and is not intended to govern the use of individual parcels; but rather shows an overview of the types, densities, and locations of different land uses and their relationship to one another. The residential densities that are described in this chapter do not represent the maximum density of any given site, but rather the prevailing density of the larger neighborhood.

The Future Land Use Plan differs from the city's zoning regulations in that it is meant to inform and guide, not regulate, future development. Key to successful future development is the creation of zoning regulations, design guidelines, and implementation strategies that explicitly outline and promote Waterbury's Future Land Use vision. After the Plan of Conservation and Development is adopted by the City Plan Commission, consideration of zoning changes are the next step in the implementation process.

## Future Land Use Map

The Future Land Use Map is shown in Figure 3.1. Additionally, in areas where residential uses are envisioned, a corresponding residential density was assigned. These residential densities can be found in Figure 3.2. Descriptions of each of the Future Land Use Plan categories are described in detail below.

### Central Business District

The Central Business District (CBD) encompasses the center of Waterbury and includes the traditional Downtown areas surrounding the Waterbury Green, extending west to encompass the Freight Street District and to the east to St. Mary's Hospital. The CBD serves as the convergence point of the regional transportation system, including the local roadway network (North, South, East, and West Main Street), the regional highway system, bus transit, and rail transit. The CBD will continue to serve as a local and regional center and contains the highest density land uses in the City supporting a diverse mix of uses including retail, restaurants, offices, civic uses, residences, healthcare, education, and cultural institutions.

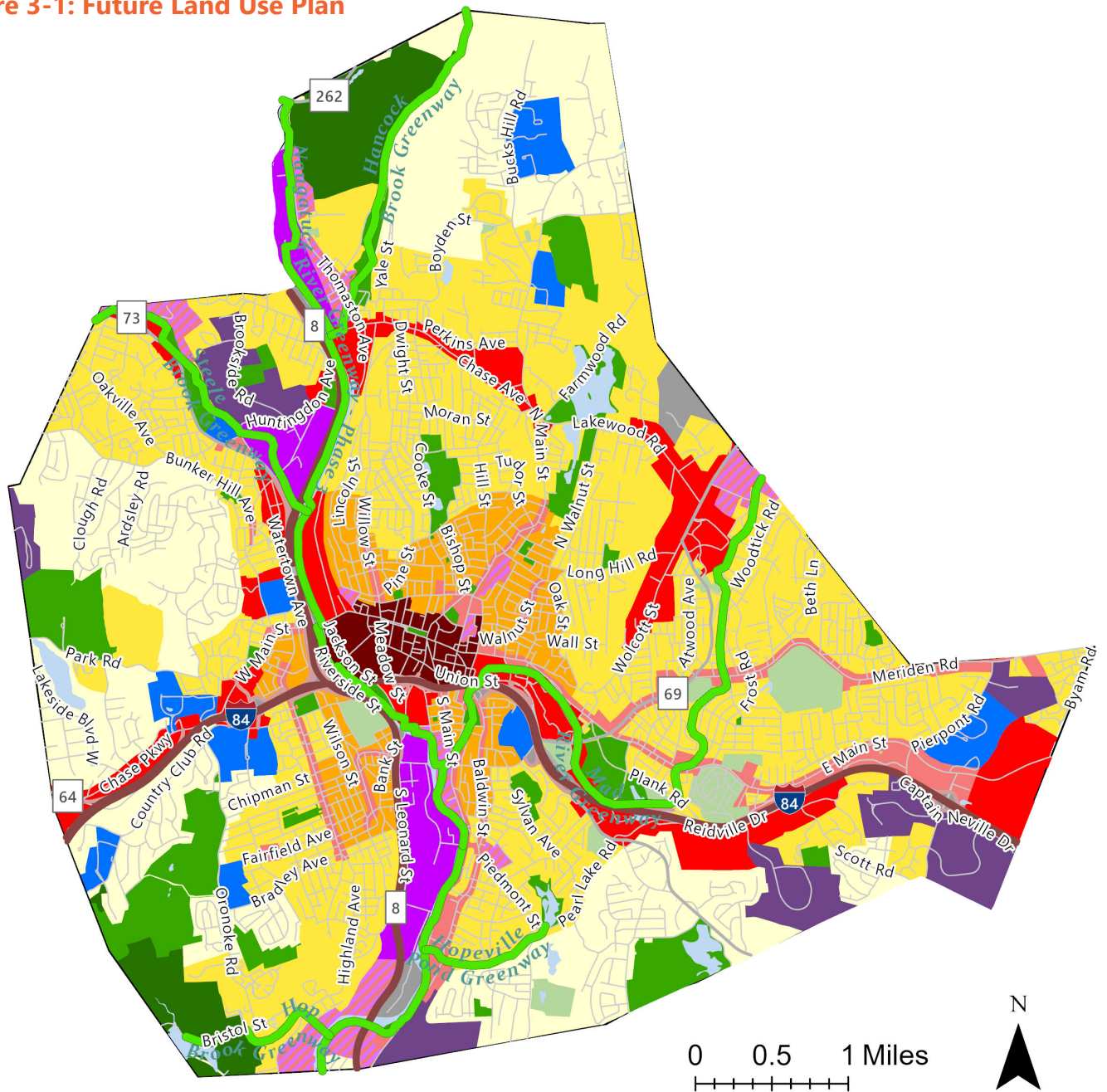
Waterbury's Downtown contains one of the largest concentrations of historic buildings in the State. Redevelopment and adaptive reuse projects that preserve this historic building stock will continue to be prioritized. Given shifting market conditions, it is anticipated that many of the formerly commercial and office spaces located on the upper floors of buildings could be converted into housing. The City will continue to prioritize utility and streetscape investments in the CBD. Building off recent improvements to East Main Street, the Green, and Library Park, ongoing improvements to Exchange Place and Bank Street, and future improvements to West Main Street, the City will pave the way for private investment.

The Freight Street District is envisioned as an extension of Downtown, containing a mix of residential and commercial uses, and taking advantage of proximity to the train station and the regional transportation network. Over the next decade, the City will continue to pursue remediation and redevelopment in the Freight Street District, with an initial focus on the City-owned property on the north side of Freight Street.



*The Central Business District contains the highest density and most diverse mix of uses in the City, including housing, civic, institutional, office, and retail uses.*

**Figure 3-1: Future Land Use Plan**



















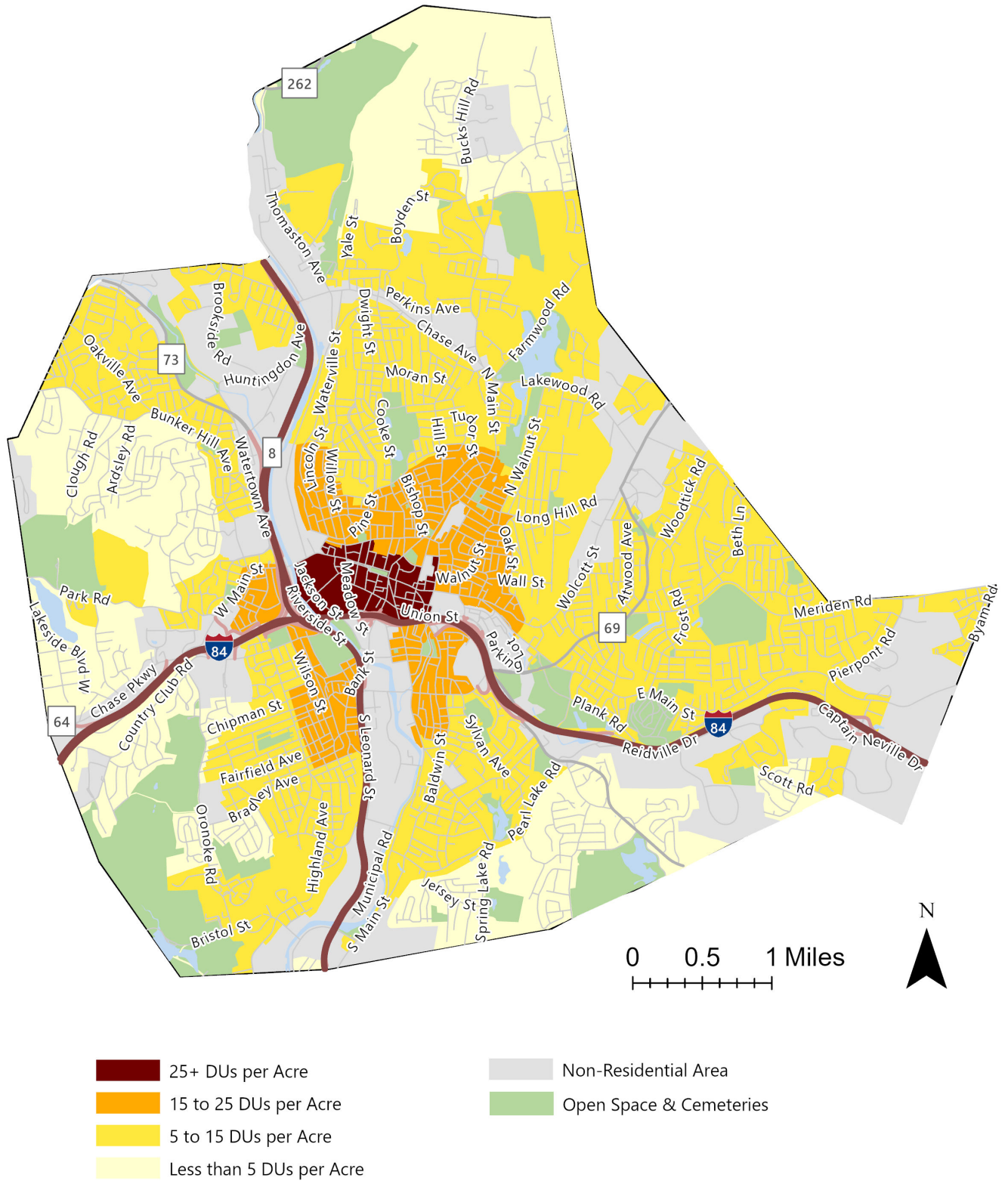
- |   |                           |   |                              |   |                             |
|---|---------------------------|---|------------------------------|---|-----------------------------|
|  | Central Business District |  | Residential - High Density   |  | Public Parks and Recreation |
|  | Commercial                |  | Residential - Medium Density |  | Preserved Open Space        |
|  | Mixed Use Corridor        |  | Residential - Low Density    |  | Greenways                   |
|  | Mixed Use Industrial      |  | Institutional                |  | Waterbodies                 |
|  | Industrial Park           |  | Infrastructure               |   |                             |
|  | Industrial                |  | Cemeteries                   |   |                             |

Figure 3-2: Residential Densities Plan



## Commercial

Commercial areas encompass the Brass Mill Center Mall and arterial commercial districts along East Main Street, Reidville Drive, Wolcott Street, Chase Avenue, Thomaston Avenue, and Watertown Avenue. Today, they contain a mix of big-box stores, services, offices, and restaurants. These areas are well served by transportation, located near highway interchanges or state highways and meet both local and regional needs. Land use patterns in these areas are automobile oriented, making them the most appropriate areas for big box retail, drive-thrus, and automotive uses. While largely built out, there is some vacant land, particularly along East Main Street and Reidville Drive in the eastern part of the City. While these areas are envisioned to remain primarily commercial, there may be opportunities for to redevelop obsolete sites into other uses (such as housing). Many commercial corridors are on state roadways, which will require partnership with state agencies in order to address infrastructure deficiencies.



Commercial areas such as Brass Mill Commons (left) and Wolcott Street (right) are auto-oriented and located along major roadways. Photo Credits: Hearst Connecticut Media (left), Hartford Business Journal (right)

## Neighborhood Mixed-Use

Neighborhood Mixed-Use areas encompass the City's traditional neighborhood commercial corridors along East Main Street, South Main Street, North Main Street, West Main Street, Willow Street, Walnut Street, Highland Avenue, Bank Street, Meriden Road, Bunker Hill Avenue, and Baldwin Street. Catering primarily to the surrounding residential neighborhoods, these areas are appropriate for retail, restaurants, services, grocery stores, offices, and institutional uses. Development in these corridors should continue to be pedestrian scale, with features such as on-street parking, street trees, a robust sidewalk network, and transit amenities. They are priority areas for infrastructure investments and traffic calming.

Residential uses should also be encouraged, particularly in mixed-use settings. Residential densities in these areas should align with those of the surrounding neighborhoods, with densities generally increasing as you approach the CBD. Given the proximity to transit, retail, and services, these areas would be ideal for scale appropriate mixed-use developments, affordable housing, and senior housing. Future development should be pedestrian scale, with buildings oriented towards the street, in keeping with historic development patterns.



Neighborhood Mixed-Use corridors along East Main Street (left) and South Main Street (right).

## Residential – High Density

Residential – High Density areas refer to the dense neighborhoods located within the City’s urban core surrounding Downtown Waterbury, including neighborhoods such as South End, Brooklyn, W.O.W., Willow-Plaza, and Crownbrook. These areas consist predominantly of multi-family housing, with residential densities between 15 and 25 units per acre. Densities are high enough to support neighborhood commercial uses, frequent transit service, and are walking distance to Downtown Waterbury. Maintaining strong walking and transit connections between these neighborhoods and the Downtown is a priority. Many of these neighborhoods were built prior to World War II, and have aging housing stock and infrastructure. This will continue to be a priority area for housing rehabilitation projects, infill development, and adaptive reuse.



*Residential - High Density neighborhood of Walnut-Orange-Walsh (W.O.W.)*

## Residential – Medium Density

A majority of the residential land within the City falls within the Residential – Medium Density category. This refers to the moderately intense residential neighborhoods surrounding the urban core. These areas contain a diverse mix of housing types, including single-family homes on small lots, duplexes, triplexes, townhomes, and multi-family apartments. Residential densities within this area range from 5 to 15 units per acre, and are high enough to support neighborhood-scale retail and transit service. As “walking neighborhoods” strong sidewalk connections to neighboring mixed-use commercial corridors is important. This area is envisioned to continue to provide a diverse mix of housing types, including single-family and multi-family development through mixed-use and redevelopment projects.



*Residential - Medium Density neighborhood in Hopeville*

## Residential – Low Density

Residential – Low Density areas are generally comprised of single-family homes at a density of 5 dwelling units per acre or less. These neighborhoods do not have a high enough density to support neighborhood-scale retail or transit service and offer a more suburban-style lifestyle with a relatively homogenous land use pattern of single-family homes, and the occasional institutional use. Residential – Low Density neighborhoods are located on the City’s outer neighborhoods such as Bucks Hill, East Mountain, Country Club, and Bunker Hill. It is anticipated that low density residential development will continue to be concentrated on the City’s periphery.



*Residential - Low Density neighborhood on the City's West Side*

While most of this area is served by public water and sanitary sewer infrastructure, there are some individual properties that are served by on-site waste disposal systems. If sewer connections are not made, future development densities on these lots should be driven by soil suitability for on-site waste disposal.

## Institutional

This category includes major public and private institutions such as schools, cultural sites, government buildings, religious organizations, and hospitals. The Future Land Use Map only identifies institutional parcels larger than 20 acres, recognizing that there are numerous smaller institutional uses throughout the City. Smaller institutional uses such as schools and religious institutions are appropriate in residential areas while larger institutions such as hospitals and government buildings are more appropriate in the CBD, neighborhood mixed-use, and commercial areas. Should institutional property be abandoned or change use, future redevelopment efforts should be consistent and context-sensitive with the surrounding neighborhood.

## Industrial

Industrial lands encompass parts of Waterbury where manufacturing, fabrication, research & development, and smaller warehousing & distribution uses are appropriate. This designation generally aligns with the older industrial areas located along the City's waterways, including the area between Route 8 and the Naugatuck River in the South End, the Waterbury Industrial Commons on Thomaston Avenue, and Browns Meadows. The City should continue to encourage expansion of existing businesses, as well as new developments on the remaining vacant land (such as in Waterbury Industrial Commons).



*Industrial area of the Waterbury Industrial Commons*

## Industrial Park

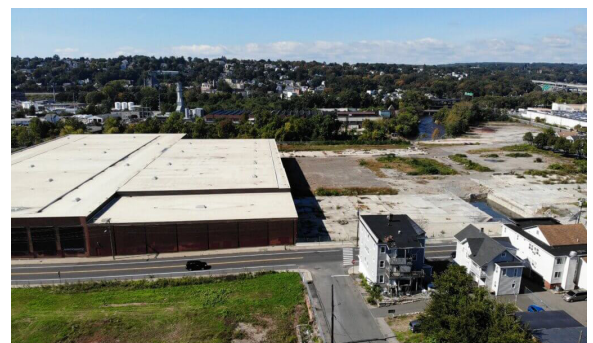
Industrial Park districts are intended to house manufacturing, wholesaling, warehousing, transportation, and distribution facilities. These areas serve as employment centers and are important contributors to the tax base. Industrial parks differ from industrial areas in their location in the City's periphery near the highway system, and in their development pattern (large lots and a campus like setting). Given their proximity to the regional highway network, these areas are most appropriate for intensive industrial uses. This designation encompasses the five existing City owned industrial parks, as well as the recently created South End industrial park on the Naugatuck border. Policy priorities include business expansion, development of remaining vacant land, and investments in City infrastructure.



*Modern industrial parks are characterized by their campus-like setting and proximity to the highway system.*

## Mixed-Use Industrial

Mixed-use industrial areas are transitional areas located between industrial and non-industrial areas that are intended to be used for activities such as light industrial uses, manufacturing, retail, office space, community agriculture, and wholesaling. This area includes historical manufacturing sites located within residential neighborhoods such as Anamet, Bristol Babcock, the Cherry Street Industrial Park, and Lux Clock. Land uses are intended to be more restrictive than in other industrial areas, given their proximity to residential neighborhoods. This land use designation contains many of the City's brownfield sites, and the City will continue to spearhead efforts to remediate these sites and return them to productive use. Given the unique challenges of brownfield sites, future reuse of these sites should be determined on a site-by-site basis.



*Mixed-use industrial areas contain many brownfield sites such as the Anamet Property (above) that are in transitional areas close to residential neighborhoods.*

## **Infrastructure**

This category includes highway rights-of-way, utilities, and landfills that are needed to support commercial, industrial, and residential land uses. These lands are anticipated to remain in use for infrastructure over the next decade.

## **Open Space**

This designation applies to all existing open space property, recreation lands, cemeteries, and passive open space lands. This includes City, state, federal, and privately owned properties. The City will continue to modernize and maintain its parks and open space properties over the next decade. A future park along Jackson Street is also depicted in this category. While there is no funding for Jackson Street Park at this time, it remains a long-term goal of the City by providing open space and river access proximate to the Naugatuck River Greenway and Downtown. The City should continue to pursue opportunities to expand green space and provide river access as part of future greenway projects along the Naugatuck River and its tributaries.

## **Greenways**

Greenways are defined as “corridors of open space that protect natural resources, preserve scenic landscapes and historical resources, or offer opportunities for recreation or non-motorized transportation.” Greenway corridors are shown along the Naugatuck River as well as its tributaries: Hop Brook, Hopeville Pond Brook, the Mad River, Steele Brook, and Hancock Brook.

The Naugatuck River Greenway (NRG) trail remains the city’s top greenway priority over the next decade. Phase 1 of the NRG is completed from Platts Mill Road to Eagle Street. The City was awarded funding for Phase 2 of the NRG through a multi-million dollar RIASE Grant. This connects the greenway up to West Main Street. The final phase is not funded currently and will run from West Main Street to the Thomaston Town line. When completed, the NRG will serve not only as a recreational asset, but will serve as a vital transportation artery for pedestrians and cyclists, connecting to Waterbury’s neighborhoods as well as the surrounding communities. A spur trail along the Mad River, connecting to several City park & recreation properties, is under design.

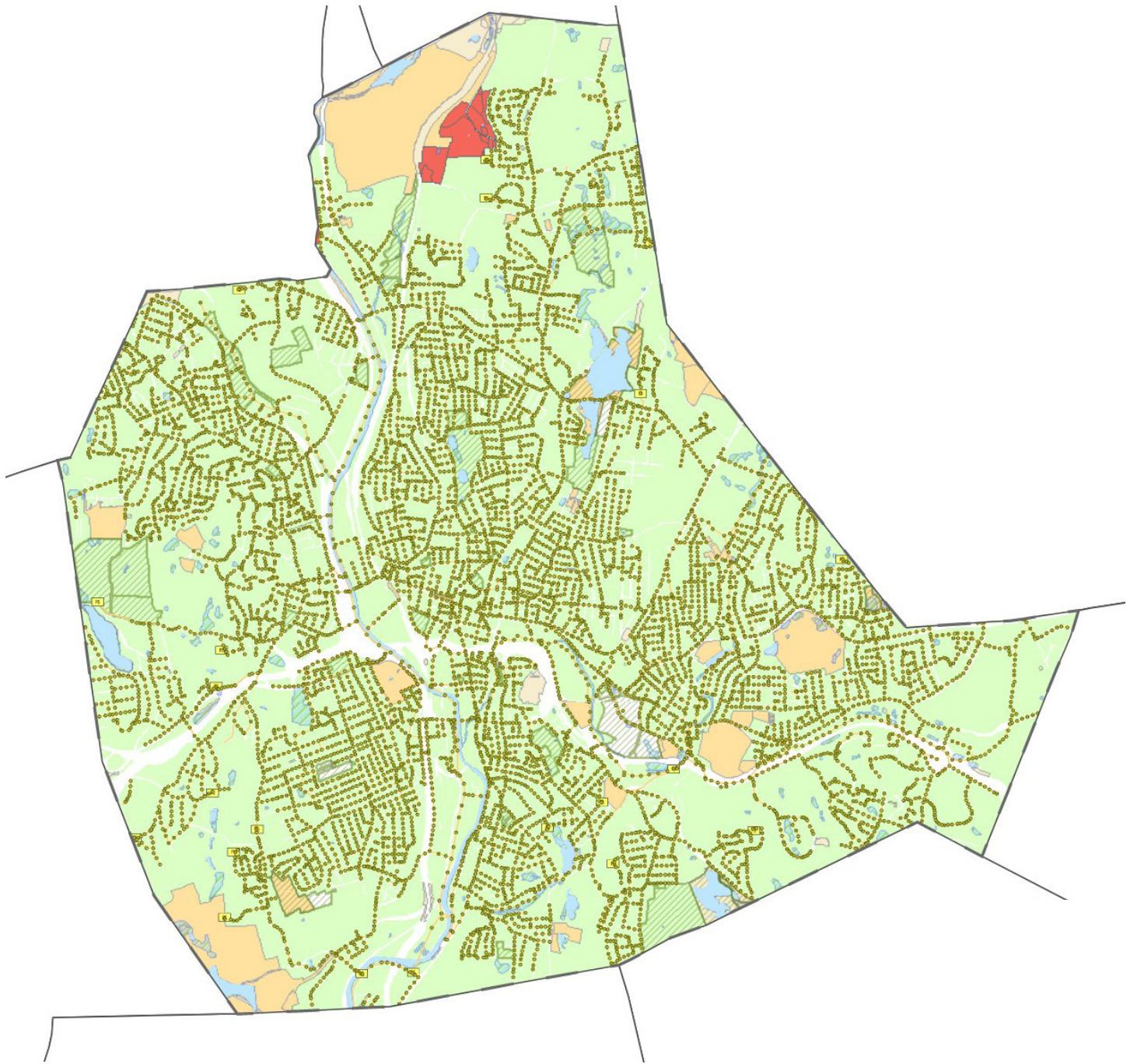
Opportunities for other connector trails along the other greenway corridors depicted on this plan should be explored over the coming decade. In addition to providing recreational opportunities, greenways can protect natural resources and riparian buffers, improve water quality, support wildlife habitats, and provide green space for the surrounding neighborhoods.

## **Sewer Service, Expansion, and Avoidance Areas**

CGS Section 8-23 requires that municipal plans of conservation and development identify the general location and extent of areas served by the existing sewerage system, areas where sewer systems are planned, and areas where sewers are to be avoided. In 2016, the City’s Water Pollution Control Authority adopted a map showing the City’s sewer service areas, as well as potential future expansion areas and avoidance areas. A Potential Future Sewer Service Area has been identified in the Bucks Hill neighborhood between Fieldwood Road and Hancock Brook.

Nearly all developed lots in the City are served by sanitary sewer, with the exception of large open space, park, landfill, utility, government, and cemetery properties. Sewer avoidance areas are noted on cemeteries, preserved open space, state forest, and City park properties, as shown on Figure 3-3. The City’s focus continues to be on modernizing existing sewer infrastructure.

**Figure 3-3: Sewer Plan**



**Legend**

- Manholes
- Pump Station
- Sewer Line
- Sewer Service Area
- Sewer Avoidance Parcel (Cemetery, Preserved, Park, Govt, City, Utility)
- Non-Sewered Parcel
- Potential Future SSA
- ▨ Waterbury Park
- ▨ Wetlands

<b>City of Waterbury, CT</b>		
Sewer Service Area With Potential Future Parcels		
PROJ NO:	13283A	DATE: 2/22/2016
<b>WRIGHT-PIERCE</b> Engineering a Better Environment		<b>FIGURE:</b> 1

# 4. Downtown Revitalization



## **Downtown Revitalization**

### **Vision for the Future:**

Waterbury will continue to advance Downtown Waterbury as the Naugatuck Valley Region's center for business, employment, arts, culture, entertainment, and urban living. This vision is intended to encompass both Waterbury's Traditional Downtown surrounding The Green, as well as the Freight Street District.

The cornerstone to Downtown's revitalization is to increase vibrancy through "feet on the street." This will be achieved by growing Downtown's residential population, supporting businesses, strengthening institutions, and maintaining Downtown's arts and cultural presence. By maintaining a balanced mix of uses, Downtown Waterbury will strengthen its position as a regional live-work-play destination.

## **Goal: Grow Downtown's Residential Population**

### **Facts and Figures:**

According to the latest Census, there are approximately 4,700 people living in the Census Tract encompassing Downtown Waterbury, a population density of just over 10,000 people per square mile. An important priority is to continue to grow Waterbury's Downtown population. This will provide an important consumer base to support Downtown businesses and restaurants and providing housing in close proximity to transit, employment, and services.

Over the last decade, some new housing has been built in Downtown Waterbury, including student apartments in the Brown Building, the renovation of five duplexes on Gaffney Place, and the mixed-income Linden Place Apartments. There are about 400 new housing units in various planning stages throughout the Downtown. Many of these planned projects are adaptive reuse projects, converting the upper floors of historic structures into housing. Downtown Waterbury has been identified as a Development District by the Connecticut Municipal Development Authority, making it eligible for additional state funding for infrastructure and redevelopment efforts.

## Objectives and Strategies:

### 1. Encourage Adaptive Reuse and Infill Housing Development

- Create more market-rate housing units in Downtown Waterbury.
- Support adaptive-reuse projects that maintain the historic built environment and convert the upper floors of historic buildings into housing.
- Where adaptive reuse is not feasible, support the creation of new housing through infill development.
- Encourage infill development whose design complements the historic development patterns of Downtown Waterbury.
- Allow downtown residential developments to utilize parking spaces in public parking garages.
- Leverage available funding from the Connecticut Municipal Development Authority to support adaptive re-use projects.

### 2. Provide Housing that Supports Downtown Businesses and Institutions

- Continue to grow and promote student housing opportunities in Downtown for UConn Waterbury.
- Work with area businesses to establish Employer Assisted Housing programs, creating additional workforce housing units within the City.
- Support workforce housing initiatives.



*The Brown Building (left) is a successful adaptive reuse project that converted the underutilized upper floors of a historic structure into housing for UConn Waterbury students. Gaffney Place (right) renovated four late 19th century homes just north of The Green, providing a new homeownership opportunity within the Downtown.*

*Photo Credits: Apartments.com (left) QA+M Architects (right)*

## **Goal: Promote Downtown Business Development**

### **Facts and Figures:**

Downtown Waterbury is home to some of the City's largest employers, including City government, St. Mary's Hospital, UConn Waterbury, Post University, MacDermid Alpha and Webster Bank. These businesses contribute to the City's employment and tax base and activate the Downtown with "feet on the street" that support local Downtown businesses. In addition to large employers, Downtown is also home to numerous small businesses and restaurants. Promoting small businesses is an important part of Downtown revitalization efforts.

Waterbury's Central Business District has flexible zoning in place that permits a range of uses, provides flexible site design opportunities, and eliminates minimum parking requirements. Similarly, a marketing and branding initiative called "The Waterbury" was recently launched that promotes Waterbury's strengths to prospective residents, businesses, visitors, and investors.

### **Objectives and Strategies:**

#### **1. Support Existing Businesses**

- Encourage health care and higher education institutions to relocate or expand their presence in Downtown.
- Leverage existing public parking areas to support businesses throughout the Downtown.
- Maintain civic and government functions within Downtown Waterbury.
- Consider establishing a management process for Downtown Waterbury such as a Business Improvement District, in partnership Downtown businesses and organizations.

#### **2. Encourage Entrepreneurship and Support Small Businesses**

- Support the creation of business incubator space or co-working space Downtown in partnership with local higher educational institutions.
- Consider establishing a small business revolving loan fund.
- Periodically review the Central Business District zoning map and regulations to ensure that they align with business market opportunities.
- Continue to maintain, update, and promote available commercial properties within the Downtown.
- Retain and expand retail, restaurant, and entertainment businesses that appeal to a broad spectrum of people that live within and beyond the City limits.

### 3. Improve Perceptions of Downtown Through Marketing and Branding

- Continue to market and fill available space in the City-owned One Exchange Place building.
- Develop and implement a wayfinding signage plan for the Downtown.
- Work with property owners to encourage the use of vacant ground-floor retail space for pop-up storefronts or galleries.



*Over the last decade the Howland Hughes Building (left) was renovated to support Post University's growing workforce while the O'Leary Building (right) was renovated to house UConn Waterbury's expanding nursing and health sciences programs. The City's higher education institutions are among the largest employers in the City and contribute to the Downtown's critical mass by increasing the number of employees and students Downtown.*

## Goal: Redevelop the Freight Street District as a Mixed-Use Neighborhood

### Facts and Figures:

The Freight Street District is approximately 70 acres and is located next to Downtown Waterbury and the region's most critical transportation infrastructure including the Waterbury Branch Rail Line, I-84, and Route 8. Historically used for manufacturing, efforts are underway to transform this area into a mixed-use neighborhood, creating a dense, diverse extension of Downtown.

Over the last decade, the City has made significant investments in this transformation. Freight Street was rebuilt including pedestrian friendly streetscape improvements, and a new north-south connector road – Jackson Street – was built, connecting to West Main Street to the north and Bank Street to the south. The City has also acquired several properties including 130 and 170 Freight Street, creating an approximately 20-acre site that the City controls. On these two sites, the former industrial buildings have been demolished, and the City is aggressively pursuing grant funds for site remediation.

In 2018, the City completed the Freight Street Redevelopment Strategy, which solidified the future land use vision for the Freight Street District. The Freight Street District is envisioned as a mix of residential, commercial, and mixed-use development. Central Business Zoning is in place for the Freight Street District, encouraging high density development and providing flexibility for site elements such as parking. In addition, Freight Street is within a development district that is eligible for additional funding through the Connecticut Municipal Development Authority (CMDA). Improvements to the Waterbury Branch Rail line support future transit-oriented development opportunities and complement ongoing efforts to revitalize the City's traditional Downtown.

**Figure 4-1: Conceptual Freight Street Master Plan (2018)**



*Conceptual Master Plan from the 2018 Freight Street Redevelopment Strategy envisions a mix of residential, commercial, and mixed-use development.*

## Objectives and Strategies:

### 1. Make Development Sites “Shovel Ready”

- Implement the recommendations of the Freight Street Redevelopment Strategy.
- Continue to pursue grants for environmental assessment and cleanup efforts, with initial focus on City-owned properties on the north side of Freight Street.
- Strategically acquire and assemble additional property in the Freight Street District to promote future redevelopment.

### 2. Pursue Mixed-Use Development in the Freight Street District

- Support transit-oriented development within the Freight Street District, particularly for sites closest to the train station.
- Remediate sites to align with desired future uses. Where residential and mixed-use development are envisioned, ensure that cleanup is made to residential standards.

### 3. Explore Alternative Funding Strategies to Promote Redevelopment

- Consider establishing a Tax-Increment Financing (TIF) district, which uses future property tax revenue from a development to pay for improvements such as infrastructure.
- Leverage the Connecticut Municipal Development Authority development district as a tool to fund infrastructure investments and private development.

### 4. Enhance Connections Between Freight Street, Downtown, and the Train Station

- Work with the Connecticut Department of Transportation (CTDOT) to ensure that the future alignment of I-84 and Route 8 doesn't negatively impact development opportunities in the Freight Street District.
- Explore ways to improve pedestrian connectivity between the Train Station and the Freight Street District neighborhood.
- Consider the creation of future internal roadways within the Freight Street District, as envisioned in the Freight Street Redevelopment Strategy.
- Improve lighting and aesthetics along the railroad overpasses along West Main Street, Freight Street, and Crane Street.
- Strengthen connections between Phase 2 of the Naugatuck River Greenway, Freight Street, and Downtown Waterbury.

## Goal: Improve Local and Regional Connectivity to Downtown

### Facts and Figures:

Downtown Waterbury serves as a convergence point for the local roadway network, regional highway network, and bus and rail transit systems. The local roadway network serves not just cars, but also provides linkages for pedestrians and cyclists. A “complete streets” philosophy has been adopted as part of roadway projects, ensuring that they safely serve all users.

Waterbury serves as the regional hub for the bus and rail transit networks. Transit benefits the Downtown in many ways, by minimizing the need for parking, allowing higher-density development. The Waterbury Branch of MetroNorth Railroad has seen growing ridership, which is up 150% compared to pre-pandemic levels. The City continues to advocate for enhanced rail service to Fairfield County and New York City along the Waterbury Branch. Upgrades to the Waterbury Train Station are planned, including an extension of the high-level platform, security and amenity upgrades, and the conversion of the former baggage room of Waterbury Union Station into an indoor waiting area. Future investments are needed in order to increase the frequency of service and open up opportunities for transit-oriented development. The Downtown also serves as the hub and major transfer point for CTTransit bus service, connecting residents to shopping, employment, and services throughout the City while also providing connections to surrounding communities.

### Objectives and Strategies:

#### 1. Improve Bus and Rail Transit Service

- Enhance bus transit amenities within Downtown Waterbury (benches, covered shelters, lighting, restrooms, signage, etc.)
- Initiate a Downtown circulator bus serving key destinations such as the Waterbury Train Station, St. Mary’s Hospital, Waterbury Hospital, Brass Mill Center, and UConn Waterbury.
- Investigate alternative bus transfer points within the Downtown.
- Complete upgrades to the Waterbury Train Station, including platform extension and indoor waiting area.
- Continue to advocate for enhanced rail service on the Waterbury Branch Line, including infrastructure improvements that increase the frequency of service.



*Rendering of future improvements to the Waterbury Train Station. Improvements include the extension of the high level platform, creation of an indoor waiting area, and safety and security upgrades.*

## 2. Maintain a Safe and Balanced Roadway Network

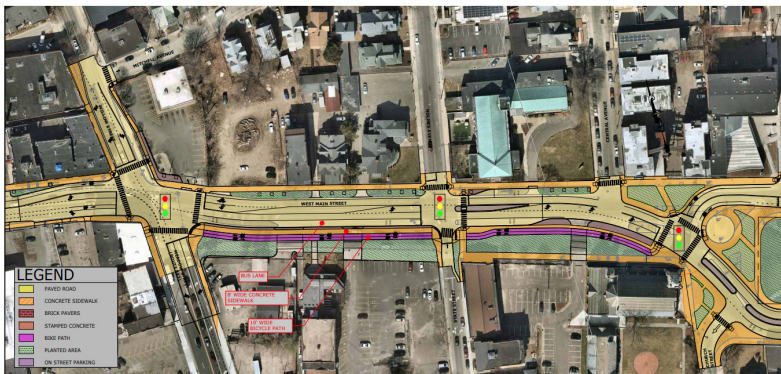
- Incorporate traffic calming into roadway reconstruction projects within the Downtown.
- Consider “quick build” projects that address pedestrian and vehicular safety such as curb extensions, enhanced pavement markings, and signals to help improve safety until permanent improvements can be made.
- Strengthen connections between the Downtown and surrounding activity centers such as St. Mary’s Hospital, Waterbury Hospital, and the Freight Street District.

## 3. Maintain Highway Connectivity and Access to Downtown

- As part of future planning for the I-84 and Route 8 “mix-master” interchange, ensure that Downtown maintains strong interchange connections to the highway system.
- Improve signage between the highway interchanges, major Downtown destinations, and parking garages.
- As part of the “mix-master” replacement project; leverage opportunities to improve vehicular and pedestrian connectivity between the Downtown and the South Main Street neighborhoods.
- Advance the design concept of incorporating an “east to west” linear park as a component of the “mix-master” replacement project.

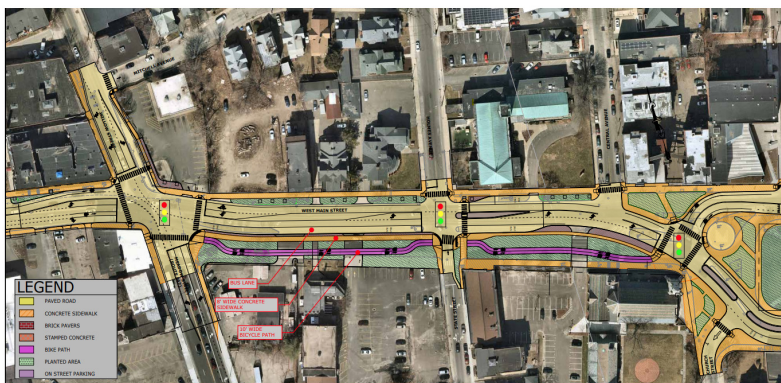
**Figure 4-2: Proposed Design Alternatives for West Main Street**

### Alternative A



Waterbury was awarded a \$23 million federal RAISE Grant, which will fund improvements to West Main Street as well as EV charging stations at the train station and Phase 2 of the Naugatuck River Greenway. Preliminary designs for West Main Street incorporate “complete streets” principals to better accommodate all roadway users. Design considerations include provision of a dedicated bike path, provision of bus pull-offs, widening of sidewalks, and shortening of crossing distances.

### Alternative B



## Goal: Invest in Public Infrastructure

### Facts and Figures:

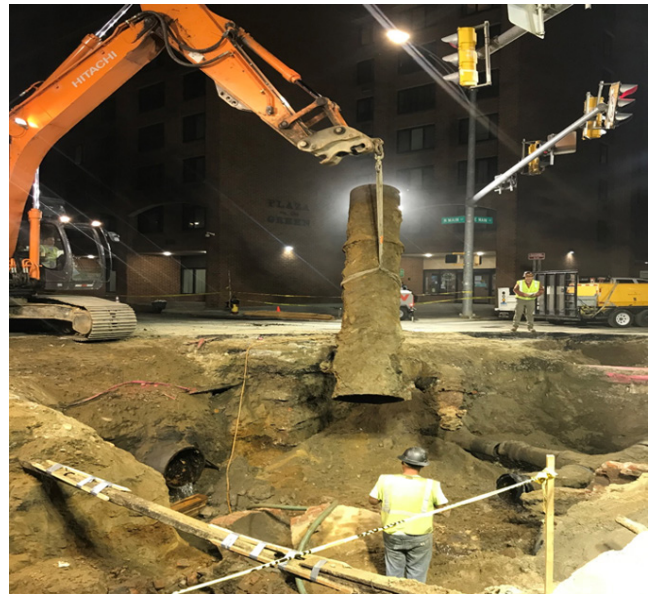
Much of the water, sanitary sewer, and stormwater infrastructure within the Downtown is over 100 years old. The City continues to make significant investments in Downtown infrastructure to facilitate private investment. Over the last decade, The Green and Library Park have been renovated, Freight Street and Meadow Street have been rebuilt, underground utilities have been replaced on East Main Street, and ongoing work will improve underground utilities in Exchange Place and Bank Street. The City was awarded a \$23 million RAISE Grant which will rebuild West Main Street, complete Phase 2 of the Naugatuck River Greenway between Eagle Street and West Main Street, and add EV Chargers to the Train Station. RAISE funding was supplemented by \$4 million in state funds for utility work on West Main Street as well as local funding.

Downtown is home to several city-owned parking facilities as well as on-street parking. These facilities allow the centralization of parking and eliminate the need for businesses to provide their own parking, thus increasing densities. The City is currently undertaking repairs to the Buckingham Garage, the largest public parking facility in the Downtown.

### Objectives and Strategies:

#### 1. Upgrade Utility Infrastructure

- Maintain public infrastructure in a state of good repair.
- Complete the Bank Street and Exchange Place underground utility replacement projects.
- Complete the West Main Street underground utility replacement project.
- Conduct inspections and studies of underground culverts and conduits for Great Brook and Little Brook and identify improvements.
- Continue to address traffic through traffic signal upgrades and the implementation of a traffic center.
- Incorporate low impact development strategies into Downtown infrastructure and development projects, where feasible.



*Workers replace a sewer main that is over 100 years old as part of the East Main Street reconstruction project.*

## 2. Leverage City-Owned Parking Infrastructure

- Maintain City-owned parking structures in a state of good repair.
- Complete upgrades to Buckingham Garage.
- Continue leasing City-owned parking spaces to support private development and institutional uses.
- Improve signage for public parking areas.
- Consider establishing a parking space leasing program, allowing Downtown restaurants to leverage on-street parking for additional outdoor dining.
- Modernize payment collection technology for metered garage and street parking.

## 3. Enhance Streetscapes

- Incorporate street trees and public green space into Downtown streetscape projects.
- Strengthen coordination with CTDOT to ensure that streetscape improvements on state roadways within the Downtown (Grand Street, West Main Street, parts of Meadow Street and South Main Street), align with City efforts.
- Improve Downtown street lighting and encourage illumination of prominent buildings.
- Promote use of Downtown streetscapes to host outdoor dining where appropriate.
- Encourage Downtown design and activities that stimulate the human senses; including touch, sight, hearing, smell and taste.



*Waterbury is in the process of completing a number of public infrastructure upgrade projects, including streetscape and utility projects on Exchange Place and Bank Street (left) and the restoration of the Buckingham Parking Garage (right).  
Photo Credits: Waterbury Development Corporation (left), O&S Associates (right)*

## Goal: Build Upon Downtown’s Strong Historic and Cultural Resources

### Facts and Figures:

Downtown Waterbury contains one of the largest concentrations of historic structures in the State, many of which were built in the late nineteenth and early twentieth century. Downtown is home to three National Historic Districts and several dozen contributing structures. Historically, many of these structures used their upper floors for commercial uses. With changes to the commercial market, there are growing opportunities to convert the upper floors of historic structures into residential apartments.

The City has taken an active approach to historic preservation in recent years. City Hall has been renovated, renovations to the Chase Building are moving forward, and two historic parks (The Green and Library Park) were renovated. The City has also acquired several historic structures and spearheaded redevelopment efforts, in partnership with other Downtown institutions. These include Odd Fellows Hall on North Main Street and the Rectory Building on East Main Street, which were both renovated and are used primarily by UConn Waterbury. Other projects spearheaded by private entities include the renovations of the Howland Hughes Building and Brown Building and the City’s planned sale of the former St. Mary’s School campus for housing.

In addition to historic structures, Downtown Waterbury serves as the region’s center for arts and culture and is home to numerous institutions such as the Silas Bronson Library, Mattatuck Museum, the Palace Theater, and the Greater Waterbury YMCA. These institutions draw in patrons from throughout the City and region, and contribute to Downtown’s “critical mass.” Downtown also hosts numerous parades and cultural events (such as The Gathering) annually.



*The Gathering is held every Fall and draws thousands of visitors into Downtown Waterbury. The Gathering celebrates Waterbury’s many unique cultures, neighborhoods, and community organizations.*

## Objectives and Strategies:

### 1. Maintain Downtown Waterbury's Historic Building Stock

- Continue to support public and private efforts to renovate and adaptively reuse historic structures within the Downtown.
- Continue Downtown Façade Improvement Program.
- Educate property owners on funding sources that could be used to promote historic preservation efforts (such as Historic Preservation Tax Credits).
- Consider becoming a Certified Local Government through the State Historic Preservation Office (SHPO), which could increase grant and technical assistance opportunities for historic preservation.
- Complete renovations of the Chase Building.
- Support historic preservation and adaptive reuse efforts at the Waterbury Union Station building and clocktower.

### 2. Support Arts and Cultural Institutions and Initiatives

- Continue to support the Silas Bronson Library and explore opportunities to expand program offerings.
- Address capital needs at the Silas Bronson Library.
- Continue to host parades, arts, and cultural events in Downtown Waterbury.
- Incorporate public art into ongoing infrastructure and streetscape upgrades.
- Continue support of the Palace Theater, the Mattatuck Museum, Seven Angels Theater, and other cultural centers located in Downtown Waterbury.
- Consider establishing a Cultural District designation in Downtown Waterbury through the State of Connecticut Cultural District Program.
- Encourage arts, cultural activities, and performances within Downtown Parks such as Library Park and The Green.
- Continue to incorporate arts and cultural institutions as part of Downtown marketing and branding efforts.



# 5. Economic Prosperity

## **Economic Prosperity**

### **Vision for the Future:**

Waterbury will advance its role as an employment center, serving as a regional center for health care, education, retail, and manufacturing. With a limited amount of vacant land available in commercial and industrial zones, Waterbury will pursue the “highest and best use” on existing developed land. By focusing efforts on redevelopment, the City can leverage existing infrastructure, reinvigorate underutilized uses, and ease development pressures on undeveloped land. Economic development has many benefits for the City, including increased tax revenue to support government services, expanded job opportunities for residents, and greater availability of goods and services.

### **Goal: Return Brownfields to Productive Use**

#### **Facts and Figures:**

Waterbury’s economy was historically centered around the brass and metal manufacturing industries, producing products such as clocks, watches, buttons, tools, hardware, wire, and munitions. These industries began to decline in the years following World War II when plastics replaced brass in many products, manufacturing moved to other parts of the country, and the Flood of 1955 damaged many manufacturing facilities. Some of these formerly industrial sites are no longer used for manufacturing, and environmental contamination as a result of historic industrial activities prevents redevelopment. These “brownfield” sites require extensive remediation in order to address environmental issues and return them to productive use.

The City has made tremendous progress in Brownfield Redevelopment over the last twenty years. Waterbury Industrial Commons, the former Chase Brass mill, has been largely remediated and redeveloped to support modern industrial uses, including King Industries and Luvata. Industrial sites in the City’s South End along the Mad River have been converted into a Regional Food Hub and George Tirado, Sr. Park. Environmental cleanup and site preparation continues at other brownfield sites such as Anamet, several properties in the Freight Street District, The Waterbury Button Company, Risdon Mill, and Bristol-Babcock. The City is spearheading these efforts through site acquisition, demolition, and remediation. Funding for these sites is provided by a number of regional, state, and federal partners, including NVCOG’s Regional Brownfield’s Partnership, the Connecticut Department of Economic and Community Development (DECD), and United States Environment Protection Agency (EPA). For brownfields within CMDA Development Districts, additional funding for infrastructure and redevelopment efforts may be available.

## Objectives and Strategies:

### 1. Continue Environmental Assessment and Remediation Efforts

- Continue to pursue grant funds for building demolition, environmental assessment, and remediation, in partnership with regional, state, and federal agencies.
- Ensure that brownfield cleanup standards align with desired future uses. Where residential, mixed-use development, or community uses are envisioned, ensure that cleanup is made to the appropriate standard.

### 2. Align Infrastructure and Regulations with Redevelopment Opportunities

- Consider establishing a brownfield redevelopment overlay zone that allows flexible land use and site design standards that align with the unique characteristics of each site.
- Invest in City infrastructure (water, sewer, stormwater, roads, bridges, etc.) as part of brownfield redevelopment efforts.
- Where brownfield sites are located along identified greenway corridors, consider acquiring easements that could support the development of future multi-use trails, particularly along the Naugatuck and Mad Rivers.

### 3. Market Brownfield Sites

- For remediated City-owned sites, conduct developer RFPs to solicit redevelopment offers from private developers.
- Explore alternative funding opportunities such as Tax-Increment Financing (TIF) and CT Municipal Development Authority Funds to support future redevelopment.



*Redevelopment of the Anamet Property on South Main Street is one of the City's brownfield redevelopment priorities over the next decade.*

## Goal: Support the Evolution of Underperforming Commercial Sites

### Facts and Figures:

Emerging trends such as the growth of e-commerce are changing the way residents' shop and have led to an evolutionary change to the City's commercial districts. Some retail sectors have been impacted particularly hard by e-commerce such as clothing, electronics, books, music, and office supplies. Other sectors such as restaurants, food and beverage stores, personal services, automotive uses, fitness, and entertainment uses are more resilient to these shifting consumer preferences. Many of the commercial development projects that have occurred over the last ten years are in these more resilient sectors. As the commercial real estate market continues to evolve, some commercial properties may become obsolete. These "greyfields," or obsolete commercial sites, present an opportunity for redevelopment to meet other community needs, such as housing, community facilities, or employment. Like brownfields, greyfields are obsolete and underutilized. But unlike brownfields, greyfields typically do not have environmental contamination that inhibits redevelopment. Steering future development to these sites has multiple benefits – it encourages development in areas with existing infrastructure, reuses underutilized sites, and eases development pressure on undeveloped land.

Brass Mill Center Mall, like many malls in Connecticut, is struggling to adapt to changing consumer preferences. The mall has a high vacancy rate and has lost several anchor tenants. The redevelopment of this site is complicated by several unique characteristics. The site is owned by multiple property owners. In addition, the mall is a brownfield site, formerly housing the Scovill Manufacturing Company. Much of the site has environmental restrictions that make future redevelopment more challenging. Despite these challenges, Brass Mill Center Mall is among the City's largest taxpayers, sits on one of the most visible and heavily traveled corridors in the City, and is close to Downtown Waterbury and several major employers. Maintaining vibrancy, employment opportunities, and tax generation on this site remains a City priority over the coming decade.



*The Brass Mill Center Mall sits on one of the most visible sites in the City, next to I-84. As consumer preferences continue to change, the mall will need to continue to adapt in order to maintain its position as a center for employment, retail, and services.*

## Objectives and Strategies:

### 1. Support Efforts to Reinvigorate Brass Mill Center Mall.

- Consider establishing a flexible overlay zone to support future redevelopment and reinvigoration efforts.
- Support the broadening of uses within the mall. Consider a range of potential uses beyond retail and services such as research & development, health care, education, and employment uses.
- Where environmental site conditions allow, support efforts to convert unutilized parking spaces into green space in order to lessen stormwater runoff.
- Consider supporting targeted remediation at portions of the mall property to support redevelopment, leveraging state brownfield and Greyfield funding programs.

### 2. Ensure that Regulations Support the Evolution of Commercial Zones

- Evaluate minimum parking requirements in Commercial zones. Consider lowering requirements, particularly for areas with an oversupply of parking.
- Consider broadening permitted uses within the Commercial zone in order to provide greater flexibility for the reuse of big box retail sites. Consider allowing mixed-use development, light industrial, manufacturing uses subject to special exception approval.

### 3. Reposition Greyfield Sites

- Identify potential greyfield redevelopment sites and identify desirable future uses.
- Align zoning regulations with desired future use of the site, potentially utilizing an overlay zone approach.
- Pursue state funds through the CT Greyfields Program to support redevelopment efforts.



*Older shopping centers, such as those in the Wolcott Street corridor, may qualify for the CT Greyfields Program, which could help support revitalization efforts.*

## **Goal: Pursue Economic Development and Grand List Growth**

### **Facts and Figures:**

Economic development has many benefits for the City, including providing tax revenue that supports City facilities and services, providing employment opportunities for residents, and providing access to retail and services for both the City and the region. Economic development strategy focuses on both supporting existing business retention and expansion, as well as fostering a small business development and entrepreneurship.

Waterbury has taken an active role in its economic future through the acquisition and disposition of land. The City has used this model successfully in its industrial parks, as well as the future distribution center in the South End. The City owns several undeveloped properties in Reidville Industrial Park, Brookside Industrial Park, Waterbury Industrial Commons, and in the East End adjacent to Crosby High School. The City should continue to support the strategic disposition of these lands if their development can support its economic development and land use goals.

### **Objectives and Strategies:**

#### **1. Encourage Business Retention and Expansion**

- Provide a continuum of commercial and industrial spaces that support businesses throughout their lifecycles, ranging from small, flexible spaces for startups, to larger more specialized spaces for mature businesses.
- Assist businesses in identifying spaces that can support business expansion.
- Continue outreach to the business community in partnership with the Waterbury Regional Chamber of Commerce.

#### **2. Support Small Businesses and Entrepreneurship**

- Assist new businesses in navigating state and local permitting processes.
- Expand online permitting tools.
- Explore the creation of a small business revolving loan fund, utilizing state funds, City funds, or Community Development Block Grant (CDBG) allocations.

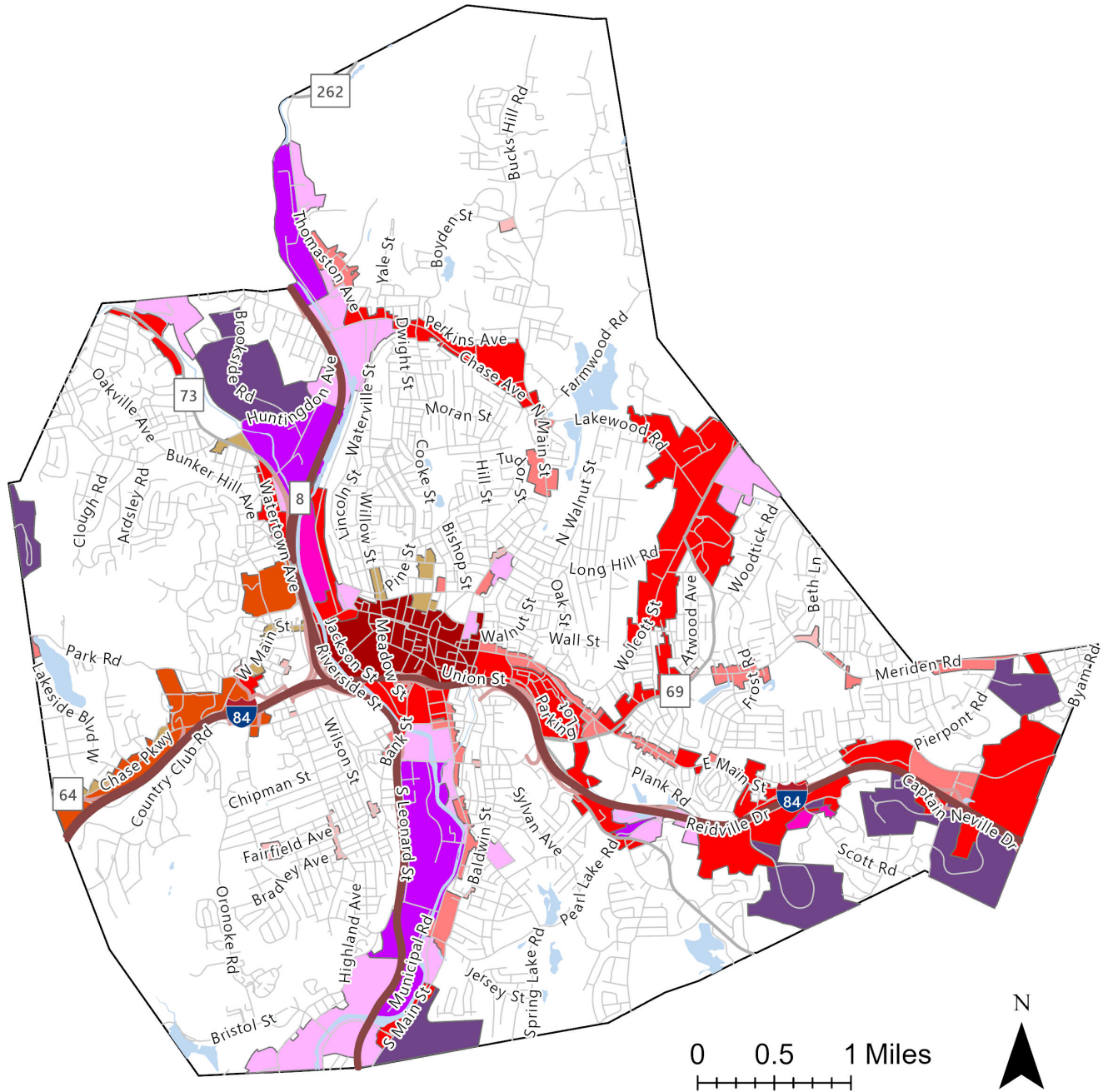
#### **3. Support Investments and Improvements to Business Districts**

- Maintain public infrastructure in business districts in a state of good repair.
- Identify potential sites for shared off-site parking within neighborhood mixed-use corridors.
- Enhance aesthetics in commercial districts through streetscape improvements such as sidewalks, street trees, lighting, and signage.
- Work with CTDOT to support sidewalk investments on state-owned commercial corridors such as Meriden Road, Wolcott Street, Watertown Avenue, and East Main Street.











#### **4. Capitalize on Strategically Located City-Owned Properties**

- Assess the feasibility of subdividing City-owned property along East Main Street, and the market potential for commercial development.
- Continue to actively market remaining City-owned properties within industrial parks.
- Assess the ability for City-owned properties to meet other community needs, such as housing or community facilities.

**Figure 5-1: Existing Business Zones**



**Existing Zoning**

- |   |                                 |   |                                       |
|---|---------------------------------|---|---------------------------------------|
|  | CBD - Central Business District |  | CA-IL - Commercial Industrial Overlay |
|  | CA - Arterial Commercial        |  | IG - General Industrial               |
|  | CG - General Commercial         |  | IL - Limited Industrial               |
|  | CN - Neighborhood Shopping      |  | IP - Industrial Park                  |
|  | CO - Commercial Office          |  | RO - Residential/Office               |

## **Goal: Continue Workforce Development Initiatives**

### **Facts and Figures:**

The City's labor force is its greatest economic development asset. Waterbury has a skilled workforce in industries such as health care, manufacturing, and education. However, with an aging workforce, businesses, the City and its partners need to continue to investment in training programs to ensure future workforce needs are met.

Many entities are involved in these initiatives including Waterbury Public Schools, the CT State Technical High Schools, CT State – Naugatuck Valley, and the Manufacturing Alliance Service Corporation (MASC). In 2013, Waterbury Public Schools opened Waterbury Career Academy, with a focus on college and career readiness. WPS has also bolstered vocational curriculum in its other high school programs over the last decade to help meet workforce needs.

### **Objectives and Strategies:**

#### **1. Support Workforce Development Programs**

- Maintain Waterbury's status as a regional center for the health care industry.
- Work with institutions such as Connecticut State University - Naugatuck Valley to support job training initiatives for manufacturing, health care, and other employment sectors.
- Pursue state and federal grant opportunities to expand access to adult education, English as a Second Language (ESL), and GED programs.

#### **2. Expand Workforce Development Offerings**

- Continue and expand workforce development program offerings through Waterbury Public Schools and Technical High Schools.
- Work with local businesses to identify workforce gaps, and consider establishing new programs at Waterbury Public Schools to address those gaps.
- Expand employment opportunities for teens and young adults, in partnership with the school district, local employers, and City departments.



*In 2013, Waterbury Public Schools opened Waterbury Career Academy, which provides vocational and job training programs in a range of health care, human services, and technology pathways.*



*Institutions such as the Manufacturing Alliance Service Corporation (left) and CT State - Naugatuck Valley (right), have developed job training programs to support the region's manufacturing employment base. Sources: MASC (left), Bemis Associates (right)*



# 6. Quality of Life

## Quality of Life

### Vision for the Future:

Waterbury seeks to provide a greater range of housing choices, including market rate, affordable housing, and senior housing over the next decade. With an aging housing stock, Waterbury is committed to continuing programs that modernize the housing stock, and provide safe and healthy living environments for all. Waterbury supports a range of lifestyle choices including amenity-rich urban neighborhoods, suburban areas, and lower density residential areas. One of Waterbury's strengths is its neighborhoods, with each reflecting its unique history, geography, and residential populations. Waterbury will promote livable neighborhoods by strengthening mixed-use corridors, tackling quality of life issues, and promoting infill development that turns underutilized properties into community assets. Strong neighborhoods will be supported by a high quality, community-oriented school system, and a range of City facilities and services that meet resident's evolving needs.

### Goal: Provide a Range of Housing Choices for All Ages, Incomes, and Household Types

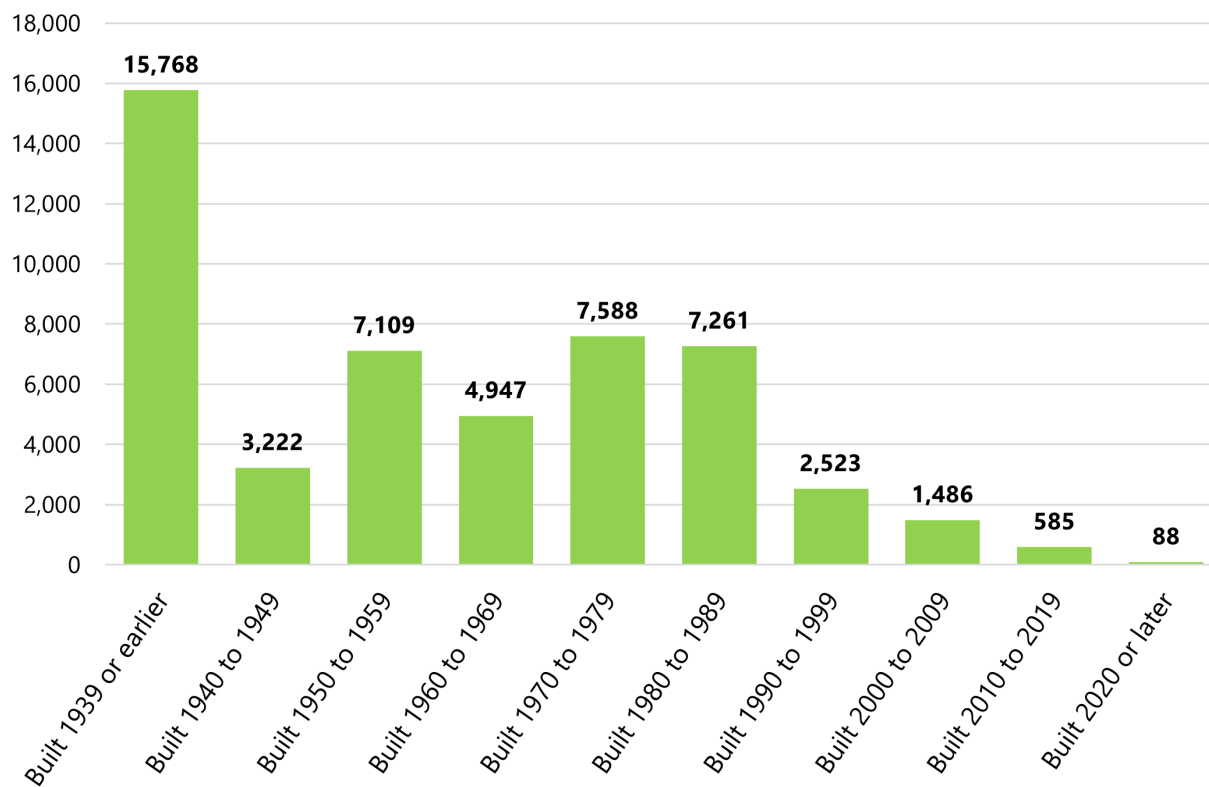
#### Facts and Figures:

Waterbury has a diverse housing stock, which is made up of approximately 40% single-family homes, 32% 2-4 family apartments and 24% 5+ unit apartments. About 55% of housing units are rented. Waterbury is largely built out, with limited vacant land to support new development, resulting in only modest new construction over the last decade. Waterbury has averaged 35 new housing permits annually, while demolition permits averaged 43 annually, resulting in a small net loss in total housing units over the last decade. This means that Waterbury's population growth has largely been accommodated primarily within existing housing, contributing to tight housing market conditions.

Affordability is an issue of local, state, and national concern. Housing costs have risen dramatically over the last six years. As of 2025, the Fair Market Rent for a 1-bedroom room apartment in Waterbury was \$1,572 per month. This compares to just \$901 per month in 2019. Similarly, the sale price for single-family homes and condominiums has more than doubled since 2019. About 22% of Waterbury’s housing stock meets the state definition of affordable housing, one of the highest shares in the State. However, demand continues to exceed supply. Waterbury Housing Authority has a wait list of over 600 households for its 735 housing units. There are an additional 750 households on the wait list for Housing Choice Vouchers. Future projects are anticipated to grow the number of affordable units, including the West Grove Redevelopment (46 units), the sale and redevelopment of the Begg Building (76 units), and Lawrence Crest (13 units). With a growing senior population, there is also anticipated to be a growing need for affordable senior housing over the next decade.

Waterbury’s housing stock is aging, with nearly one-third of housing units built prior to 1940. Older housing units are concentrated within the City’s urban core neighborhoods. While many older housing units are maintained, others have seen disinvestment. In addition to age and condition issues, older housing units have issues with environmental health hazards (such as lead and asbestos) that can negatively impact public health. The City has implemented several programs to help address housing condition issues. Community Development Block Grant (CDBG) funds are used for a range of housing rehabilitation programs and the Health Department oversees the Lead Safe and Healthy Homes Programs, which is focused on addressing environmental health hazards within older housing units. The Blight Task Force was created in 2012 to address issues of blight, litter, and abandoned properties. Recent state legislation will require regions and municipalities to plan for housing growth and also will provide additional grant funds for infrastructure projects that support new housing.

**Figure 6-1: Waterbury Housing Stock, by Year Built**



Source: American Community Survey, 5-Year Estimates 2019 to 2023

## Objectives and Strategies:

### 1. Create More Market Rate Housing

- Support the creation of a range of housing options, including single-family homes, duplexes, triplexes, condominiums, and apartments.
- Support homeownership opportunities, leveraging the statewide programs offered through the Connecticut Housing Finance Authority.
- Develop a Housing Growth Plan in accordance with State requirements and seek Housing Growth Grant Program funds for associated infrastructure improvements.

### 2. Maintain and Expand Affordable Housing Opportunities

- Maintain existing Waterbury Housing Authority properties in a state of good repair.
- Complete the West Grove and Lawrence Crest Redevelopment Projects.
- Identify land that could be used to support future Housing Authority Infill projects.
- As part of future Housing Authority redevelopment projects, explore opportunities to increase the number of units as part of the redevelopment process.
- Support the creation of mixed-income developments, which contain both affordable and market rate housing.

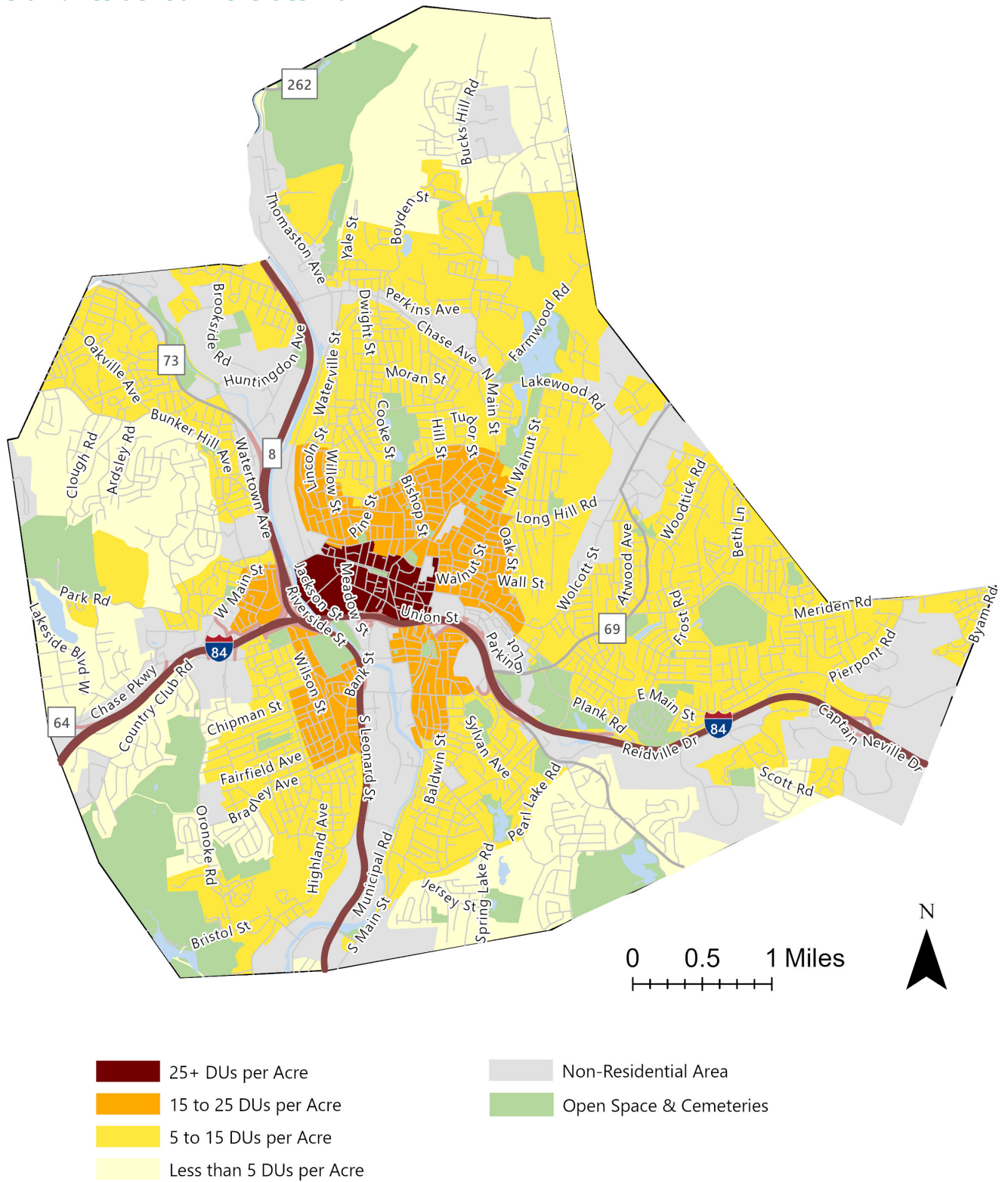
### 3. Expand Senior Housing Options

- Support the sale of the Begg Building and rehabilitation of the building into additional senior housing units.
- Encourage the creation of senior housing developments in walkable, transit accessible, and mixed-use neighborhoods where housing can be co-located with amenities and services including retail, health care, and recreational opportunities.
- Consider adding a Senior Housing Floating Zone to the zoning regulations to provide greater flexibility in the design and location of age-restricted housing.

### 4. Support Housing Modernization Efforts

- Continue to implement the Lead Safe and Healthy Homes programs through the Health Department.
- Continue to leverage CDBG funding for housing modernization efforts, such as the HOME Investment Partnerships and homebuyer assistance programs.
- Strengthen landlord registration and rental licensing procedures to better enforce health, safety, and blight issues at rental housing units.

**Figure 6-2: Residential Densities Plan**



## **Goal: Promote Livable and Healthy Neighborhoods**

### **Facts and Figures:**

Waterbury is a City of neighborhoods, with each shaped by its unique location, history, and residential population. At the core of many neighborhoods are mixed-use corridors, such as East Main Street, North Main Street, South Main Street, Highland Avenue, and Willow Street. These corridors serve as neighborhood hubs and contain a mix of housing, retail, services, restaurants, and civic uses. As the center of “walking neighborhoods,” these corridors are vital to their continued viability and overall neighborhood cohesion.

In 2022, the Waterbury Land Bank was established to assist with site acquisition, demolition, and infill redevelopment projects within targeted urban core neighborhoods, returning unproductive properties into productive uses. Where possible, residential structures are stabilized, sold, and renovated. In other instances, lots may already be vacant, or structures may need to be demolished. These lots can be assembled and redeveloped or sold to adjacent property owners through the Land Bank’s Side Lot Program. The Side Lot Program provides an opportunity for qualified adjacent properties to purchase vacant lots and use them as green space, gardens, or off-street parking.

### **Objectives and Strategies:**

#### **1. Strengthen Neighborhood Mixed-Use Corridors**

- Consider expanding the façade improvement program to include businesses within mixed-use corridors.
- Identify opportunities to establish shared public parking areas within neighborhood commercial districts.
- Enhance aesthetics through streetscape improvements such as sidewalks, street trees, lighting, signage, and transit amenities.
- Maintain pedestrian-scale of development within mixed-use corridors, including placing buildings close to the street, sidewalk connectivity, and minimizing on-site parking.
- Implement a neighborhood tree-planting program.

#### **2. Target Quality of Life Issues**

- Continue blight enforcement efforts through the Blight Task Force.
- Continue to address quality of life issues through the Waterbury Police Department.
- Strengthen partnerships between the City, community groups, and non-profit organizations.

#### **3. Promote Infill Sites**

- Maintain an inventory of existing infill sites, in partnership with the Waterbury Land Bank.
- Assemble and market sites to prospective property owners or developers.
- Leverage infill lots to meet other City goals, such as redevelopment of vacant land, affordable housing, homeownership opportunities, or green space.
- Continue to implement Side Lot Program through the Waterbury Land Bank.
- Consider modifications to the zoning regulations to facilitate the redevelopment of infill lots.

## What is Infill Development?

Infill development is defined as development or redevelopment of vacant or underutilized land within established neighborhoods of the City. As a growth strategy, infill development has the potential to revitalize aging neighborhoods, eliminate blight, utilize existing infrastructure, provide opportunities for new housing development, and increase the tax base.

Many neighborhoods within the City's urban core have a large number of vacant lots or deteriorated structures. These lots provide opportunities for infill housing or other neighborhood amenities such as green space or off street parking. The Waterbury Land Bank is spearheading efforts to acquire and reposition infill lots and turn them into community assets rather than obstacles.



*Graphic courtesy of the City of El Paso Infill Policy Guide*

## Goal: Support a High Quality, Community-Oriented School System

### Facts and Figures:

Waterbury Public Schools is one of the largest school systems in Connecticut, serving over 18,300 students as of the Fall of 2025. WPS operates 16 PK-5 elementary schools, 6 PK-8 schools, three middle schools, five high schools, and three special program facilities. Enrollment in WPS has remained very stable over the last twenty years, ranging from 18,000 to 19,000 students. Enrollment projections prepared for the district anticipate enrollment stability continues over the coming decade.

The district continues to make investments in its school programs and facilities and long-standing vision towards a PK-8 grade configuration for elementary and middle school aged students. Wendell Cross was rebuilt as a neighborhood PK-8 school, opening in the fall of 2021. In 2020, the City acquired the former Saints Peter and Paul School property and has used the school to house the Roberto Clemente International Dual Language School, which when fully operational will house students in grades PK-8. As the district moves towards the PK-8 model, space may become available at the comprehensive middle school to meet other community needs.

WPS has made significant investments in other buildings, including renovations to elevators, auditoriums, indoor pools, security systems, exterior doors, HVAC systems, electrical systems, IT infrastructure, roofs, and flooring. WPS completed a Long-Range Facilities Master Plan in 2022, which identifies future construction projects and capital improvements to maintain facilities in a state of good repair.

WPS school facilities provide a range of services extending well beyond education. The City's two largest middle and high school campuses, as well as Driggs Elementary School have School-Based Health Centers, which provide medical, behavioral health, and dental care for students. The City's three high schools also serve as Emergency Shelters during natural disasters.



*The new Wendell Cross School opened in the Fall of 2021, continuing Waterbury Public Schools' longstanding efforts to move towards a PK-8 grade configuration.*

*Photo Credit: Friar Architects*

## Objectives and Strategies:

### 1. Maintain Neighborhood-Based School Model

- Support the continued transition to the neighborhood-based K-8 instructional model.
- Continue to work collaboratively with the city on identifying and funding opportunities to support the K8 transition and modernization.
- Implement the recommendations from the Waterbury Public Schools Facilities Master Plan.
- Strategically acquire land adjacent to existing school facilities to support future expansion and facility renovation efforts.

### 5. Expand the School System's Role as a Center for Service Delivery

- Seek grants to expand School-Based Health Centers to other WPS facilities.
- Continue partnerships between Waterbury Public Schools and the City Recreation Bureau to provide recreation opportunities outside of school hours.
- Maintain athletic facilities, playgrounds, and fields at public school buildings in a state of good repair.
- Continue to identify ways to expand access to Early Childhood Education, in partnership with WPS and community partners.
- As the district expands the PK-8 model and enrollment in the 6-8 middle schools decreases, study opportunities to leverage available space at the middle schools to meet other WPS or community needs.

## **Goal: Maintain High Quality Community Facilities and Services**

### **Facts and Figures:**

Demand for services is being driven by Waterbury's growing population and shifting demographics. According to 2024 population estimates, Waterbury's population has grown to 115,908 residents, an increase of over 5,500 residents since 2010. This will lead to increased demand for existing services. Similarly, demographic shifts within the community will result in shifting priorities for City services. Between 2010 and 2020, the number of residents age 55 years old and over grew by 4,800 residents. This reflects the aging of the large "baby boomer" cohort and will lead to growing demand for senior housing, services, and transportation. The Waterbury Senior Center. Similarly, Waterbury has a large population of households that speak a language other than English, underscoring the importance of language translations for key City services.

Major accomplishments over the last decade include the construction of a new Unified Public Works Garage on Huntingdon Avenue (2018) and renovations to several facilities including Fire Station 7 and the Silas Bronson Library. Many of Waterbury's community facilities are aging, and are in need of investment in order to align with modern service needs. Planned and ongoing projects include the renovation of the Chase Building, renovation and expansion of Fire Station 1, replacement of Fire Station 5, smaller renovations at a number of other fire stations, and continued capital investments at Waterbury Public School facilities.

Waterbury's Public Park system has undergone major improvements over the last decade. Three new parks have been added over the last decade: George S. Tirado Sr. Park, Lt. Vincent Riddick Park, and Platt Park. Substantial renovations were made at other City facilities including new pools were built at Hamilton Park, Washington Park, and Fulton Park, fields and locker rooms at Municipal Stadium were renovated, The Green and Library Park in Downtown Waterbury were renovated, eight new playscapes and numerous playground upgrades were made, new courts were installed at Murray Park and Waterville Park, new roofs were installed at the River Baldwin and Chase Park Recreation Centers and major renovations, including kitchen upgrades, electrical and water service and ADA-compliant accessibility improvements were completed at the East Mountain Country Club.

### **Objectives and Strategies:**

#### **1. Maintain Community Facilities in a State of Good Repair**

- Complete renovations to the Chase Building.
- Continue to address capital improvement needs at community facilities, leveraging grant funds where possible to supplement city bond funds.
- Make energy efficiency upgrades to City buildings and schools to lower energy costs.
- Modernize public safety facilities to align with modern equipment and workforce needs.
- Provide IT and telecommunications infrastructure that supports City needs.

#### **2. Plan for Future Community Facility Investments**

- Strategically acquire property adjacent to existing community facilities in order to support future expansion efforts.
- Leverage available swing space at One Exchange Place and St. Joseph's School to support community facilities investments.
- Evaluate City-wide staffing and space needs. Should City staffing need to increase in response to the growing population, identify suitable space to house these employees.

### 3. Align City Services to Shifting Demographics and Growing Population

- Explore opportunities to expand program space at the Waterbury Senior Center to meet growing demand for services.
- Address capital needs and programmatic needs at Silas Bronson Library.
- Expand access to language translation for key City services.

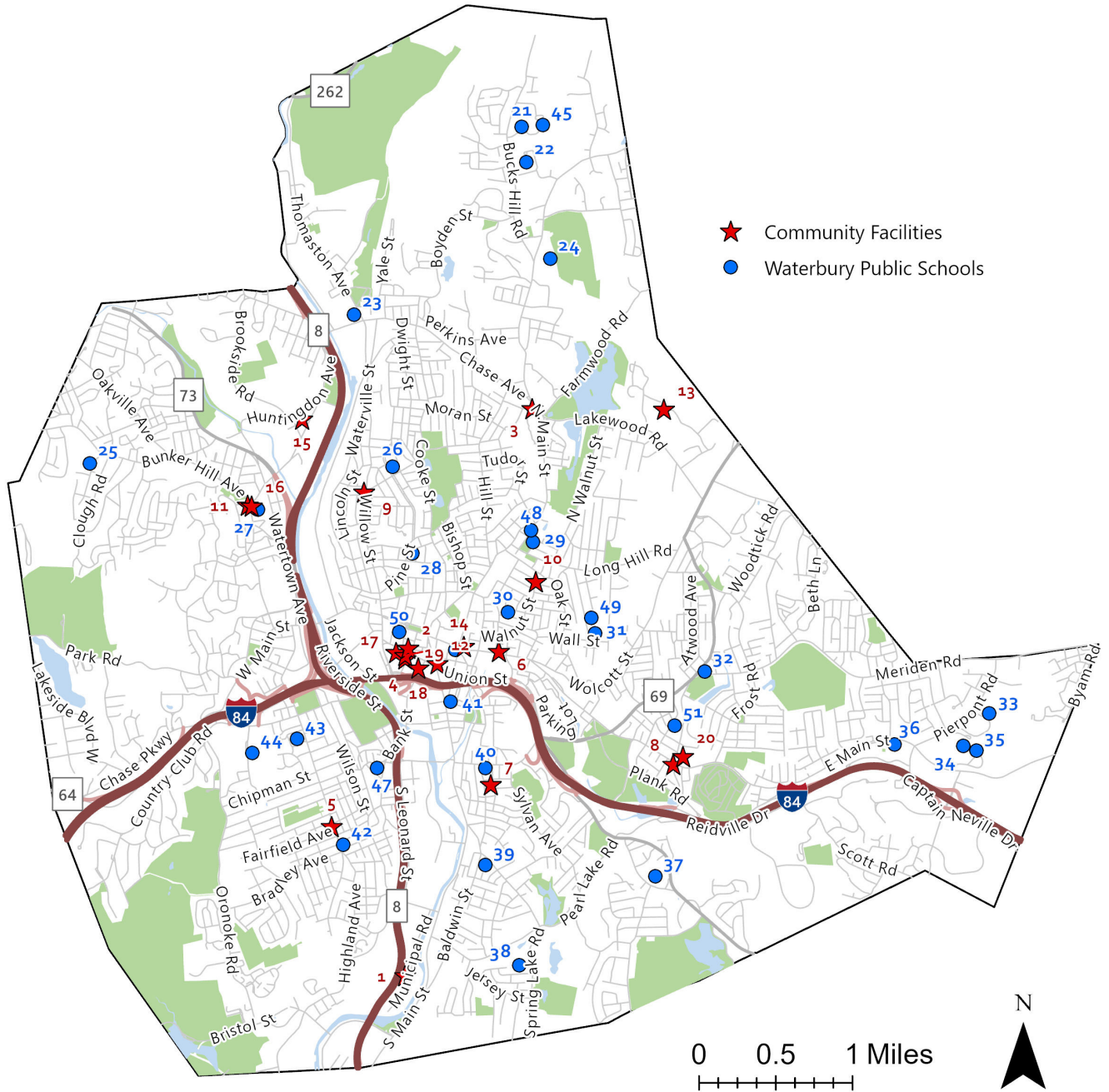
### 4. Maintain and Improve the Public Parks System

- Continue to complete upgrades to Hamilton Park, using a phased approach.
- Rehabilitate and maintain existing parks, playgrounds, recreation centers, and golf courses.
- Continue to make accessibility improvements to City parks and playgrounds to ensure that they are accessible to all.
- Continue to plan for the future Jackson Street Park as part of redevelopment efforts in the Freight Street District.
- As part of greenway planning and design efforts, incorporate river access and pocket parks into the greenway system, where feasible.



*Fire Station 1 (left) is currently undergoing a major renovation and is one of several upgrades planned at public safety facilities over the next decade. The historic Chase Building (right) will undergo a renovation allowing it to continue to serve as important office space for the City and Board of Education.*

**Figure 6-3: Community Facilities**



**Map Key Facility Name**

- 1 Animal Control Facility
- 2 Chase Building
- 3 Fire Station 1
- 4 Fire Station 10
- 5 Fire Station 11
- 6 Fire Station 2
- 7 Fire station 4
- 8 Fire Station 5
- 9 Fire Station 6
- 10 Fire Station 7
- 11 Fire Station 8
- 12 Jefferson Square
- 13 Mark Lane Transfer Station
- 14 WPD Headquarters
- 15 DPW Garage
- 16 Silas Bronson Library - Bunker Hill Branch
- 17 Silas Bronson Library - MainBranch
- 18 Training Center/Traffic Division
- 19 Waterbury City Hall
- 20 Waterbury Senior Center

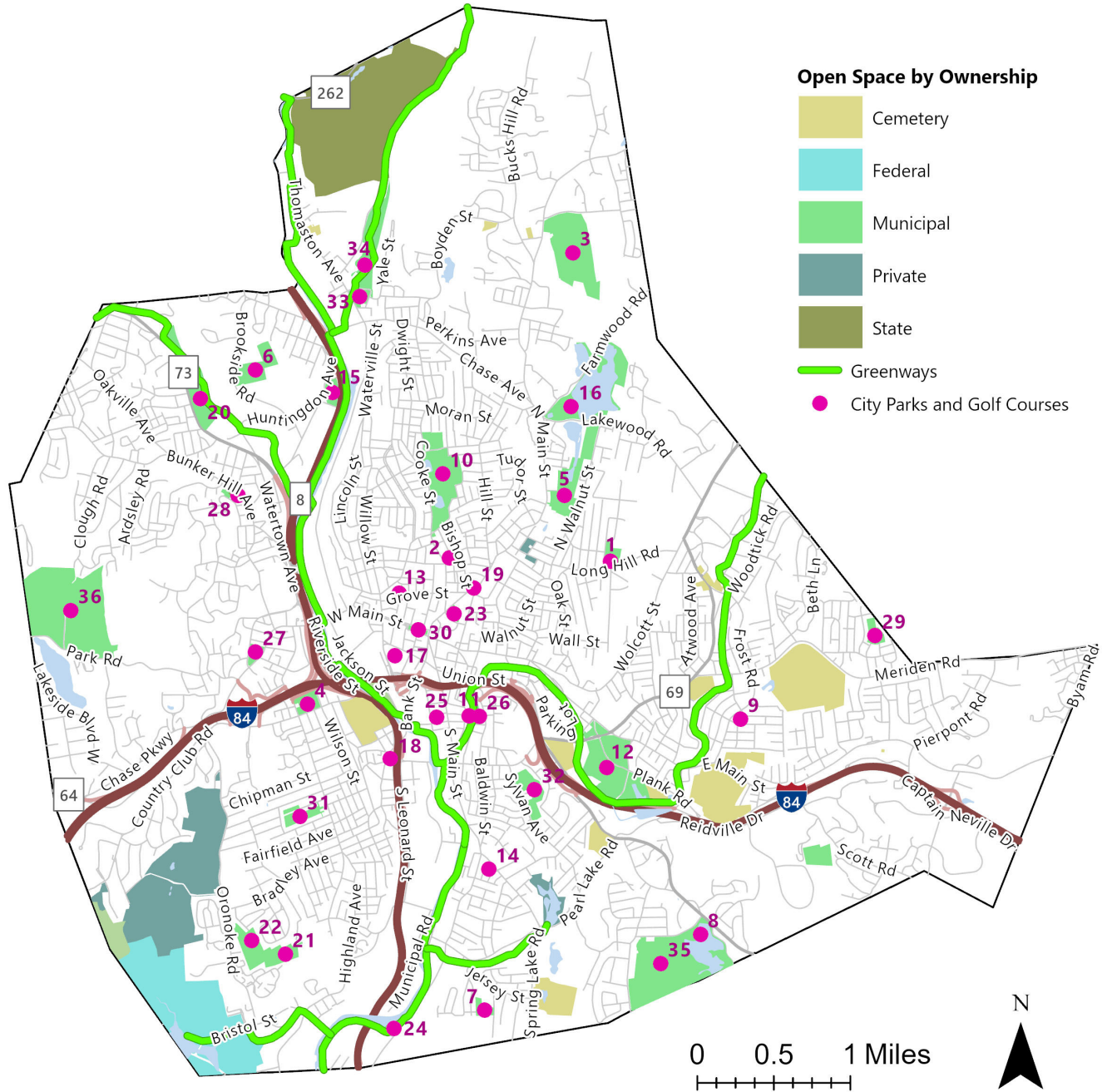
**Map Key School Name**

- 21 North End
- 22 Bucks Hill
- 23 Sprague
- 24 Regan
- 25 Carrington
- 26 Kingsbury
- 27 Bunker Hill
- 28 Driggs
- 29 Enlightenment
- 30 Walsh
- 31 Woodrow Wilson
- 32 Chase
- 33 Rotella
- 34 Crosby
- 35 Wallace
- 36 Generali

**Map Key School Name**

- 37 Wendell Cross
- 38 Gilmartin
- 39 Hopeville
- 40 Washington
- 41 Maloney
- 42 Tinker
- 43 Kennedy
- 44 West Side
- 45 Wilby
- 46 Waterbury Arts Magnet
- 47 Duggan
- 48 Reed
- 49 Waterbury Career Academy
- 50 State St
- 51 RCIDLS

**Figure 6-4: Parks, Recreation, and Open Space**



**Map Key Name**

- 1 Berkeley Park
- 2 Bonner Park
- 3 Bucks Hill Park
- 4 Chase Park
- 5 City Mills Park
- 6 Coe Park
- 7 Curtin Park
- 8 East Mountain Park
- 9 Fairlawn Park
- 10 Fulton Park
- 11 George S. Tirado Sr. Park
- 12 Hamilton Park

**Map Key Name**

- 13 Hayden Park
- 14 Hopeville Park
- 15 Huntingdon Park
- 16 Lakewood Park
- 17 Library Park
- 18 Lt. Riddick Park
- 19 MLK Park
- 20 Municipal Stadium
- 21 Murray Park (Lower)
- 22 Murray Park (Upper)
- 23 North End Rec. Center
- 24 Platt Park

**Map Key Name**

- 25 Rivera-Hughes Park
- 26 River-Baldwin Rec Center
- 27 Rowland Park
- 28 Schofield Park
- 29 Sloping Acres Park
- 30 The Green
- 31 Town Plot Park
- 32 Washington Park
- 33 Waterville Park
- 34 Waterville Park (Back Fields)
- 35 East Mountain Golf Course
- 36 Western Hills Golf Course

## Goal: Prioritize the Maintenance and Upgrade of Existing Infrastructure

### Facts and Figures:

Waterbury maintains a robust utility network consisting of drinking water and sanitary sewer infrastructure. With much of the City's utility infrastructure approaching 100 years old, investments will need to be made in order to ensure that this infrastructure continues to support resident and business needs. The POCD strongly advocates that the maintenance and upgrade of existing infrastructure be prioritized over the expansion and construction of new infrastructure.

Waterbury's sanitary sewer system consists of 320 miles of sewer, 20 active pump stations, 5 flow metering stations, and over 9,500 manholes. Average dry weather flow is approximately 22 million gallons per day, serving customers in Waterbury, Watertown, Wolcott, Prospect, Naugatuck, and Cheshire. The Water Pollution Control Facility (WPCF). The WPCF's primary treatment system has a design flow of 27 million gallons per day, with secondary treatment supporting up to 53 million gallons per day. The capacity of the WPCF is anticipated to meet current and future needs under normal conditions. However, during heavy rainfall events wastewater flows increase, exceeding the capacity of the primary and secondary treatment systems. This results in occasional sewage overflows into the Naugatuck River. In 2022, the City completed a Sanitary Sewer Evaluation Study (SSES) to identify sources of inflow and infiltration. Over the next decade, the City will continue to focus on modernizing existing sewer infrastructure, including WPCF improvements, odor control improvements, pump station upgrades, and inflow and infiltration reduction projects.

Waterbury maintains one of the largest municipal public water systems in the state, serving Waterbury as well as parts of Wolcott and Watertown, as well as providing an emergency interconnection with Middlebury. The Water Department maintains over 400 miles of water mains and oversees five reservoirs located in Morris, Watertown, and Warren. The water treatment plant is designed for 38 million gallons per day, while average demand is 15 million gallons per day. Maintaining and modernizing existing infrastructure continues to be a priority. Recent accomplishments include upgrades to dam infrastructure, storage tank rehabilitation, pump station upgrades, and improvements to the wastewater treatment plant.

Other utilities are provided by private entities. While the City does not have direct control over private utilities, it can maintain an advocacy role, ensuring that providers are meeting the needs of residences and businesses.



*The Water Pollution Control Facility is located along the Naugatuck River in the southern part of the City. A multi-million dollar upgrade of the facility is planned over the next decade.*

## Objectives and Strategies:

### 1. Maintain and Upgrade Sanitary Sewer Infrastructure

- Complete planned improvements to the WPCF, pump stations, odor control systems, manholes, and sewer lines.
- Ensure that sewer main and pump station infrastructure has adequate capacity to support future development, as envisioned in the Future Land Use Plan.
- Continue to repair and replace aging sewer line infrastructure, combining projects with larger roadway reconstruction efforts whenever possible.
- Continue to address inflow and infiltration issues as identified in the SSES.

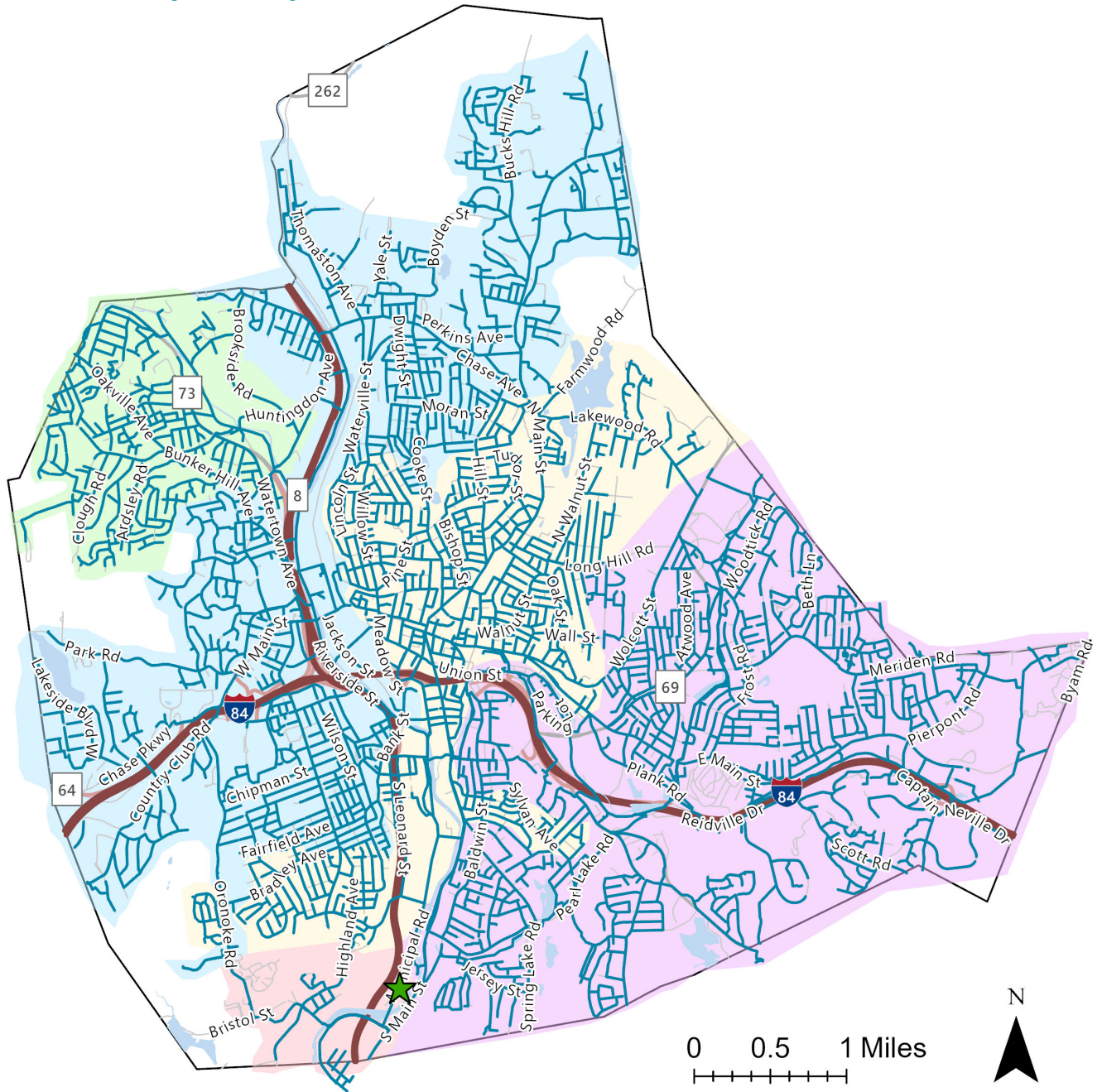
### 2. Maintain and Upgrade the Public Water System

- Continue ongoing maintenance and upgrades of the City's water system including water main rehabilitation, tank repair, water treatment plant upgrades, and pump station replacements.
- Install generators at all pump stations.
- Maintain dams in a state of good repair.
- Protect watershed lands through responsible forestry management, regular inspections, maintenance, and improved security.
- Continue to support regional and state open space protection efforts within the drinking water supply watersheds.

### 3. Advocate for Utility Enhancements

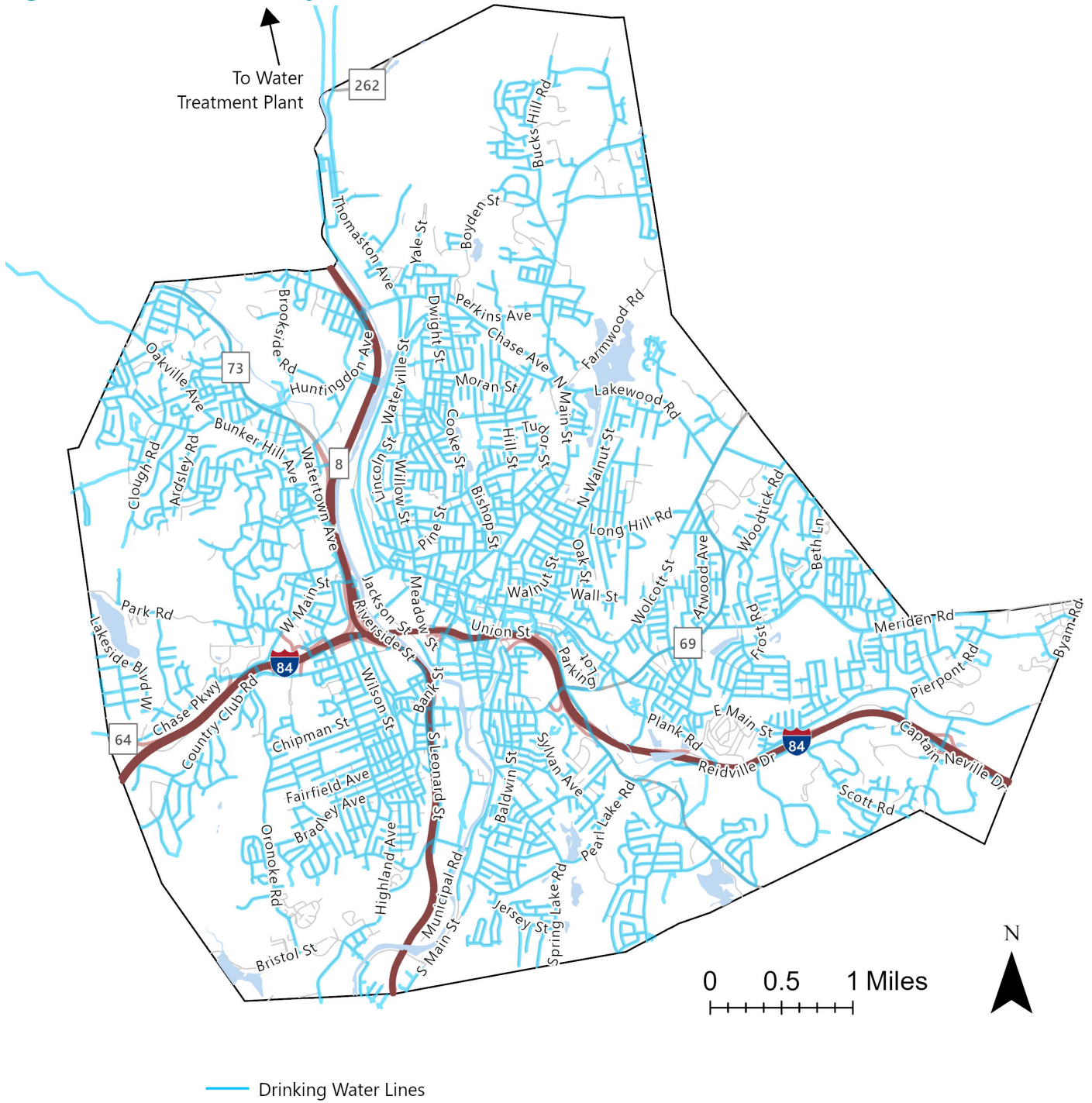
- Work with Eversource and Connecticut Natural Gas to expand and enhance natural gas and electrical service within commercial and industrial zones.
- Support efforts to incorporate solar, fuel cells, and other renewable energy sources into development projects.
- Advocate for the expansion of enhanced telecommunications infrastructure such as highspeed internet and fiberoptic networks.
- Work with local telecommunications providers to support the expansion of and upgrades to the telecommunications network and other digital infrastructure that supports business and resident needs.

Figure 6-5: Sanitary Sewer System



- Sanitary Sewer Lines
  - ★ Water Pollution Control Facility
- | Sewershed |   |
|-----------|---|
|           | 1 |
|           | 2 |
|           | 3 |
|           | 4 |
|           | 5 |

Figure 6-6: Public Water System

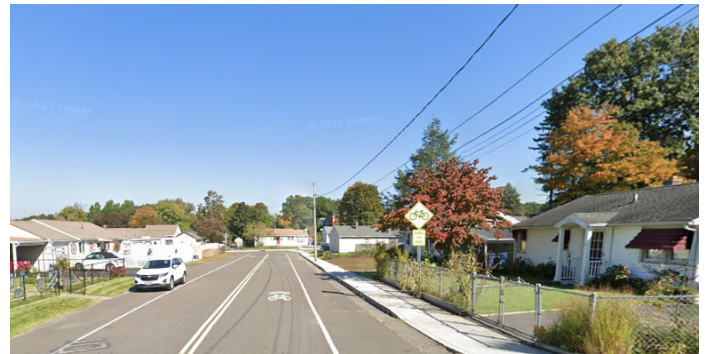


# 7. Transportation and Connectivity

## Connectivity and Mobility

### Vision for the Future:

Waterbury is a focal point of the local and regional transportation network, located at the junction of I-84 and Route 8, the center of a robust local bus system, and the terminus of the Waterbury Branch of MetroNorth Railroad. Waterbury will provide safe and reliable transportation for all users, including drivers, pedestrians, cyclists, and transit users. The transportation network will connect residential neighborhoods to employment centers and provide opportunities for shopping, access to services, and recreation. With a focus on safety, the City is committed to reducing roadway fatalities and serious injuries by leveraging “vision zero” approaches to planning and design.



*Jones Drive received updated crosswalks, pavement markings, signage and bike “sharrows” as part of the Gilmartin Safe Routes to School project*

## **Goal: Create a Balanced Road System that Supports All Users**

### **Facts and Figures:**

Waterbury serves as the center for the region's roadway system, with the Downtown serving as the convergence point for North, South, East, and West Main Streets. The City's Bureau of Streets maintains over 300 miles of roadways. Annually, the city modernizes approximately 6 miles of roadways. However, needs exceed available funding, and the City continues to seek grants to supplement local funds. In addition to city streets, many of the major roadways in the City are under jurisdiction of CTDOT, including portions of Wolcott Street, East Main Street, South Main Street, Meriden Road, Watertown Avenue, Chase Parkway, Prospect Road and Thomaston Avenue.

In addition to cars, Waterbury's streets also support other travel modes such as pedestrians, cyclists, and transit users. The concept of Complete Streets recognizes that roadway improvements should account for all users, not just vehicles. The City continues to move towards a Complete Streets model. Recent improvements include the installation of a cycle track on Freight Street, the Gilmartin Safe Routes to School project, and completion of new infrastructure as part of roadway reconstruction projects on East Main Street and Chase Avenue. Planned projects include sidewalk improvements to Lakewood Road and Baldwin Street, ADA compliance upgrades to existing sidewalks and ramps, and the reconstruction of West Main Street with enhanced pedestrian, cycling, and transit amenities.

Roadway safety has become an increasing focus across the state and nation in response to increasing roadway fatalities. Over the last five years, Waterbury has seen 74 roadway fatalities, including seventeen pedestrians and two cyclists. Many communities have adopted the Vision Zero framework as part of transportation planning and design. Vision Zero is a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all. Recognizing that traffic deaths are preventable, Vision Zero seeks to integrate human behavior into the approach and prevent fatal and serious crashes. Waterbury participates in a regional Vision Zero strategy through the Naugatuck Valley Council of Governments (NVCOG). Both North Main Street and East Main Street were identified among the highest ranked locations for fatalities and serious injuries.

### **Objectives and Strategies:**

#### **1. Maintain Roadway Infrastructure in a State of Good Repair**

- Continue roadway reconstruction and paving programs , seeking external grant funds to supplement local Capital Improvement Program funds.
- Pursue grant funds for the removal, replacement, reconstruction, or rehabilitation of deficient local bridges.
- Continue traffic signal upgrades (replacement, relamping, etc.)
- Implement a traffic center to monitor and manage traffic operations.
- Implement the following street connectivity improvements:
  - Connect Grassy Hill Road to Bucks Hill Road.
  - Connect the two disjointed segments of Farrington Avenue.
- Consider roadway connections on "paper streets," where feasible. If connections are not desirable, consider abandoning the paper streets.

## **2. Prioritize Safety as Part of Future Roadway Investments**

- Continue participation in the regional Vision Zero initiative through NVCOG.
- Conduct Road Safety Audits within identified high-hazard corridors such as East Main Street, Baldwin Street and North Main Street and implement recommendations.
- Incorporate safety enhancements as part of roadway reconstruction projects, including traffic calming, road diets, curb extensions, pedestrian crossings/signals, and signage.
- Consider implementing “quick build” road safety projects such as curb extensions or pavement markings until permanent improvements can be built.
- Work with CTDOT and private property owners to facilitate the consolidation of curb cuts along arterial roadways.
- Continue efforts to improve roadway safety through engineering, education, and enforcement.

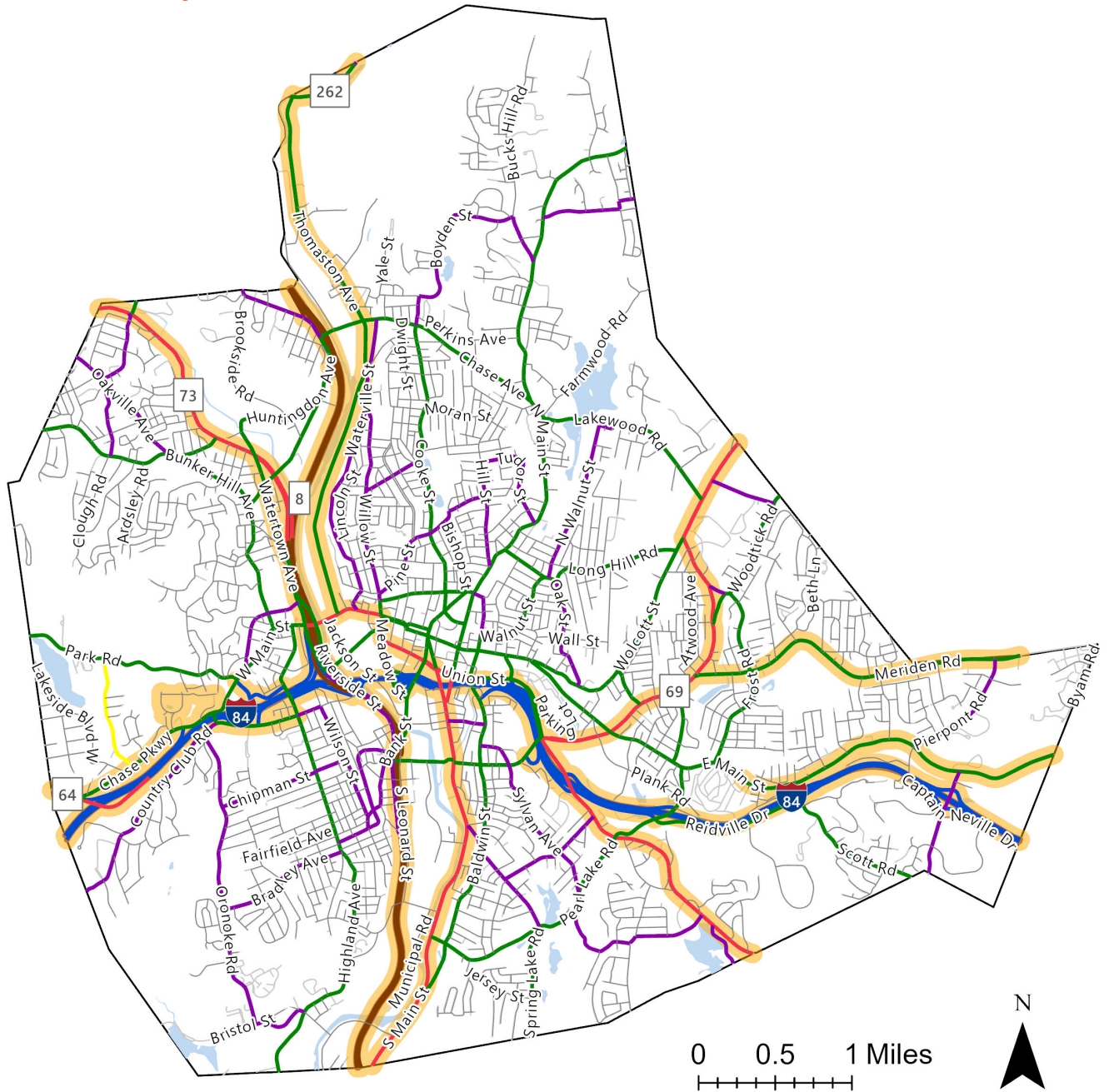
## **3. Improve the Pedestrian Network**

- Prioritize sidewalk improvements in areas with high foot traffic, such as areas near higher density housing, schools, parks, bus lines, and along mixed-use corridors.
- Complete planned sidewalk improvements on Lakewood Road and Baldwin Street
- Incorporate sidewalk construction and repair into new developments and roadway reconstruction projects.
- Continue upgrading sidewalks to meet Americans with Disabilities Act (ADA) standards.
- Work with CTDOT to enhance the sidewalk network along state roads, particularly within the Downtown, neighborhood mixed-use corridors, and commercial districts.
- Invest in additional pedestrian safety infrastructure including signalized crossings, crosswalks, and enhanced lighting.

## **4. Improve Bicycle Infrastructure**

- Identify preferred roadways for bicycle routes, leveraging NVCOG’s Active Transportation Plan process.
- Formalize bike routes through bike lane striping, sharrows, and signage.
- Create on-street bicycle connections to the Naugatuck River Greenway.
- Incorporate bicycle parking into City facilities such as parks, schools, libraries, and government buildings.
- Encourage the provision of bicycle parking and amenities in new private developments within Downtown Waterbury.

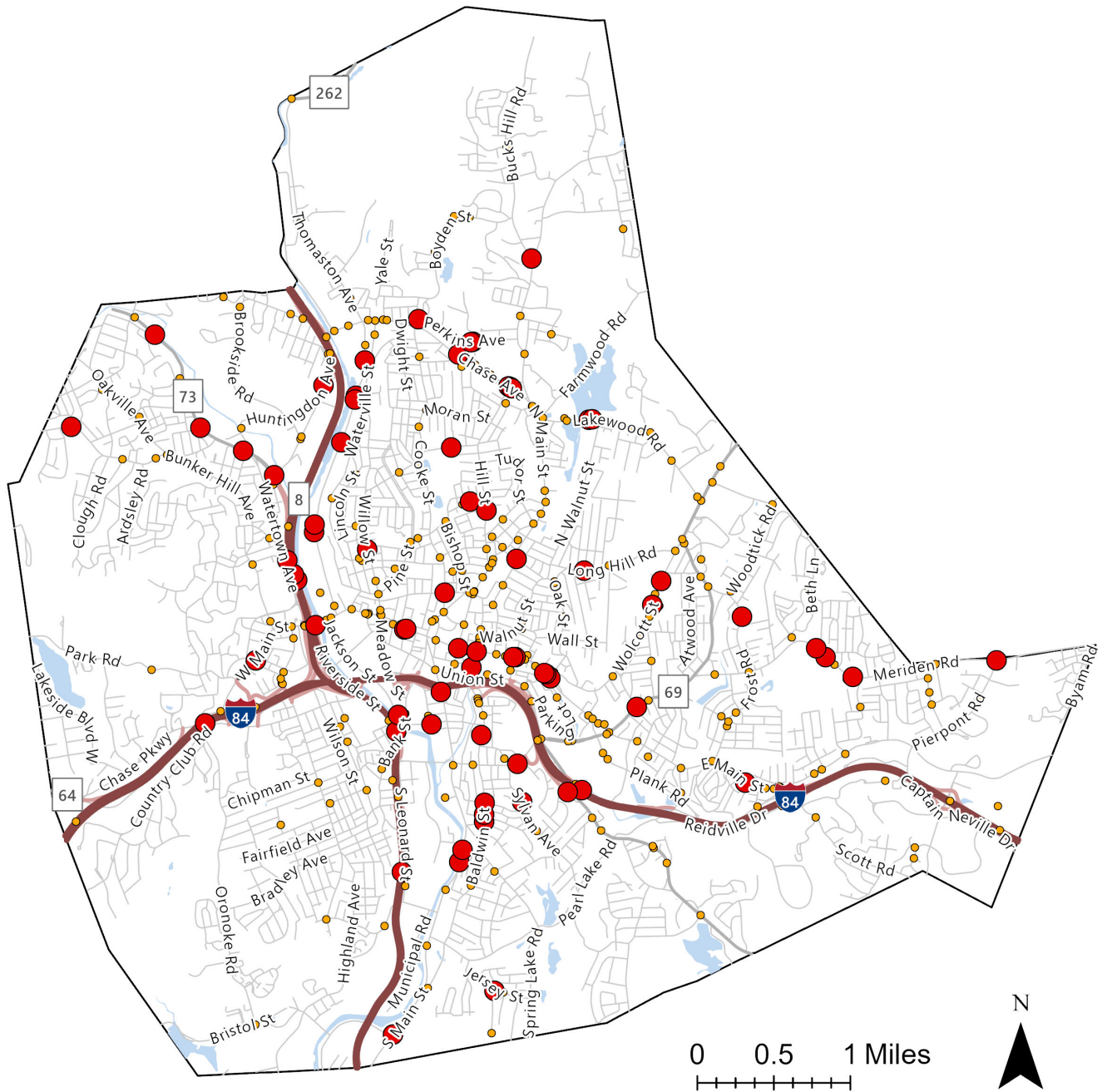
**Figure 7-1: Roadway Classification**



**Functional Classification**

- Interstate
- Other Freeway and Expressway
- Other Principal Arterial
- Minor Arterial
- Major Collector
- Minor Collector
- Local
- State Roads

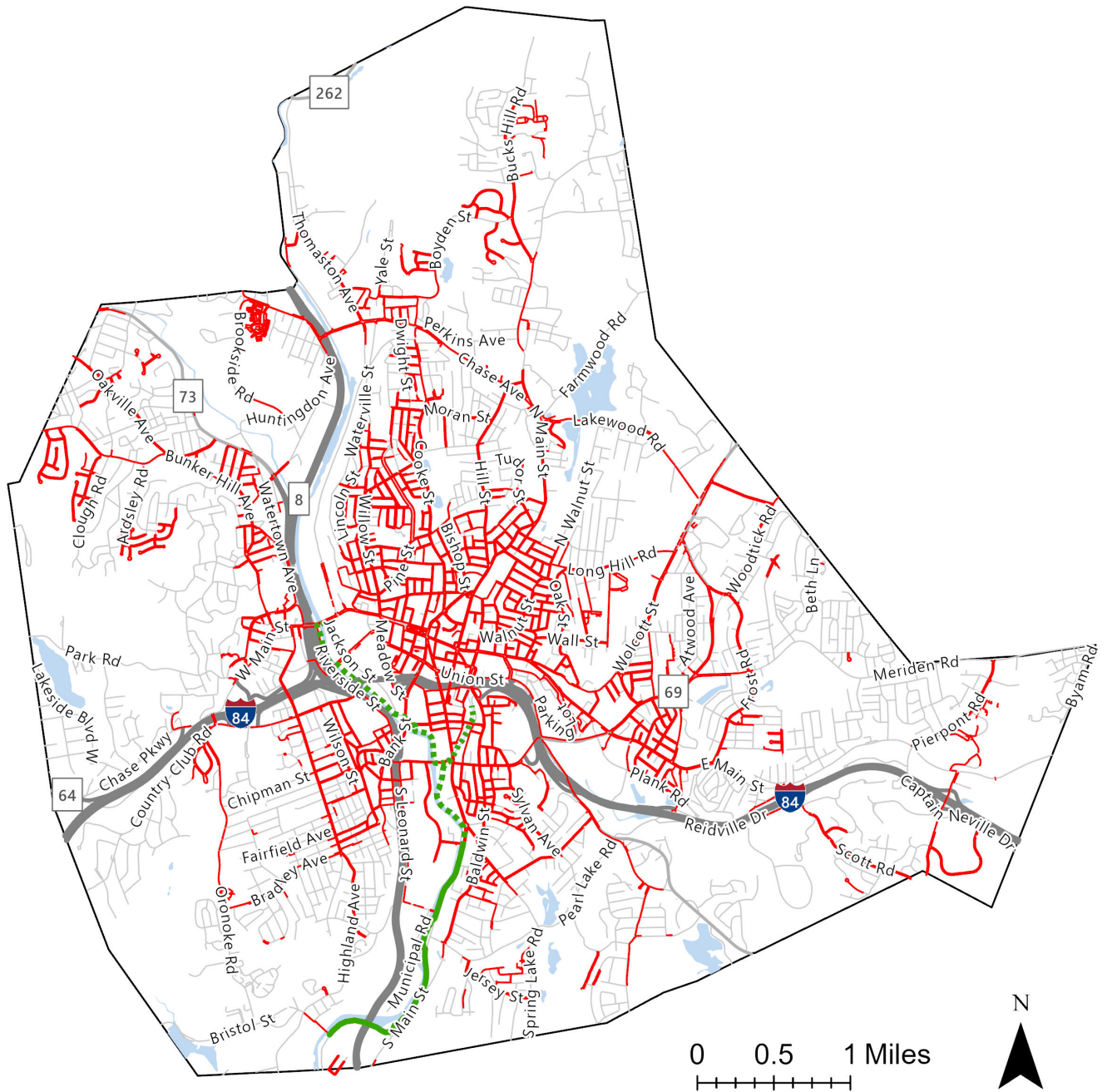
**Figure 7-2: Locations of Fatal Crashes and Serious Injuries: 2020 to 2025**



**Crash by Severity**

- Fatal Injury (K)
- Suspected Serious Injury (A)

**Figure 7-3: Sidewalk Network**



- Sidewalks
- Greenways
- NRG - Phase 1 (Completed)
- NRG - Phase 2 and Mad River Spur Trail (In Design)

## Goal: Develop and Expand the Greenway System

### Facts and Figures:

The Naugatuck River Greenway trail remains the City's top priority over the next decade. When completed, the trail will extend 44 miles from Derby to Torrington, including a 7.5 mile section in Waterbury. Phase 1 of the trail was completed in 2023, spanning 2.2 miles from Platts Mill Road to Eagle Street. Phase 2 of the Naugatuck River Greenway, which covers approximately 2.3 miles between Eagle Street and West Main Street, is being designed and built as part of the \$23 million RAISE grant obtained by the City. Phase 2 will traverse several important redevelopment areas of the City, including the Anamet property and Freight Street District. Phase 3 encompasses the final three miles of trail between West Main Street and the Thomaston town line.

The City's vision for the Naugatuck River Greenway extends beyond the multi-use trail. When completed, the greenway will connect Downtown Waterbury to the riverfront, provide river access throughout the City, including the Platt Park, and proposed Jackson Street Park, and will serve as a transportation link, connecting neighborhoods with some of the City's largest employers and institutions.

The Naugatuck River Greenway is envisioned as the center of a City- and Region-wide greenway network, stitching together open spaces and key activity generators. Other greenway corridors are identified on the Future Land Use Plan, including along the Mad River, Hancock Brook, Steele Brook, Hop Brook, and Hopeville Pond Brook. In 2023, Waterbury received a \$390,000 Recreational Trails Grant to complete planning and design for the Mad River Trail Spur, connecting the Naugatuck River Greenway to the River Baldwin Recreation Center and George S. Tirado, Sr. Park in the City's South End. In addition to providing recreational opportunities, greenways can protect natural resources and riparian buffers, improve water quality, support wildlife habitats, and provide green space for the surrounding neighborhoods.



*Phase 1 of the Naugatuck River Greenway (left) is part of a planned 44 mile greenway running from Derby to Torrington. A greenway corridor along Hop Brook is shown, connecting the Naugatuck River Greenway in Platts Mill to Hop Brook Recreation Area (right), operated by the U.S. Army Corps of Engineers.*

## Objectives and Strategies:

### 1. Complete the Naugatuck River Greenway

- Complete Phase 2 of the Naugatuck River Greenway between Eagle Street and West Main Street.
- Finalize routing and seek funding for the design and construction of Phase 3 of the Naugatuck River Greenway between West Main Street and the Thomaston Town Line.
- Continue to acquire property and trail easements along the proposed Naugatuck River Greenway route.
- Incorporate river access and pocket parks along the Naugatuck River Greenway route, including the future Jackson Street Park.
- Strengthen bicycle and pedestrian connections between the Naugatuck River Greenway, parks, and major activity centers.
- Identify and promote the Naugatuck Valley Greenway through use of educational and interpretative signage.
- Identify and establish suitable areas for trailhead parking; where practical and appropriate.
- Where appropriate, encourage those businesses adjacent to the Naugatuck Valley Greenway to provide business access and trail-related services, including outdoor dining.
- Develop a management and maintenance plan for the Naugatuck River Greenway, exploring both local and regional approaches.

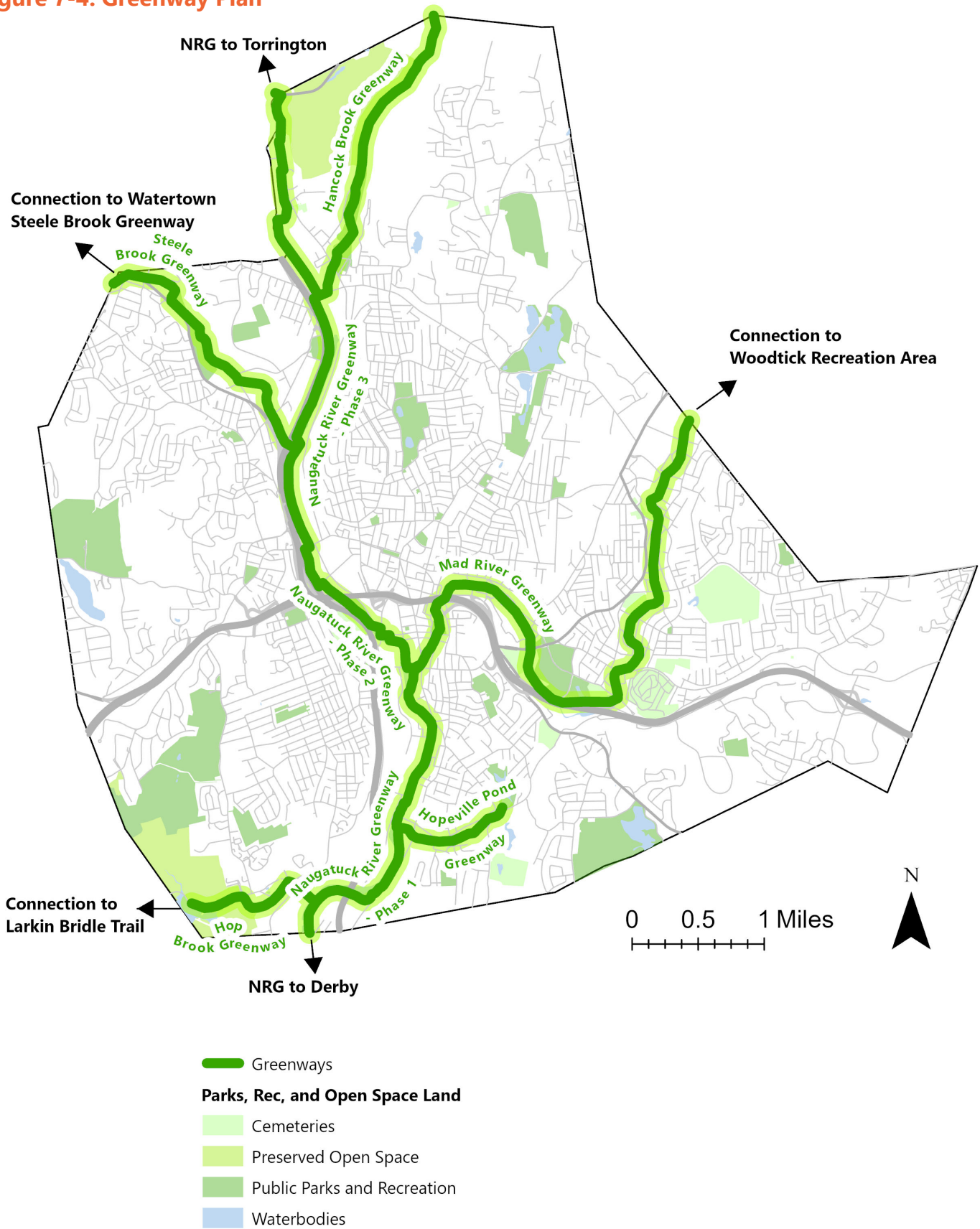
### 2. Expand the Greenway System

- Complete the spur trail along the Mad River between the Naugatuck River Greenway and the River Baldwin Recreation Center.
- Incorporate an extension of the Mad River Greenway trail as part of future improvements to the I-84 and Route 8 interchange.
- Seek official Connecticut Greenway designation for Greenway corridors shown on the Future Land Use Plan, including the Mad River, Hancock Brook, Steele Brook, Hop Brook, and Hopeville Pond Brook.
- Complete detailed property inventories and routing studies along these corridors.
- Incorporate public access and riparian buffers into all riverfront development projects along these corridors.

### 3. Enhance Regional Greenway Connections

- Continue to support regional efforts to complete the 44-mile long Naugatuck River Greenway Trail from Torrington to Derby.
- Explore opportunities to connect Waterbury to regional multi-use trails, such as the Middlebury Greenway, Steele Brook Greenway, Larkin Bridle Trail, and Farmington Canal Trail.

**Figure 7-4: Greenway Plan**



## Goal: Improve the Rail and Bus Transit Systems

### Facts and Figures:

Waterbury is the northern terminus of the Waterbury Branch of MetroNorth Railroad. The Waterbury Branch currently operates as a diesel shuttle service between Waterbury and Bridgeport, where passengers must transfer to continue along the New Haven Line. As of October 2025, there are twelve round trip trains daily. While many transit routes have yet to see ridership recover to pre-pandemic levels, ridership on the Waterbury Branch line is increasing. Since 2019, ridership levels are up 150%. The State has made investments in the Waterbury Branch Line, which has led to more frequent service, including installing positive train control and passing sidings. Upgrades to the Waterbury Train Station are planned, including an extension of the high-level platform, security and amenity upgrades, and the conversion of the former baggage room of Waterbury Union Station into an indoor waiting area. Future investments are needed in order to increase the frequency of service and improve opportunities for transit-oriented development. Additional upgrades that could further bolster frequency include upgrades to rolling stock, creation of a train storage facility, creating additional passing sidings/double tracking, and construction of a new transfer station in Devon Junction.

CT Transit operates the local bus system with local routes and special "Tripper" bus routes to industrial parks. The Waterbury Area Transit Study was completed in 2017 and included several recommendations to improve service in the City. Among these recommendations was initiating service on Lakewood Road, improving service reliability, and increasing service frequency on heavily-used routes. Over the last decade, inter-city service has been enhanced, providing transit connections to Naugatuck, New Haven, Torrington, Meriden, Cheshire, New Britain, and Hartford. This expands new employment opportunities for residents, especially for households with limited access to vehicles.

Elderly and disabled transportation is an area that is anticipated to see growing demand over the next decade, as Waterbury's senior population continues to grow. The City currently funds a Senior Shuttle for residents aged 60 years old and over, which can be used for medical appointments, grocery shopping, or recreation. Waterbury also participates in the Regional Dial-A-Ride program offered through the Greater Waterbury Transit District. Service for Waterbury residents is limited to Mondays and Wednesdays. Current local and regional services do not currently meet demand, a challenge that will be exacerbated as the senior population grows. ADA paratransit service is available to residents who have disabilities preventing them from using CT Transit bus service.



*Planned improvements to the Waterbury train station will extend the high level platform, enhance safety and security, and create an indoor waiting area for passengers.*

## **Objectives and Strategies:**

### **1. Improve the Rail Transit System**

- Complete upgrades to the Waterbury Train Station.
- Support statewide and regional initiatives that increase the frequency of transit service on the Waterbury Branch Line.
- Bolster resiliency initiatives along the Waterbury Branch Line in order to decrease susceptibility to flooding and track washouts.

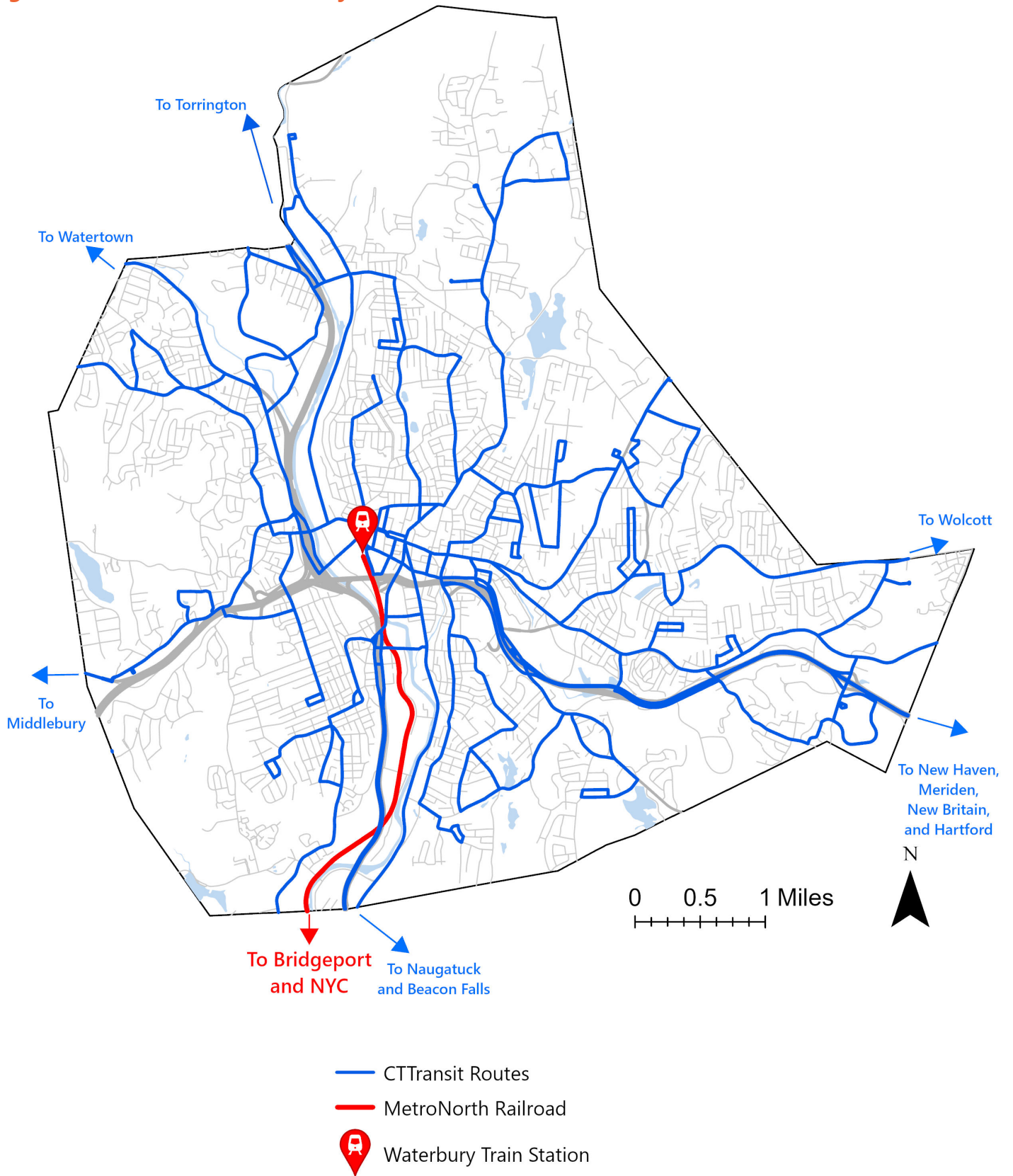
### **2. Improve the Bus Transit System**

- Implement bus service along Lakewood Road and other commercial and employment centers that currently do not have transit access.
- Support efforts to improve service frequency and reliability.
- Work with local employers to extend “Tripper” bus service to unserved or underserved industrial areas.
- Improve bus amenities such as bus shelters, seating, and access to public restrooms.
- Initiate a Downtown circulator bus serving key destinations such as the Waterbury Train Station, St. Mary’s Hospital, Waterbury Hospital, Brass Mill Center, and UConn Waterbury.

### **3. Increase Transportation Options for the Elderly and Disabled**

- Continue to operate the Senior Shuttle and seek grant funds to expand operations.
- Continue to coordinate local service with regional transportation services offered through the Greater Waterbury Transit District.
- Where possible, create accessible bus stops at senior housing locations, to encourage transit use.
- Continue to publicize ADA paratransit service eligibility and service areas.

Figure 7-5: Bus and Rail Transit System



## **Goal: Align Future Investments on I-84 and Route 8 with the City's Development Goals and Land Use Vision**

### **Facts and Figures:**

Waterbury is bisected by I-84 and Route 8, providing regional highway connections throughout the state and region. Over the last decade CTDOT has completed the widening of I-84 between Route 8 and Scott Road. This project also involved the realignment of several interchanges and access roadways. The I-84 and Route 8 interchange, also known as the "Mixmaster" underwent a major rehabilitation over the last several years, extending its life for another 25 years until a long-term solution is built.

CTDOT is undertaking the "New Mix" Planning Study to identify preferred long-term plan to rebuild the interchange, and has identified two preferred alternatives. Both alternatives would unstack the interchange and make significant changes to ramps and local streets. One of the alternatives would require the partial relocation of the Naugatuck River. Both alternatives do not impact development opportunities in the Freight Street District.

Over the next ten years, CTDOT will complete early implementation projects including the removal of the I-84 Exit 21 eastbound offramp and the realignment of the Route 8 Exit 34 southbound offramp. The City maintains its longstanding goals of maintaining strong access to the Downtown and major employers while ensuring that future highway alignments do not impact development potential within the Downtown or Freight Street District.

### **Objectives and Strategies:**

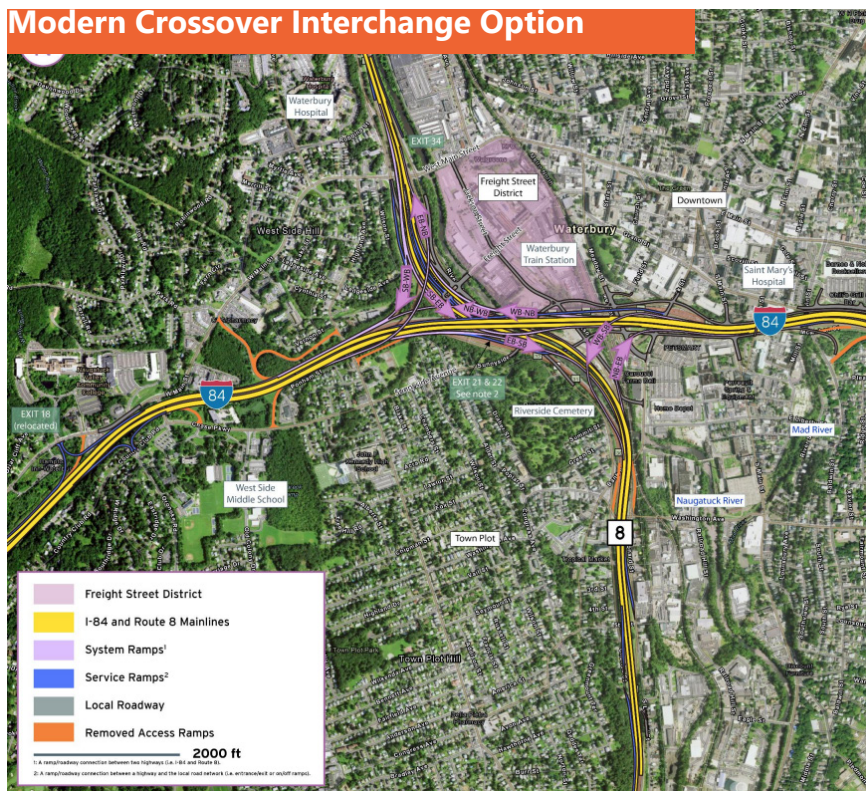
#### **1. Align Highway Investments with the City's Development and Land Use Goals**

- Ensure that the future alignments of I-84 and Route 8 do not impede future development and redevelopment opportunities in the Freight Street District or Downtown Waterbury.
- Ensure that the future interface between highway interchanges and local streets is context sensitive and provides safe and efficient transportation for all modes.
- As part of the Mixmaster replacement planning, ensure that Downtown Waterbury, the Brass Mill Center Mall, and the hospitals maintain strong connections to the highway system.
- Support the creation of additional public green space as part of CTDOT planning for the Mixmaster replacement, including Jackson Street Park and a new east-west linear park.

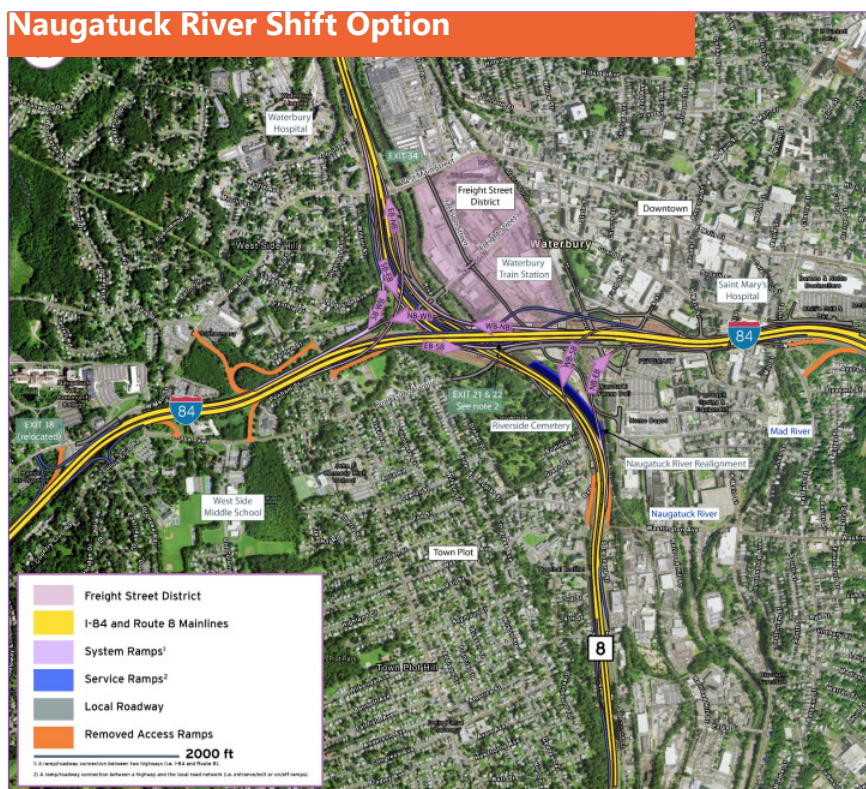
#### **2. Support Enhanced Connectivity as Part of Future Highway Investments**

- Extend Sunnyside Avenue over the Naugatuck River with connections to Jackson Street and Meadow Street.
- As part of the Mixmaster replacement project, leverage opportunities to improve vehicular and pedestrian connectivity between the Downtown and the South Main Street neighborhoods.
- Support the creation of multi-use trail extensions across I-84 (such as the Mad River Greenway) as part of the Mixmaster replacement project.

**Figure 7-6: I-84 and Route 8 Interchange Reconstruction - Identified Alternatives**



As part of the CTDOT's "New Mix" PEL Study, two reasonable alternatives were identified for the future reconstruction of I-84 and Route 8 in Waterbury. The City should continue to advocate for improvements that maintain and enhance local access to the highway.





# 8. Community Resilience and Stewardship

## **Community Resilience and Stewardship**

### **Vision for the Future:**

Waterbury recognizes the need to balance its desired commercial, industrial, and residential growth with the need to protect natural and historic resources. Waterbury is home to many environmentally sensitive lands such as rivers, streams, wetland corridors, steep slopes and ridgelines. The City is also home to many historic structures, and the City continues to support efforts to preserve, protect, and reuse these properties that contribute to Waterbury's past and present. As the City pursues its development goals, it will work to prevent negative impacts to these sensitive resources. Opportunities to formally protect these environmentally sensitive lands should be pursued.

The concepts of resiliency and sustainability are becoming more embedded within the long-range planning framework. These concepts seek to mitigate and adapt to risks such as flooding and extreme weather events, and ensure decision making does not compromise the ability of future generations to meet their needs. The City will continue to support these concepts and integrate the POCD with other relevant plans such as the Hazard Mitigation Plan and Regional Climate Action Plan.

## Goal: Protect the City's Environmentally Sensitive Lands

### Facts and Figures:

Waterbury is defined by its unique geography and natural resources. Waterbury's initial growth leveraged the Naugatuck River and its tributaries, which were used to power the City's once thriving industries. Many of the City's highest density neighborhoods as well as key industrial sites are located along these waterbodies. Waterbury was devastated by the Flood of 1955, which resulted in the loss of life and property along the river. The Army Corps of Engineers has invested in flood control infrastructure along the Naugatuck River and its tributaries, greatly reducing flood risks. However, many flood zones remain along the Naugatuck as well as the Mad River, Hopewell Pond Brook, Steele Brook, Wooster Brook, and Hancock Brook.

A Watershed Based Plan was developed in 2009 for Steele Brook to address water quality issues, with similar efforts underway for the Mad River. The City seeks to remove obsolete dams that it owns including Bray's Buckle Dam, Risdon Dam, Tompkins Street Dam, and East Aurora Street Dam. Dam removal efforts will improve safety as well as provide wildlife benefits such as migratory fish passage.

Waterbury has a rugged topography, with elevations ranging from a low of 200 feet along the Naugatuck River in the Platts Mill neighborhood to a high of over 930 feet in the Bucks Hill neighborhood. The City contains many undeveloped areas with steep slopes exceeding 25%, including some of the largest contiguous forests in the City. Development on steep slopes requires special controls to mitigate negative impacts such as erosion, landslides, destruction of wildlife habitat, sedimentation, and pollution of waterways.

As of 2025, Waterbury has 2,166 acres of open space, recreation, and cemetery lands, making up about 12% of the City's total land area. This includes not only City-owned land but the large Mattatuck State Forest Tract in the Waterville neighborhood as well as Hop River Recreation Area, overseen by the U.S. Army Corps of Engineers. Available funds for new open space acquisition will likely be limited over the next decade, with most funds coming from Grants.



*Rugged terrain along Hancock Brook in the northern part of Waterbury.  
Photo Credit: H. Morrow Long*

## Objectives and Strategies:

### 1. Protect Water Resources

- Complete the Mad River Watershed Based Plan and implement the recommendations.
- Pursue grants for other Watershed Planning initiatives with a focus on water quality.
- Continue to update and implement recommendations from the City's Municipal Separate Storm Sewer Systems (MS4) Plan.
- Continue to protect wetlands and watercourses with an eye towards maintaining a "no net loss" approach.
- Work to address and eliminate sanitary sewer discharges into the Naugatuck River at the Water Pollution Control Facility.
- Seek grant funds to remove obsolete City-owned dams.

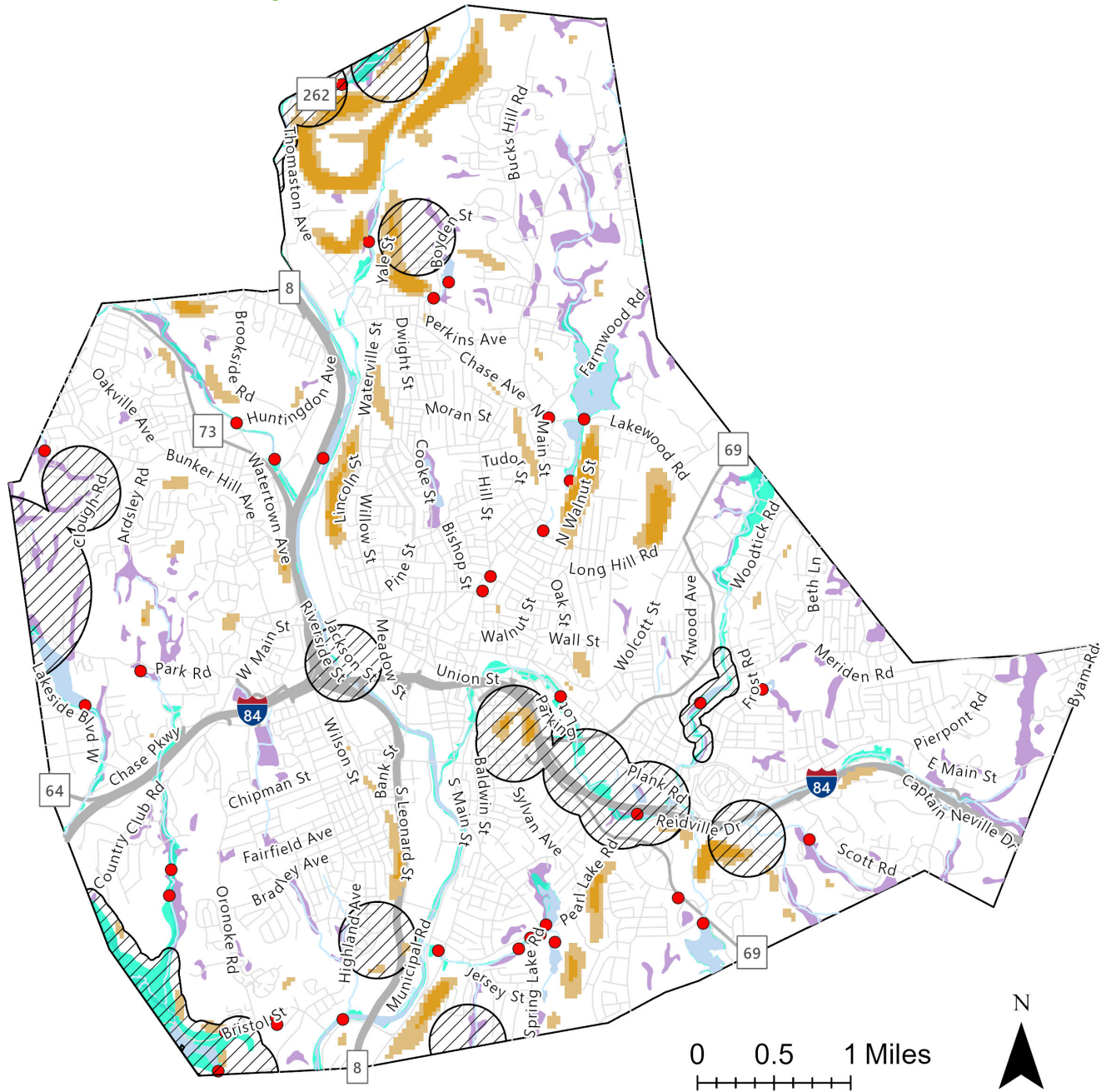
### 1. Protect Ridgelines and Steep Slopes

- Regulate development and vegetation removal on steep slopes exceeding 25%.
- Add language to the City Zoning Regulations specifically regulating development on ridgelines and steep slopes.
- Utilize flexible development standards to protect scenic vistas.
- Address the preservation of ridgelines and steep slopes as part of a comprehensive open space strategy.
- Support the preservation of the Holy Land site.

### 2. Strategically Acquire Open Space

- Consider developing an Open Space Master Plan that identifies open space acquisition priorities.
- Prioritize future open space acquisition along designated Greenway corridors, properties adjacent to existing parks and open spaces, and property with high conservation value.
- Update language in the Land Subdivision Regulations to allow Fees in Lieu of Open Space (to be used for Open Space acquisition elsewhere), at the discretion of the Commission.
- Support efforts to expand Mattatuck State Forest within the Waterbury City limits.

**Figure 8-1: Environmentally Sensitive Areas**



- Moderate Slopes (20%-25%)
- Steep Slopes (25%+)
- Dams
- Waterbodies
- 100-Year Flood Zones and Floodways
- Wetland Soils
- Natural Diversity Area

## **Goal: Preserve Historic Resources**

### **Facts and Figures:**

Waterbury is home to seven National Historic Districts, one State Historic District, 19 locations listed on the National Register for Historic Places, and 14 locations listed on the Connecticut Register of Historic Places. There are currently no local historic districts within the City. While many of the historic districts and properties are concentrated in Downtown, there are other historic areas located throughout the City. Fulton Park and Hamilton Park are listed as National Historic Districts, and the residential neighborhoods of Hillside and Overlook are both National Historic Districts known for their large collections of late 19<sup>th</sup> and early 20<sup>th</sup> century homes.

Several historic preservation projects have been completed over the last decade, including the renovation of several historic structures in Downtown Waterbury, the renovation of the historic warming hut and the adaptive reuse of a mill building on Cherry Street into apartments. The City is home to many older mill buildings. Efforts should be made to save and reuse these buildings when possible. However, it is also recognized that that may not be feasible in all instances due to building conditions and environmental challenges associated with historic industrial uses. Several other historic preservation efforts are planned over the next several years, including the renovation of the Chase Building, renovation of Hamilton Park, renovation of portions of Waterbury Union Station into a waiting room, and the conversion of the former St. Mary's School into workforce housing.

For Downtown-specific historic preservation strategies, please refer to Chapter 4.

### **Objectives and Strategies:**

#### **1. Strengthen Historic Preservation Policies and Procedures**

- Consider becoming a Certified Local Government through the State Historic Preservation Office.
- Consider establishing a Local Historic Commission to advise on issues related to Historic Preservation.
- Integrate components of SHPO's Historic Preservation and Resilience Planning in Connecticut into planning efforts.

#### **2. Support Historic Preservation Efforts**

- Consider adopting flexible zoning regulations for historic structures to support adaptive reuse efforts.
- Where structural and environmental conditions allow, preserve historic mill buildings and support their redevelopment and adaptive reuse.
- Support the preservation and adaptive reuse of Waterbury Union Station.



*Cherry Street Apartments before (left) and after (right) renovation into apartments. This project is one of the successful examples of mill building reuse in the City over the last decade.  
Photo Credit: Apartments.com*

## **Goal: Incorporate Resiliency and Sustainability into Planning Efforts**

### **Facts and Figures:**

Resiliency is defined as the state of preparing for, withstanding, recovering from, and adapting to a severe event or disaster. Two frameworks for resiliency are hazard mitigation, which focuses on actions to reduce risk and losses associated with natural hazards, and adaptation, which are actions taken to adapt infrastructure and communities to hazards. Waterbury's greatest risks are flooding and extreme heat, both of which pose risks to property and human health.

Drainage and stormwater issues are one of the City's top resiliency issues. With heavy rainfall events becoming more frequent, much of the City's stormwater infrastructure is undersized leading to urban flooding. In order to tackle identified drainage projects in a holistic manner, the Engineering Department has adopted a watershed-based approach. Drainage studies for three watersheds are planned, with near-term focus on implementing the recommendations from those studies. Other infrastructure risks in flood prone areas include bridges, culverts, and dams, many of which are aging and in need of investment. The City leverages available funds through the DEEP Climate Resilience Fund (DCRF) to address these issues.

Extreme heat is another risk facing the City that is becoming more common. To combat extreme heat, the City has established designated Cooling Centers at the River-Baldwin and North End Recreation Centers. Recent upgrades to splash pads and public swimming pools also help address extreme heat. Extreme heat issues are exacerbated within the more densely developed parts of the City – a result of the “urban heat island effect.” Increasing green space and expanding the tree canopy in these areas can help mitigate some of the effects of extreme heat.

Sustainability is defined as the practice of using resources in a way that meets present needs without compromising the ability of future generations to meet their own needs. Sustainability is multi-faceted, and crosses every other topic within the POCD. Waterbury achieved bronze certification through the Sustainable Connecticut Program, although the City's certification has lapsed. Energy and waste management are two important topics under the sustainability umbrella.

Connecticut has one of the highest energy costs in the country. The City continues to take proactive measures to improve energy efficiency and reduce energy costs. The City continues to make energy efficiency upgrades at public facilities and completed a conversion of over 7,000 street lights to energy-efficient LEDs, resulting in both energy and cost savings. Waterbury Public Schools has installed rooftop solar panels at seven of its facilities over the last few years, helping to offset energy costs. The City will continue to seek opportunities to incorporate green energy and energy efficiency into public projects.

Waste management continues to be an issue of both local and regional importance due to limited capacity of statewide waste disposal infrastructure and rising costs. The Bureau of Refuse is responsible for curbside collection of trash and recyclables. In 2017, an enhanced curbside recycling program was launched, which has led to recycling disposal more than doubling. Ongoing efforts are focused on diverting items such as food scraps to lower cost disposal methods. The City has applied for grants to help establish pilot programs for food scrap diversion. The City operates the Mark Lane Transfer Facility, which accepts bulky waste, recyclables, batteries, electronics, tires, scrap metal, and yard waste.

Sustainability and resiliency objectives and strategies are found throughout the Plan. This chapter only includes those that were not mentioned elsewhere.

## **Objectives and Strategies:**

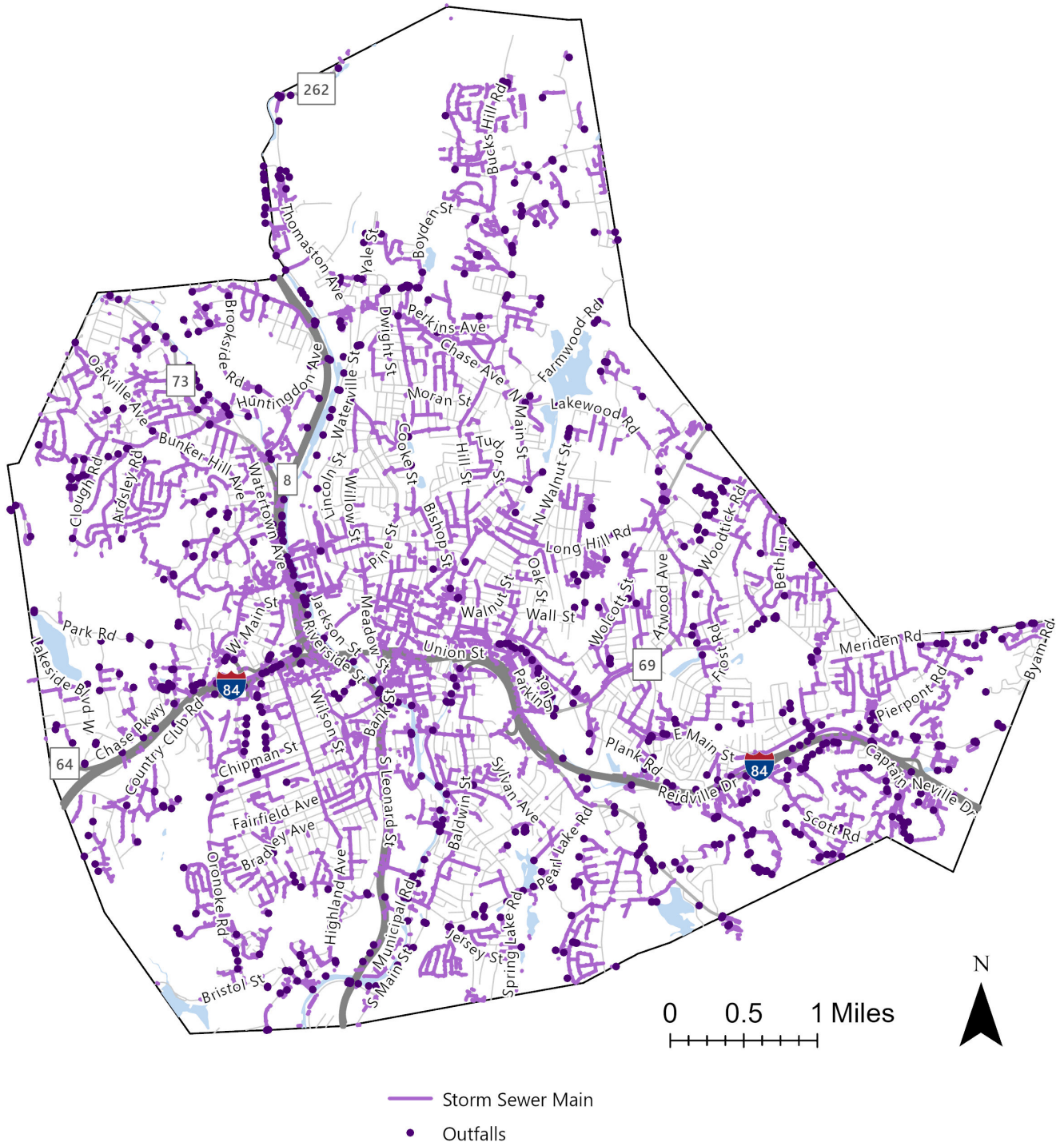
### **1. Address Drainage Issues and Increase Flood Resilience**

- Address stormwater and drainage issues using a watershed-based approach to maximize effectiveness.
- Conduct watershed-based drainage studies and implement recommendations.
- Upgrade undersized stormwater infrastructure.
- Incorporate stormwater management upgrades into larger roadway reconstruction and redevelopment projects.
- Incorporate low-impact development techniques into new developments.
- Encourage flood resilient development and redevelopment along river and stream corridors.
- Implement the recommendations from the Hazard Mitigation Plan.
- Inspect and rehabilitate culverts.

### **2. Create a Heat Resilient Community**

- Increase the tree canopy within the City's urban core.
- Integrate extreme heat related strategies into the Hazard Mitigation Plan.
- Continue HVAC improvements in City facilities.
- Increase awareness of existing Cooling Centers and explore opportunities to expand the number of locations.

**Figure 8-2: Stormwater Infrastructure**



### **3. Promote Energy Efficiency**

- Consider establishing zoning incentives (such as a density bonus) for developments that include solar panels or meet energy efficiency requirements.
- Encourage energy efficiency in new housing developments as a way to reduce overall resident costs.
- Continue to make green energy and energy efficiency upgrades to City and Waterbury Public School facilities.
- Monitor the progress of the New England Heat Pump Accelerator program and provide support to residents and property owners where feasible.
- Educate commercial property owners on the Connecticut Green Bank C-PACE Program.

### **4. Implement Sustainable Waste Management Strategies**

- Continue efforts to divert waste such as food scraps and other organic materials to lower cost disposal methods.
- Continue to participate in state-wide product stewardship initiatives for paint, mattresses, and electronics.
- Work with state and regional partners to address statewide waste management and disposal challenges.
- Explore opportunities to expand services and offerings at the Mark Lane Transfer Station.



# 9. Consistency Analysis

## Introduction

Chapter 126, Section 8-23 of the Connecticut General Statutes sets the standards for municipal Plans of Conservation and Development account for regional and state plans and note any inconsistencies. This statute recognizes the multiple scales at which planning occurs in Connecticut and underscores the importance of collaboration and cooperation with regional and state agencies.

Many planning topics such as water quality, traffic congestion, and economic development extend beyond the City's borders. A successful planning process recognizes that regional- and state-level planning efforts need to integrate and support local planning and vice versa. Waterbury will continue its partnerships with state and regional organizations to address these challenges. This section provides an overview of the Regional and State Plans and notes any inconsistencies that they have with Waterbury's POCD.

## Consistency with the State Plan

Connecticut's most recent state plan was adopted in March 2025. The Plan is organized around five Visions for Connecticut's future. These five visions closely align with the principles of Waterbury's POCD. The five visions, as well as the applicable part of Waterbury's POCD are summarized below:

- 1. A Thriving Economy** – Waterbury's POCD seeks a thriving economy through continued reinvestment in its Downtown, the repurposing of brownfields, encouraging new business development and business expansion in industrial and commercial districts, and the continuation of workforce development programs.
- 2. Housing for Current and Future Residents** – Waterbury's POCD seeks to expand access to safe, decent, and diverse housing choices. The City intends to pursue a range of strategies to meet its housing needs, including redevelopment, targeted infill development, and housing modernization programs.
- 3. Stewardship of Resources** – Waterbury's POCD contains many recommendations around stewardship of resources, including protection of natural resources, historic preservation initiatives, and the inclusion of resiliency and sustainability measures into planning efforts.

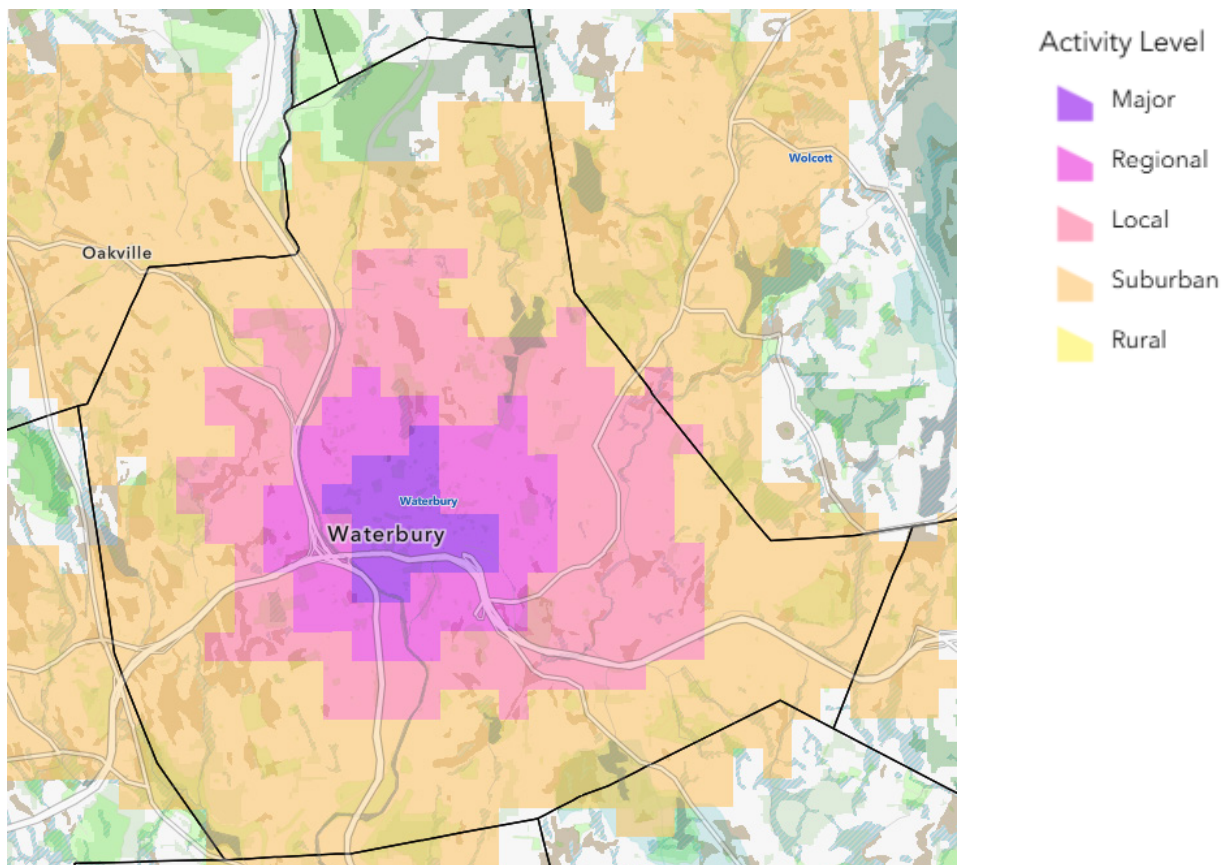
**4. Healthy People and Places** – Waterbury’s POCD contains numerous recommendations focused on quality of life and healthy neighborhoods. Local priorities include community health programs, continued improvement to City services and community facilities, and food access.

**5. Connected and Inclusive Communities** – Waterbury will continue to provide a robust multi-modal transportation system that connects residents with jobs, health care, education, and shopping opportunities.

The State Plan created a new Locational Guide Map (LGM) that is based on the concept of “activity zones.” Activity zones are where employment, civic uses, transportation assets, cultural, attractions, and medical/educational institutions cluster at a local scale. There are five levels in the map, representing differing densities of activity. Downtown Waterbury is classified as a Major Center, which the state notes as “Very densely developed urban centers with a high amount of activity clustered in a small geographic area that include significant institutional and civic uses, unique cultural resources, commercial assets that serve regional and local residents, robust pedestrian and transit networks, and high volumes of daily traffic.” The State LGM shows activity density decreasing as you move away from Downtown, with the lowest density activity zones located in the City’s periphery.

While the Downtown classification largely aligns with the Central Business District, other major activity areas are missing due to the generalized nature of the state LGM. Major activity areas on the City’s periphery such as East Main Street/Reidville Drive, Wolcott Street, Thomaston Avenue, and Watertown Avenue are not identified as higher density activity centers. This is primarily due to the state plan’s limitations scale limitations and generalized nature of the state LGM.

**Figure 9-1: State Locational Guide Map**



Source: CT Office of Policy and Management  
Adopted 2025-2035 Locational Guide Map

## Consistency with the Regional Plan

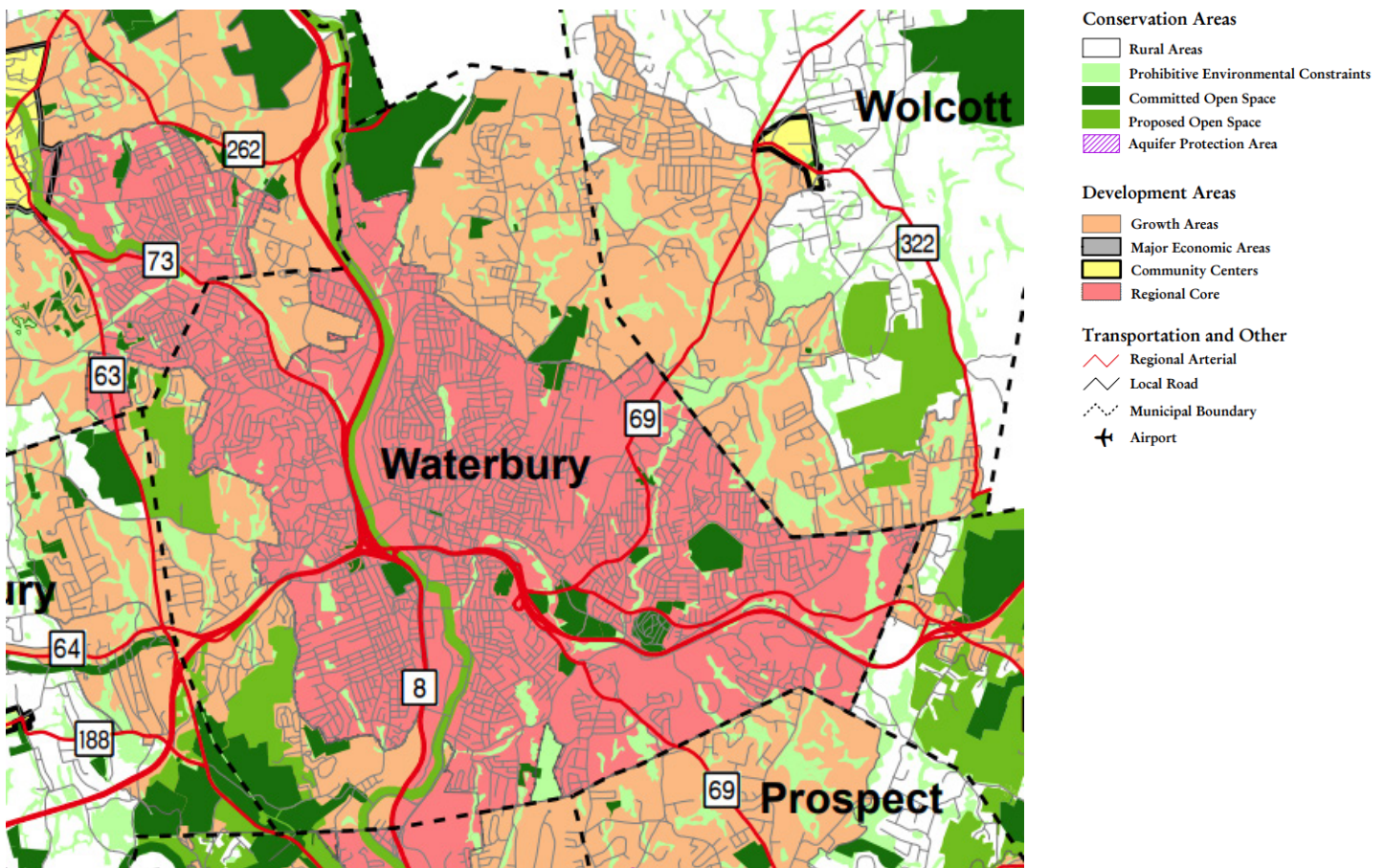
The Naugatuck Valley Council of Governments (NVCOG) is in the process of developing its first Regional Plan since the larger region was established in 2015. Until the next Plan is adopted, the 2008 Regional Plan for the Central Naugatuck Valley Region remains in effect. The 2008 Plan serves as the basis for this consistency analysis.

The regional plan contains several strategies that align with the Waterbury POCD, notably guiding growth towards the regional center and areas with existing infrastructure. The regional Future Land Use Plan categorizes Waterbury into two categories: Regional Core, and Growth Areas. The Regional Core encompasses the Central Business District and the high, and medium density neighborhoods that surround. The plan notes that the regional core has existing infrastructure, supports a mix of uses, and is a high enough development intensity to warrant local bus service. The neighborhoods on the periphery such as Bucks Hill and Country Club are categorized as Growth Areas. The regional plan notes that these are areas with infrastructure, or where such infrastructure could be easily extended and where most of the region’s growth will occur due to the availability of developable land.

The regional Plan also shows existing City open space as well as the proposed open space areas such as Naugatuck River Greenway, which remains a local priority as well.

While these general intensities align with the Waterbury POCD, the City’s plan provides a greater level of detail, using a greater number of density categories, while also separating out residential areas from non-residential areas.

**Figure 9-2: Regional Future Land Use Plan**



Source: NVCOG  
Council of Governments of the Central Naugatuck Valley Regional Plan of Conservation and Development: 2008

## **Regional Partnerships**

The City of Waterbury participates in a variety of regional organizations that serve important functions such as regional planning, emergency management, tourism, water resources, and economic development. Major organizations serving Waterbury include but are not limited to:

- Naugatuck Valley Council of Governments
- Naugatuck Valley Development Corporate/ Waterbury Development Corporation
- Naugatuck River Greenway Steering Committee
- Greater Waterbury Transit District
- Waterbury Regional Chamber of Commerce
- Northwest Regional Workforce Investment Board
- Waterbury Arts & Culture Collaborative
- State of Connecticut DEMHS Region 5 Regional Emergency Planning Team
- Western Connecticut Water Resources Coordinating Committee (WUCC)



# 10. Implementation Plan

## Implementation Plan

The following tables are a summary of the goals, objectives and strategies of this Plan. The Implementation Plan is meant only as a guide for the various boards and commissions responsible for implementation. The Implementation Plan lists the lead and support entities responsible for executing each particular action item. In addition, it notes the timeframe for completion of each action item.

In the Implementation Plan:

**Ongoing efforts are marked with an “O”.**

**Short-term strategies are marked with an “S”**

Short-term strategies are those that should be implemented within the first year and include those that are less complex, or higher-priority items that need to be completed prior to other actions.

**Medium-term strategies are marked with an “M”**

Medium-term strategies are likely to be completed within 1 to 5 years.

**Long-term strategies are marked with an “L”**

Long-term strategies are those that are likely to be completed in the last five years of the POCD horizon.

It is recommended that a POCD is reviewed periodically. This would allow progress to be tracked, re-engage involved parties, recognize changes in conditions that may render some objectives infeasible or inappropriate, and refocus the efforts of all major responsible entities to ensure continued progress towards the Plan’s goals.

<b>Entity</b>	<b>Abbreviation</b>
Arts and Tourism Commission	ATC
Board of Alderman	BOA
Bureau of Golf Courses	BoGC
Bureau of Parks	BoP
Bureau of Recreation	BoR
Bureau of Refuse	BR
Bureau of Water	BoW
Bureau of Public Buildings	BPB
Bureau of Parks Commissioners	BPC
Blight Task Force	BTF
Community Development Department	CDD
Connecticut Municipal Development Authority	CMDA
City Plan Commission	CPC
City Planning Department	CPD
Connecticut Department of Transportation	CTDOT
Department of Energy and Environmental Protection	DEEP
Economic Development	ED
Finance Department	FD
Information Technology Department	IT
Inland Wetlands and Watercourses Commission	IWWC
Mayors Office	MO
Main Street Waterbury	MSW
Northwest Regional Workforce Investment Board	NRWIB
Naugatuck Valley Council of Governments	NVCOG
Public Art Committee	PAC
Palace Theater Board of Directors	PTBoD
Public Works Department	PWD
Waterbury Development Corporation	WDC
Waterbury Fire Department	WFD
Waterbury Housing Authority	WHA
Waterbury Health Department	WHD
Waterbury Land Bank	WLB
Water Pollution Control Authority	WPCA
Waterbury Police Department	WPD
Waterbury Public Schools	WPS
Waterbury Regional Chamber	WRC
Waterbury Senior Center	WSC
Zoning Commission	ZC

# Downtown Revitalization

## Goal: Grow Downtown’s Residential Population

<b>Objective 1. Encourage Adaptive Reuse and Infill Housing Development</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Create more market-rate housing units in Downtown Waterbury.	ED, WDC	CPD, CPC, BOA, MSW	O
Support adaptive-reuse projects that maintain the historic built environment and convert the upper floors of historic buildings into housing.	ED, WDC	CPD, CPC, BOA, MSW	S
Where adaptive reuse is not feasible, support the creation of new housing through infill development.	ED, WDC	CPD, CPD, MSW	S
Encourage infill development whose design complements the historic development patterns of Downtown Waterbury.	CPD	WDC, CPC, ZC	S
Allow downtown residential developments to utilize parking spaces in public parking garages.	ED	WDC, CPD	O
Leverage available funding from the Connecticut Municipal Development Authority to support adaptive re-use projects.	BOA	WDC	M
<b>Objective 2. Provide Housing that Supports Downtown Businesses and Institutions</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Continue to grow and promote student housing opportunities in Downtown for UConn Waterbury.	ED	WDC, MSW	S
Work with area businesses to establish Employer Assisted Housing programs, creating additional workforce housing units within the City.	ED	WDC, MSW	L
Support workforce housing initiatives.	ED	WDC, MSW	M

## Goal: Promote Downtown Business Development

<b>Objective 1. Support Existing Businesses</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Encourage health care and higher education institutions to relocate or expand their presence in Downtown.	WD	WDC, MSW	S
Leverage existing public parking areas to support businesses throughout the Downtown.	ED	WDC, CPD, MSW	S
Maintain civic and government functions within Downtown Waterbury.	BOA	-	O
Consider establishing a management process for Downtown Waterbury such as a Business Improvement District, in partnership Downtown businesses and organizations.	MSW	BOA, ED	M
<b>Objective 2. Encourage Entrepreneurship and Support Small Businesses</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Support the creation of business incubator space or co-working space Downtown in partnership with local higher educational institutions.	ED	MSW	O
Consider establishing a small business revolving loan fund.	WDC	ED, MSW	L
Periodically review the Central Business District zoning map and regulations to ensure that they align with business market opportunities.	ZC	CPD, CPC	O
Continue to maintain, update, and promote available commercial properties within the Downtown.	ED	MSW, WDC	O
Retain and expand retail, restaurant, and entertainment businesses that appeal to a broad spectrum of people that live within and beyond the City limits.	ED	WDC, CPD, CPC	M
<b>Objective 3. Improve Perceptions of Downtown Through Marketing and Branding.</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Continue to market and fill available space in the City-owned One Exchange Place building.	ED	-	O
Develop and implement a wayfinding signage plan for the Downtown.	WDC	ED, CPD	M
Work with property owners to encourage the use of vacant ground-floor retail space for pop-up storefronts or galleries.	ED	CPD, CPC, MSW	M

## Goal: Redevelop the Freight Street District as a Mixed-Use Neighborhood

<b>Objective 1. Make Development Sites “Shovel Ready”</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Implement the recommendations of the Freight Street Redevelopment Strategy.	WDC	ED	S
Continue to pursue grants for environmental assessment and cleanup efforts, with initial focus on City-owned properties on the north side of Freight Street.	WDC	NVCOG, DEEP, BOA	S
Strategically acquire and assemble additional property in the Freight Street District to promote future redevelopment.	WDC	MO, BOA	L
<b>Objective 2. Pursue Mixed-Use Development in the Freight Street District</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Support transit-oriented development within the Freight Street District, particularly for sites closest to the train station.	WDC	ED, CPD, BOA, CMDA	M
Remediate sites to align with desired future uses. Where residential and mixed-use development are envisioned, ensure that cleanup is made to residential standards.	WDC	NVCOG, DEEP, BOA, CMDA	M
<b>Objective 3. Explore Alternative Funding Strategies to Promote Redevelopment</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Consider establishing a Tax-Increment Financing (TIF) district, which uses future property tax revenue from a development to pay for improvements such as infrastructure.	ED	BOA, MO	M
Leverage the Connecticut Municipal Development Authority development district as a tool to fund infrastructure investments and private development.	BOA, MO	ED, WDC, CMDA	M
<b>Objective 4. Enhance Connections Between Freight Street, Downtown, and the Train Station</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Work with the Connecticut Department of Transportation (CTDOT) to ensure that the future alignment of I-84 and Route 8 doesn't negatively impact development opportunities in the Freight Street District.	MO	Engr.	O
Explore ways to improve pedestrian connectivity between the Train Station and the Freight Street District neighborhood.	Engr.	WDC, PWD, CPD	M
Consider the creation of future internal roadways within the Freight Street District, as envisioned in the Freight Street Redevelopment Strategy.	Engr.	WDC, PWD, CPD	L
Improve lighting and aesthetics along the railroad overpasses along West Main Street, Freight Street, and Crane Street.	Engr.	WDC, PWD, CPD	M
Strengthen connections between Phase 2 of the Naugatuck River Greenway, Freight Street, and Downtown Waterbury.	Engr.	WDC, PWD	S

## Goal: Improve Local and Regional Connectivity to Downtown

<b>Objective 1. Improve Bus and Rail Transit Service</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Enhance bus transit amenities within Downtown Waterbury (benches, covered shelters, lighting, restrooms, signage, etc.)	CTDOT	NVCOG, MO	M
Initiate a Downtown circulator bus serving key destinations such as the Waterbury Train Station, St. Mary's Hospital, Waterbury Hospital, Brass Mill Center, and UConn Waterbury.	CTDOT	NVCOG, MO	M
Investigate alternative bus transfer points within the Downtown.	CTDOT	NVCOG, MO	L
Complete upgrades to the Waterbury Train Station, including platform extension and indoor waiting area.	CTDOT	MO, WDC	S
Continue to advocate for enhanced rail service on the Waterbury Branch Line, including infrastructure improvements that increase the frequency of service.	MO	CTDOT, MetroNorth	O
<b>Objective 2. Maintain a Safe and Balanced Roadway Network</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Incorporate traffic calming into roadway reconstruction projects within the Downtown.	Engr.	PWD, WDC	O
Consider "quick build" projects that address pedestrian and vehicular safety such as curb extensions, enhanced pavement markings, and signals to help improve safety until permanent improvements can be made.	Engr.	PWD, WDC	S
Strengthen connections between the Downtown and surrounding activity centers such as St. Mary's Hospital, Waterbury Hospital, and the Freight Street District.	Engr.	PWD, WDC, CTDOT	M
<b>Objective 3. Maintain Highway Connectivity and Access to Downtown</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
As part of future planning for the I-84 and Route 8 "mix-master" interchange, ensure that Downtown maintains strong interchange connections to the highway system.	Engr.	MO, PWD	O
Improve signage between the highway interchanges, major Downtown destinations, and parking garages.	Engr.	PWD, WDC	M
As part of the "mix-master" replacement project; leverage opportunities to improve vehicular and pedestrian connectivity between the Downtown and the South Main Street neighborhoods.	Engr.	PWD, WDC	L
Advance the design concept of incorporating an "east to west" linear park as a component of the "mix-master" replacement project.	CPD	Engr., MO	L

## Goal: Invest in Public Infrastructure

<b>Objective 1. Upgrade Utility Infrastructure</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Maintain public infrastructure in a state of good repair.	PWD	BoW, WPCA	O
Complete the Bank Street and Exchange Place underground utility replacement projects.	WDC	PWD, BoW, WPCA	S
Complete the West Main Street underground utility replacement project.	WDC	PWD, BoW, WPCA	M
Conduct inspections and studies of underground culverts and conduits for Great Brook and Little Brook and identify improvements.	Engr.	WDC, PWD	M
Continue to address traffic through traffic signal upgrades and the implementation of a traffic center.	Engr.	WDC, PWD	S
Incorporate low impact development strategies into Downtown infrastructure and development projects, where feasible.	Engr.	WDC, PWD	O
<b>Objective 2. Leverage City-Owned Parking Infrastructure</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Maintain City-owned parking structures in a state of good repair.	PWD	WDC	O
Complete upgrades to Buckingham Garage.	WDC	PWD	S
Continue leasing City-owned parking spaces to support private development and institutional uses.	PWD	CPD, CPC	O
Improve signage for public parking areas.	WDC	PWD	S
Consider establishing a parking space leasing program, allowing Downtown restaurants to leverage on-street parking for additional outdoor dining.	PWD	CPC, MSW	M
Modernize payment collection technology for metered garage and street parking.	WDC	PWD	M

<b>Objective 3. Enhance Streetscapes</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Incorporate street trees and public green space into Downtown streetscape projects.	Engr.	PWD, WDC	O
Strengthen coordination with CTDOT to ensure that streetscape improvements on state roadways within the Downtown (Grand Street, West Main Street, parts of Meadow Street and South Main Street), align with City efforts.	Engr.	PWD, WDC, CTDOT, NVCOG	S
Improve Downtown street lighting and encourage illumination of prominent buildings.	Engr.	PWD, WDC	M
Promote use of Downtown streetscapes to host outdoor dining where appropriate.	CPD	CPC, Engr.	S
Encourage Downtown design and activities that stimulate the human senses; including touch, sight, hearing, smell and taste.	CPD	CPC, Engr.	O

## Goal: Build Upon Downtown’s Strong Historic and Cultural Resources

<b>Objective 1. Maintain Downtown Waterbury’s Historic Building Stock</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Continue to support public and private efforts to renovate and adaptively reuse historic structures within the Downtown.	ED	CPD, CPC	O
Continue Downtown Façade Improvement Program.	WRC	ED	O
Educate property owners on funding sources that could be used to promote historic preservation efforts (such as Historic Preservation Tax Credits).	CPD	-	S
Consider becoming a Certified Local Government through the State Historic Preservation Office (SHPO), which could increase grant and technical assistance opportunities for historic preservation.	BOA	MO	M
Complete renovations of the Chase Building.	WDC	-	S
Support historic preservation and adaptive reuse efforts at the Waterbury Union Station building and clocktower.	ED	CPD, CPC	S
<b>Objective 2. Support Arts and Cultural Institutions and Initiatives</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Continue to support the Silas Bronson Library and explore opportunities to expand program offerings.	SBL	BOA	O
Address capital needs at the Silas Bronson Library.	SBL	BOA	S
Continue to host parades, arts, and cultural events in Downtown Waterbury.	MO	ATC	O
Incorporate public art into ongoing infrastructure and streetscape upgrades.	PAC	Eng., PWD, WDC	S
Continue support of the Palace Theater, the Mattatuck Museum, Seven Angels Theater, and other cultural centers located in Downtown Waterbury.	PTBoD, ED	-	O
Consider establishing a Cultural District designation in Downtown Waterbury through the State of Connecticut Cultural District Program.	BOA	MO, ATC	M
Encourage arts, cultural activities, and performances within Downtown Parks such as Library Park and The Green.	ATC	-	O
Continue to incorporate arts and cultural institutions as part of Downtown marketing and branding efforts.	ATC	ED	S

# Economic Prosperity

## Goal: Return Brownfields to Productive Use

<b>Objective 1. Continue Environmental Assessment and Remediation Efforts</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Continue to pursue grant funds for building demolition, environmental assessment, and remediation, in partnership with regional, state, and federal agencies.	WDC	NVCOG, DEEP, EPA	O
Ensure that brownfield cleanup standards align with desired future uses. Where residential, mixed-use development, or community uses are envisioned, ensure that cleanup is made to the appropriate standard.	WDC	CPD, ED	S
<b>Objective 2. Align Infrastructure and Regulations with Redevelopment Opportunities</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Consider establishing a brownfield redevelopment overlay zone that allows flexible land use and site design standards that align with the unique characteristics of each site.	ZC	CPD, CPC	S
Invest in City infrastructure (water, sewer, stormwater, roads, bridges, etc.) as part of brownfield redevelopment efforts.	PWD	WDC, BoW, WPCA	S
Where brownfield sites are located along identified greenway corridors, consider acquiring easements that could support the development of future multi-use trails, particularly along the Naugatuck and Mad Rivers.	PWD	Engr., WDC	M
<b>Objective 3. Market Brownfield Sites</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
For remediated City-owned sites, conduct developer RFPs to solicit redevelopment offers from private developers.	ED	WDC, MO	O
Explore alternative funding opportunities such as Tax-Increment Financing (TIF) and CT Municipal Development Authority Funds to support future redevelopment.	WDC	ED, MO	M

## Goal: Support the Evolution of Underperforming Commercial Sites

<b>Objective 1. Support Efforts to Reinvigorate Brass Mill Center Mall</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Consider establishing a flexible overlay zone to support future redevelopment and reinvigoration efforts.	ZC	CPD, CPC	O
Support the broadening of uses within the mall. Consider a range of potential uses beyond retail and services such as research & development, health care, education, and employment uses.	ZC	CPD, CPC	S
Where environmental site conditions allow, support efforts to convert unutilized parking spaces into green space in order to lessen stormwater runoff.	CPD	CPC, PWD	M
Consider supporting targeted remediation at portions of the mall property to support redevelopment, leveraging state brownfield and Greyfield funding programs.	WDC	ED	L
<b>Objective 2. Ensure that Regulations Support the Evolution of Commercial Zones</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Evaluate minimum parking requirements in Commercial zones. Consider lowering requirements, particularly for areas with an oversupply of parking.	ZC	CPD, CPC	O
Consider broadening permitted uses within the Commercial zone in order to provide greater flexibility for the reuse of big box retail sites. Consider allowing mixed-use development, light industrial, manufacturing uses subject to special exception approval.	ZC	CPD, CPC	S
<b>Objective 3. Reposition Greyfield Sites</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Identify potential greyfield redevelopment sites and identify desirable future uses.	WDC	CPD, ED	S
Align zoning regulations with desired future use of the site, potentially utilizing an overlay zone approach.	ZC	CPD, CPC	M
Pursue state funds through the CT Greyfields Program to support redevelopment efforts.	WDC	CPD, ED	M

## Goal: Pursue Economic Development and Grand List Growth

<b>Objective 1. Encourage Business Retention and Expansion</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Provide a continuum of commercial and industrial spaces that support businesses throughout their lifecycles, ranging from small, flexible spaces for startups, to larger more specialized spaces for mature businesses.	ED	-	S
Assist businesses in identifying spaces that can support business expansion.	ED	-	S
Continue outreach to the business community in partnership with the Waterbury Regional Chamber of Commerce.	ED	WRC	O
<b>Objective 2. Support Small Businesses and Entrepreneurship</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Assist new businesses in navigating state and local permitting processes.	ED	-	O
Expand online permitting tools.	All Departments	-	M
Explore the creation of a small business revolving loan fund, utilizing state funds, City funds, or Community Development Block Grant (CDBG) allocations.	CDD	ED	M
<b>Objective 3. Support Investments and Improvements to Business Districts</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Maintain public infrastructure in business districts in a state of good repair.	PWD	Enrg., WDC	O
Identify potential sites for shared off-site parking within neighborhood mixed-use corridors.	WDC	Engr., CPD	M
Enhance aesthetics in commercial districts through streetscape improvements such as sidewalks, street trees, lighting, and signage.	Engr.	PWD	M
Work with CTDOT to support sidewalk investments on state-owned commercial corridors such as Meriden Road, Wolcott Street, Watertown Avenue, and East Main Street.	Engr.	PWD	L
<b>Objective 4. Support Economic Development and Growth</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Assess the feasibility of subdividing City-owned property along East Main Street, and the market potential for commercial development.	ED	MO, CPD, WDC	M
Continue to actively market remaining City-owned properties within industrial parks.	ED	WRC	O
Assess the ability for City-owned properties to meet other community needs, such as housing or community facilities.	WDC	CPD, ED	M

**Goal: Continue Workforce Development Initiatives**

<b>Objective 1. Support Workforce Development Programs</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Maintain Waterbury’s status as a regional center for the health care industry.	NRWIB	-	S
Work with institutions such as Connecticut State University - Naugatuck Valley to support job training initiatives for manufacturing, health care, and other employment sectors.	Higher Education	ED, NRWIB	S
Pursue state and federal grant opportunities to expand access to adult education, English as a Second Language (ESL), and GED programs.	WPS	-	M
<b>Objective 2. Expand Workforce Development Offerings</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Continue and expand workforce development program offerings through Waterbury Public Schools and Technical High Schools.	WPS	CT Technical High Schools	S
Work with local businesses to identify workforce gaps, and consider establishing new programs at Waterbury Public Schools to address those gaps.	ED	WRC	S
Expand employment opportunities for teens and young adults, in partnership with the school district, local employers, and City departments.	MO	WPS	S

# Quality of Life

## Goal: Provide a Range of Housing Choices for All Ages, Incomes, and Household Types

<b>Objective 1. Create More Market Rate Housing</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Support the creation of a range of housing options, including single-family homes, duplexes, triplexes, condominiums, and apartments.	CPD	ZC	O
Support homeownership opportunities, leveraging the statewide programs offered through the Connecticut Housing Finance Authority.	CDD	CHFA	S
Develop a Housing Growth Plan in accordance with State requirements and seek Housing Growth Grant Program funds for associated infrastructure improvements.	CPD	CPC	M
<b>Objective 2. Maintain and Expand Affordable Housing Opportunities</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Maintain existing Waterbury Housing Authority properties in a state of good repair.	WHA	-	O
Complete the West Grove and Lawrence Crest Redevelopment Projects.	WHA	-	S
Identify land that could be used to support future Housing Authority Infill projects.	WHA	WLB, WDC	M
As part of future Housing Authority redevelopment projects, explore opportunities to increase the number of units as part of the redevelopment process.	WHA	-	L
Support the creation of mixed-income developments, which contain both affordable and market rate housing.	CPD	-	O
<b>Objective 3. Expand Senior Housing Options</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Support the sale of the Begg Building and rehabilitation of the building into additional senior housing units.	BOA	MO, WHA	S
Encourage the creation of senior housing developments in walkable, transit accessible, and mixed-use neighborhoods where housing can be co-located with amenities and services including retail, health care, and recreational opportunities.	CPD	WSC, ZC, CPC	S
Consider adding a Senior Housing Floating Zone to the zoning regulations to provide greater flexibility in the design and location of age-restricted housing.	ZC	CPD, COC	M

**Goal: Provide a Range of Housing Choices for All Ages, Incomes, and Household Types  
(Continued)**

<b>Objective 4. Support Housing Modernization Efforts</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Continue to implement the Lead Safe and Healthy Homes programs through the Health Department.	HD	-	O
Continue to leverage CDBG funding for housing modernization efforts, such as the HOME Investment Partnerships and homebuyer assistance programs.	CDD	-	O
Strengthen landlord registration and rental licensing procedures to better enforce health, safety, and blight issues at rental housing units.	BOA	BTF, HD	M

## Goal: Promote Livable and Healthy Neighborhoods

<b>Objective 1. Strengthen Neighborhood Mixed-Use Corridors</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Consider expanding the façade improvement program to include businesses within mixed-use corridors.	WRC	ED	M
Identify opportunities to establish shared public parking areas within neighborhood commercial districts.	PWD	ED	M
Enhance aesthetics through streetscape improvements such as sidewalks, street trees, lighting, signage, and transit amenities.	PWD	Engr., WDC	M
Maintain pedestrian-scale of development within mixed-use corridors, including placing buildings close to the street, sidewalk connectivity, and minimizing on-site parking.	CPC, ZC	CPD	O
Implement a neighborhood tree-planting program.	PWD	Neighborhood Associations	M
<b>Objective 2. Target Quality of Life Issues</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Continue blight enforcement efforts through the Blight Task Force.	BTF	-	O
Continue to address quality of life issues through the Waterbury Police Department.	WPD	-	O
Strengthen partnerships between the City, community groups, and non-profit organizations.	MO	-	S
<b>Objective 3. Promote Infill Sites</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Maintain an inventory of existing infill sites, in partnership with the Waterbury Land Bank.	WLB	WDC	O
Assemble and market sites to prospective property owners or developers.	WLB	WDC, ED	O
Leverage infill lots to meet other City goals, such as redevelopment of vacant land, affordable housing, homeownership opportunities, or green space.	WDC	WHA	S
Continue to implement Side Lot Program through the Waterbury Land Bank.	WLB	-	O
Consider modifications to the zoning regulations to facilitate the redevelopment of infill lots.	ZC	CPC, CBD	S

## Goal: Support a High Quality, Community-Oriented School System

<b>Objective 1. Maintain Neighborhood-Based School Model</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Support the continued transition to the neighborhood-based K-8 instructional model.	WPS	-	O
Continue to work collaboratively with the city on identifying and funding opportunities to support the K-8 transition and modernization.	WPS	-	O
Implement the recommendations from the Waterbury Public Schools Facilities Master Plan.	WPS	-	L
Strategically acquire land adjacent to existing school facilities to support future expansion and facility renovation efforts.	WPS	BOA	M
<b>Objective 2. Expand the School System's Role as a Center for Service Delivery</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Seek grants to expand School-Based Health Centers to other WPS facilities.	WPS	WHD	M
Continue partnerships between Waterbury Public Schools and the City Recreation Bureau to provide recreation opportunities outside of school hours.	WPS	BoR	S
Maintain athletic facilities, playgrounds, and fields at public school buildings in a state of good repair.	WPS	BoP	S
Continue to identify ways to expand access to Early Childhood Education, in partnership with WPS and community partners.	WPS	BOA	M
As the district expands the PK-8 model and enrollment in the 6-8 middle schools decreases, study opportunities to leverage available space at the middle schools to meet other WPS or community needs.	WPS	-	L

## Goal: Maintain High Quality Community Facilities and Services

<b>Objective 1. Maintain Community Facilities in a State of Good Repair</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Complete renovations to the Chase Building.	WDC	-	S
Continue to address capital improvement needs at community facilities, leveraging grant funds where possible to supplement city bond funds.	FD	BOA	O
Make energy efficiency upgrades to City buildings and schools to lower energy costs.	BPB	WPS	M
Modernize public safety facilities to align with modern equipment and workforce needs.	WPD, WFD	-	S-L
Provide IT and telecommunications infrastructure that supports City needs.	IT	-	M
<b>Objective 2. Plan for Future Community Facility Investments</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Strategically acquire property adjacent to existing community facilities in order to support future expansion efforts.	BOA	MO, WDC	S
Leverage available swing space at One Exchange Place and St. Joseph's School to support community facilities investments.	MO	WPS	O
Evaluate City-wide staffing and space needs. Should City staffing need to increase in response to the growing population, identify suitable space to house these employees.	MO	BOA, FD	M
<b>Objective 3. Align City Services to Shifting Demographics and Growing Population</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Explore opportunities to expand program space at the Waterbury Senior Center to meet growing demand for services.	WSC	FD	M
Address capital needs and programmatic needs at Silas Bronson Library.	SBL	FD	M
Expand access to language translation for key City services.	All Depts.	-	S
<b>Objective 4. Maintain and Improve the Public Parks System</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Continue to complete upgrades to Hamilton Park, using a phased approach.	BoP	BPC	M
Rehabilitate and maintain existing parks, playgrounds, recreation centers, and golf courses.	BoP	BPC, WDC	O
Continue to make accessibility improvements to City parks and playgrounds to ensure that they are accessible to all.	BoP	BPC	O
Continue to plan for the future Jackson Street Park as part of redevelopment efforts in the Freight Street District.	BoP	WDC, CTDOT, PWD	L
As part of greenway planning and design efforts, incorporate river access and pocket parks into the greenway system, where feasible.	BoP	Engr., PWD	M

## Goal: Prioritize the Maintenance and Upgrade of Existing Infrastructure

<b>Objective 1. Maintain and Upgrade Sanitary Sewer Infrastructure</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Complete planned improvements to the WPCF, pump stations, odor control systems, manholes, and sewer lines.	WPCA	-	S
Ensure that sewer main and pump station infrastructure has adequate capacity to support future development, as envisioned in the Future Land Use Plan.	WPCA	-	O
Continue to repair and replace aging sewer line infrastructure, combining projects with larger roadway reconstruction efforts whenever possible.	WPCA	-	M
Continue to address inflow and infiltration issues as identified in the SSES.	WPCA	-	L
<b>Objective 2. Maintain and Upgrade the Public Water System</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Continue ongoing maintenance and upgrades of the City's water system including water main rehabilitation, tank repair, water treatment plant upgrades, and pump station replacements.	BoW	-	O
Install generators at all pump stations.	BoW	-	S
Complete dam repairs.	BoW	-	M
Protect watershed lands through responsible forestry management, regular inspections, maintenance, and improved security.	BoW	-	M
Continue to support regional and state open space protection efforts within the drinking water supply watersheds.	BoW	NVCOG, DEEP	M
<b>Objective 3. Advocate for Utility Enhancements</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Work with Eversource and Connecticut Natural Gas to expand and enhance natural gas and electrical service within commercial and industrial zones.	PWD	WDC	S
Support efforts to incorporate solar, fuel cells, and other renewable energy sources into development projects.	CPC	ZC, CPD	M
Advocate for the expansion of enhanced telecommunications infrastructure such as highspeed internet and fiberoptic networks.	MO	BOA	O
Work with local telecommunications provider to support the expansion of and upgrades to the telecommunications network and other digital infrastructure that supports business and resident needs.	MO	Engr., PWD	O

# Transportation and Connectivity

## Goal: Create a Balanced Road System that Supports All Users

<b>Objective 1. Maintain Roadway Infrastructure in a State of Good Repair</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Continue roadway reconstruction and paving programs , seeking external grant funds to supplement local Capital Improvement Program funds.	PWD	Engr.	O
Pursue grant funds for the removal, replacement, reconstruction, or rehabilitation of deficient local bridges.	Engr.	PWD	M
Continue traffic signal upgrades (replacement, relamping, etc.)	Engr.	-	S
Implement a traffic center to monitor and manage traffic operations.	Engr.	-	S
Implement the following street connectivity improvements: <ul style="list-style-type: none"> <li>- Connect Grassy Hill Road to Bucks Hill Road.</li> <li>- Connect the two disjointed segments of Farrington Ave.</li> </ul>	PWD	Engr.	L
Consider roadway connections on "paper streets," where feasible. If connections are not desirable, consider abandoning the paper streets.	PWD	Engr.	L
<b>Objective 2. Prioritize Safety as Part of Future Roadway Investments</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Continue participation in the regional Vision Zero initiative through NVCOG.	Engr.	PWD	O
Conduct Road Safety Audits within identified high-hazard corridors such as East Main Street, Baldwin Street and North Main Street and implement recommendations.	PWD	NVGOG, CTDOT	M
Incorporate safety enhancements as part of roadway reconstruction projects, including traffic calming, road diets, curb extensions, pedestrian crossings/signals, and signage.	Engr.	PWD, WDC	O
Consider implementing "quick build" road safety projects such as curb extensions or pavement markings until permanent improvements can be built.	Engr.	PWD, NVCOG	M
Work with CTDOT and private property owners to facilitate the consolidation of curb cuts along arterial roadways.	CTDOT	NVCOG, Engr.	L
Continue efforts to improve roadway safety through engineering, education, and enforcement.	Engr., WPD	-	O

<b>Objective 3. Improve the Pedestrian Network</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Prioritize sidewalk improvements in areas with high foot traffic, such as areas near higher density housing, schools, parks, bus lines, and along mixed-use corridors.	Engr.	PWD	O
Complete planned sidewalk improvements on Lakewood Road and Baldwin Street	Engr.	NVCOG, CTDOT	M
Incorporate sidewalk construction and repair into new developments and roadway reconstruction projects.	Engr.	PWD, WDC	M
Continue upgrading sidewalks to meet Americans with Disabilities Act (ADA) standards.	Engr.	PWD	O
Work with CTDOT to enhance the sidewalk network along state roads, particularly within the Downtown, neighborhood mixed-use corridors, and commercial districts.	CTDOT	Engr., PWD	M
Invest in additional pedestrian safety infrastructure including signalized crossings, crosswalks, and enhanced lighting.	Engr.	PWD	S
<b>Objective 4. Improve Bicycle Infrastructure</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Identify preferred roadways for bicycle routes, leveraging NVCOG's Active Transportation Plan process.	Engr.	NVCOG	S
Formalize bike routes through bike lane striping, sharrows, and signage.	Engr.	PWD	M
Create on-street bicycle connections to the Naugatuck River Greenway.	Engr.	PWD	M
Incorporate bicycle parking into City facilities such as parks, schools, libraries, and government buildings.	BoP	PWD	M
Encourage the provision of bicycle parking and amenities in new private developments within Downtown Waterbury.	CPC	CPD, PWD	S

## Goal: Develop and Expand the Greenway System

<b>Objective 1. Complete the Naugatuck River Greenway</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Complete Phase 2 of the Naugatuck River Greenway between Eagle Street and West Main Street.	Engr.	WDC	M
Finalize routing and seek funding for the design and construction of Phase 3 of the Naugatuck River Greenway between West Main Street and the Thomaston Town Line.	Engr.	WDC, NVCOG	M
Continue to acquire property and trail easements along the proposed Naugatuck River Greenway route.	Engr.	WDC	O
Incorporate river access and pocket parks along the Naugatuck River Greenway route, including the future Jackson Street Park.	BoP	WDC, CTDOT	L
Strengthen bicycle and pedestrian connections between the Naugatuck River Greenway, parks, and major activity centers.	Engr.	PWD	L
Identify and promote the Naugatuck Valley Greenway through use of educational and interpretative signage.	BoP	NVCOG	M
Identify and establish suitable areas for trailhead parking; where practical and appropriate.	Engr.	CPD, NVCOG	M
Where appropriate, encourage those businesses adjacent to the Naugatuck Valley Greenway to provide business access and trail-related services, including outdoor dining.	ED	CPD, Engr.	L
Develop a management and maintenance plan for the Naugatuck River Greenway, exploring both local and regional approaches.	BoP	NVCOG, Eng	S
<b>Objective 2. Expand the Greenway System</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Complete the spur trail along the Mad River between the Naugatuck River Greenway and the River Baldwin Recreation Center.	Engr.	WDC	M
Incorporate an extension of the Mad River Greenway trail as part of future improvements to the I-84 and Route 8 interchange.	CTDOT	Engr., PWD	L
Seek official Connecticut Greenway designation for Greenway corridors shown on the Future Land Use Plan, including the Mad River, Hancock Brook, Steele Brook, Hop Brook, and Hopeville Pond Brook.	CPD	BoP, BPC	M
Complete detailed property inventories and routing studies along these corridors.	Engr.	WDC, NVCOG	M
Incorporate public access and riparian buffers into all riverfront development projects along these corridors.	Engr.	IWWC	L

<b>Objective 3. Enhance Regional Greenway Connections</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Continue to support regional efforts to complete the 44-mile long Naugatuck River Greenway Trail from Torrington to Derby.	MO	NVCOG	O
Explore opportunities to connect Waterbury to regional multi-use trails, such as the Middlebury Greenway, Steele Brook Greenway, Larkin Bridle Trail, and Farmington Canal Trail.	NVCOG	CTDOT	L

## Goal: Improve the Rail and Bus Transit Systems

<b>Objective 1. Improve the Rail Transit System</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Complete upgrades to the Waterbury Train Station.	CTDOT	WDC	S
Support statewide and regional initiatives that increase the frequency of transit service on the Waterbury Branch Line.	CTDOT	MO, BOA, State Deligation, NVCOG	M
Bolster resiliency initiatives along the Waterbury Branch Line in order to decrease susceptibility to flooding and track washouts.	CTDOT	MO, BOA, State Deligation, NVCOG	M
<b>Objective 2. Improve the Bus Transit System</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Implement bus service along Lakewood Road and other commercial and employment centers that currently do not have transit access.	CTDOT	-	S
Support efforts to improve service frequency and reliability.	CTDOT	MO, BOA, State Deligation, NVCOG	M
Work with local employers to extend "Tripper" bus service to unserved or underserved industrial areas.	CTDOT	ED	S
Improve bus amenities such as bus shelters, seating, and access to public restrooms.	PWD	CTDOT, NVCOG	M
Initiate a Downtown circulator bus serving key destinations such as the Waterbury Train Station, St. Mary's Hospital, Waterbury Hospital, Brass Mill Center, and UConn Waterbury.	CTDOT	NVCOG	L
<b>Objective 3. Increase Transportation Options for the Elderly and Disabled</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Continue to operate the Senior Shuttle and seek grant funds to expand operations.	WSC	-	O
Continue to coordination local service with regional transportation services offered through the Greater Waterbury Transit District.	WSC	GWTD	O
Where possible, create accessible bus stops at senior housing locations, to encourage transit use.	CPC	CPD	S
Continue to publicize ADA paratransit service eligibility and service areas.	CTDOT	WSC	O

**Goal: Align Future Investments on I-84 and Route 8 with the City’s Development Goals and Land Use Vision**

<b>Objective 1. Align Highway Investments with the City’s Development and Land Use Goals</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Ensure that the future alignments of I-84 and Route 8 do not impede future development and redevelopment opportunities in the Freight Street District or Downtown Waterbury.	CTDOT	MO, BOA, State Deligation, NVCOG	O
Ensure that the future interface between highway interchanges and local streets is context sensitive and provides safe and efficient transportation for all modes.	CTDOT, Engr.	MO, BOA, State Deligation, NVCOG	O
As part of the Mixmaster replacement planning, ensure that Downtown Waterbury, the Brass Mill Center Mall, and the hospitals maintain strong connections to the highway system.	CTDOT	MO, BOA, State Deligation, NVCOG	L
Support the creation of additional public green space as part of CTDOT planning for the Mixmaster replacement, including Jackson Street Park and a new east-west linear park.	CTDOT, BoP	MO, BOA, State Deligation, NVCOG	L
<b>Objective 2. Support Enhanced Connectivity as Part of Future Highway Investments</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Extend Sunnyside Avenue over the Naugatuck River with connections to Jackson Street and Meadow Street.	CTDOT	Engr., PWD	L
As part of the Mixmaster replacement project, leverage opportunities to improve vehicular and pedestrian connectivity between the Downtown and the South Main Street neighborhoods.	CTDOT	Engr., PWD	L
Support the creation of multi-use trail extensions across I-84 (such as the Mad River Greenway) as part of the Mixmaster replacement project.	CTDOT	Engr., PWD, BoP	L

# Community Resilience and Stewardship

## Goal: Protect the City's Environmentally Sensitive Lands

<b>Objective 1. Protect Water Resources</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Complete the Mad River Watershed Based Plan and implement the recommendations.	NVCOG	Engr.	O
Pursue grants for other Watershed Planning initiatives with a focus on water quality.	NVCOG	Engr.	M
Continue to update and implement recommendations from the City's Municipal Separate Storm Sewer Systems (MS4) Plan.	Engr.	PWD	O
Continue to protect wetlands and watercourses with an eye towards maintaining a "no net loss" approach.	IWWC	CPC, CPD	O
Work to address and eliminate sanitary sewer discharges into the Naugatuck River at the Water Pollution Control Facility.	WPCA	DEEP	M
Seek grant funds to remove obsolete City-owned dams.	Engr.	DEEP	M
<b>Objective 2. Protect Ridgelines and Steep Slopes</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Regulate development and vegetation removal on steep slopes exceeding 25%.	ZC, CPC	CPD	S
Add language to the City Zoning Regulations specifically regulating development on ridgelines and steep slopes.	ZC, CPC	CPD	S
Utilize flexible development standards to protect scenic vistas.	ZC, CPC	CPD	M
Address the preservation of ridgelines and steep slopes as part of a comprehensive open space strategy.	BoP	CPD	L
Support the preservation of the Holy Land site.	MO	BPC	O
<b>Objective 3. Strategically Acquire Open Space</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Consider developing an Open Space Master Plan that identifies open space acquisition priorities.	BoP	BPC	M
Prioritize future open space acquisition along designated Greenway corridors, properties adjacent to existing parks and open spaces, and property with high conservation value.	BoP	BPC	S
Update language in the Land Subdivision Regulations to allow Fees in Lieu of Open Space (to be used for Open Space acquisition elsewhere), at the discretion of the Commission.	CPC	CPD	M
Support efforts to expand Mattatuck State Forest within the Waterbury City limits.	DEEP	MO	L

## Goal: Preserve Historic Resources

<b>Objective 1. Strengthen Historic Preservation Policies and Procedures</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Consider becoming a Certified Local Government through the State Historic Preservation Office.	BOA	MO	M
Consider establishing a Local Historic Commission to advise on issues related to Historic Preservation.	BOA	MO	L
Integrate components of SHPO's <i>Historic Preservation and Resilience Planning in Connecticut</i> into planning efforts.	All City Departments	-	M
<b>Objective 2. Support Historic Preservation Efforts</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Consider adopting flexible zoning regulations for historic structures to support adaptive reuse efforts.	ZC	CPD	M
Where structural and environmental conditions allow, preserve historic mill buildings and support their redevelopment and adaptive reuse.	WDC	ED, CPD	L
Support the preservation and adaptive reuse of Waterbury Union Station.	WDC	ED, CPD	O

## Goal: Incorporate Resiliency and Sustainability into Planning Efforts

<b>Objective 1. Address Drainage Issues and Increase Flood Resilience</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Address stormwater and drainage issues using a watershed-based approach to maximize effectiveness.	Engr.	PWS	O
Conduct watershed-based drainage studies and implement recommendations.	Engr.	PWS	O
Upgrade undersized stormwater infrastructure.	Engr.	PWS	O
Incorporate stormwater management upgrades into larger roadway reconstruction and redevelopment projects.	PWD, WDC	CPC, CPD	O
Incorporate low-impact development techniques into new developments.	CPC	CPD	S
Encourage flood resilient development and redevelopment along river and stream corridors.	CPC	CPD	M
Implement the recommendations from the Hazard Mitigation Plan.	All City Departments		O
Inspect and rehabilitate culverts.	Engr.	PWS, WDC	M

<b>Objective 2. Create a Heat Resilient Community</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Increase the tree canopy within the City's urban core.	PWD	BoP	O
Integrate extreme heat related strategies into the Hazard Mitigation Plan.	MO	-	S
Continue HVAC improvements in City facilities.	BPB, WPS	-	O
Increase awareness of existing Cooling Centers and explore opportunities to expand the number of locations.	MO	-	S
<b>Objective 3. Promote Energy Efficiency</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Consider establishing zoning incentives (such as a density bonus) for developments that include solar panels or meet energy efficiency requirements.	ZC	CPC, CPD	S
Encourage energy efficiency in new housing developments as a way to reduce overall resident costs.	CPC	CPD	M
Continue to make green energy and energy efficiency upgrades to City and Waterbury Public School facilities.	BPB, WPS	-	O
Monitor the progress of the New England Heat Pump Accelerator program and provide support to residents and property owners where feasible.	MO	-	M
Educate commercial property owners on the Connecticut Green Bank C-PACE Program.	ED	-	S
<b>Objective 4. Implement Sustainable Waste Management Strategies</b>			
<b>Strategies &amp; Policies</b>	<b>Lead Entity</b>	<b>Support Entity</b>	<b>Timeline</b>
Continue efforts to divert waste such as food scraps and other organic materials to lower cost disposal methods.	BR	-	O
Continue to participate in state-wide product stewardship initiatives for paint, mattresses, and electronics.	BR	-	O
Work with state and regional partners to address statewide waste management and disposal challenges.	BR	-	S
Explore opportunities to expand services and offerings at the Mark Lane Transfer Station.	BR	-	M



