

Town of Andover's Long Term Planning Committee

2019 Final Report: Summary and Recommendations

Committee Members:

Chair Wendy Kopp

Vice Chair Ed Sarisley

Secretary Amanda Gibson

Elaine Buchardt

Cathleen Desrosiers

Chair Eric Anderson (Retired, Town Administrator starting August 2019)

Ken Marcia (retired in March 2019)

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Chapter 1: Introduction

Purpose of the Commission

The Long Term Planning Committee was formed in the spring of 2018 to help the Town of Andover to shift its focus from a short term mindset to establishing long term goals to guide the growth and governance of Andover.

Vision Statement

Our vision for the future of the town of Andover is to live in a sustainable, positive and welcoming community.

Rooted in tradition, we will maintain our strong sense of historical and rural character by fostering a sense of place and pride. We will promote a safe, healthy and active lifestyle for all ages through accessibility, amenities and beautification of buildings, grounds, parks & trails. Our community will support educational, social and recreational connectivity and excellence. We will encourage a greater quality of life, bring a more diverse demographic and preserve the integrity of our small town heritage. We will attract businesses which align with our town's values and encourage environmental responsibility in order to best serve our residents and visitors.

Our integrity will continue with strong communication, trust and respect among our citizens. Implementation of our vision will involve residents, officials, employees and state agencies. Our planning will maximize existing town assets while proposing cost-effective enhancements.

We are committed to providing positive opportunities for our town!

Sincerely,

Committee Members:

Chair Wendy Kopp
Vice Chair Ed Sarsley
Secretary Amanda Gibson
Elaine Buchardt
Cathleen Desrosiers
Chair Eric Anderson (Retired, Town Administrator starting August 2019)
Ken Marcia (retired in March 2019)

Chapter 2: Executive Summary

Chapter Overviews

Chapter 3: Demographics

- Andover needs to adapt to the changing demographics of rural America.
- Andover's population is aging and without a concerted effort to attract millennial homebuyers this trend will accelerate.
- The population of school age children is predicted to remain at or below current levels through 2040.

Chapter 4: Town Wide Survey

- In the summer of 2018, the Long Term Planning Committee polled Andover residents on a series of questions related to long term planning for the Town of Andover.
- The committee tabulated the qualitative and quantitative results from approximately 200 responses.
 - Strong support for building a senior/community center on town property near AES/Town Hall.
 - Many residents believe they are not well informed through communication.

Chapter 5: Senior/Community Center

- Andover needs and supports the development of a senior/community center.
- Short Term:
 - Andover Elementary School: Andover should utilize the unused space in the elementary school for the short and medium term as a community center.
 - Andover Fire House (supplementary option): Andover should build a sidewalk linking from the Town Hall to the Fire House safety complex's main entrance.
- Long Term: Andover should begin planning for a stand-alone community center on town property located behind the town hall/school complex.
- Staffing for senior support and community development

Chapter 6: Communication Plan

- Andover needs to implement a well thought out communication plan designed to make information more readily available to residents.
- Efforts should be made to update the town website, utilize social media and create an email newsletter to provide tailored information to residents in a way that they are most likely to receive it.

Chapter 7: Marketing Strategy

- Andover should fund a economic development coordinator staff position to accomplish the following objectives:
 - Develop and implement a marketing strategy designed to attract commercial businesses in town for services most desired by residents.
 - Create a marketing strategy designed to showcase Andover as a desirable place to live.
 - Town-wide branding and gateway signage.

Chapter 8: Public Amenities

- Andover should create a strong connection between the amenities the town offers.
- The town should have a series of recreational maps of the town highlighting the amenity locations.
 - Andover Elementary School
 - Public Library
 - Andover Lake
 - Doris E. Chamberlain Nature Pond

- Town Hall Museum
- Trails System
- Long Hill Road Athletic Fields
- Recreational and Educational Activities
- Senior Services
- Farmers' Market

Chapter 9: Town Staffing Needs

- Andover must maintain tight staffing requirements due to limited budgets but should consider allocating resources in key areas.
 - Consider allocating some of the Building Department's Administrative Assistant hours to the Public Works Department.
 - Return to a part time Tax Collector if the town implements bi-annual tax collection.
 - Hire a part time individual for 16 hours per month as the Town Planner with potential job sharing as Economic Development Coordinator.
 - Add an entry level full time Public Works position. Consider also having that person cover the Transfer Station 16 hours per week if needed to decrease the total cost to the town.
 - Add a senior coordinator/community development position to work on meeting senior needs and community welfare. Also direct the senior/community space activities.
- Consider staffing changes if functions and services can be regionalized, privatized or outsourced.

Chapter 10: Public Works Department

- The Town Administrator's job description should include being the Public Works Director.
- Continue implementing an equipment modernization plan.
- Implement a pavement management system.
- Increase crew size.

Chapter 11: Connectivity, Transportation & Safety

- Andover should continue efforts to make the town more accessible and connected through all means of mobility by implementing the Complete Streets Master Plan.
- Andover should complete the current Community Connectivity Grant project within the next 12 months that will increase access on the Hop River Rail Trail and provide a safer crossing of Route 6 which bisects the northerly cluster of town assets.
- Andover should develop a plan for safety and accessibility improvements on Route 316 that connects the northerly town cluster of assets to the southerly town municipal cluster assets.

Chapter 12: Public Buildings

- Address the current state of the Public Works building.
- Repair the Transfer Station.
- Repurpose unused space in the elementary school as a Senior/Community Center.
- Prepare and implement a 15 year town asset and building improvement plan.
- Decommission the old Firehouse / Senior Center.

Chapter 3: Demographic Trends

Overview:

- Andover needs to adapt to the changing demographics of rural America.
- Andover's population is aging and without a concerted effort to attract millennial homebuyers this trend will accelerate.
- The population of school age children is predicted to remain at or below current levels through 2040.

Population

- The population of Andover is predicted to decrease 22% over a 25 year period, compared to Connecticut overall increasing 1.4%.
- The population of Children of school age (5-19 years old) is predicted to decrease 48% from 2015 to 2030 in Andover. In that same period Connecticut overall will experience a 6% decrease. That decrease is already evident in the Elementary school population.
- The population of Andover Seniors (age 65+ years old) will more than double to 27% of the population by 2040. In Connecticut the senior population will increase slowly to 17% in the same period.

Home Values

- Andover has a median Home value of \$281,000- this is 20,000\$ less than the other two towns in RHAM
- In Tolland County the Median home value is \$258,000
- In Connecticut the Median home value is 269,000
- A decreasing population will put downward pressure on home values in Andover

Median Income in Andover

- The Median household income in Andover is \$100,724 this greater than Tolland county at \$81,129, and the Connecticut overall at \$71,755 Andover is 3000\$ above the average for the towns surrounding Andover

Taxation

- Andover's Mill Rate is **33.95**. The average for the 3 towns in RHAM is 5.6% higher (35.95), the average for the towns that border Andover is 1.3% higher (34.83). Tolland County is 3.8% lower (32.69) Per capita taxation is comparable to surrounding towns.

Housing types

- Andover is mostly single family owner occupied housing

Conclusions:

Andover faces both challenges and opportunities over the next 20+ years. Andover will have to work hard to attract millennials, especially homebuyers to overcome a bias towards more urban amenities. Efforts to make more walkable-bikable communities and provide both recreational opportunities and services/desirable businesses will be critical to fighting this trend. Andover has a population that is aging rapidly and will need to provide more senior services in the coming years. Andover's school age population will decline rapidly. This will allow smaller class sizes to continue and more options for the students that are left. The small population/ tax base will continue to make it challenging to provide desired amenities. Andover will also suffer from population decline unless the town takes bold steps to prevent this and reverse the trends. This will make it difficult to sell Andover homes and will likely lead to increased abandoned buildings and blight, and lower home valuation. There are several contributing factors to the population trend.

1. **Housing Mix** Andover has 93% single family housing. This will need to change to attract a younger demographic. This is coupled with the fact that Andover has very little affordable housing
2. **Young people move to Cities** Younger Home buyers are prioritizing more urban living areas, and amenities that Andover does not currently provide. Walkable/ bikable communities are a priority. In general Millennials are interested in community more than large houses.
3. **Mothers** are having less children and are having them later
4. **Homeownership rates** for those under 35 years of age has decreased.
5. **Connecticut** has net migration to other states

Information Sources:

The following information sources are used US census Bureau, CTdata.org (run by the University of Connecticut) State of Connecticut

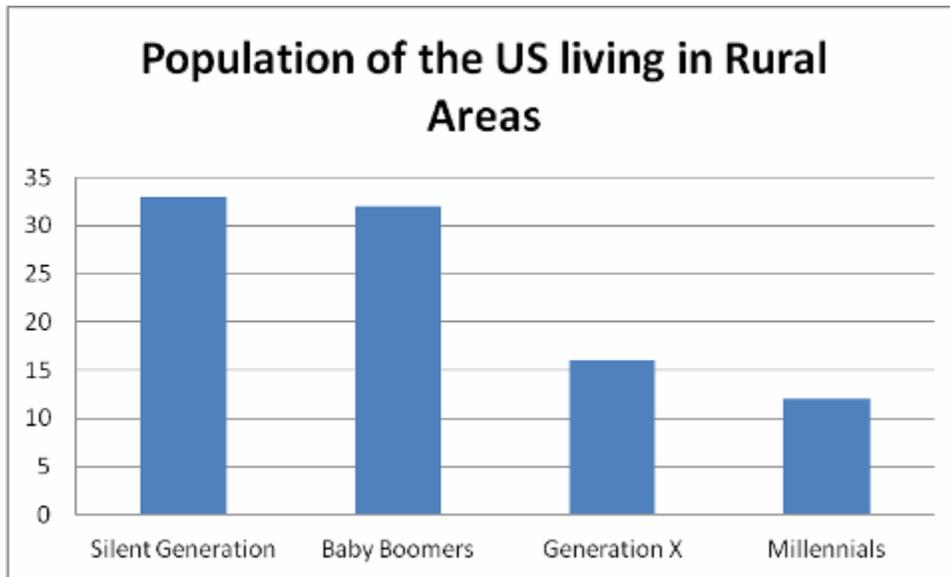
https://www.ct.gov/opm/lib/opm/igp/mill_rates/gl_2017_fy_2019_mill_rates.pdf

<https://data.ctdata.org>

Pew Research Center www.pewresearch.org

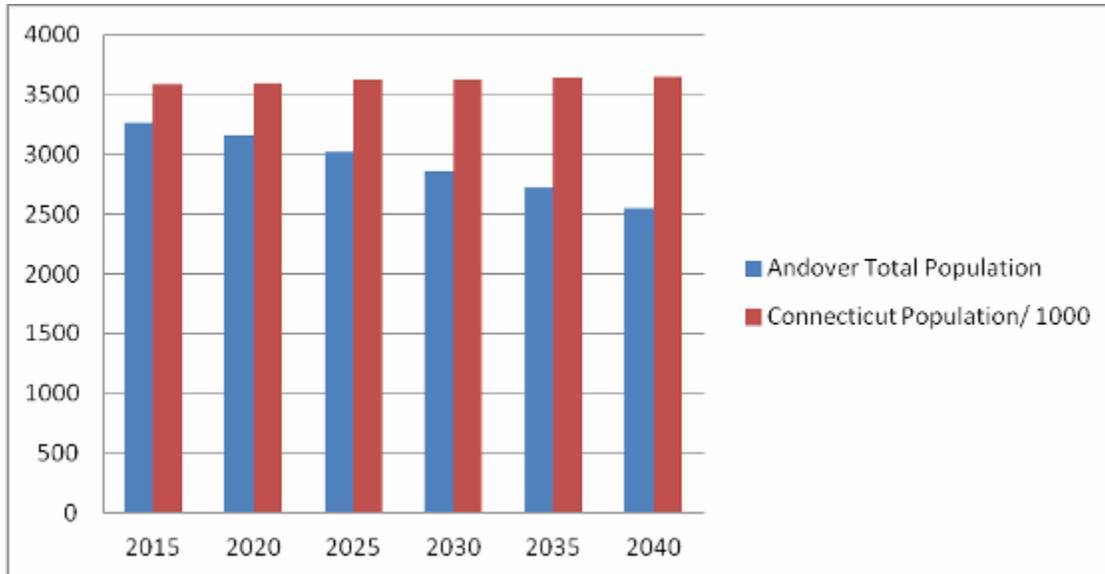
Population Demographics

The overarching change that Andover faces is a national trend of an increasing fraction of younger people moving to and living in city's and urban areas. This is coupled with a relative decrease in home ownership by those under 35 years old, contribute to Andover's demographic trends.



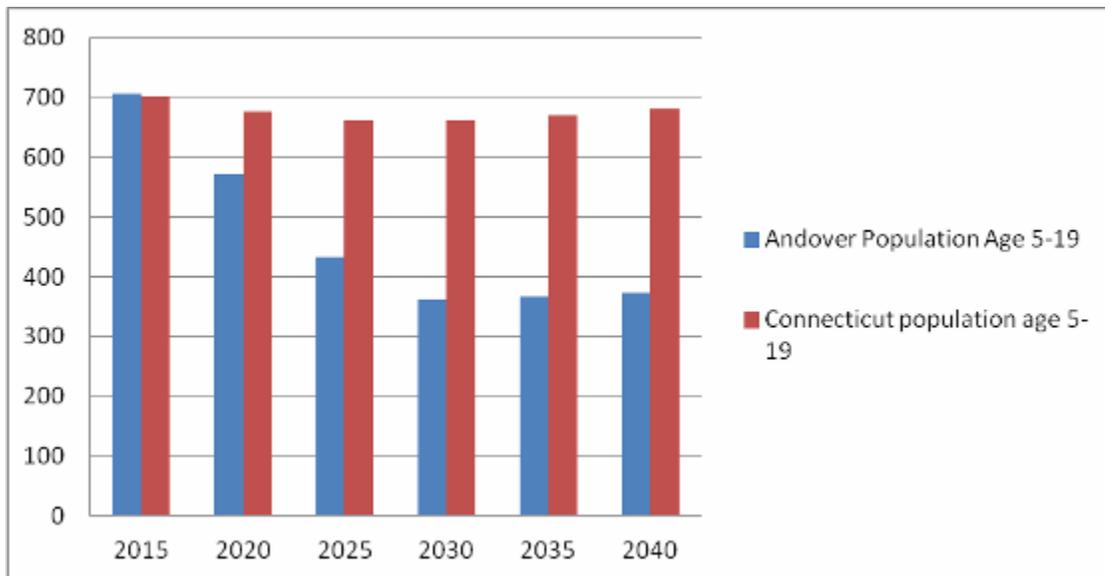
(Data from Pew Research CTR)

The result of this trend is reflected in the population estimates for Andover vs Connecticut as a whole



This data come from the US census predictions. The first trend is a decrease in overall population in Andover. This contrasts with Connecticut as a whole which is basically stable. Connecticut as a whole is experiencing Net domestic out migration. This means more residents are leaving Connecticut than are moving in. Additionally there is net migration from rural towns to more urban towns. In the next 21 years Andover’s population is expected to decrease by more than 20% while Connecticut overall will increase by 1.4% Based on examining other rural areas in the Midwest where this has occurred, home valuations decrease drastically when there is excess housing stock. This is a worrying trend for Andover.

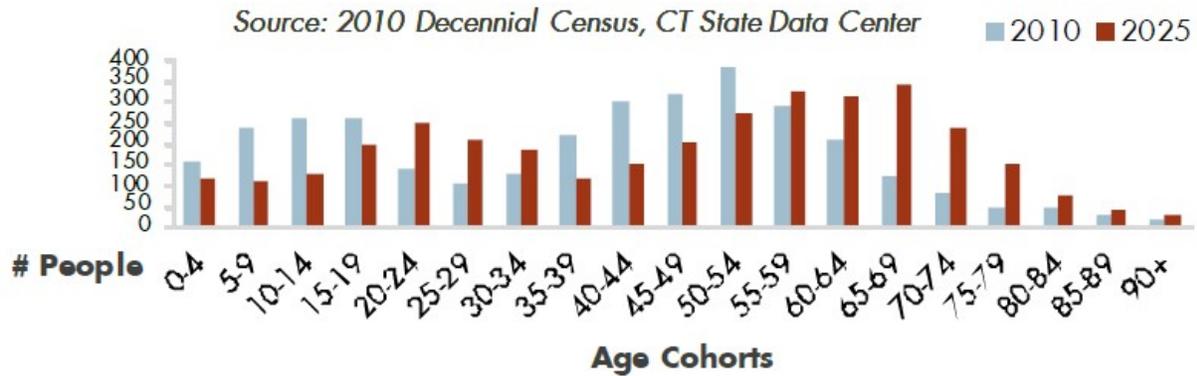
The second trend is how this affects the population in the school system?



The town of Andover is expected to have decreasing enrollment until around 2028 where it bottoms out at 50% of the school age population in 2010. The youngest school kids, those 5-9 years old will see enrollment bottom out around 2023. This is in sharp contrast to the state as a whole which experiences a 6% decrease. Note that Connecticut's enrollment numbers are reduced by a factor of 1,000 to fit on the same graph.

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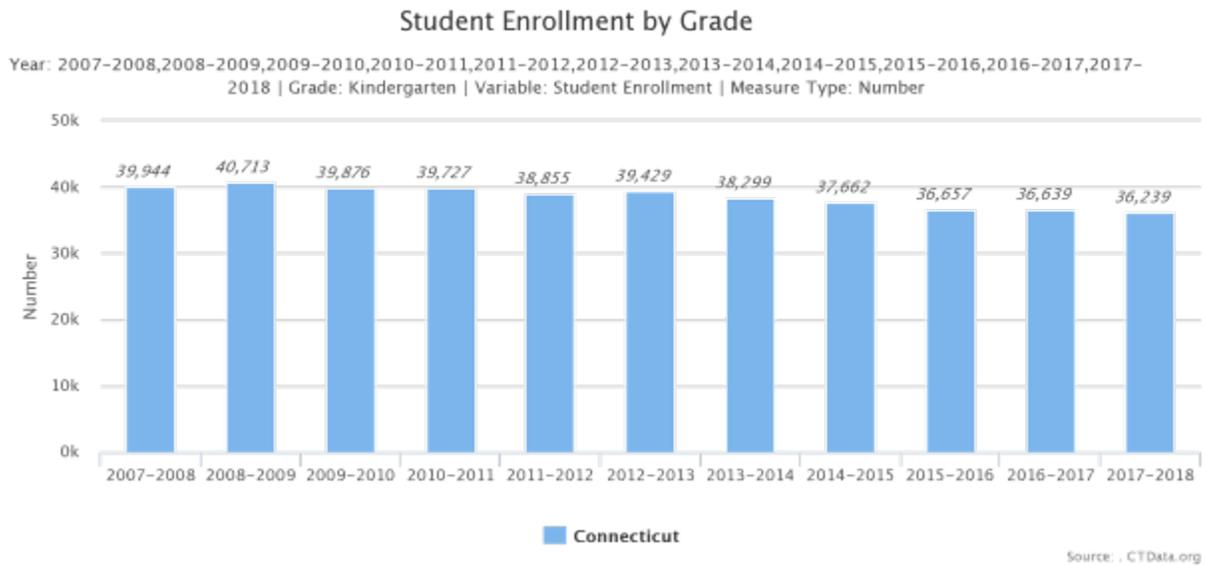
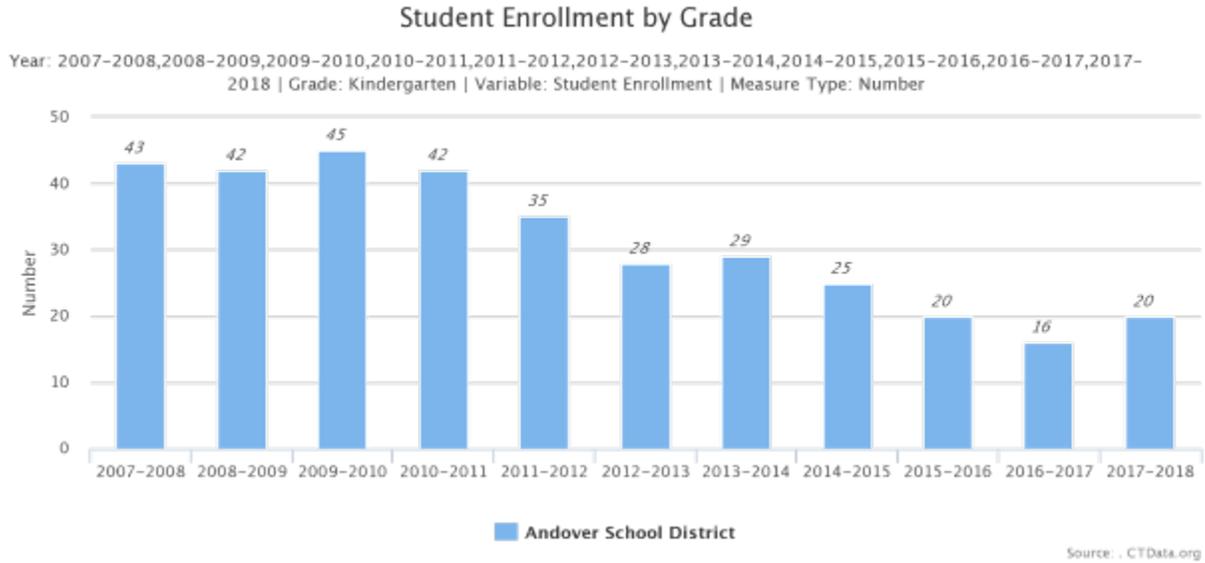
Age Cohorts - 2010 Population, 2025 Population Projections: Andover



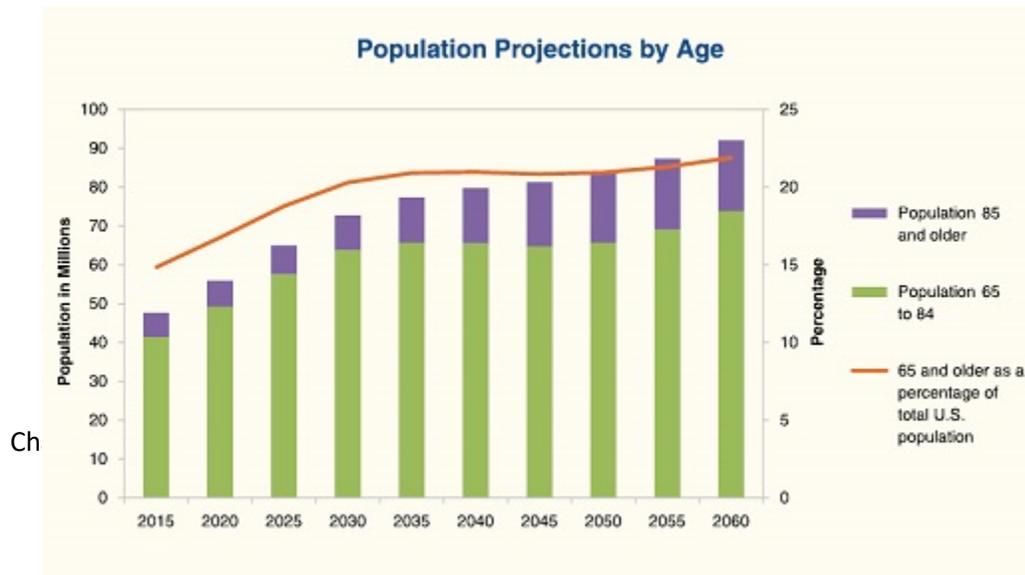
This graph shows the rapid aging of the population of Andover between 2010 and 2025. By 2025 the median age in Andover will be 52 years old and will continue to increase through 2040.

Shown another way, the comparison between Andover and Connecticut as a whole for the percentage of the population over 65 years old:

How do the predictions stack up to actual school enrolment?



It is clear from the graphs that the expected overall enrollment decline is already visible in the kindergarten student population in Andover, compared to the state as a whole.



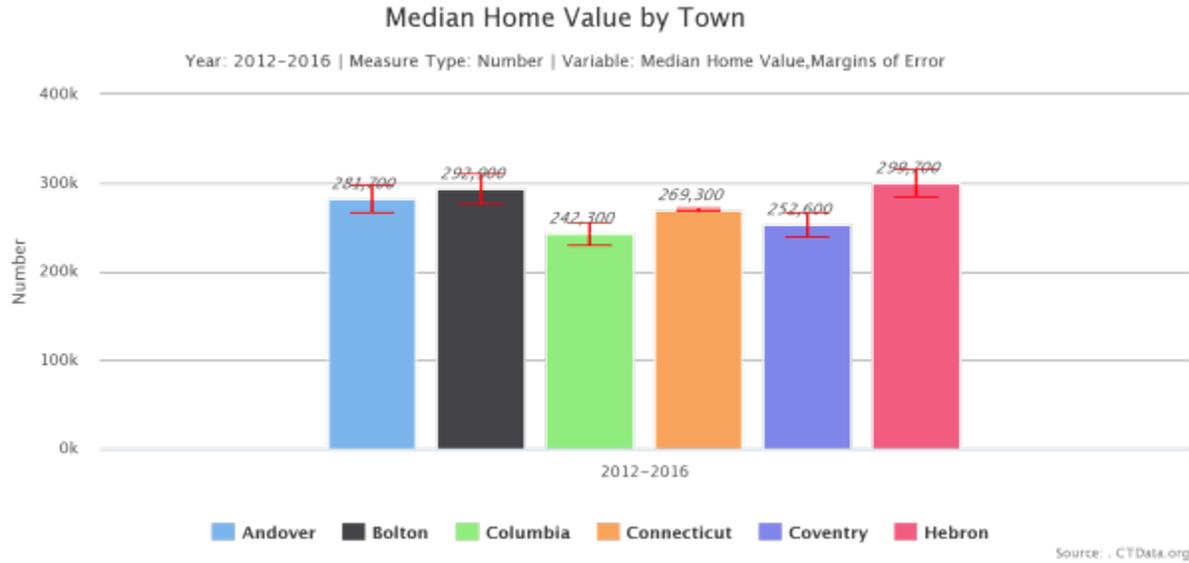
This is the national projection for aging of the population

- From 2010 to 2025 the population in Andover over 65 years old will increase **88%**
- The 2015 Median age in Andover is 42 years old, 40 years old in all of CT and 37.8 years old US wide.
- In 2025:
 - the median age in Andover predicted by the Census Bureau will be 52 years old
 - 18.5% of the population nationwide will be over age 65
 - 23% of the population in Andover will be 65+

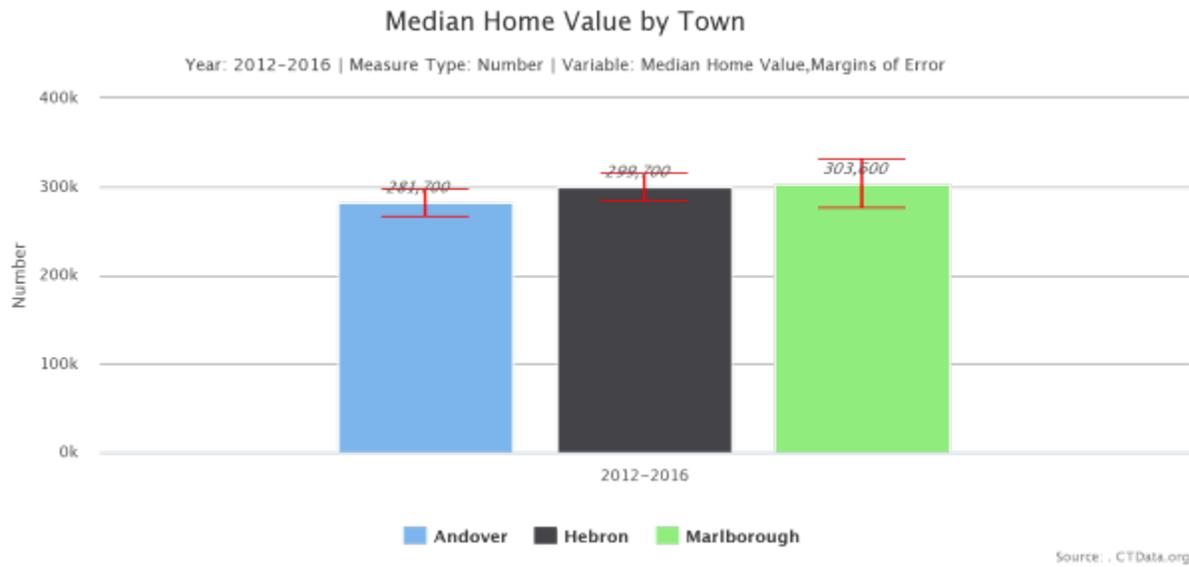
Andover Home Prices are comparable to our neighboring towns:

Andover has a median home price of \$281,000. This data is from 2012-16 home sales.

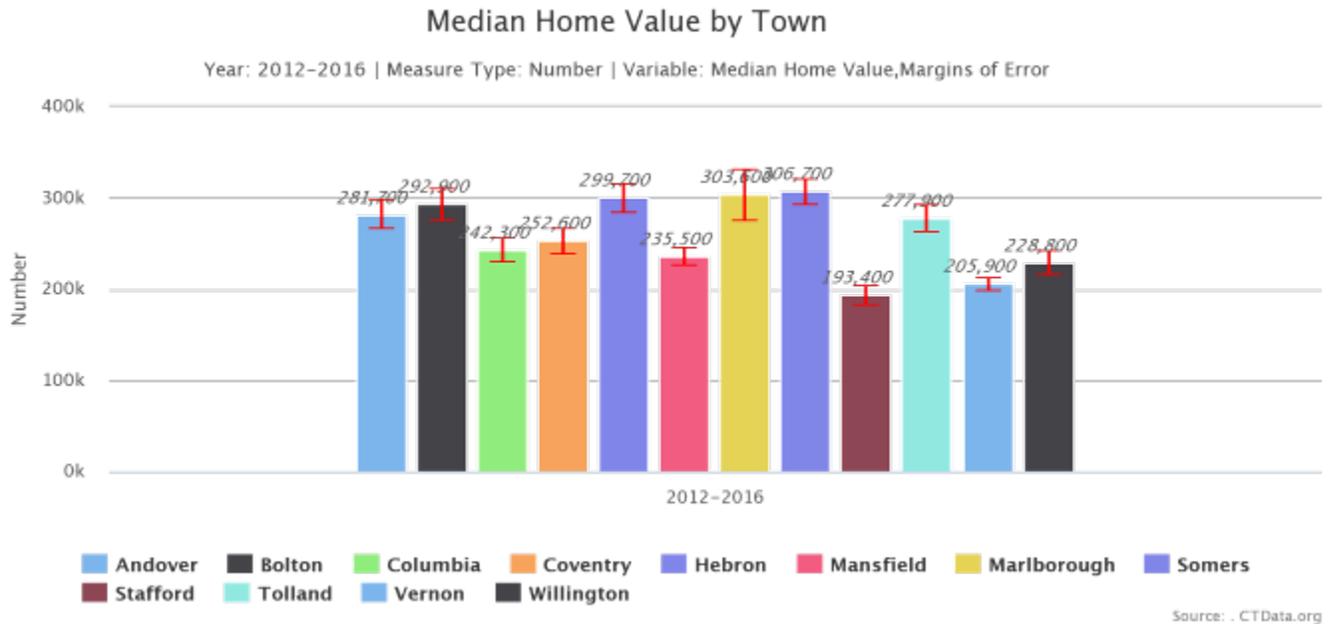
Towns bordering Andover



Towns that are part of RHAM School District:

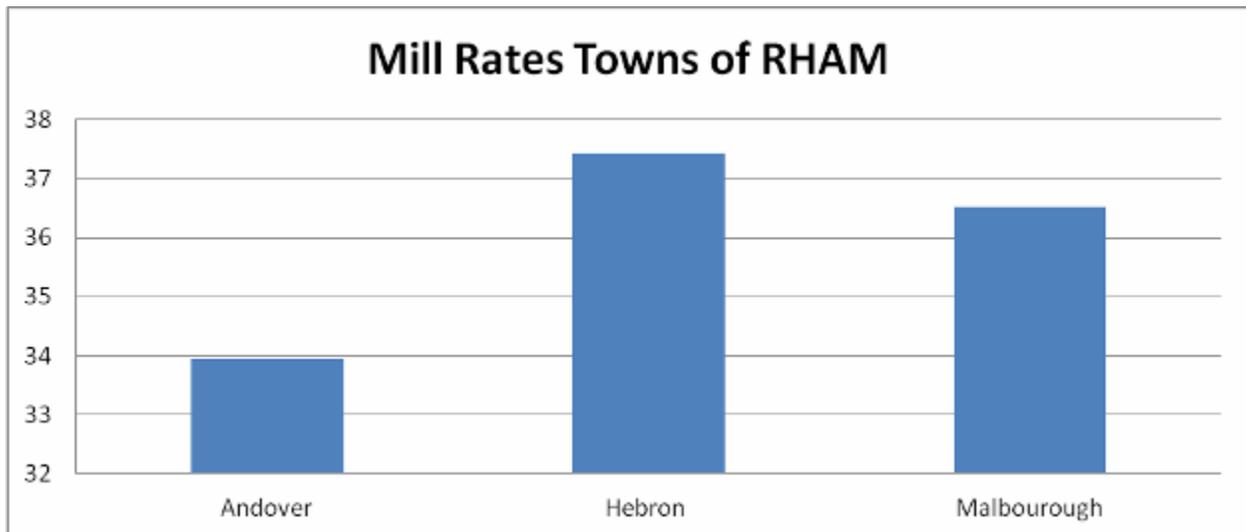


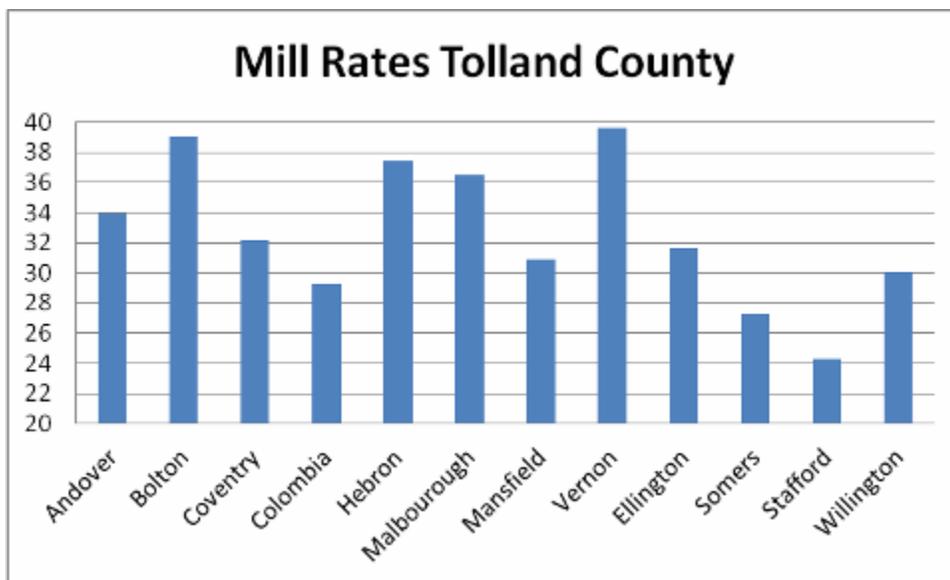
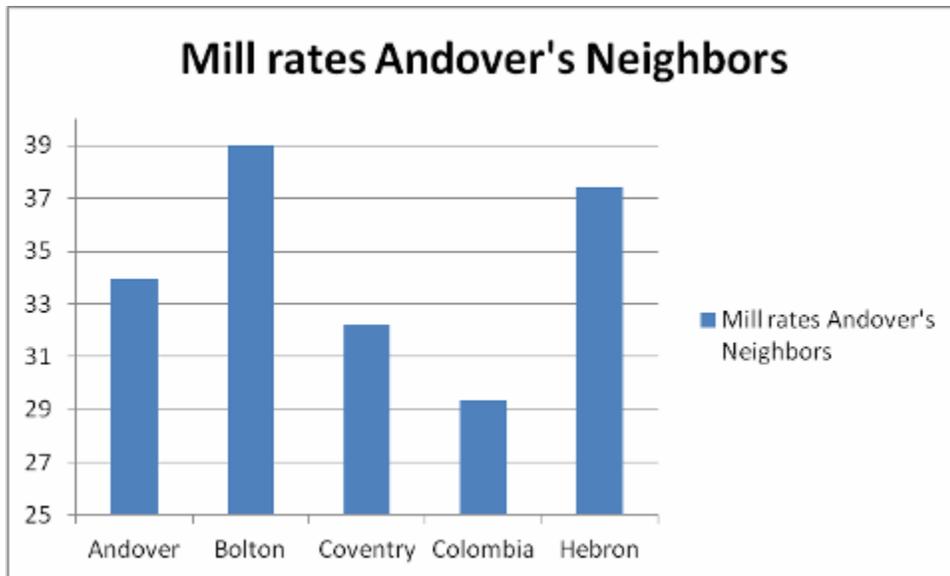
Towns in Tolland County:



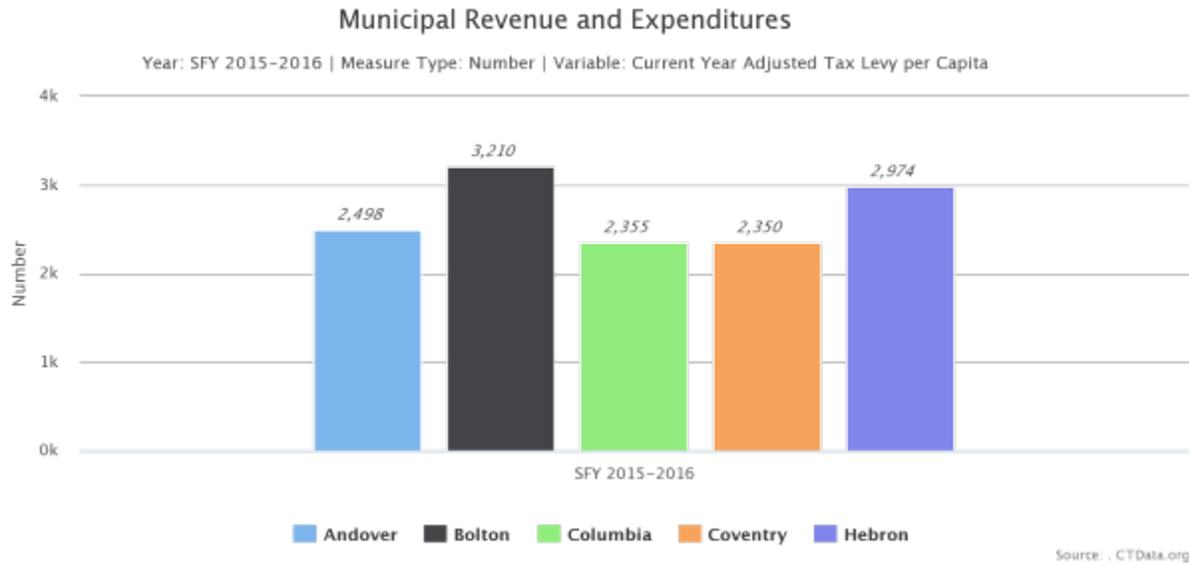
Comparison of Mill Rates

Andover's Mill rate is 33.95. The tax rate for a property is determined by multiplying the mill rate/ 1000 * Property assessment. The Assessment is 70% of fair market value of a property. It is valuable to compare Mill rates between towns. This is the 2018-19 data

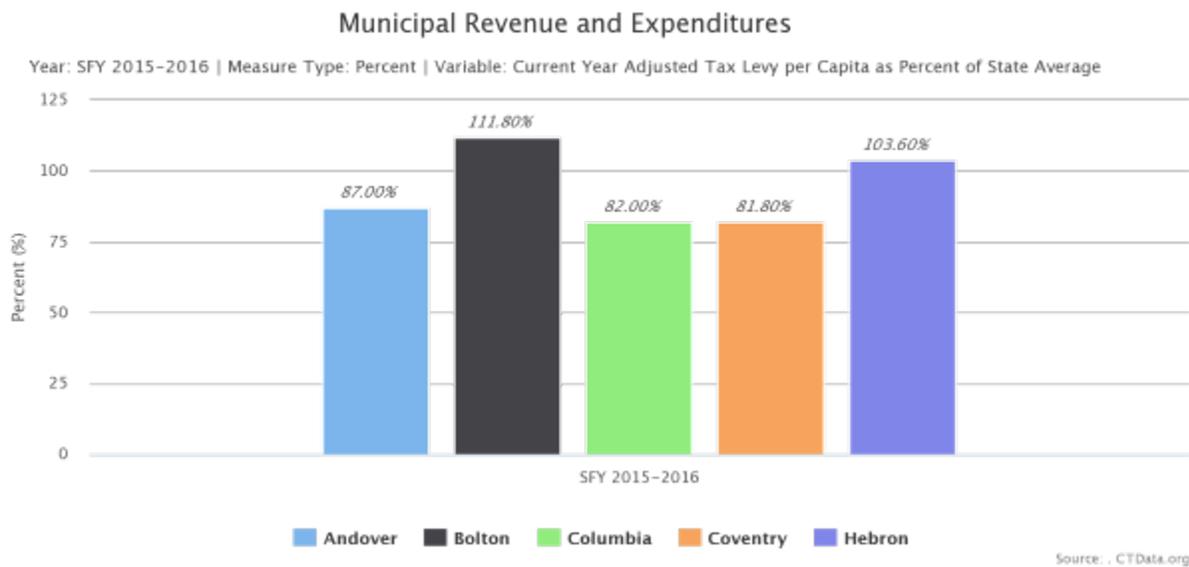




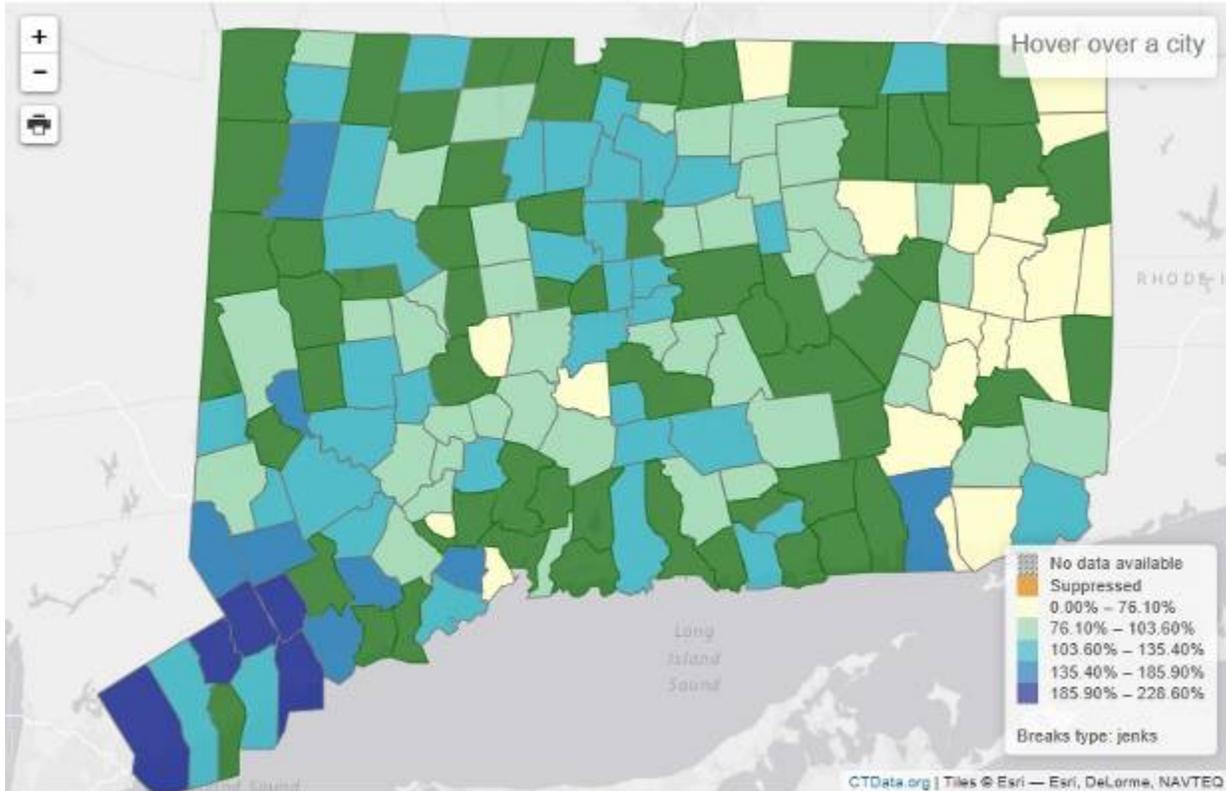
Mill rates do not tell the whole story as far as taxation goes. Next is a comparison of the per capita taxation rates. Note: the most current data available is 2015-16 so this is not current conditions, but indicitave.



How does Andover stack up to the State of Connecticut as a whole? The next graph is the expenditure per Capita as a percentage of the state average. In other words Andover's tax levy per person (capita) is 13% lower than the state average. Note: 2015-6 data.

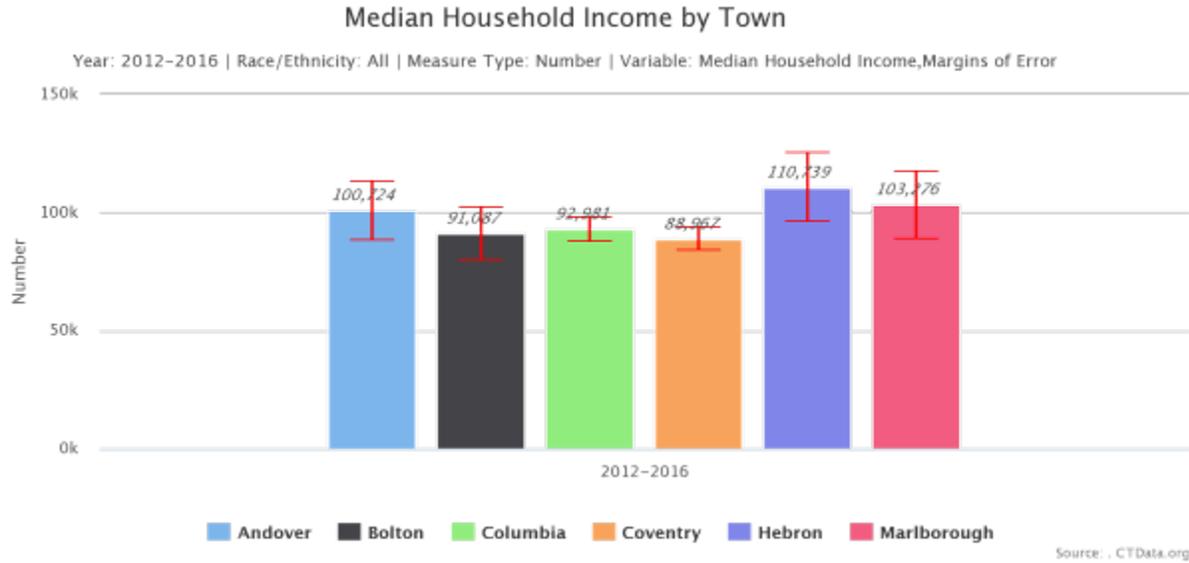


The next graph compares Andover to the whole state showing trends in per capita taxation.

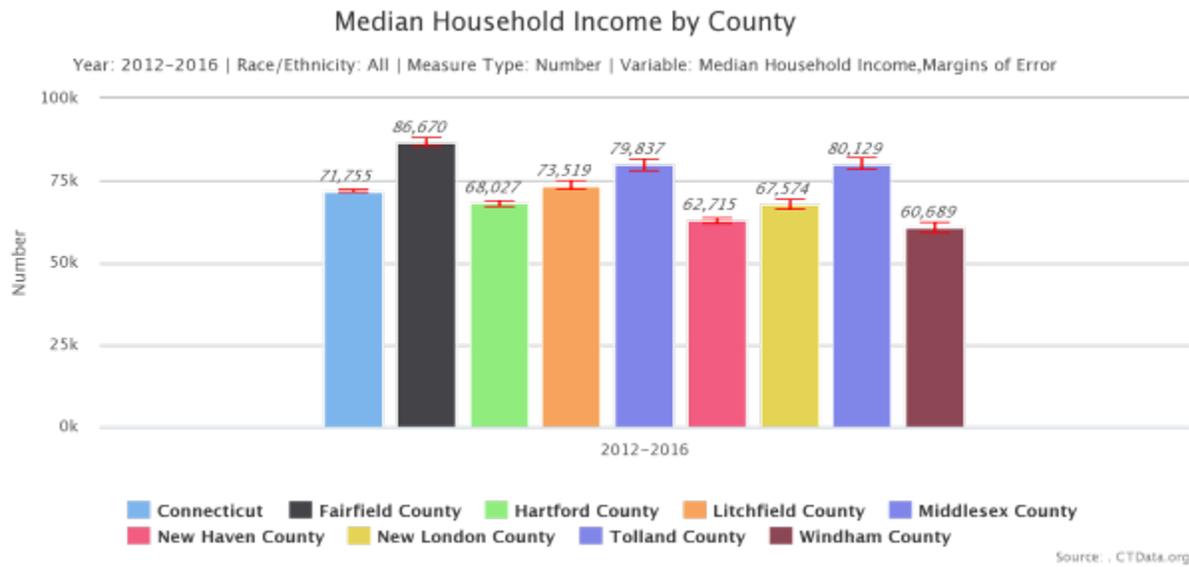


Median Household Income

The Median household income in Andover is \$100,724. The following charts compare Andover to the surrounding area.

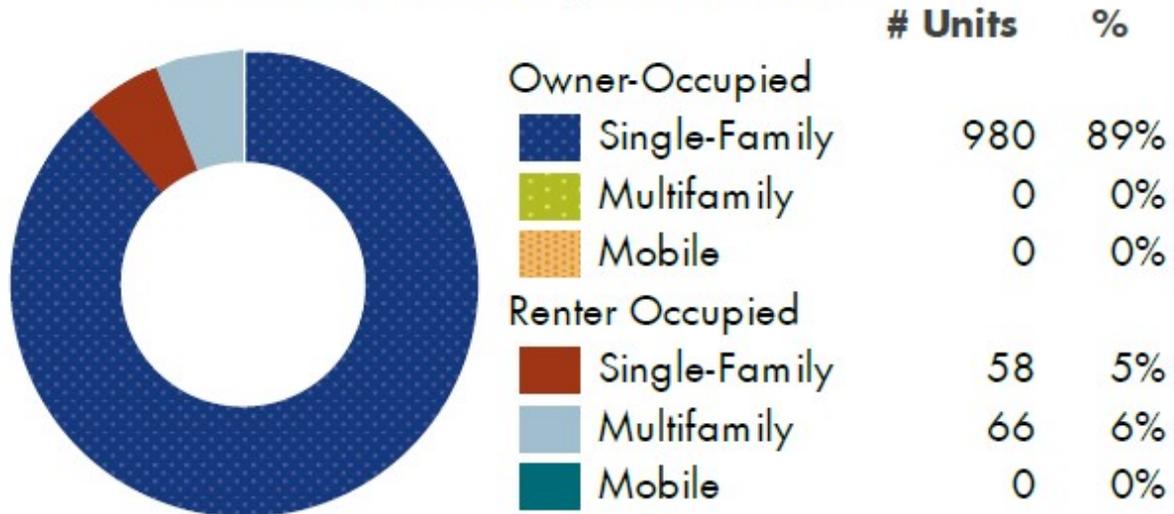


Connecticut Statewide Data:



Housing options in Andover

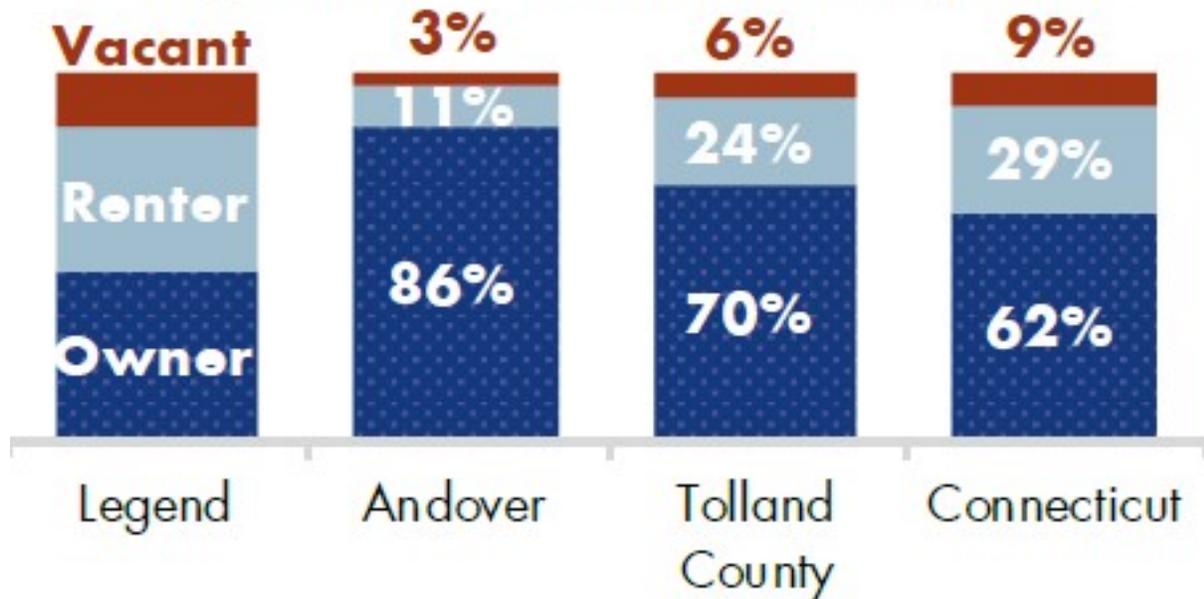
Units in Structure by Tenure: Andover



Source: 2009-13 American Community Survey

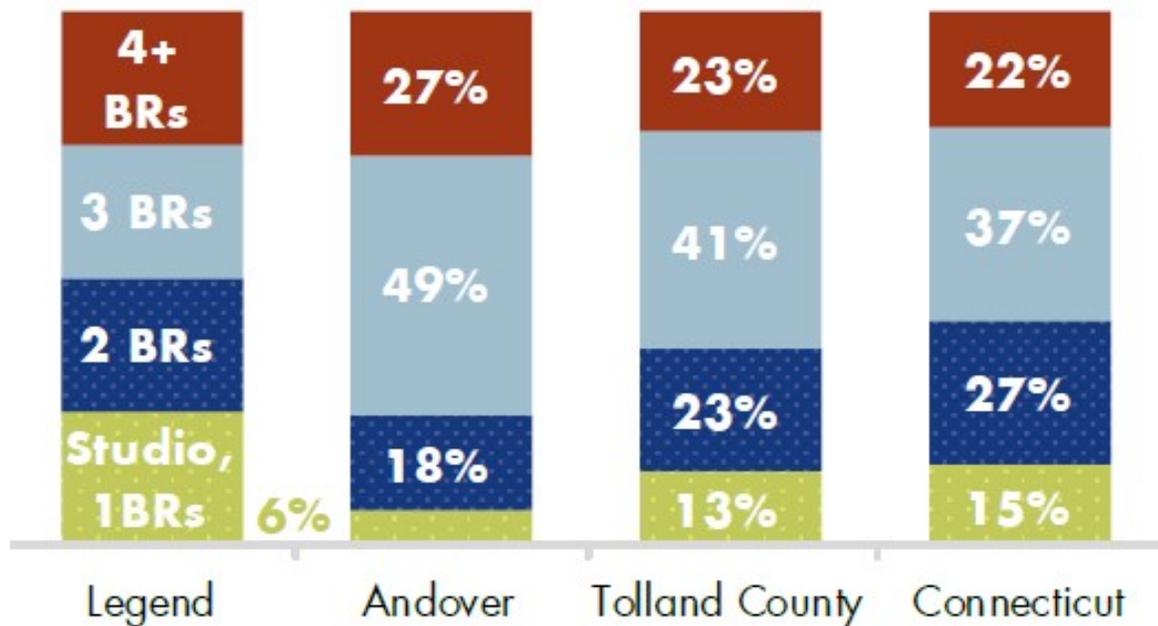
This graph shows that Andover is almost exclusively Single Family, owner Occupied Houses. This compounds that fact that the median house price in andover is 281,000\$ and attracting young couples and familys becomes difficult. On of the clear trends among melenial Home buyers is renting initialy, but buying in or near the community they rent in.

Percent of Owner-Occupied, Renter-Occupied and Vacant Housing Units



Housing Units by Number of Bedrooms

Source: 2009-13 American Community Survey

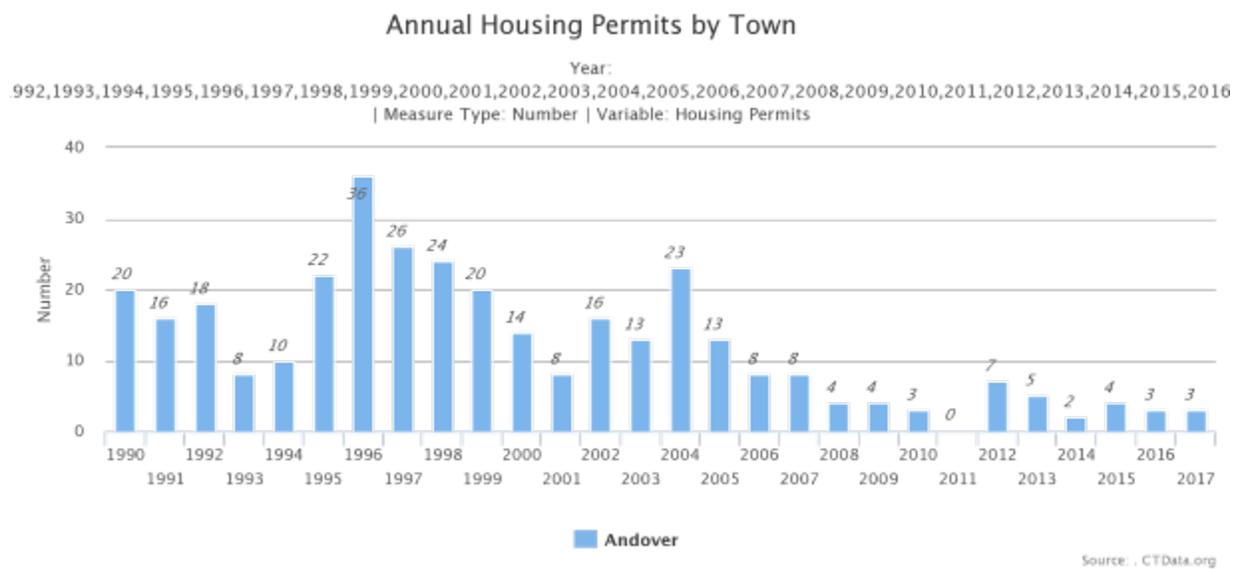


Andovers housing mix is not compatible with the need for more affordable housing for younger buyers.

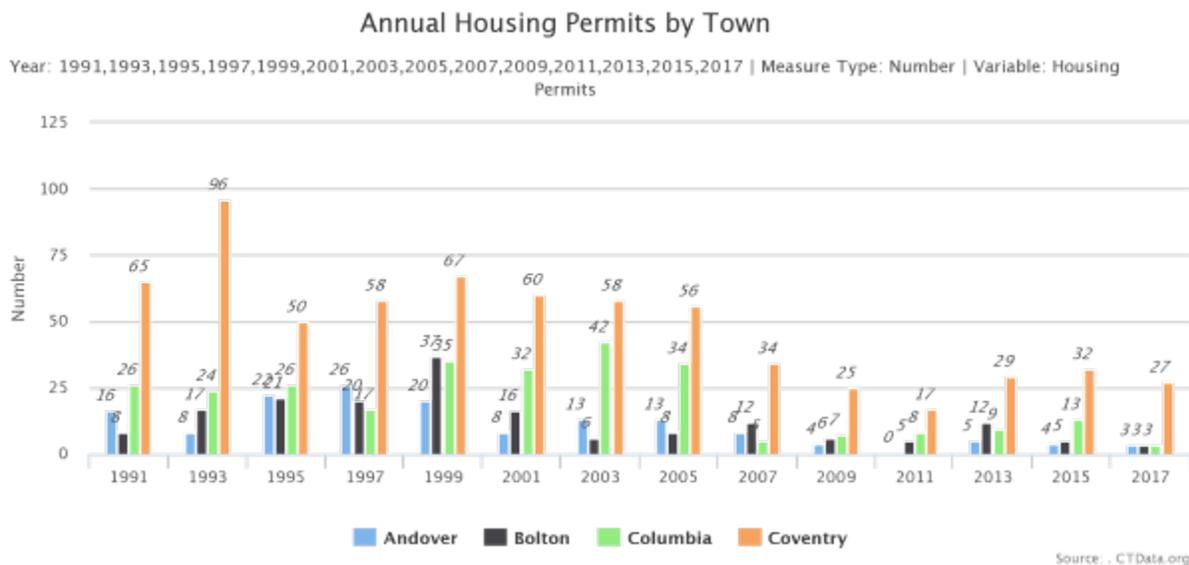
Current Growth Rate:

The state is predicting that Andover's population will shrink. What is our current rate of housing starts? A housing start is a new house being built.

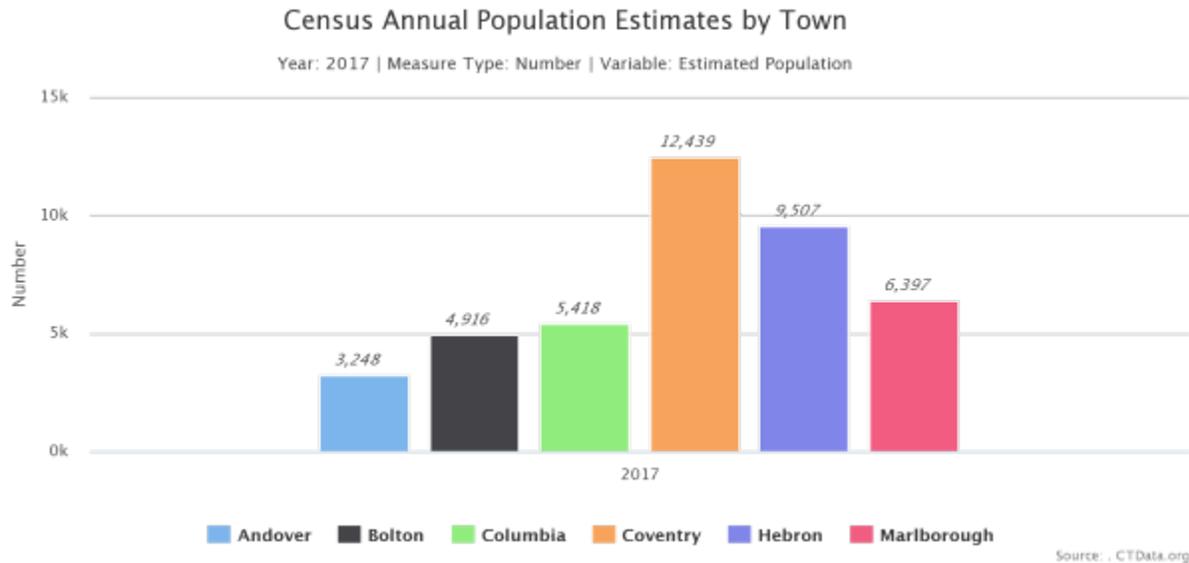
In the last 10 years Andover has been averaging about 4 new houses per year for a growth rate of 0.33% per year, compared to the peak of around 2 ¼ % growth in the mid 1990's. At the same time, houses do not have infinite lifespans and in any given year there are likely to be 3-5 houses abandoned or torn down due to age/ deterioration.



How are our neighbors growing?



To understand the numbers you have to compare it to the respective populations



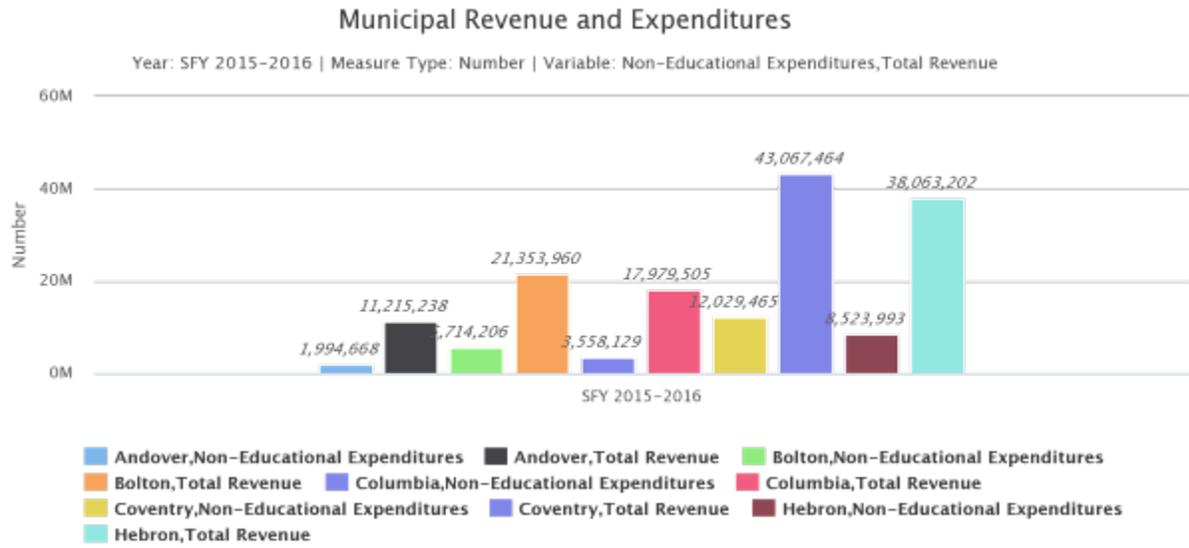
Compared to our neighbors Bolton is the next smallest town but is 50% more populous than Andover, Coventry Has almost 4 times our population, but averages 9 times the housing starts.

General (non Educational) Spending

In Andover as in most towns, the majority of expenditures relate directly to education. One comparative measure of a town is what fraction of the budget is used for Non education spending.

The last year we have complete data for is 2015-6. Andover spent 17% of the budget on General non-education; Coventry was the highest with 27% of the budget spent on non-education Hebron was in the middle at 22%

When you look at town expenditures per Capita, Coventry spends 50% more per capita than Andover on non-educational spending.



Compared to other towns, Andover spends a disproportionately small amount on General budget items- roads, buildings, salary etc.

Chapter 4: Town Wide Survey

Overview:

- In the summer of 2018, the Long Term Planning Committee polled Andover residents on a series of questions related to long term planning for the Town of Andover.
- The committee tabulated the qualitative and quantitative results from approximately 200 responses.
 - Strong support for building a senior/community center on town property near AES/Town Hall.
 - Many residents believe they are not well informed through communication.

Questions:

The Long Term Planning Committee recently polled Andover residents on a series of questions related to long term planning for the town of Andover. The survey was sent to homeowners, and was also publicized in the River East and Andover This and That. Additionally there were surveys distributed at town hall and the Library.

There are lots of varied opinions about what the town needs. The LTPC will make available the full results via excel spreadsheet in ***Appendix 2: Tabulated Town Wide Survey Results** and on the town website so all can read them.

Responses and Demographics of the Survey Compared to Census Numbers:

- The town received exactly 200 responses. The town of Andover has approximately 3200 residents and 1250 households as of the latest census data. This indicates a response rate of approximately 16% of households (assuming there was one response per household).
- It is also important to compare the % of population in each census category to the age of those who filled out the survey. If you restrict it to just adults, based on the 2010 census the median census age of adults only in Andover is the 46-55 year old category. If you look at the projected data for 2018 based on the Community Survey data the Median age in Andover is 45.3 years old. The average Survey participant is about 10 years older than the average adult.

- Put another way, only 11% of the surveys were filled out by residents under the median Age so is not a true demographic representation of the town.
- The survey asked for comments on if the person taking the survey was planning on staying or leaving. The most common response was that it depends on taxes, and if things got to expensive they would leave.

Age Bracket	Survey Responses		Census Population 2010 data	
	#	%	#	%
0-17	0	0	0	21.2
17-25	2	1.1	260	8.1
26-35	5	2.7	224	7.0
36-45	13	7.0	515	16.1
46-55	26	14.1	692	21.6
56-65	61	33.0	492	15.4
66-75	62	33.5	201	6.3
76-85	15	8.1	90	2.8
86-95	1	0.5	47	1.5
96 & over	0	0.0	0	0
total		100.0		100.0

Preserving our Heritage and Re-establishing our Community Center:

Question 1: Do you support the development of a Community/Senior Center?

- On the question of whether we should replace the existing senior center with a senior/community Center **73%** of those polled were in favor of a new community center.
- When asked where the community center should go 36 identified the area near the School/ town hall as the best location, 14 identified the Area near the recreational fields/ library area as the best candidate.
- Of those that voted No, reasons cited include that we already have one, that it would cost too much money, and that we can use existing space in the school, town hall or Fire house
- This mirrors the conclusions of the POCD, that a vibrant community Center would be in the towns best interest. This has been a recommendation of the POCD as far back as 1978. There is clearly strong support for the community center, but residents want fiscal prudence in planning for it.

- Is it possible for the town to use space in AES in the near term? 1-10 years until the expected enrollment rebounds. This is a question that will be pursued with the AES superintendent and chair of the school board. This would have to be done in addition to a long term plan of building an appropriate building for the Community Center.

Question #2: Do you support the development of a town center?

- Poll participants were split equally between yes and No. 50% each way
- Location: Of those that said yes the preferred location was either Lake Road near the School,(most popular) Route 316/ Center St 2nd choice Route 6 third choice , 3 specifically said not on Route 6.
- Again, this has been a goal in the POCD for more than 40 years
- Here is the excerpt from the 1978 POCD:
- “To promote the development of a town center area that will bring together the” OLD” town hall area with the New town office building-school facility area.....”

Question #3: Do you support re-establishing a main street in Andover?

- 34% yes. 66% no.
- 2/3 of the poll participants say NO.
- What is interesting about this is that it is mostly the same question as #2 but gets different results. We suspect that part of the problem is that most people can't visualize what a "Main Street" would look like
- Many respondents appear to think that we were talking about Route 6, and did not want that as a main street. Of those in favor a main street, Rt 316 is the most commonly identified. Clearly this question caused a lot of confusion.

Question #7: Do you support a walk-able/bike-able and safer Rt 316?

- 48.6 % yes
- This should be considered along with establishing main street since it is generally the same location.
- With the community generally split or not in favor on questions 2-3. If the commission feels that it should be a priority, we are going to have to do a good job of selling it and

educating the town on why it is important (Here again, we suspect that part of the problem is that most people can't visualize what a "Main Street" would look like.)

- Clearly the town is unlikely to approve spending much money on these projects. (Therefore, members of the Commission are working on asking Conn DOT for both short term and long term walking/bicycling safety improvements to Rt. 316)

Question #4: Should we restore the Museum of Andover History?

- 60% of those pooled think we should restore the Museum.
- However the poll respondents were very cost conscious. In other words they wanted to use minimal town tax dollars to accomplish anything. Also it generally was a lower priority than the Community Center in many people's minds

Health and Welfare of our Residents

42% of the survey participants are over 65 years old. Eligibility for Senior services ie over Age 50, will soon be over ½ the population of the town of Andover. Median age in Andover is expected to be 52 in 2025

Questions #5 and 6:

- 10.8 % of survey participants use senior transportation services
- 16.2 % of Survey participants participate in senior center activities
- One of the obvious questions we need to ask ourselves is why less than 1/3 of the seniors use the senior center. Do we have the right mix of activities/ services? Is it due to health problems in the building?

Andover residents use the following areas:

	% using area
Andover	
Lake	31.9
Hop River	25.9
Soccer Field	13.0
Burnap	
Brook	11.4
Bishop	
Swamp	18.4
Other	6.5

The lack of us of the soccer field may be due to the demographics of the average survey respondent. Interesting that the Hop River and Bishop Swamp both get high usage ratings.

Questions #9: Related to the Hop River Rail Trail

73.2% of Survey participants use the rail trail

The breakdown of what they use the trail for is as follows:

Activity	%
Hiking	24.9
Walking	55.7
Dog Walking	30.8
Running	9.2
Biking	43.8
Horseback Riding	1.1
Other	3.2

Andover use the following access points for the Rail Trail:

Access Point	%
Historical Museum	28.1
Lake Road	30.3
Center Street	19.5
Other	17.3

Based on the high usage by Andover Residents, the LTPC thinks the trail needs to be a priority for Andover. Possible improvements include making access easier, improving safety of road crossings, and having dog poop stations available at trailheads. Also discussed were increasing accessibility of trailside businesses.

Questions related to Andover Lake:

39 % of survey participants have a membership to Andover Lake. Of those that are lake members, they use the lake for the following activities:

% of

Lake Use	members
Swimming	34.6
Boating	27.0
Fishing	14.6
Ice Fishing	3.8
Ice Skating	8.1
Island	10.3
Beach	18.9
Other	5.4

- The most common reason cited for not using the lake was that it was too expensive. Several respondents commented that this should be a town asset. The LTPC thinks this is something that should be pursued further.
- Why is the lake strictly private?. What would be the advantages/ disadvantages to the town itself being part of the lake association. This should be studied with ALMA/ALPOA

What Other Activities that the town offers do people participate?

Activity	%
Library	64.9
Congregational Church	15.7
Andover Sportsmen Club	5.9
Other	9.7

The one thing that stands out with this is what the Library participation is. Part of this may be the fact that we had survey forms to fill out in the library. How many residents have Library Cards?

Outdoor activities for Andover Residents:

Walking biking and Gardening are the most cited other activities of Andover residents, but there is a very wide range of responses

What town activities do you participate in?

The most commonly cited activity's were related to the church, library, fire department, parades and farmers market

Building a Sustainable Economy

When the question was asked about what businesses in Andover that people currently use the most often cited businesses were:

Convenience Store/Gas Station
Andover Pizza
Dunkin Donuts
Andover Package
Oriental Wok
Andover Landscaping
Dubois Auto
Subway
Over AndOver

What types of business would you like to see in town?

The most common responses included:

Grocery Store
Pharmacy (CVS type)
Restaurant
Bank
Medical Building (Doctor/Dentist office)
Hair Salon
Professional Business Park
Bakery
Home Improvement / Hardware store

- Interestingly most responses were service type businesses
- This seems to indicate that residents want businesses that serve a need, not just add to the towns tax base. Surprising no one, gas infusion stations were not on the list.

Should we actively market available commercial properties?

- 65% of residents say yes.
- When you analyze the comments, two things stand out. First a lot of residents want to market the Properties without spending any money which may be hard to accomplish
- Second it is often qualified by “yes but only certain types of businesses that we want”

When asked about a Farmers Market:

- 63% of respondents have been to the farmers market.
- Respondents asked how often the Farmers Market should be held.
- 36.2% want it Weekly, 18.4 % want it Bi -Weekly and 11.4% want it Monthly. The rest did not respond. Some individuals answered the second part of the question and not the first so the Percentage that want the market is likely higher than 63%.
- It is clear that those who want the Farmers Market to continue, would like to it be weekly.
- As far as comments go the general desire seems to be a different location than present and more farm vendors and less craft type vendors. Of those that do not use the market the reasons cited were CSA membership/other farm stand/market, inconvenient time/day of week and a lack of fruits and veggies. One commenter was unsure about the safety of farm products sold at the farmers markets.

Maintaining an Efficient Government:

- Only 48.9% of Survey Respondents believe important town government information is adequately communicated
- 61.7 % of Respondents feel they have ample time to learn about and plan to attend scheduled meetings to voice their opinion
- 79.7% of Respondents report they have attended a town meeting and/or public hearing

When asked how they get town information, the following sources were cited:

Source	%
--------	---

Andover This n That	
Email Newsletter	47.0
Town Website	17.8
Social Media	16.8
Newspaper	76.8
Word of Mouth	46.5
Other	4.3

- The most common comment was that the town website was out of date and poor. 'This and That' generally got high marks. Other comments include lack of notification of events and things happening in town, and not posting enough info in the Rivereast newspaper.
- The LTPC thinks there may be an opening for a push type town email announcing events and a town newsletter. The LTPC also thinks that the town website needs a major overhaul to meet the needs of the citizens.

What services should the town offer?

- Answers ranged from NONE (if I wanted services I would move)
- Better trail and recreation related activities, more sports and youth activities center, senior center. Increase in the number of businesses that people use for daily life
- Electronic recycling available at the dump
- Hazardous waste pick up at the transfer station
- Free Curbside Pickup of trash and leaves
- Meetings should be taped and viewable from home.
- The LTPC discussed these points and feel that Hazardous waste pick up at the transfer station should be considered 1-2 times per year, and trail and recreational activities should be improved.

Marketing the Town of Andover:

- 43.4 % of respondents believe the town would benefit from a marketing campaign.

- Reasons cited not to market include don't spend money, no reason to, not enough info to decide and don't want more people moving here anyway. Also includes concerns about Recent scandals in town, poor image bad time to do it.
- Reasons cited: to market include draw new blood to town, only 20 min from Hartford.
- Based on response unlikely to be willing to fund this.
- 64.4 % of Respondents believe the town should Identify the Town of Andover along Route 6 with Cultural markers or/ and Signage
 - Reasons for yes include no one even knows they are driving though Andover, Attractive sign = attractive town route finding signage needed to lake, town hall, river and rail trail. Existing cultural markers need attention lots of cultural history might slow down traffic
 - Reasons cited for NO include the state is responsible for signs, don't spend money, vandals will destroy them anyway

When asked for other suggestions:

- Don't change anything
- Get rid of the trooper. Keep the trooper but make the state pay for them.
- Plow earlier after a storm.
- Keep it rural. Keep it quiet.
- Maintain the rail trail.
- Vote on all major expenses.
- I don't like XXXX person (X varies with written comments)
- Encourage young people to go to meetings.
- Get rid of town manager and trooper.
- Fix the roads. Fix the gazebo. Tear down the plaza.
- Reduce town salary's to 80% since they only work 4 days- Don't change the character.
- Government info day to come down and learn about commissions etc.
- Make any changes slowly!
- Join Coventry police department.

- Don't bash other people.
- More recreational activities...
- Discourage McMansions.
- Support the schools.
- Get rid of RHAM send kids elsewhere.
- Address blight.
- Follow the charter.
- Protect open space. Create more parks. Tennis courts. Dog park! If you want trails and parks move to the city.
- Access to the hop river for picnics.

Chapter 5: Senior-Community Center

Overview:

- Andover needs and supports the development of a senior/community center.
- Short Term:
 - Andover Elementary School: Andover should utilize the unused space in the elementary school for the short and medium term as a community center.
 - Andover Fire House (supplementary option): Andover should build a sidewalk linking from the Town Hall to the Fire House safety complex's main entrance.
- Long Term: Andover should begin planning for a stand-alone community center on town property located behind the town hall/school complex.
- Staffing for senior support and community development

Current Usage:

In fall 2018, the Old Firehouse was condemned due to mold/water issues. Temporarily, the seniors are meeting at Andover Pizza for their luncheons, the Firehouse for their movies and Town Hall for the Young at Heart. The seniors are in need of a designated space.

Town events that have relocated in 2019 due to lack of space and visibility are:

- Gazebo music nights moved to Andover Lake
- Farmers' Market moved to the First Congregational Church of Andover
- Seniors: Young at Heart – Town Hall, Movie Nights – Firehouse, Luncheons – Andover Pizza

Our committee recognizes that we need both a short and long term solution for our community. Our recommendation is a short term bridge solution coupled with a long term solution. Realistically, it will be approximately 10 years until we can effectively fund and plan for a new stand-alone senior/community center. Therefore, the only practical short term solution is to use existing town facilities.

Short Term:

Implemented within 12 months and utilized from 5-10 years. This will serve the immediate needs and provide the time needed to plan & implement the long range plan for the Community/Senior Center. Currently, the existing buildings that could potentially host the Senior/Community Center activities needed for the next 5-10 years considered are:

- Andover Elementary School - 3-4 wing
 - Reason: Available unused space.
- Firehouse - Community Room

- Reason: Underutilized available space.

This would require securing the garage/equipment bays from the conference room and multi-purpose room so they can be more readily utilized for various town functions.

- Town Hall - Community Room
 - Reason for Non/Usage: Booked with meetings
- Public Library - Conference Room
 - Reason for Usage: Small room with a conference table for small meetings.

Andover Elementary School:

Of all the options researched, the most practical is to occupy the 3-4 wing of the Andover Elementary School:

- Space not currently being used by the school.
- Large space available comprised of 5k square foot with 4 separate rooms.
- Configuration gives the town a lot of options for usage.
- None of the architectural changes will preclude future usage as classrooms.

Research Steps Already Taken:

- In spring 2019, the town hired an architecture firm to give an estimated cost and plan.
- The firm offered several options with varying costs and complexities (design/extensive modifications) to be considered.

Long Term:

The long range plan for the Senior/Community Center is to create a new space by building a standalone facility near the current Town Hall, AES, and Firehouse. This is the option preferred by the majority of the 2018 town-wide survey respondents.

- From the survey, we know there is broad community support for building a new senior/community center on town land behind the existing Town Hall and AES.
- This land is approximately 70 acres and already has a feasibility study for an athletic field, septic and parking which can be reutilized.
- The space connects to the existing town trails and can potentially connect to the East Coast Greenway Trail / Rails to Trails along Route 6.

Staffing:

The town of Andover needs to have a staff position that covers senior support and community development. The population of Andover is aging and in need of some one that consistently works on supporting the needs of that population. Since we are leaning toward a senior/community space, there is need for a director to run that space. Refer to Chapter 9: Town Staffing Needs for details

Conclusion:

We believe the plan addresses both the short and long term needs for a community space.

Chapter 6: Communication Plan

Overview:

- Andover needs to implement a well thought out communication plan designed to make information more readily available to residents.
- Efforts should be made to update the town website, utilize social media and create an email newsletter to provide tailored information to residents in a way that they are most likely to receive it.

Goals:

- Gain more community involvement and provide more resources.
- Foster cross communication between all town boards, commissions, committees and groups.
- Update our town website to be more navigable, useful and interactive.
- Develop an opt-in email newsletter system through the new website to send news out.
- Create a town social media page to share information in an effective and relevant manner.

Short Term

Refresh Website:

Town residents and employees have expressed much concern with the need for an updated town website with accurate and effective communication.

- Staffing
 - Hire a marketing firm to develop a new town website with a better user-friendly layout.
 - Appoint a town employed webmaster to be responsible for managing the website. Must update on a regular basis (weekly if not daily)
 - Town should hire for a marketing position who is familiar with website management, content knowledge and town committees.
- Content
 - Layout needs to be simplified with easy access to all information.
 - Install a Calendar
 - Meetings, events, elections should be on front page for easy access with click-thru link to meeting minutes, etc.
 - Include all community events, craft fairs, recreational & educational activities, local business happenings, etc.
 - Feature our Town Amenities (listed and described in Chapter 8)
 - Showcasing what our residents enjoy, encouraging visitors and potential residents to move here.
 - Commissions, Boards & Committees
 - Town Selectpersons' bios and email addresses should be added to the site.

- Require each committee representative to submit meeting dates, minutes & agendas weekly so website is consistently up-to-date.
- Descriptions of each committee should be listed along with volunteer openings so residents know where to go to look and consider getting involved.

Generate an Email Blast:

The town would like to make an official town-run email blast to replace or coincide. Currently, a volunteer runs an informal town newsletter to inform residents.

- Format
 - Town initiative to send a monthly email blast to residents.
 - Develop content based off of website and future social media to include news, meetings, events, etc.
- Viewers
 - Gather emails via sign-ups on new website on the landing page.
 - Collaborate with volunteer-run 'This n That' weekly email blast to retrieve list's email addresses.

Create a Social Media Presence:

Countless towns throughout the state and nation have social media pages to represent and share information with residents and visitors. It is a vehicle for informing residents of important municipal news, sharing community events, supporting local businesses in town that will better the community as a whole, and beyond.

- Instagram & Facebook
 - Choose same page name for both @TownofAndoverCT
- Share & Engage
 - Inform the public by focusing on accurate news in a simple, fun and positive way.
- Synchronize
 - Message to correspond with everything on new website.

Establish Mass Communication Technology:

During times of fast-paced lives, families will benefit from staying informed on the go – all while keeping the relaxed vibe of the rural town.

- Via Phone Voicemail, Text & Emails:
 - Town should look into what Andover Elementary School uses to collectively correspond to parents about school delays and closings.
- Residents to Opt in:
 - This mass communication feature could be a resource for those who want to stay on top of town information, meetings, etc.

Create Connection:

People who live in towns with a positive sense of community are happier, more apt to stay long term and encourage others to live there.

- Invite community members to attend meetings for all of the town boards & committees
 - Empower residents to feel they have a voice and anyone is welcome to attend.
- Invite committees to attend other groups' meetings to stay on same page and help one another.
 - Ensure all boards, commissions & committees are aware of coinciding projects.
- Inform residents by providing up to date list of current town project details and/or inform community that all agendas & minutes are posted on our town website.

- Potential for brief weekly overview of meeting results & project updates.
- Share by utilizing existing messaging platforms such as:
 - Facebook Pages: Grapevine, Andover Support Network, PTA, ALPOA, etc.

Conduct Surveys:

Members of our town need to feel engaged, free to participate and voice their opinions, in order to help create positive change.

- Invite residents to submit online surveys regarding important topics.
- In 2018, the Long Term Planning Committee conducted a town-wide paper survey distributed via mail. (Results are shown within this report in Chapter 4)

Long Term

- Continuously sustain updated communication strategies to be consistent with current trends.
- Secure an additional digital bulletin board sign near Routes 6 and Route 316.
- Partner with our town's Marketing Strategy to refresh with a branding plan to traditionally and currently represent our town's positive features to welcome new residents and families. (i.e. Create a contest for residents to submit a new town logo with winner based on categories).

Chapter 7: Marketing Strategy

Overview:

- Andover should fund a economic development coordinator staff position to accomplish the following objectives:
 - Develop and implement a marketing strategy designed to attract commercial businesses in town for services most desired by residents.
 - Create a marketing strategy designed to showcase Andover as a desirable place to live.
 - Town-wide branding and gateway signage.

Goals:

- Develop the framework for a marketing strategy with a focus on marketing Andover's commercial properties in an effort to spur commercial development.

Issues:

In the last 10 years, there have been only 8 commercial properties in Andover actively for sale, of which 3 are still actively on the MLS. We are not being successful in attracting business. Andover does not devote any professional resources to economic development. Andover is thought of as a business unfriendly community.

Solutions: Initial Steps to the Plan

- Update List of Current Andover Businesses. Start with LADA study info.
- Update List of developable properties Zoned business or Industrial including owner contact information basic information about whether they are interested in selling the property.
- Write an Andover Zoning for Dummies guide geared towards Business's currently in or wanting to move to Andover (combined effort between zoning and EDC)
- Develop a website page on Andover's site specifically for business

Main business page outline:

Doing Business in Andover CT

A business friendly community

Website Links

1. Looking for a Business or service in Andover?
 - a. Business Directory
 - i. List business by type and contact info searchable Data Base. The EDC has been working on updating the electronic business directory which should be easily located on the town web page. We will need someone in charge of updating that directory.
2. Looking for a Business Location in Andover?
 - a. Why you should pick Andover.
 - i. Reasonable Land and development Costs
 - ii. High Traffic count on Rt 6
 - iii. Easy access via Rt 6 and Rt316
 - iv. Under served community
 - b. Available Commercial Properties for Sale in Andover
 - i. Business Zone
 - ii. Industrial Zone
 - iii. Mixed Use Zone
 - c. Businesses desired by resident survey results
 - d. Targeted categories of services
 - i. Doctors office by subtype including maps of surrounding similar offices
 - ii. Veterinarian Offices
 - iii. Small grocery markets
 - iv. Drug stores
 - v. Hardware store
 - vi. Green industries ie. Solar, packaged septic systems
 - vii. Professional small office buildings
3. Running a business from your home

- a. Basic rules *We encourage small businesses*
 - b. Application Form
 - c. Registering with Town Clerk
 - d. Registering with the Assessor's Office
4. Zoning Page
- a. Andover Zoning for dummies instructions
 - b. Link to complete zoning and subdivision regulations
5. Who do I ask for more information?FAQ's
- a. Zoning questions
 - b. Building dept questions
6. Employment opportunities in Andover
- a. A link to a site where local businesses can list their job openings
7. Public Access TV
- a. Create some Public TV segments at the Community Voice Channel station. Currently the Bolton Town Administrator does a live interview with various town employees to discuss what is going in town twice a month and the Ellington First Selectwoman does a monthly interview with different businesses in town. These segments go on Youtube and can be linked to on the website.

One of the questions the marketing subcommittee wrestled with is How do we pay for the site and development work?

One possible solution is to sell add space on the page to pay for website upkeep. Can we sell add space? Probably need a legal opinion on this. Target Real estate offices, developers, and property owners with sites for sale.

Economic Development Staff

At some point, Andover will need to hire someone to work on economic development. It would not need to be a huge number of hours, and would likely be combined with Town Planner services. Refer to Chapter 9: Town Staffing Needs for details.

Incentives for Business

One of the questions is how can we attract businesses to choose Andover as their business location. Research options.

Town Branding

Choose a characteristic that represents our town's agricultural nature, railroad history (walking/biking path 'Rails to Trails/East Coast Greenway) and/or military history. *i.e. old painted/signed bikes as display/art along Route 6 (between 'Welcome to Andover' signs), Route 316 and Hop River Trail (similar to Hebron's Adirondack chairs).*

Perhaps this map rollout could be part of a larger grassroots marketing plan. Similar to the Adirondack chairs that are around Hebron center, we could involve residents and families to donate a bike to the Andover art project, where bikes are donated, painted, decorated and placed in key areas denoted the Hop River Trail along Route 6 and at the end each of the trail heads. This project could lend itself to creating an identity for the town, publicity and engagement for our residents.

This type of marketing would be fairly inexpensive relying mainly on community on-boarding, volunteerism and participation and a press release distributed to local papers.

"Welcome to Andover" Signage

The EDC currently has an estimate of approximately \$4k-\$5k per 'Welcome to Andover' sign on Route 6 depending on the design. We will need to put it through the budgeting process before we advance any further.

Proposed signs:



Chapter 8: Public Amenities

Overview:

- Andover should create a strong connection between the amenities the town offers.
- The town should have a series of recreational maps of the town highlighting the amenity locations.
 - Andover Elementary School
 - Public Library
 - Andover Lake
 - Doris E. Chamberlain Nature Pond
 - Town Hall Museum
 - Trails System
 - Long Hill Road Athletic Fields
 - Recreational and Educational Activities
 - Senior Services
 - Farmers' Market

Amenities Map:

Bike Walk Andover, a town committee, should have a series of recreational maps of the town made to include the various trails and trail head locations, Andover Lake and the beach, Athletic Fields, Ball Fields on AES property (upper basketball court and lower soccer fields) and new fields off Long Hill Road including the walking track.

Suggestions:

- Instructions with how to access membership information via Andoverlake.com.
- This map could be in a mailer format similar to budget referendum folded in half and mailed out to all residents. It could also be included in the school backpacks, at the library and town hall.

Andover Elementary School:

Serving children K through 6th grade. Built in the 1940's, with expansions including a 4 classroom addition. With 28 teachers and 3 special education teachers and instructors work with the school administration to provide an enriching education to the student body, including a physical education program, computer classes, art, music, and language classes.

Public Library:

Opening in 1896, first located in Congregational Church Meeting House. On November 12, 1927, a new building on the corner of Long Hill Road and Route 6 was dedicated as the town's library: the Burnap-Skinner Memorial Library. Today, the library now known as the Andover As a thriving part of the community, the library also hosts book discussions & craft nights for Adults, Story Time for children, and also can lend passes to museums in the greater Hartford Area.

- Mural being painted on concrete wall behind library in parking lot area.
- Hosts sponsored music nights at Town Hall Gazebo

Andover Lake:

Andover Lake is a 155 acre private lake in southeast corner that provides recreational opportunities to its members. Goal is to create a strong connection between Andover Lake, ALPOA, ALMA, its members and the Town of Andover, residents and general public.

- Members only beach, boat launch and right of way areas.
- Sharrows along Lake Road for bicyclists.

Doris E. Chamberlain Nature Pond:

Nature preserve with small pond and walking trails is located on Route 316 near School Road. Connects to the Percy Cook Trail on the left side of the pond.

Town Hall Museum:

The original Town Hall of 1893 can be seen from Route 6 near the intersection with Route 316. The Old Town Hall now houses the town museum that is operated by the Historical Society.

- Open periodically for visitors. Sign posted next to Veteran’s Memorial Park on Route 316 with date and time.

Trail System:

Hop River State Park Trail AKA ‘Rails to Trails’, available for walking, bicycling and equestrian is a 6-mile gravel and compact earth trail that is part of the 3,000 mile East Coast Greenway (Maine to Florida). It connects to the Columbia and Bolton trails along Route 6.

Percy Cook Trail (NEW!)

- From the ECG going east towards Willimantic, walkers will see trail head on the right directly before tree farm. From AES/Town Hall, walkers will see trailhead behind the buildings. From Chamberlain Pond, walkers will see trailhead on the left side of the pond.



Entrance from ECG 'Rails to Trails'

Entrance from behind Town Hall/AES

Beautiful scenery

Yellow Trail

Long Hill Road Athletic Fields:

- Available for baseball, softball, soccer and football games with organized youth games and pickup adult games.
- Walking track

Recreational and Educational Activities:

- Bike Walk Andover: town committee hosts events, educates residents & promotes cycling safety. Installation of bike racks at various town properties including: Town Hall, Public Library, Town Hall Museum
- Conservation Commission: hosts educational and recreational activities for youth and adults to learn about nature.
- Yoga at Town Hall, AES and Farmers' Market

Senior Services

- Information for local, state, and federal programs that are available to them such as; ConnPACE, Medicare, Medicaid, Food Stamps, heating oil assistance, and renters rebate.

- Activities Include: 'Young at Heart', Senior Transportation, Foodshare/Food Pantry, Senior Luncheons, Line Dancing, Yoga,

Farmers' Market:

Goal is to sustain a successful town farmers' market to include only local farmers & vendors offering consumables, live music, kids' activities, healthy food, affordable options, a connected community, etc. Town and residents to support the small and mighty market!

History of the Market:

- *2015 - 2017: Beginning Stages...*
During the first few years of the Farmers' Market it brought together farmers and vendors enjoyed by the public at the Ball Field and then Town Hall, hosted on every Friday evening during the summer months. The committee volunteered many hours to ensure the success of the market. In 2017, due to lack of attendance and the right location, the committee voted for the market to fold.
- *2018: Refresh in location, dates & concept of the market...*
In 2018, a new committee was appointed. The market was switched to a monthly market due to numerous variables including the farmers/vendors availability, other local weekend markets, capacity of the committee, etc. Due to lack of location and generous offer of local business owner, Wendy Kopp, the market was switched to local business, Over AndOver barntique located at 415 Route 6, which supports local crafters, artists and upcycling. Creating more of a monthly special event, the committee hosted 3 successful market events. The committee also decided to only offer local consumables to fit the mission of a farmers' market. Finding local musicians, each market also offered live music. With support from the Cub Scouts, the youth offered themed kids' activities. ALPOA member Linda Derick offered outdoor yoga & massage.
- *2019: Continuation of refreshed market with location change...*
In 2019, the committee changed the location to the Historic Meeting House Field at the First Congregational Church of Andover at 359 Route 6, at the intersection of Route 6 and Long Hill Road next to the library. The Historic Meeting House is owned by the church and operated as the Andover Food Pantry, serving clients weekly. Already seen as a community gathering place in one of the 'town center areas' next to library and fields with access from the Hop River 'Rails to Trails' (East Coast Greenway), the church property offers a great location. With 5 dates, it will be hosted on the last Wednesday of each month from June to October with local farmers, kids activities & live music.

Grant Applications:

- Committee aspires to receive grants to fund projects such as EBT machine, marketing materials, entertainment, etc.
- Volunteer Suzanne Heise offered grant writing services, applying for a \$1,000 grant through Farm Credit East in May 2019. Market received surprise \$100 grant at July 31, 2019 event from Farm Credit East!

2019 Committee Members:

- Market Master Amanda Gibson, Social Media Coordinator Kaila Lockhart, Secretary Elaine Buchardt, Cub Scout Parent Leader Lucie Wilson, AES Parent Celeste Willard, AES Parent Meghan Archibald, Church Council Member Shirley DeFlaviis.
- Other volunteers:
Food Pantry Director Joan Soucy, Selectwoman Julia Haverl, Scout Leader & Church Council Member Beth Lundberg, Local Grant Writer Suzanne Heise.

Future of the Farmers' Market:

- Sustain and support the town's small and mighty farmers market to include only local farmers with consumables, local live music, kids' activities, healthy food, affordable options, etc.

Continue to Represent our Agricultural History:

- Create a community garden at the town, school or other property to engage our youth and adults in the importance of a sustainable and local food system by providing them with gardening skills and knowledge.

Chapter 9: Town Staffing Needs

Overview:

- Andover must maintain tight staffing requirements due to limited budgets but should consider allocating resources in key areas.
 - Consider allocating some of the Building Department's Administrative Assistant hours to the Public Works Department.
 - Return to a part time Tax Collector if the town implements bi-annual tax collection.
 - Hire a part time individual for 16 hours per month as the Town Planner with potential job sharing as Economic Development Coordinator.
 - Add an entry level full time Public Works position. Consider also having that person cover the Transfer Station 16 hours per week if needed to decrease the total cost to the town.
 - Add a senior coordinator/community development position to work on meeting senior needs and community welfare. Also direct the senior/community space activities.
- Consider staffing changes if functions and services can be regionalized, privatized or outsourced.

Hours of Operation:

Town Hall:

Monday 8:15 A.M. – 7:00 P.M., Tuesday – Thursday 8:15 A.M. – 4:00 P.M.

Public Works:

Monday – Thursday 7:00 A.M. - 2:30 P.M.

Transfer Station:

Wednesday and Saturday 7:45 A.M. to 3:50 P.M.

Public Library:

Monday, Wednesday 10:00 A.M. to 8:00 P.M., Tuesday, Thursday noon to 8:00 P.M., Saturday 10:00 A.M. to 2:00 P.M.

Andover Museum:

Only open during special times and events.

Current Staffing

Administration

- Town Administrator: full time position at 34 hours per week
- Assistant Administrator: part time at 15 hours per week

Finance and Taxation

- Treasurer: full time at 34 hours per week
- Assistant Treasurer: full time at 34 hours per week
- Tax Collector: full time at 34 hours per week

Office of the Assessor

- Tax Assessor: part time *
- Assistant Tax Assessor: full time at 34 hours per week

Office of the Town Clerk

- Town Clerk: full time (elected position) at 34 hours per week
- Assistant Clerk: part time

Building and Land Use Department

- Building Department Administrative Assistant: full time at 34 hours per week
- Building Inspector/Official: part time
- Eastern Highlands Health Official: part time*
- Board Clerk: part time Per Meeting
- Inland Wetlands Agent Part time*
- Zoning Enforcement Officer/ Zoning Agent Part time*
 - Currently Wetlands, ZEO and Zoning Agent same person

Public Safety

- Resident State Trooper Full time
- Fire Marshal Part time*
- Assistant Fire marshal Part time
- Fire Chief Part time
- Animal Control Officer Part time
- CERT director part time

Public Works

- Foreman Full time
 - Tree Warden (currently assigned to PW Foreman)
 - Burn official Currently assigned to PW foreman
- Public works employee (2 full time)
- Transfer Station Supervisor Part time 16 hours/ week
- Transfer Station Helper Part time 8 hours/Week

Public Library

- Director Part time
- Librarian Part time

Senior/Social Services

- Senior/Social Services Coordinator Part time
- Senior Transportation Drivers Part time

*positions shared with multiple towns

Recommended for future Staffing

Administration

- Town Administrator: Full Time position, 40+ hours/week
 - This job title should explicitly include director of Public Works and take some of the administrative burden off of the Road Crew Foreman. Our current system of having one person handle the functions of road crew foreman as well as de facto public works director is not working.
 - This job should be 40 hours per week with additional time as needed.

- Assistant Administrator: part time position, 15 hrs/week

Assisting the Town Administrator

OR

Director of Communications(also Community Development): full time, 40 hours/week

Assisting the Town Administrator and running town website, email newsletter, etc.

Finance and Taxation

- Treasurer: Full time, shall act a director of Finance and Taxation
 - Position can possibly be combined with the AES finance officer
- Book keeper: full time Combined with AES
- Tax Collector: part time
- Consideration should be made for going to semi annual tax collection.
- Longer term Andover should consider merging the Treasurer positon between the Town and AES, and likely the assistant treasurer positions also
- Longer term, Andover town should pursue regionalizing the tax collection process completely. There may be cost savings associated with shifting that responsibility to a different entity. This will have to be weighed against possible inconvenience to the tax payers

Office of the Assessor

- Tax Assessor: part time*
- Assistant Tax Assessor: full time

Office of the Town Clerk

- Town Clerk: full time (Elected position)
- Assistant Clerk: part time

Building and Land Use Department

- Building Department Assistant: full time Recommend Dept. be open 2 days per week, Monday and Thursday Position 15 hours/ week Building Department, Additional 6 hours be allocated to Board Clerk and 14 hours available to cover other administrative tasks.
- Building Official: part time
- Land use administrative secretary - covered by building dept. admin assistant
- Eastern Highlands Health Official: part time*
 - Land use administrative secretary - covered by building dept. admin assistant

- Town Planner/ Economic Development Coordinator (16 hours per Month): The town has a need for a professional to handle both the roles of Town Planner as well as Economic Development. If Andover is going to meet its goals of targeted commercial development, it will need a staff position to do it
- Inland Wetlands Agent: part time*
- Zoning Enforcement Officer/ Zoning Agent: part time*
 - Currently Wetlands, ZEO and Zoning Agent same person. When John Valente retires this position may be divided. This will actually be a difficult position to fill. Whoever assumes this role should have 3-4 months cross over with the current staff before the transition.

Public Safety

- Resident State Trooper: full time
- Fire Marshal: part time*
- Assistant Fire Marshal: part time
- Fire Chief: part time
- Animal Control Officer: part time
- CERT director: part time

Public Works

- Public Works Director Secondary title for the town administrator. Responsible for working with the foreman and developing plans for road and building maintenance, establishing work priority's and allocation of resources. Budgetary planning and planning for capital equipment purchase and maintenance
- Foreman: full time - anticipated that some of the current planning and bidding responsibilities be transferred to the town administrator
 - Tree Warden (currently assigned to PW Foreman)
 - Burn official Currently assigned to PW foreman
 - Supervise the transfer station
- Public works employees (3 full time)
 - Transfer Station Supervisor could be covered by third public works employee
- Transfer Station Helper: part time, 8 hours/Week

We propose hiring a fourth full time entry level public works employee who is responsible for the transfer station. This will leave approximately 24 additional man hours of labor per week for public works. This will increase the costs for transfer station operations by the prorated difference in benefits between a full time and part time position in addition to the difference in hourly wage of approximately 4 \$ per hour. This gains the town additional man hours of labor at public works and ensures that 3 days per week the town has 2 (two man crews). This also allows the foreman 2 days per week for solo responsibilities. This decreased the additional cost burden of the position. Having a 4 person crew should also eliminate the need for additional winter seasonal plowing help.

Andover should examine the costs associated with yearly mowing and determine whether we should bring it all back in house and centralize the functions. Currently there is various mowing done by multiple entities. Public works, AES, Andover Landscaping, etc.

We currently mow roadsides

Public Library

- Director: part time
- Librarian: part time

Senior/Social Services

- Senior Coordinator (also Community welfare): part time
- Senior Transportation Drivers: part time

*positions shared with multiple towns

Chapter 10: Public Works Department

Overview:

- The Town Administrator's job description should include being the Public Works Director.
- Continue implementing an equipment modernization plan.
- Implement a pavement management system.
- Increase crew size.

Current Status:

The Andover Public Works Department consists of 3 personnel with one of the three acting as foreman. They are ultimately responsible for maintaining 32 miles of roadway and other town assets. The town can call a fourth person to help with winter snow removal when necessary. The town has used a summer contractor help with road and trailside mowing. Without paying overtime, the town has approximately 5760 hours of labor per year available.

The public works department is located on Long Hill Rd in a building that was a paper mill in the 1800's that the town purchased in 1967. Part of the current location is in the 100 year flood zone of the Hop River

Primary tasks for the public works department include:

- Winter snow removal and sanding
- Removing debris related to storm damage
- Sand removal from roads
- Culvert maintenance and cleaning
- Culvert replacement
- Roadway maintenance and repair
- Pothole filling
- Brush removal and chipping
- Road and trailside mowing
- Tree removal
- Compacting open dumpster containers at Transfer Station
- Equipment maintenance

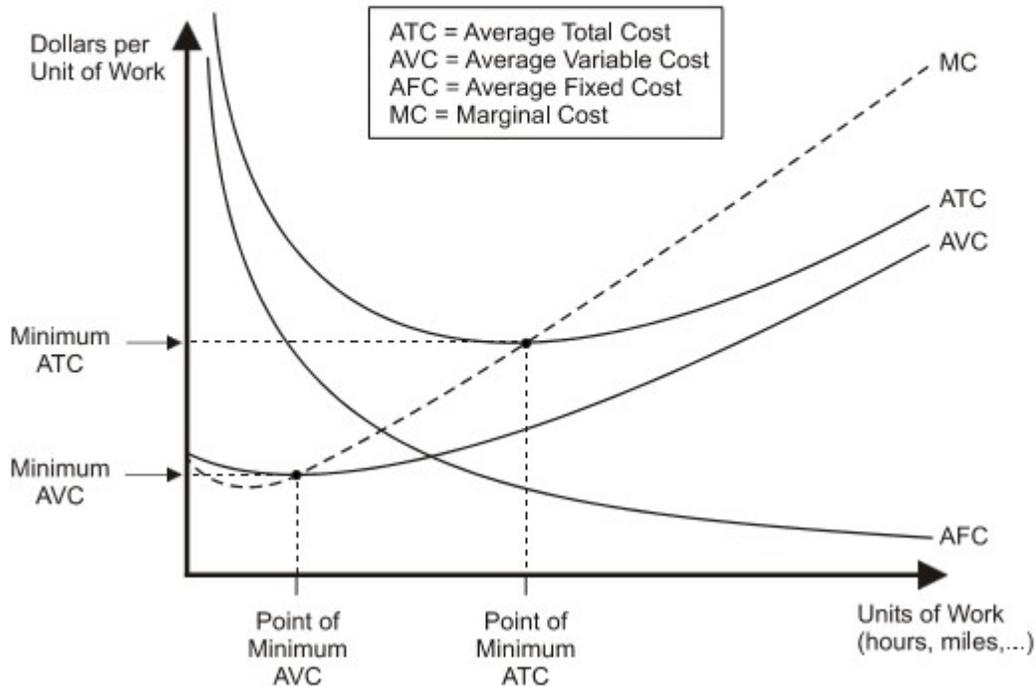
Crew Size:

- The Andover Public works has reduced manpower considerably in the last 40 years. In 1978 the town Crew was 4 workers plus a full time mechanic/worker. In the summer the town hired 2 extra workers. The town had ~10,880 man hours of labor per year available compared with 5,760 today. *This is a 48% reduction in manpower compared to 40 years ago.*
- *The town of Andover uses private contractors for Mowing of the town hall, town memorial, Old town Hall, and Andover Veterans memorial recreation field. The town also uses a private contractor for field maintenance of the playing fields.*
- With current staffing levels the town has had to defer a lot of projects and the overall level of maintenance of town roads and buildings has decreased significantly. One huge factor in this is that without a mechanic, much of the crews work time is spent on maintenance.

Equipment:

- This report includes only the major (capitol) pieces of equipment possessed by the public works department. By understanding life cycle costs for equipment, the Town of Andover can make more informed decisions about how long to use equipment and when to purchase replacements. With a very small public works department, the town administrator has to function as the fleet manager.
- This section is broken down into 3 categories of equipment-
 - Single axel dump trucks that function as snow plows
 - Smaller daily use trucks for the public works crew
 - Heavy equipment
- By looking at similar public works departments that have published maintenance and replacement schedules, Andover Public Works can benchmark their equipment against industry standards. The goal of any maintenance and replacement schedules is to balance minimum total yearly cost, maximum productivity and equipment availability. The diagram below shows the relationship between the fixed, variable and total costs for a given piece of equipment. Note that the lowest average cost of ownership occurs long before the item cannot be maintained any longer. In other words it costs the town more money to hold on to and keep fixing equipment past its recommended service life than it would to replace it.

In the early years of operation, when additional use incurs a cost per unit of service smaller than the lifetime average to date, additional operation brings the lifetime average cost lower. In the later years of operation, when additional use incurs a cost per unit of service greater than the lifetime average to date, additional operation brings the lifetime average cost higher.



Snow Plowing:

- In 1978, the town owned 4 plow trucks these were 6 yard dumps that were 1, 3, 5, and 7 years old. In other words the town maintained an average equipment age of ~5 years and had a 10 year equipment replacement schedule.
- The town uses single axle dump trucks for snow plowing operations. These have a normal operating lifespan of 11-15 years.*
- *A survey of municipality's and literature indicates that most municipality's use somewhere between 9 and 15 years or 125-150,000 miles whichever is less for their effective lifespans. The true cost of the vehicle includes the cost to purchase, cost to maintain, and fuel costs. Plow trucks work in a very corrosive environment (salt) and are subject to a lot of mechanical stress which decreases lifespans.
- Factors that affect the effective lifespan include yearly maintenance costs, how often a vehicle breaks down, energy efficiency and how mission critical the equipment is.

Current Conditions:

- Our current *functional* plow trucks are: 2014, 2005, 1997- (2019*)

- The Public Works department feels the 1996 is now completely unrepairable. (* disposed of) The average age of our plow trucks is 13 years if you do not include the non running vehicles. This compares to a recommended average age of 7.5 years. Currently PW has 2 reliable plow trucks and one unreliable one.

*Capital appropriation Spring 2019 new Plow truck- Peterbuilt with Hardox body available for fall plowing season

Smaller Pickup Trucks:

- The town has 2 smaller pickup trucks of which one has a dump body. These are used for normal daily maintenance chores, towing equipment and transportation.
- Typical municipal guidelines indicate an effective lifespan of 7-10 years. Factors which affect this are repair costs, resale value, mileage and fuel efficiency. Because the town crews are often on independent tasks, 3 vehicles are optimum.
- The Town of Andover currently has: 2008 F550 dump truck, 2004 F250, 2019 F 250*
- The current average age of our town trucks is 12 years. This compares to a recommended average age of 5 years.
- The F550 is also used for plowing of parking lots if a fourth employee is called in or if one of the 3 full sized plow trucks breaks down. After new truck is purchased average age will be 5.5 years old.

*2019-200 budget included money to replace F250 with V plow and Tommygate

Heavy Equipment:

- Typical municipal guidelines indicate an effective lifespan of 15 years or 8-12,000 hours whichever comes first. Factors which affect this are repair costs, resale value, redundancy and fuel efficiency.
- In 1988 Andover owned a 13 year old bulldozer, 3 year old backhoe/loader as well as an 8 year old sweeper.
- Today the town crew in normal operations operates the following heavy equipment: a wheeled loader, backhoe/loader, sweeper, chipper, roller*, trailer, tractor with boom flail mower. The roller is no longer functional/ repairable so they are using the plate compactor instead.

Current Equipment spring 2019	Age in	Expected	
Vehicle type	2019	Lifespan	age/lifespan
F250 or equivalent	15.0	8.0	1.9
f550 + dump body or equivalent	11.0	8.0	1.4
Plow truck#1	5.0	15.0	0.3
Plow truck #2	14.0	15.0	0.9
Plow truck #3	21.0	15.0	1.4
Backhoe loader #1	14.0	15.0	0.9
Backhoe loader #2 *	25.0	15.0	1.7
Road Sweeper	37.0	20.0	1.9
Roadside mower with Flail boom mower	21.0	20.0	1.1
Equipment trailer	37.0	25.0	1.5
Equipment trailer	40.0	25.0	1.6
Chipper	21.0	15.0	1.4
Bulldozer*	44.0	20.0	2.2
Roller *	37.0	20.0	1.9
Overall equipment	24.4		1.4
Small Trucks	13.0		1.6
Plow Trucks	13.3		0.9
Heavy Equipment	30.7		1.6

Anticipated Fall 2019 Equipment	Age in	Expected	
Vehicle type	2019	Lifespan	age/lifespan
F250 or equivalent	0.1	8.0	0.0
f550 + dump body or equivalent	11.0	8.0	1.4
Plow truck#1	0.1	15.0	0.0
Plow truck #2	5.0	15.0	0.3
Plow truck #3	14.0	15.0	0.9

Backhoe loader #1	14.0	15.0	0.9
Wheeled Loader	1.0	15.0	0.1
Road Sweeper	37.0	20.0	1.9
Roadside mower with Flail boom mower	21.0	20.0	1.1
Equipment trailer	37.0	25.0	1.5
Equipment trailer	40.0	25.0	1.6
Chipper	21.0	15.0	1.4
Roller *	37.0	20.0	1.9
Overall equipment	18.3		1.0
Small Trucks	5.6		0.7
Plow Trucks	6.4		0.4
Heavy Equipment	26.0		1.3

An easy way to look at where a town is in the capital equipment replacement cycle is to divide the effective lifespan of a piece of equipment by the actual age of the equipment. Public works should strive to get as close to 0.5 as possible. This means the average age of equipment is $\frac{1}{2}$ of the recommended age and the department is keeping up with capital expenses.

- **Green** means you are operating in a cost efficient range and keeping up with expenditures.
- **Orange** means some increase in capital expenditure is necessary.
- **Red** indicates that capital equipment is used past its effective date, which usually results in overall higher costs for the taxpayers.

Average age of Andover's heavy Equipment was *30 years old before the purchase of the wheeled loader, currently it has been reduced to 26 years. This compares with a Municipal recommended average age of 7.5-9 years. Andover will need to increase public works capital budget in upcoming years until we modernize the fleet.*

The town of Andover only owns two pieces of heavy equipment that is still within its minimum yearly total cost of ownership.

Purchase or Subcontract/ Rent Equipment:

One of the open questions is whether in some cases it is better to Subcontract out operations than to purchase equipment and dedicate manpower used seasonally/ project by project. Factors used to decide what tasks get subcontracted include:

- Manpower requirements

- Cost of specialty equipment
- Cost of subcontracted labor vs in house
- Numbers of hours of usage that equipment will be used annually
- Seasonal nature of the task
- How critical it is to emergency response

Items we currently contract out:

- Culvert cleaning-
- Repair replace guardrail
- Crack sealing
- Asphalt overlay
- Road striping and Painting
- Mowing except trail and roadside
- Soccer field maintenance
- Tree work requiring a bucket truck
- Some road reconstruction tasks

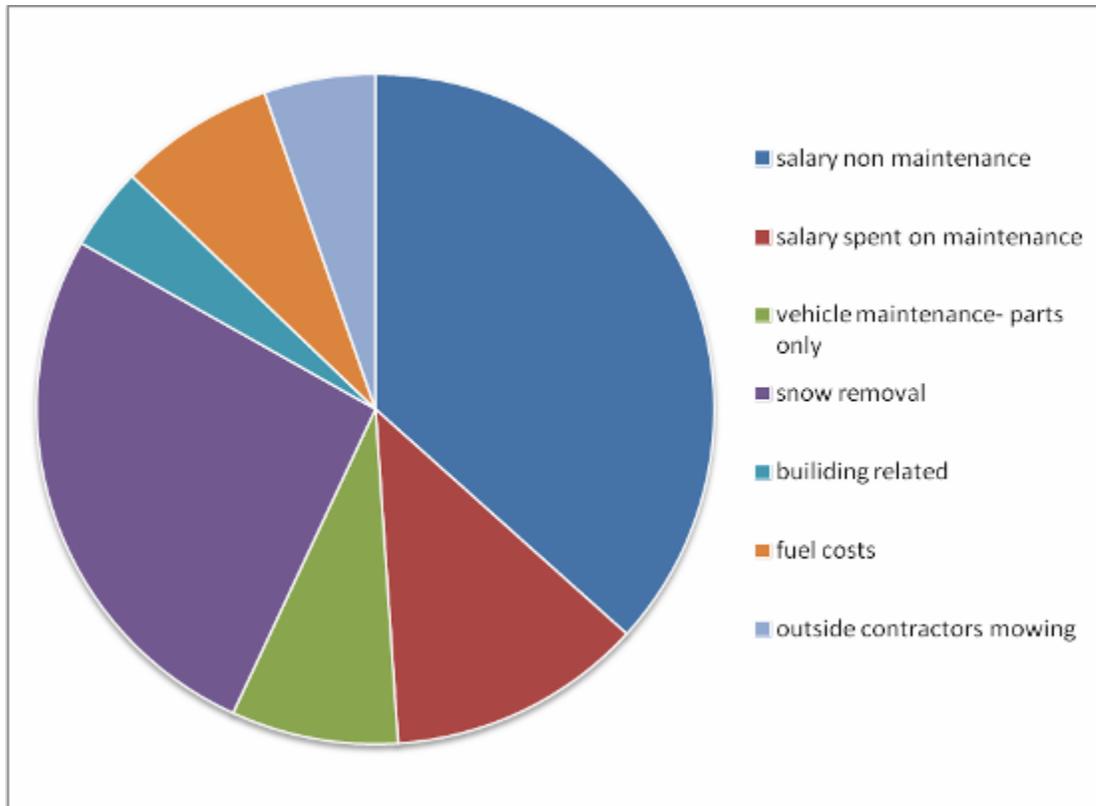
Items for future consideration for sub contracting:

- Road and Trailside Mowing: We do not currently have the manpower to mow as frequently as we should. This has both aesthetic and functional consequences.
- Road Sweeping services: Andover has an old Sweeper. Replacing it is a large Capital Expense, and most of the sweeping gets performed in a short period each spring. It may be cost effective to sub this out for seasonal sweeping as many towns do. The question remains of how to deal with sweeping outside of standard spring sweeping. Both storm related and roadwork related events require sweeping outside the standard spring service. The costs and availability of services for small jobs must be factored in.

Summary of Current Conditions:

- Andover operates with a very small Public Works Department. The majority of their equipment is past its recommended operating life. Multiple items are not repairable. In other words we are operating at higher average total yearly costs for equipment than we should be. We do not see this because we are using the town crew to perform the maintenance so that labor costs for maintenance are hidden in the budget. This results in a very high fraction of labor being used in maintenance and repair, as well as reduced equipment up time, greatly reducing the effectiveness of the town crew. This has in turn reduced the maintenance of town facilities and roadways and leads to extremely long times to accomplish routine tasks. The town is fortunate that the public works crew has the capability to do much of its own maintenance and in some cases parts fabrication, however this gets in the way of their primary mission.
- The Town of Andover is using equipment way to long, and it is costing Andover Tax payers both financially and in overall productivity.
- The town has chronically under funded the capital equipment PW department for at least 20 years and it is reaching a crisis point where the town will need to make major investments. The irony is that we are not saving money by doing it. At the same time there are competing complaints about taxes being too high and the roads in poor shape in town. The reality is the town has little choice if it expects to function, but there will be significant opposition.

Total current budget Public Works Department: ~400,000\$



- Assumes 25% time factor for maintenance
- Capital expense public Works for 2018-19 was *ZERO dollars* Note: that CIP recommended that 100,000 be set aside yearly for future purchases. **There was a supplemental budget appropriation for a public works plow truck as well as a wheeled loader Spring 2019**
- ~400,000\$ total budget of which 184,000 is salary, 99,000 is snow removal related (mostly sand and salt and overtime), 15,000 is building related and 28,000\$ is fuel
- *Roughly 30,000\$ is allotted for vehicle maintenance, however, this figure does not include the cost of labor! If we make the assumption that 25% of our labor costs are actually maintenance costs this is 46,000\$ Figuring in labor we are currently spending ~75,000\$ annually on maintenance. This also effectively reduces the manpower available for necessary tasks by a significant percentage. A portion of the overtime costs for snow removal are the additional maintenance labor hours-costs. The total cost for maintenance of older equipment needs to factor in this also.*
- We also expend 20,000 dollars for additional ground care by outside contractors

Is Modernizing Equipment enough?

- Modernizing the town's equipment should reduce time and money spent on maintenance. Realistically this should also result in a modest fuel savings as well as an increase in productivity on the order of 15-20 %
- The question is whether this in and of itself is enough to accomplish the tasks the town needs to accomplish. The town crew are experienced workers but in some cases are over qualified for the tasks that they need to do.
- Additionally there is a need for someone to act as a public works director. Ideally this should be the town administrator. This does not have to be a full time position and could be time budgeted at 10-15 hours per week.
- It is anticipated that the current public works foreman will retire in the fall of 2019. The town of Andover will need to make a decision to promote from within the Department or look to outside for a replacement. Due to the limited size of the department, it may be difficult to get the appropriate skill set from within the department.
- The town should also consider hiring an entry level public works employee to gain experience and transfer knowledge now before existing employees retire.
- The town should also explore the use of summer help to assist with some of the more mundane tasks. The use of college students for routine mowing and maintenance tasks could increase the amount of skilled work the full time crew is able to handle. This would also have to be supervised by a public works director.

Chapter 11: Connectivity, Transportation & Safety

Overview:

- Andover should continue efforts to make the town more accessible and connected through all means of mobility by implementing the Complete Streets Master Plan.
- Andover should complete the current Community Connectivity Grant project within the next 12 months that will increase access on the Hop River Rail Trail and provide a safer crossing of Route 6 which bisects the northerly cluster of town assets.
- Andover should develop a plan for safety and accessibility improvements on Route 316 that connects the northerly town cluster of assets to the southerly town municipal cluster assets.

Current Status:

Andover residents generally feel safe attending town functions in their automobiles and having their children attend local schools by way of school busses. However, it is one of the goals of the Long Term Planning Committee to allow for additional “connectivity” in town by way of walking and bicycling to important locations within our local community. That said, the town is very fortunate to have the East Coast Greenway bisecting our town, nonetheless making it currently safer to bike/walk to the neighboring towns of Manchester and Willimantic (and beyond) than it is to get to and from our own municipal complex on School Road and elementary school and Public Library, etc.

Safe connectivity in Andover is being accomplished in **3 major steps**: The first completed, the second in progress and the third in the planning/approval requesting state assistance stage.

Step 1. Andover Lake District:

A painted bicycle sharrow has been completed around the entire Andover Lake district town road network terminating at Andover Elementary School on the west side of the lake and the Hop River ‘Rails to Trails’ East Coast Greenway/Route 6 on the eastside of the lake. Bicyclists and pedestrians now enjoy an extra measure of safety traveling along this town road bi-way in the most densely populated section of town.

Step 2. Connecticut DOT ‘Community Connectivity Grant’ Awarded to Andover

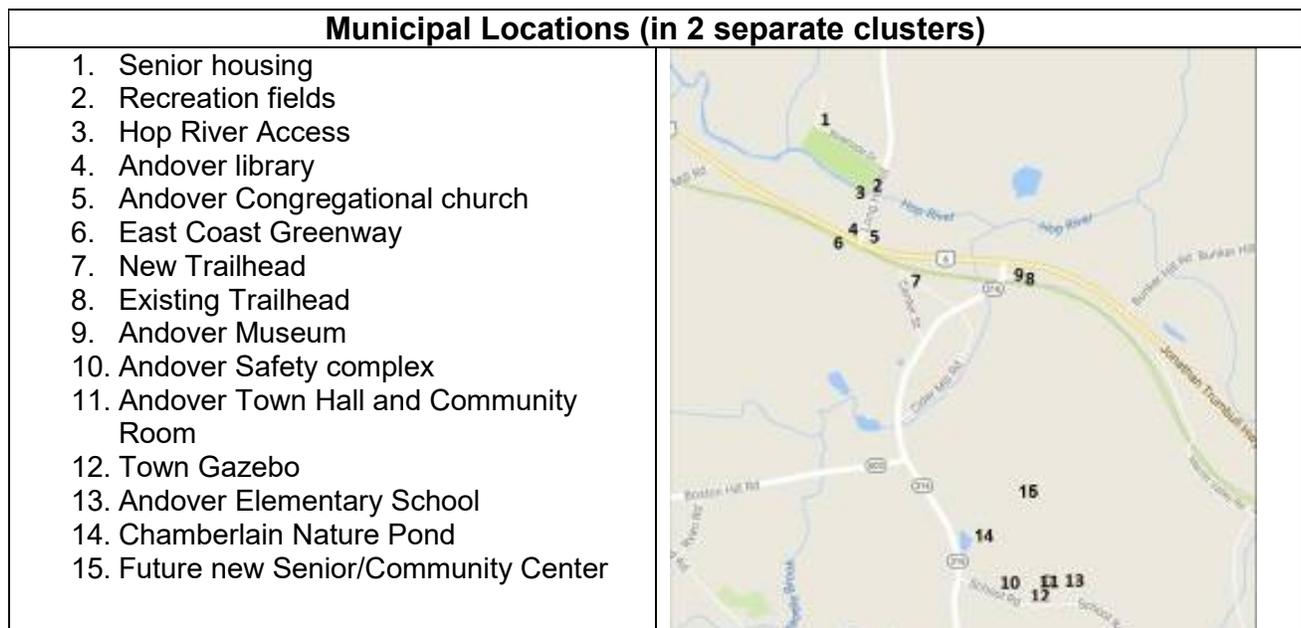
- One of Andover’s biggest challenges is that Route 6 cuts the town in half and acts as a barrier for safe pedestrian and bicycle access.
- There are 3 crossings that have a pedestrian signal, but none have a sidewalk/ path connecting them on both sides of the road. The grant for the crossing improvements at Long Hill Rd. will safely connect the northerly cluster of town assets.

Grant Details:

- 2017 Andover Applied for a CDOT grant focusing on improving the area between Center Street and the Andover Veterans Memorial (Rec) field
- Andover also successfully pushed the DOT to add Long Hill Rd to the list of Pedestrian/ Crosswalk signals to be upgraded and to add a second signal/ crosswalk for crossing Long Hill RD
- In Spring 2019 the DOT awarded Andover a \$297,000 grant to implement the Project

***Refer to Map in Appendix 9: CDOT Community Connectivity Grant presentation, Slide 12.**

The crossing at Long Hill Rd grant, will only connect the northerly group of town assets immediately on either of Route 6 shown below (numbered 1 -9). However there is still a missing link to the southerly, municipal group of assets (numbered 10 – 14). This southerly group is where most of our town meetings and functions are held and was voted in the LTPC town wide survey as the best future location of a town Senior/Community utilizing the town owned 70 acres.



Step 3. The Route 316 / ‘main street’ Connection.

The third and last part of the connectivity network is literally the missing link between steps 1 and 2 above and perhaps the most difficult challenge to accomplish because it involves State Route 316. Currently, it can only serve as our Main St. on Memorial Day when it is closed to vehicular traffic by the state police. An initial outreach to the State of CT Department of Transportation by the outgoing Board of Selectpersons has offered little hope leaving us only able to apply for our second grant. The safety improvement received initial positive feedback during a special town meeting hosted by the Long Term Planning Committee and Bike Walk Andover with attendance from Representative Robin Green and Senator Cassano’s Aid Wade Packer on April 4th, 2019.

	<p>View looking south before Chamberlain Nature Pond</p> <p>Very narrow shoulder on both sides of roadway</p> <p>Poor site lines, requiring vehicle to cross centerline to avoid pedestrians</p> <p>← Suggested location of the shared multi-use path (similar to UCONN solution below)</p>
	<p>← Finished path example for UCONN on Separatist Road connecting to Route 275</p> <p>(Town of Storrs, CT)</p>

Background:

In a goal that is stated in the 1978 Plan of Conservation and Development, "...we need to Plan for a transportation system which provides safe pedestrian, bicycle and vehicular Traffic" and "To promote the development of a town center that will bring together the "old" town hall area with the new town office-school complex," The goal remains the same, 40 years later yet is still unmet. The Town of Andover has a Complete Streets plan as part of the most current POCD. One of the towns greatest challenges is safe connectivity along Route 316. The cause is the geometric alignment of state highway Rt. 316 connecting the historic Center Street area with the School Rd. municipal complex and town Gazebo. A recent town wide survey shows that although most residents want a sense of belonging to a town center they have trouble identifying it because they have only driven through it at 45 mph on Rt. 316 rather than biked or walked it.

Each Memorial Day, the Town of Andover conducts its annual Memorial Day parade along what functions as "Main Street" beginning on School Rd. and ending at the Historic district. State troopers shut down this stretch of RT. 316 making it the only day of the year to safely walk, bike or jog this stretch of roadway.

Additionally the CRCOG has identified Route 316 as a regional network bicycle commuting route <http://www.crcogsurvey.com/draftregionalmap>

This will complement projects currently completed or underway including shared use lanes on School Road and the Andover lake district, a new rail trail access point at Center Street, and an improved signalized crossing of Route 6 and Long Hill Road, and the installation of bike racks at

all town facilities. Taken together with an improved Route 316, these will provide safe and convenient access between Andover's educational and recreation facility's.

The Town of Andover must ask for assistance from ConnDOT in improving safety in on this State highway that is serves as our underutilized Main Street. This could be done in two phases:

Short Term, Scheduled Pavement Resurfacing:

In keeping with current ConnDOT policy, and prior to milling and resurfacing, we should request that wider shoulders be constructed for an adequate Shoulder installation on both sides of the road. This can be accomplished by decreasing the width of painted travel lanes under the current 12' width and shoulder excavation between the intersection of Route 6 and Gilead Rd . In addition, we feel the following measures are appropriate to increase the functionality of the road and for traffic calming along Route 316.

- Stamped and painted asphalt should be installed for pedestrian crossings of Rt. 316 at Center Street, Boston Hill Rd. and School Rd.

- Signage should be installed on Rt. 316 north bound before School Rd. stating "Slow: Entering Andover Center".

- Speed Reduction to 30 mph between Route 6 and Gilead Rd

Long Term, Connectivity Pathway:

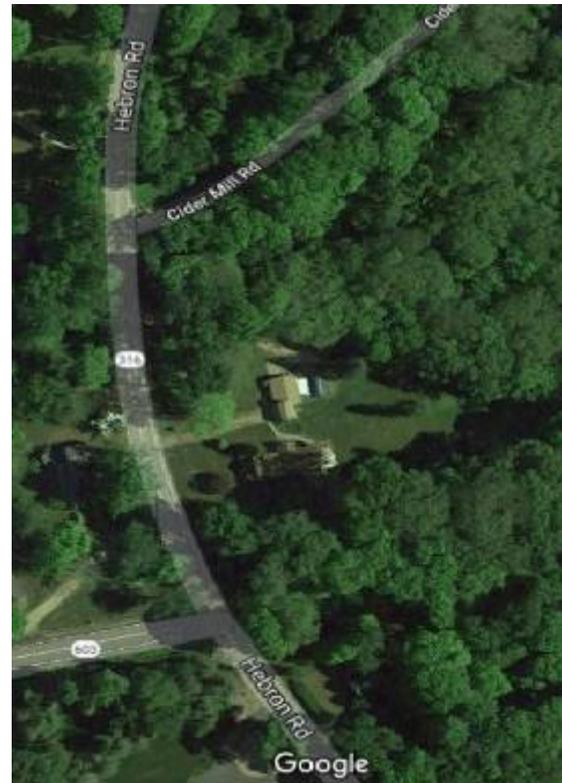
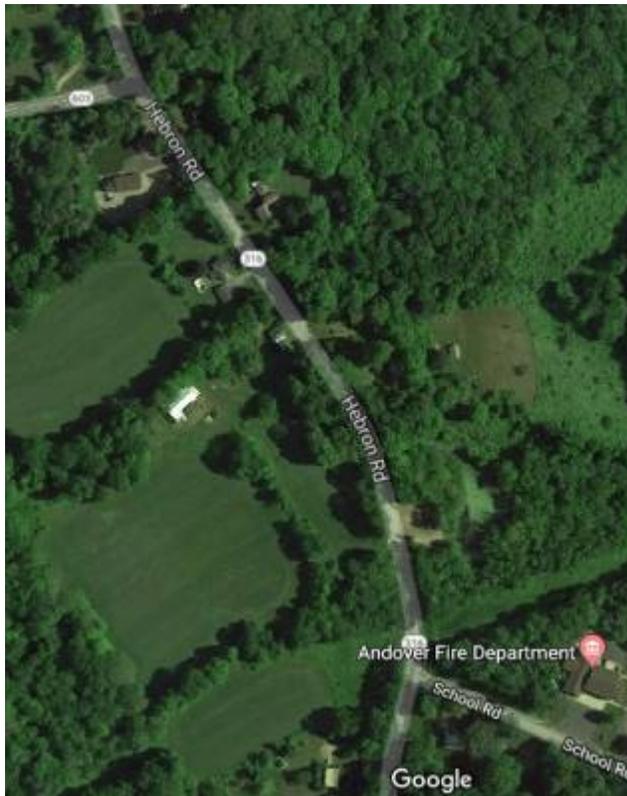
State assistance should be requested to install a dedicated bike/walk pathway parallel to the road's east side including a pedestrian bridge over Straddle Brook. Alternatively, the current Rt. 316 highway bridge could be replaced and widened because although it currently passes the structural rating system it has failed in function/safety receiving only a 3 out of 10 in the last bridge inspection. Rather than the traditional concrete sidewalk, a stone dust surface pathway could be constructed over processed stone and then connected to and maintained with the existing Hop River Rail Trail.

The town should meet with DOT and state representatives as soon as possible so as not to miss this unique opportunity of resurfacing our Main Street and incorporating the short term safety improvements sited above.

Route 316 Safety Improvements: Project Goals

Allow Safe Pedestrian and Bicycle Access FROM the Andover Elementary School, Town Hall, Gazebo, Fire Department and Nature Pond in the south cluster TO the Library, Church and Recreational Fields in the north cluster using State Route 316.

Route 316



- Historic and Scenic Road though the center of Andover
- Narrow road with no shoulders in many locations in poor condition
- Dangerous curve with poor visibility
- Functions as “Main Street” for Andover
- Crosses Staddle Brook with a bridge that has a functional rating of “2”

Current Planning:

- The Current Plan of Conservation and Development recommends improvement in this area for Pedestrian and Bicycle Safety
- Andover’s Complete Streets Master Plan identifies this as one of Andover’s priorities

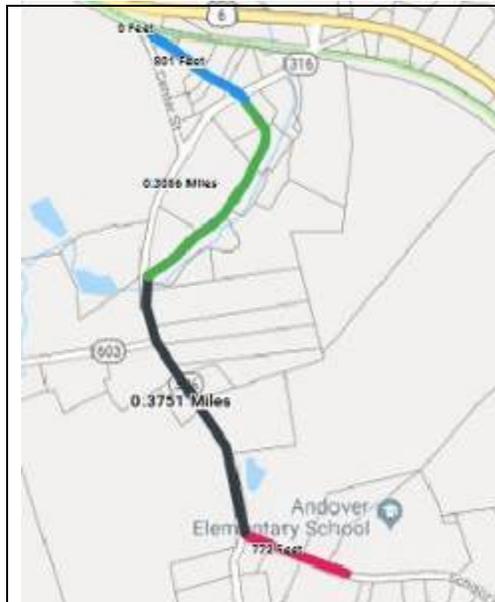
“Complete Streets are streets designed and operated to enable safe use and support mobility for all users. Those include people of all ages and abilities, regardless of whether they are travelling as drivers, pedestrians, bicyclists, or public transportation riders.”

-Transportation.gov

- Supported by CROCOG Complete Streets Master Plan

Option #1 Preferred

- Option #1 Use Center Street and Cider Mill road to bridge the gap between the Hop River Rail Trail and Route 316
- Put a pedestrian bridge across Staddle Brook (existing bridge is too narrow to support pedestrian access) Currently rated a “2” for functionality due to narrow width
- Create a 5-6 ft. wide Multiuse Path along the east side of RT 316 to School Road ~ 0.37 Miles. Similar to Separatist Road, Storrs, CT (at UCONN)



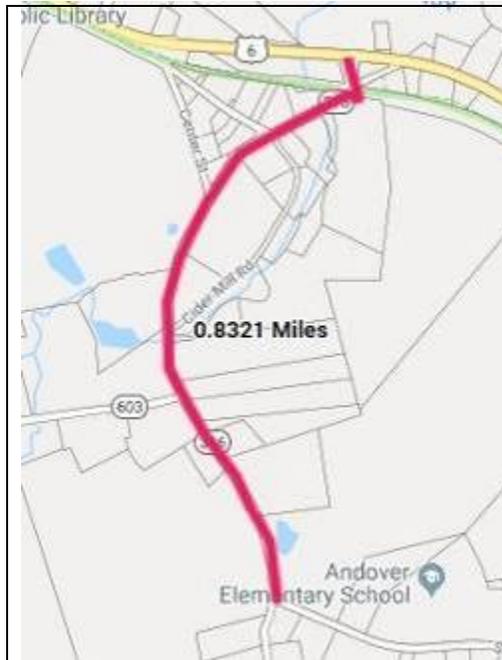
1. 800 ft. along Center Street
2. Crosswalk across RT 316 with Hawks warning signal
3. 0.3 miles along Cider Mill Rd
4. Cross Staddle Brook with Pedestrian bridge
5. New Multiuse Path along RT 316 0.375 miles
6. New Multiuse path along School Road to Town Hall and AES 775 ft.

This affects 6 landowners directly along 316 and permissions would need to be negotiated with the affected landowners.

Cider Mill Rd would likely be made one-way with a striped walking path as done around Andover Lake.

Option # 2

- Widen Existing RT 316 so that there are shoulders sufficient for Bicycle and Pedestrian Traffic between RT 6 and School Road
- Requires replacing the existing bridge at Staddle Brook, Moving Drainage Structures and Utility Poles



- 0.82 mile section of RT 316 affected
- 0.6 miles would need to be widened
- Relocate utility poles
- Extend drainage structures
- Could be done as part of the next repaving project

Next Steps:

- The incoming B.O.S. should a) recognize the safety hazard identified in the 4/4/19 special meeting minutes that being of school children using Rt. 316 for walking to 7/11 from the AES for example sited by a school bus driver in attendance.
- And b) support the funding of a preliminary plan and typical cross section sketch preparation by town engineer to be used for a grant application for the connectivity needed from School Rd. To Cider Mill Rd.
- On April 4, 2019 the Long Term Planning Committee received initial support from Senator Robin Green and Senator Cassano's legislative aid Wade Packer for Route 316 Safety Improvements while in attendance.

Chapter 12: Town Buildings & Public Spaces

Overview:

- Address the current state of the Public Works building.
- Repair the Transfer Station.
- Repurpose unused space in the elementary school as a Senior/Community Center.
- Prepare and implement a 15 year town asset and building improvement plan.
- Decommission the old Firehouse / Senior Center.

Andover owns the following major Buildings/Structures:

- Andover Elementary School at 35 School Rd
- Andover Town Hall at 17 School Rd
- Andover Fire Department at 11 School Rd
- Andover Public Library at 355 RT 6
- Andover Public Works Building at 12 Long Hill Rd
- Andover Senior Center- Old Fire Station at 15 Center Street
- Andover Transfer Station Building at 155 Shoddy Hill Rd
- Andover Old Town Hall at 1 Hebron Rd

Andover Elementary School

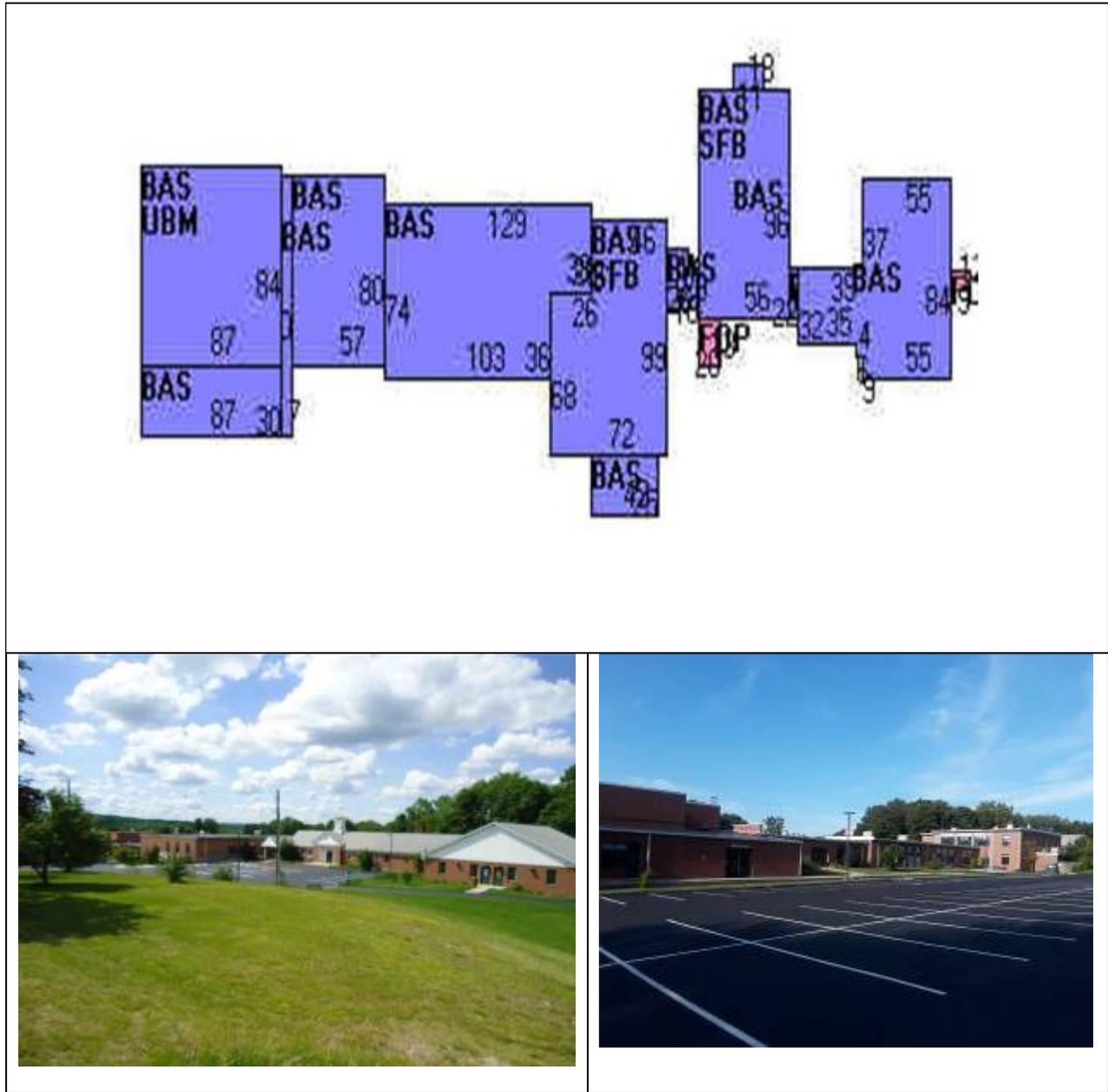
The original wing of AES was built in 1940's to replace a one room schoolhouse that is no longer town property. The School was expanded in the 1956s, again in 1967, a Gymnasium was added in the 1980's and it was further expanded in the early 2000's. A new roof was put on in 2017 and the building currently is in excellent shape. It is a mix of flat epdm roof, and asphalt shingled sloped roof. It is 52,000 sf, and has Oil Heat. Some areas of the school have AC. The building has a replacement cost of 9 million dollars.

Current capacity ~ 470 children.

Condition Scale 1-10 = 8 Building will require expending some funds if the town converts an underutilized wing of the building to house other town functions.

*current estimates for the conversion of the 3-4 wing are \$135,000. Every effort should be made to reduce this cost further, but also add back in for air conditioning. This is still the most cost effective way to get a senior/community center and aligns with the Survey results

One possibility would be to pursue a STEAP grant for the AC in the proposed community center and other parts of the school



Andover Town Hall

Main administrative building for town of Andover. Oil Heat, Central AC for Community Room, Main building offices have older through wall AC Units 6,200 SF Building originally built in

1940's with an addition of a Community room/ Meeting room in early 2000's Asphalt shingled roof

Current Condition **6**

Deficiency's include poor AC in main building. Cramped size for number of employees that work there. Good Candidate for Ductless Split AC/ Heatpump systems. . Gutter on front entrance needs to be re set- installed out of level and functions poorly. Should have the electrical system examined with the aim of adding the community center to the back up generator for emergency services.



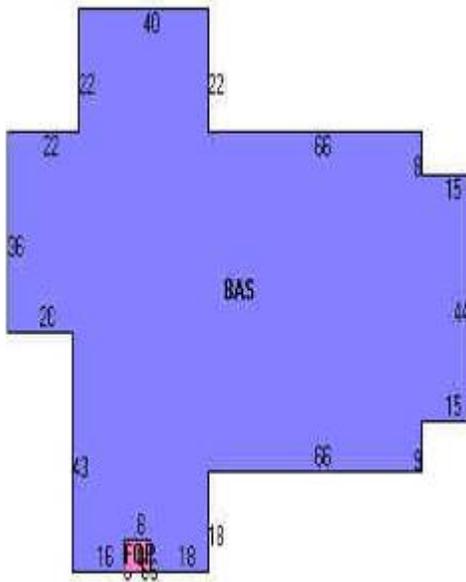


Andover Fire Station

Built in 1990 to replace old firehouse. 9,600 sf masonry construction asphalt shingled roof. Converted to Propane heat this year. Overall condition excellent. Budgeted this year for storage shed on property. Appraised at 1.3 million dollars.

Scale 1-10 condition 9 No current requirements

The town should pursue adding a sidewalk from the existing town hall to the main entrance to facility better community access.



Andover Public Library

Originally built 1927 Masonry construction. New Roof- asphalt shingles/ gutters/ windows. Landscaping last 5 years 2400 SF usable space- 1400 sf first floor 1000 sf finished basement

Scale of 1:10 7

Current needs: Walkway along Long Hill Rd to connect to new signalized exchange crosswalk to library and cross route 6. Installation of a Bike Rack * this will be funded by the connectivity grant.



Andover Public Works Building

Originally built in 1800's, as a paper mill and later a textile factory. Purchased in 1960's for the public works department. 18,000 square ft Roofline was modified in 1975 by increasing the pitch on the main building. Main roof was shingled in 1975. Parts of the building are flat roof.

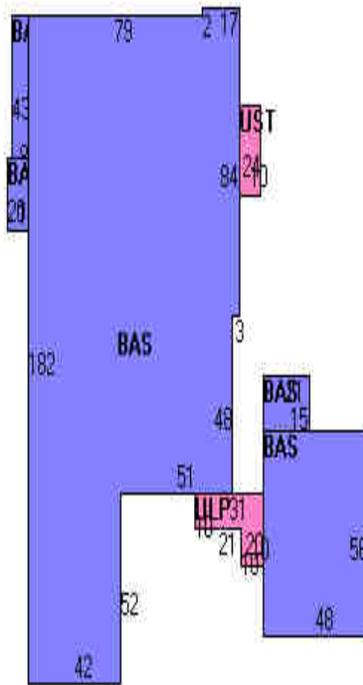
Current Condition **3**

Current needs: Re roofing of entire building. Some of the roofs are in critical condition with multiple roof leaks last 10 years. Building loses shingles during wind events. Painting and re sealing sides of building needed. Eventual disposition of building depends on new FEMA flood Maps. If a significant fraction of the building ends up in the 100 year floodplan- garage should be relocated.

This building needs Asbestos Remediation in the old boiler room.

Consideration should be made for a Stand alone Steel Building to house the vehicles for the Andover Seniors if they get displaced from the current location. Building will need power connection to plug in vehicles during winter months. This is the logical place for the vehicles since public works could then be charged with maintaining the vehicles.

The paving in the driveway is in very poor condition, and should be repaved.



Andover Senior Center

This building was built originally in 1880’s. The town purchased the building in 1937 for use as a fire station. It was in use as a fire station until the 1980’s when a new one was built. The building was then repurposed as the senior center and meeting space. The main floor is 1500 SFT with approximately 2000 sf of basement garage area. The basement was used to store the Senior transportation vehicles. Basement contains 4 bays for vehicles. The main structure a cape style asphalt shingled roof building, with an additional section of flat Roof over garage space

Current Condition 1

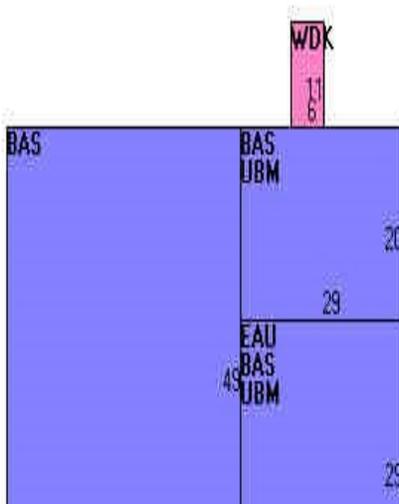
Current needs:

Building has reached the end of its life expectancy. Multiple roof leaks on the lower flat roofs. There is extensive mold in the basement and many people complain of respiratory distress using the upper meeting area. The building has a pest problem with both mice and bats. The basement is used for parking vehicles, but the Gypsum fire barrier between the garage and living area is not intact- this is a fire code violation

Costs to renovate, and perform mold remediation exceed the true value of the structure. At a minimum bringing it up to reasonable function would require:

- mold remediation,
- foundation excavation and damp proofing,
- Add proper footing drains,
- Install up-grade curtain drain.
- All drains led to the stormwater system- requires a cut across Center Street
- Replacement of gutter and downspouts and tied into drain system
- Replacement of the Flat EPDM roof
- Replace the insulation between basement and first floor
- Reinstall Drywall on basement ceiling (firecode) use paperless drywall
- Add Supplemental dehumidification to basement

The functions of the current building should be transferred to other town buildings and the costs for demolition included in next years CIP budget.





Andover Transfer Station Office

The transfer station has a small office building- Less than 200 sf. Building serves as a place to stay warm during the winter for the station attendants. No plumbing but an in wall AC and electric heater

Condition 2

Current condition. The building is old and has extensive rot. Existing building has exceeded its lifespan without extensive renovation. Due to the small size of the structure it can be replaced with a small prefab shed, and then wired, insulated and sheet rocked. Estimated replacement cost for the structure 5-7000\$ installed with an additional 3-5000\$ to make it usable.

Suggested requirements in a replacement building

- Size minimum 10X12
- Roofline minimum 4:12 pitch maximum 10:12
- Vinyl siding for low maintenance
- Screened porch area 4'x10 minimum with screen door interior facing recycling dumpsters
- Locking door into main room
- Windows allowing visibility from main room to entering vehicles

- Insulated walls and Ceiling
- 50A subpanel and electrical outlets
- Heating and cooling One possibility would be a PTAC Heating and cooling unit we can use the smallest size made best would be 6 kbtu cooling and 3 kw heating.
- Drywalled surface
- Floor 2-3 coats flooring paint as a protectant

A set of specifications should be forwarded to Carefree small buildings, Klouter Farms, etc and negotiate a good price for the building shell

The Transfer Station also has a larger storage building that is used for the cart program

This building is in OK condition

The transfer station also needs the walls around the bulk loading bins needs to be rebuilt before they cave in.

*CIP has allocated funds to repair the Transfer station walls and to replace the shed with a prefab structure This is in 2019-20 budget



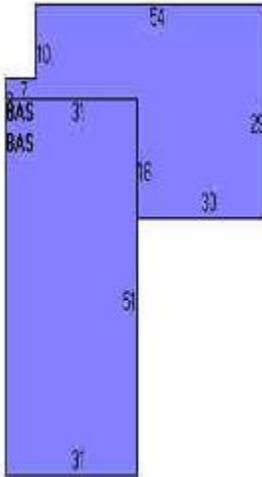
Andover Museum AKA old Town Hall

Originally built in 1890's as Andover's Town Hall. Currently in use as a Museum of Andover History. Property Also used as a trailhead for the Rail Trail In the last few years, there has been tree removal as well as landscaping. The upper roof is asphalt shingle and was completed within the last 5 years. The lower roof was replaced spring 2019 with an epdm roof

Building needs interior painting

Current condition **7**

The town is seeking a grant for siding replacement. The town is also looking into replacing the front door. There is a drilled well and in 2018 volunteers replaced the well pump for landscaping purposes. This building has no septic system, and has a porta-potty . One alternative would be to add a Clivus Mulstrand composting toilet in an outside building as a long term solution. This would also serve as a resource for the hop river rail trail. The building also needs Interior Painting. Efforts should be made to evaluate the Humidity control for the building, since it is used for historic preservation.



Building Scoring.

Buildings that score between 8 and 10 are in excellent condition and shall receive only annual preventive maintenance.

Buildings with a score between 5-7 have deficiency's that should be resolved as time and money is available. Should have money set aside to renovate and bring up to acceptable standard

Buildings with a score between 3-4 are in deteriorating condition should be a priority for immediate repair or at a minimum should be stabilized to prevent further deterioration

Buildings with a score between 0 and 2 are considered to be past their service life and the cost of renovation exceeds their value. Properties should be demolished and replaced.

Appendixes

APENDIX 1: Recap of Committee Meetings

Monday, March 12th, 2018 Regular Meeting at Town Hall Community Room

- Established committee member roles, determined goals of committee and schedule of meetings.
- Recapped the all boards 'Long Term Planning Meeting' with shared goals:
 - Increase quality of life for Andover residents in general.
 - Plan for the increase in elderly population in Andover and the services they need.
 - Create conditions that the next generation of younger homebuyers wants since Andover has a high aging population and school enrollment is declining.
 - Increase commercial growth in town that fits our town's vision to support points 1-3.

Monday, April 2nd, 2018 Regular Meeting at Town Hall Community Room

- Reviewed the following documents to help better understand town's infrastructure:
 - Route 6 Hop River Corridor Transportation Study
 - Plan of POCD, Andover Long Range Planning, Medium vs Long Term List
 - Complete Streets Master Plan by Bike Walk Andover
- Idea generated of hosting a Town-Wide Survey Questionnaire to identify Short-Term vs. Long-Term goals.

Monday, May 7th, 2018 Special Meeting at Town Hall Community Room

- Created committee's vision statement.
- Created and reviewed the proposed Town-Wide Survey Questionnaire & survey distribution plan.

June 4th, 2018 Regular Meeting at Town Hall Community Room

- Confirmed the proposed Town-Wide Survey Questionnaire & survey distribution plan.
- Planned for surveys to be mailed in the July car tax bill to reach as many residents as possible.
- Survey included questions in the following categories:
 - Preserving our Heritage and Re-establishing our Community
 - Health and Welfare of our Residents
 - Build a Sustainable Economy
 - Maintain an Efficient Government
 - Marketing
 - Demographics
 - Suggestions

Monday, July 9th, 2018 Regular Meeting at Town Hall Community Room

- Surveys were distributed via the real estate bill instead of the car tax bill therefore missing a huge demographic as most residents have their real estate taxes escrowed.
- Due to lack of distribution, committee made plan to continue to hand the surveys out until 7/31 at various town locations (Town Hall, Library, etc) and This n' That email newsletter.
- Created a plan for compiling information from survey results before next month's meeting.

Wednesday, August 29th, 2018 Regular Meeting at Town Hall Community Room

- Discussed results of the surveys compiled.
 - 200 surveys came back after having distribution.
 - 42% of received surveys were over 65 years of age, 1 in 6 residents filled out a survey
 - Median age was 45, less than 11% under the median age filled out the survey.
- Highlights:
 - Do you support the development of a community/senior center? 73% in favor.
 - Do you support the development of a town center? 50/50 response
 - Do you believe important town government information is adequately communicated? 50/50
 - Do you support re-establishing a Main Street in Andover? 66% not in favor
 - Do you support a walkable/bikeable and safer Route 316? 50/50 response
 - Should we restore the Museum of Andover History? Majority response yes, a few comments asked that the museum be open more often.
 - Do you use the Hop River Trail? 73% yes
 - Are you a member of Andover Lake? 39% yes
 - How often would you like to see our farmer's market occur? Majority said weekly
- Established the Short-Term Goals
 - Community calendar, email blast & social media.
 - Town website to list activities, community gatherings, businesses, etc.
- Established the Long-Term Goals
 - Building of a new town community center and marketing plans for real estate and town communication.

Monday, September 10th, 2018 Regular Meeting at Town Hall Community Room

- Shared Results of the Town Wide survey with Shannon Loudon, BOE President and Sally Doyen, AES Superintendent.
- Sally and Shannon shared state of the unions and initiation plan to use a wing of the school for a temporary senior/community center space.
- Committee shared letter written to Department of Transportation asking to consider Route 316 shoulder widening as part of the paving plan.

Monday, October 1st, 2018 Regular Meeting at Town Hall Community Room

- Hosted meeting with the following invited attendees:
 - Jeff McGuire, Board of Selectman
 - Carol Lee, Park and Recreation
 - Amy Knox, C.O.O.L.
 - Linda Derrick, ALPOA
 - Art Wood, ALMA
- Summer camp idea began with C.O.O.L. offering daily activities at various locations such as the Library and Andover Lake. Explored thoughts on lake becoming a town entity vs. private.

Monday, November 5th, 2018 Regular Meeting at Town Hall Community Room

- Discussed the 'Short-Term Goal' on *re-purposing and better utilization of existing buildings* to satisfy the needs of our demographics, community and survey results, such as:
 - Wing of Andover Elementary School: Town and school to team up to facilitate project.

- Firehouse Community Room: Planned to meet with firehouse team in the future at the firehouse.
- Discussed the 'Long-Term Goal' of possibility/location of a new town community center and marketing plans for real estate and town communication.
- Reviewed outcomes of past two meetings with invited guests (Andover Lake, COOL and AES)

Monday, December 3rd, 2018 Regular Meeting at Town Hall Community Room

- Hosted a focus group with AES Superintendent Sally Doyen and the Youth of Andover. Committee asked questions to our invited guests, Jake Archibald & Brody Kopp (7th Grade students from RHAM) about what they like in town and would like to see for the future.
- Committee discussed the potential interim community center space at Andover Elementary School be one of their designated projects for rest of term.

Monday, January 7th, 2019 Regular Meeting at Town Hall Community Room

- Focused on prioritizing projects and developing a long range plan by confirming our committee's next steps & goals for 2019 through the following:
 1. Senior Services: in need of new meeting space
 2. Public Works: staffing & equipment
 3. Rail Trail: to recognize trail as an asset & help manage
 4. Business Development: recruiting appropriate businesses to town
 5. Town Staffing Needs: community director, business development, marketing

Monday, February 11th, 2019 Regular Meeting at Elementary School Library

- Attendees hosted a 'Town Communication Plan' discussion/focus group with members from PTA, Cub Scouts, etc. to improve town communication with calendar of events, email blast, social media, mass communication technology and appointed web master.
- Community center space results from architecture firm not yet received.
- Discussed the approval of the town's Connectivity Grant to better connect the two sides of town (both town centers) currently divided by Route 6.

Monday, March 11th, 2019 Regular Meeting at Firehouse Community Room

- Hosted meeting with Ron Mike on town's relationship with firehouse team and utilizing firehouse room as a community meeting space.
 - The location of the community room requires attendees to have to cross the bays, which is a safety / insurance issue. To solve this, a separate access would have to be created, constructing a sidewalk along School Road linking the existing parking lot to the new left parking lot so that individuals are not walking directly in front of bays to gain access to the community room door or create a separate access along the left from the back parking lot. *This would need approval from a civil engineer – who would take this project on?*
- Discussed 'Town Communication Plan' specifically the current email blast (This n That) with volunteer Diane Grenier and Town Administrator's Assistant Linda McDonald, and how town should proceed to create an official new one and refreshed content included. *Town should consider hiring another part time marketing person whose role is to spend time on the website and other communication pieces the town needs to become a cohesive unit.*

- Prepared for the 4/4 meeting with Senator Cassano and Representative Green to discuss town transportation and improvements for pedestrian and bicycle safety on Route 316 and Route 6.
- Community center space results from architecture firm not yet received.

Thursday, April 4th, 2019 Special Meeting at Town Hall Community Room

- Hosted meeting to discuss road improvements for pedestrian and bicycle safety on Route 316 and Route 6 in Andover with invitee Representative Robin Green and Senator Cassano's Legislative Aid Wade Packer.
 - Wade Packer and Robin Green stated that they need commitment from the town before state gives funding for project and a plan needs to be created to submit with an application to the state's Bonding Commission.
 - Also suggested for the Town of Andover to hire Town Engineer Gerry Hardisty to conduct a study, and recommended town to view plans from Mansfield and Coventry.
 - The Long Term Planning and Bike Walk Andover committee will work on next steps with the Town of Andover. Ed Sarisley and Eric Anderson will host a walk with Town Engineer Gerry Hardisty in order to create engineering concept sketches, as it was done for the Center Street and Route 6 projects through the Connectivity Grant.

Thursday, April 11th, 2019 Regular Meeting at Public Library

- Review AES Community Center space results from architecture firm that have been received.
- Share results from 4/4 meeting on pedestrian and bicycle safety on Route 316 and Route 6 in Andover.
- Review report of committee's accomplishments thus far.

RECAP:

Over the past year, our committee has brought town committees together, created platforms for ideas and generated progress for our town's planning. We would like to take the next step by creating a timeline for our town's development with our realistically determined goals.

Appendix 2: Tabulated Town Wide Survey Results

*See 'Town Wide Survey Results' and 'Town Wide Survey Results with comments' for complete results.

Appendix 3: Public Works Fleet Maintenance and Replacement Schedule

Objectives:

The primary objectives of the Andover fleet maintenance guideline is to control the overall cost of operating and maintaining the fleet of vehicles and equipment, to maintain vehicles and equipment in a manner that extends their useful life, to control the growth in size of the fleet, to standardize the composition of the fleet and to accurately budget for maintenance and replacement costs. All new purchases for vehicles and equipment are part of the budget cycle and are coordinated through CIP and the Board of Finance.

Acquisition:

The goal of the Andover's acquisition practices is to obtain the lowest possible price and the highest possible quality for vehicles and equipment. All purchases of vehicles and equipment will follow the applicable purchasing codes. Annually, before the preparation of the Andover town Budget, the Public Works in conjunction with the Town Administrator will review the vehicle replacement schedule and recommend the acquisition of replacement vehicles and equipment to CIP. Any request for new equipment that would increase the size of the fleet must be cost justified by engineering economic cost/benefit analysis to CIP the Board of Finance and Board of Selectman.

Maintenance:

The goal of the Department of Public Works and Highway vehicle and equipment maintenance practices is to keep vehicles and equipment in sound operating condition. Preventive maintenance routines and intervals followed by public works are based on local driving conditions and manufacturer's recommendations for each type of vehicle or equipment and each type of maintenance service. Maintenance costs represent a significant portion of the total cost to own and operate a vehicle or piece of heavy equipment and tend to increase significantly as a vehicle or equipment ages. Escalating maintenance costs are a key factor in determining when to replace a vehicle. In addition to the added cost of maintenance as a vehicle ages, there is an additional cost to the municipality when a vehicle is in the garage receiving maintenance and not available for use. Preventive maintenance is the key to avoiding the repair or replacement of costly major vehicle components such as engines, transmissions and drive trains. The Public works crew makes adjustments to the manufacturer's recommendations based on the specific vehicle's use.

Accurate and complete vehicle maintenance records are a key tool for making equipment management decisions. Vehicle maintenance costs are variable and distinct to each vehicle. Pertinent records maintained for each vehicle are vehicle maintenance logs, fuel usage logs, and cumulative costs of parts, labor, and overhead by a vehicle over its life.

Replacement:

As with other aspects of vehicle and equipment management, replacing a vehicle too soon or too late wastes money. The Department of Public Works has developed and will continue to develop accurate replacement standards based on industry guidelines and years of experience in operating and maintaining vehicles and equipment. The goal is to analyze the costs associated with a vehicle or piece of equipment and identifying the point when, on average, a vehicle is reasonably depreciated but not yet incurring significant maintenance costs. By replacing the vehicle or piece of equipment at this point, the Town of Andover can avoid escalating maintenance costs and optimize resale value. The three criteria that are considered when establishing the replacement schedule were mileage, age and use. Any request for replacement equipment must be initiated by the Town Administrator through the Board of Finance and CIP.

Development of Guidelines and Procedures:

The Public Works has inventoried existing vehicles and equipment and has prepared a replacement schedule for all public works equipment. The schedule will be updated annually and will be used as the basis for planning for the replacement of vehicles and equipment through the Andover budget. The vehicle and equipment replacement schedule will include the following information for each vehicle or unit of capital equipment: a. Age in years, also known as life b. Usage in hours or miles c. Useful life (based on commonly used standards for municipal vehicles and equipment) d. Cost of maintenance e. Overall condition: mechanical, operating, safety, or appearance f. Downtime g. Availability of replacement parts h. Funding

The guidelines for vehicles considered for replacement are based on vehicles meeting predetermined age and/or hour and/or mileage criteria. Additional consideration is given to functionality and overall condition of the vehicle or equipment.

As vehicles reach the threshold miles or age of replacement criteria, a vehicle maintenance evaluation is performed by the foreman of the Department of Public Works. The evaluation form will be provided to the Town Administrator for further review and consideration. If the evaluation proves the vehicle would be economical to retain for an additional year, the vehicle will be targeted for retention. Depending on the availability of funds, vehicles and equipment will be

replaced when they are at the end of their economic life, no longer safe to operate, not reliable enough to perform their intended function, or there is a demonstrated cost saving to the Town of Andover.

Vehicle Categories:

For purposes of review the vehicles and equipment of the Town of Andover have been listed below. Each type of equipment is described below, and the number of units currently on hand, replacement cost and useful life range for each category is summarized below in Figure 1.

Light trucks – Andover owns one F250 pickup which is used as a daily for errands, and a F550 diesel dump truck in its fleet of light trucks.

Plow truck – There are 3 plow trucks in the Public Works Department. These trucks are relied upon to plow snow on the 32miles of Andover maintained roads as well as hauling dirt and gravel during the summer months.

Backhoe/Loader – Andover Public Works uses one backhoe/Loader vehicle in highway maintenance and culvert cleaning and salt and sand operations. There is a second unit that is no longer roadworthy but semi capable of loading sand/salt in emergencies at the PW facility (Now broken and not worth fixing)

Tractor with Boom Flail Mower – Andover has a tractor with boom flail mower for road and trailside mowing and maintenance.

Wheel Loader – Andover does not currently have a wheel Loader but considers it a priority for acquisition to replace the older loader/backhoe. Uses of the wheel loader include: loading road salt into the plow trucks in the winter, snow removal at intersections after large snow events, It is also used in the remaining months to remove large brush piles and trees as well as road maintenance tasks. The advantage of a Loader vs a Backhoe loader is shorter turning radius, lower overall height, ability to load taller trucks when removing chips at transfer station- faster loading sand/salt.

Chipper – The Department of Public Works uses A Chipper to chip brush and trees that either have fallen or been cut.

Roller – *Currently non Functional. Department of Public Works makes use of a plate compactor in place of the roller to maintain town roadways and also to compact various materials and to ensure they are flat and even as part of the road construction and maintenance operations.

Mower private – Andover recreation fields and park spaces are cut with the use of a private contractor.

**Summary of Vehicles and Equipment Currently Owned Vehicle Type Inventory
Replacement Cost Useful Life Range:**

Light Truck (2) \$25,000-50,000ea 8-10yrs or 100,000miles

Tractor (1) \$90,000 ea 15yrs or 4,500 hrs

Plow Truck (3) \$1900,000 ea 15 years or 125,000 miles for (3) primary trucks

Backhoe/loader (2) \$90,000 ea 15 years or 6 000 hours

Sweeper (1) 260,000 ea 20 years

Chipper (1) \$50,000 15yrs or 1,500hrs

Roller (1) \$30,000 15yrs or 1000hrs

Equipment Trailer (2)\$ 16,000 20 years

Bulldozer (1) 100,000\$ 20 years

*Wheel Loader (1) \$170,000 15yrs or 6,000hrs anticipated not on hand

* Small Tracked loader (bobcat) (1) 60-100,000\$ Replacement for Bulldozer

Initial Replacement Recommendations:

Andover Public Works is at the point that due to age, equipment critical to storm related responses will fail. The result will be longer delays in plowing roads, and possibly the inability to load sand/ salt.

Currently the town of Andover does not have a spare plow truck. With the current ages of the plow trucks it is likely that at times the Town will only have 2 functional plow trucks available for storm response. * the town can use its f550 small plow to handle some of the plow tasks

Andover has acquired a new Wheeled Loader, The old primary backhoe/ loader (13 years old) is now considered the backup used to load sand and salt in the trucks Andover also purchased a new plow truck for winter 2019 and has budgeted for a new F250 for summer 2019.

The next major acquisition should be a new roadside mower with a rear flail mower as well as a side arm flail mower. This mower should be narrower than the existing mower. 65-80 hp . The town will need to retain the boom flail mower for some mowing locations/ tasks but the majority of the mowing can be done more efficiently with the new mower saving on labor costs

Because the Majority of Andover's equipment is well beyond its minimum yearly cost of Ownership, Andover first needs to begin with an Equipment Modernization Plan to bring its equipment into standard operating ranges. The town has to reinvest in the public works department quickly, at the same time money is tight. Long term it appears that the capital equipment budget for the public works needs to be around 110,000\$ per year on today's cost basis.

By contrast in the last 10 years, the town has spent an average of 24,900\$ in capital expenses on public works. In other words we are underfunding capital expenses at public works by 75%+.

To make up for years of neglect the town will have to expend considerably more than 110,000\$ per year initially. However purchases must be staggered carefully so that there are no future maintenance spikes and staggered replacement times. To soften the blow the town has 2 potential strategies. First the town can take out loans and spread the payments over a 10 year period for large trucks and heavy equipment and 5 years for smaller pickup trucks. Secondly the Town could use some of its capital reserves to offset the differences between yearly expenditure's in years 0-3 and the average yearly expenditure of approx. 110,000\$. This would involve spending from the surplus. This would reduce the surplus by an estimated 280,000\$

At the same time the town will slowly transition to more functional equipment by replacing a backhoe loader with a wheeled loader, adding a smaller roadside mower and eventually replacing a bulldozer with a tracked skid steerer

Suggested 15 year Capital Expenditure Plan:

Year		Purchase	Est cost
2019	0	Plow Truck with Sander (6-8 MO lead time)	193,000
2019	1	Wheeled Loader and F250 truck	175,000
2020	2	Road/trail Mower- 4' sidebar flail+ rear mower	75,000
2021	3	sweeper	260,000
2022	4	F550 Pickup with dump body and plow, Equipment trailer	80,000
2023	5	Plow Truck with Sander (6-8 MO lead time)	190,000
2024	6	Backhoe/ loader	90,000
2025	7	Tracked Skid Steerer	75000
2026	8	Roadside mower with boom flail mower	95,000
2027	9	F250 truck	40,000
2028	10	Plow Truck with Sander (6-8 MO lead time)	190,000
2029	11	Chipper	50,000
2030	12	F550 Pickup with dump body	50,000

2031	13	Vibrating Roller	30,000		
2032	14	Equipment trailer	25,000		
Yearly average capital costs			110,000		
total 15 year capital equipment costs			1,600,000		
Age of equipment in years					
Vehicle type	Year	2018	2020	2025	2030
		2032			
F250 or equivalent	14	1	5	3	5
f550 + dump body or equivalent	10	12	3	8	2
Plow truck#1	4	2	2	2	4
Plow truck #2	13	6	7	7	9
Plow truck #3	21	15	11	12	14
Backhoe loader #1	13	15	1	6	8
Backhoe loader #2	25				
Wheeled loader		1	6	11	13
Road Sweeper	36	38	4	9	11
Roadside mower with Flail boom mower	17	19	24	4	6
Road/trail Mower- 4' sidebar+ rear mower		0	5	10	12
Equipment trailer	36	38	3	8	12
Equipment trailer	39	41	43		0
Chipper	21	23	28	33	1
Bulldozer	44				
Tracked skid Steerer			0	5	8
Roller Vibrating preferred	36	38	43	3	6
	2018	2020	2025	2030	2032
Average age small trucks	12.0	6.5	4.0	5	3.5
Average age plow trucks	12.7	7.3	6.7	7.0	9.0
Average age heavy equipment	29.7	23.7	15.70	9.9	7.70

*Assumes plow truck is purchased this year so it is available next year due to long lead times.

Appendix 4: Equipment Replacement Point System

Andover PW will begin a defined schedule for vehicle replacement until the primary equipment all falls within the range of expected lifespans for that type of equipment. Because equipment replacement is so far outside the normal range, the point system would not be useful initially.

After Andover has successfully modernized the PW department, they will switch to a quantitative point system in order to determine the correct time to replace vehicles and equipment pieces. This point system consists of factors. These factors are age, miles (or hours) used, what the item is used for, reliability, maintenance and repair costs, and condition. For each factor a vehicle is given a certain amount of points during the annual review to indicate what type of condition the vehicle or equipment is in. The total points and the corresponding condition indicate what level the item is considered to be depending on the range the point amount falls into. There are four levels which are excellent, good, qualify for replacement, and needs immediate replacement.

Replacement Point System

Factor Points

Age 1 point for each year of chronological age, based on in-service date
Miles/Hours 1 point for each 10,000 miles or 750 hours of use
Critical to function
1, 3, or 5 points are assigned based on how critical that the vehicle or equipment is to be available. For instance if you have one backhoe and have no other method of loading sand/salt a backhoe would be a 5
Reliability

<p>1, 3, or 5 points are assigned depending on the frequency that a vehicle or equipment piece is in the shop for repair. The more the frequency of shop visits the higher the number.</p>
<p style="text-align: center;">Maintenance Costs</p> <p>1 to 5 points are assigned based on total life maintenance and repair costs (not including repair of accident damage). A 5 is assigned to a vehicle with life repair costs equal or greater to the vehicle's original purchase price and a 1 is given to a vehicle with life repair costs equal to 20% or less of its original purchase cost.</p>
<p style="text-align: center;">Condition</p> <p>This category takes into consideration body condition, rust, interior condition, accident history, anticipated repairs, etc. a scale of 1 to 5 points is used with the higher the number the worse the condition.</p>

Point ranges
0- 20 points Excellent
20 to 23 points Good
24 to 30 points Consider for replacement
31 or more points Needs immediate Replacement

**Town of Andover Public Works
Vehicle/Equipment Evaluation Form**

Vehicle or Equipment VIN or Serial

Vehicle or Equipment

Make: _____ Model: _____

Year: _____

Mileage: _____ Hours of Operation: _____

Original purchase cost: _____
 Date of Evaluation: _____
 Evaluator: _____

Year- Annual Maintenance and Repair costs Parts Labor Hours Labor cost assigned at 35\$/hour Total cost

Category	Calculation	Points
Age	# of years in service	
Miles/Hours	1 pt for each 10,000 miles or 750 hours	
Criticality	1-5 points on how critical the equipment is	
Reliability	1-5 points frequency of needing repair vs usage	
Repair	Points= total repair and maintenance cost/purchase price*5 (max 5 pts)	
Condition	Overall condition 1 = excellent, 5 =not functional or repairable	
Total Points		

Appendix 5: Public Building Improvement Plan

Roof Section:

Main Building:

1. Lower roof 12 deg pitch 23x52 on both sides 2400 SF or 24 squares Older shingles in fair condition should be replaced in the next 5 years. Due to minimal pitch this roof will start leaking quicker than a higher pitched roof. Roof feels solid so sheathing replacement seems unlikely. Should be stripped prior to shingling- 2 layers already
2. Main roof 19 degree pitch 44x132 ft on one side, 55 x132 on the other side 13,100 sf or 131 squares Roof is in horrible condition, 44 years old 3 tab shingles originally stapled down. Roof appears to have been repaired at least 10 different times due to torn off shingles, evidence of multiple roof leaks, sheathing feels soft to walk on in multiple spots. Roof will need to be stripped completely Likely will need selective sheathing replacement because it has been allowed to deteriorate. To be conservative, for estimation purposes up to 100 sheets of plywood, 1/4 total may need replacement.
3. Flat roofs attached to main building
 - a. 7x21 ft This section should be torn down and disposed of no remaining structural integrity roof completely gone
 - b. 9x43 ft shed roof attached to main building. failing, likely structurally deficient should be demolished completely or if desired to keep should be re constructed

Second Building:

4. Flat roof epdm roof in fair shape. Based on conditions of the chimney penetrations likely at least 15 years old. Should be replaced in next 5 years If not replaced immediately, penetrations for chimneys should be resealed 22x48 flat roof.
5. Sloped roof 27 degree pitch shingles in poor condition- cracking, brittle some shingles torn and missing- 2 layers already roof should be stripped an replaced next 24 months.
6. Rear metal attached area formerly bathrooms. Roof has failed completely as have the walls. This structure should be torn down and disposed of. The rear opening to the second building should be sealed after the new section is torn down.

	<p>Based on the different shingles it appears that the roof has been patched on 8-9 different times. This roof is 20 years past its life expectancy</p>
	<p>The flat roof attached to the main building has complete failure of the roofing material and sheathing. Likely the rafters are ruined at this point so this is a total failure. Tear down this whole section.</p>
	<p>This shed roof extension is failing but may be salvageable appears to be 3 layers of rolled roofing.</p>

***This will require asbestos remediation since the room contains an asbestos ceiling that has been destroyed as well as bulk asbestos roofing compound and the boiler and piping contain asbestos also**

	<p>Flashing on EPDM (flat) roof is failing should be repaired to prevent leaks.</p>
	<p>Building #2 peaked roof has 2 layers of shingles, both are failing can be patched temporarily 2-3 years</p>
	<p>This is a flat roofed structure attached to building 2 (rear of building) Roof and part of the wall has collapsed due to water damage. This part is not salvageable and should be torn down.</p>

Appendix 6: Public Works 5 Year Building Improvement Plan

1. Year 1

- a. Replace main roof on public works buildings. Tear off shingles- replace damaged sheathing. Replace with metal standing seam roof. Roughly 13,000 square feet of roofing
- b. Remove 2 smaller shed roofs attached to main roof that have failed
- c. Replace entrance door

As a rough estimate use 5\$ SF or 500\$ per square of roofing area with tearoff of the existing roof and 60\$ per sheet of plywood that needs replacing. On that basis, I would budget 71,000\$. This allows for not cutting corners on underlayment, and use a 50 year architectural shingle. An even smarter approach would be to use a standing seam metal roof which would be close with this budget. Whatever theme is chosen should be used for all roofs at public works over the next few years.

2. Year 2

- a. Replace epdm (rubber) roof and peaked roof on building 2. Replace peaked roof with metal standing seam roof
- b. Remove collapsed flat roof structure from building 2 rear
- c. Secure and Re build rear doorway to building #2
- d. Run electrical power to building #2 from public works building

3. Year 3

- a. Have all building exteriors power washed and repoint/ repair cement block and brick exterior
- b. Repaint exteriors
- c. Have sign made for public works building
- d. Repave driveway to public works

4. Year 4

- a. Construct a metal building capable of holding all the senior transport vehicles near entrance to public works property
- b. Run power to building so vehicles can be plugged in

5. Year 5

- a. Replace lower pitch roof front of main public works building
- b. Construct a vehicle wash rack for public works and town vehicles. This is critical for longevity of equipment to be able to wash them. However- proximity to the Hop River makes it critical that oils and contaminants get collected before they run into the river

Appendix 7: Complete Streets Plan / Plan of Conservation and Development (POCD) with the Complete Streets Plan

*See attached for separate plan - located on the town website.

Appendix 8: Economic Development 'Hop River Route 6 Corridor' (LADA Executive Summary)

Created for the July 15, 2019 Public Hearing for the 8-24 Referral from the Board of Selectmen to the Planning and Zoning Commission.

*See attached for separate plan.

Appendix 9: CDOT Community Connectivity Grant presentation

*See attached for separate PPT presentation

April 4, 2019 Informational Meeting with State Representative Green & Senator Cassano's legislative aid Wade Packer.

			Total	
	yes	No	% in favor	200 surveys % of respondents
PRESERVING OUR HERITAGE				
1. Do you support the development of a community/senior center?	140	51	73.3	
(Part II) If yes, where do you think it should be?				
2. Do you support the development of a town center?	89	87	50.6	
(Part II) If yes, where do you think it should be?				
3. Do you support re-establishing a Main St in Andover?	61	115	34.7	
4. Should we restore the Musuem of Andover History?	111	78	58.7	
HEALTH AND WELFARE				
5. Do you use Senior Transportation services?	20	168	10.6	
6. Do you participate in Andover Senior activities?	32	167	16.1	
7. Do you support a walkable/bikeable and safer Route 316?	89	92	49.2	
8. Do you utilize any of the following? (circle all which apply)				
	Andover Lake	61		33.0
	Hop River	50		27.0
	Soccer Field	26		14.1
	Burnap Brook	23		12.4
	Bishop Swamp	34		18.4
	Other	12		6.5
9. Do you utilize the Hop River Trail?	133	48	73.5	
(Part II) If yes, for what activity? (circle which ones)				
	Hiking	48		25.9
	Walking	105		56.8
	Dog Walking	59		31.9
	Running	19		10.3
	Biking	83		44.9
	Horseback Riding	2		1.1
	Other	6		3.2
(Part III) Where do you access the trail from? (circle each)				
	Historical Museum	54		29.2
	Lake Road	56		30.3
	Center Street	36		19.5
	Other	32		17.3
10. Do you have a membership to Andover Lake?	74	112	39.8	
(Part II) If yes, what do you use the lake for? (circle which ones)				
	Swimming	66		35.7
	Boating	52		28.1
	Fishing	28		15.1
	Ice Fishing	7		3.8
	Ice Skating	15		8.1
	Island	21		11.4
	Beach	37		20.0
	Other	10		5.4
11. What other outdoor activites do you participate in?				
12. What existing activities and/or events do you participate in that are offered in				
	Library	120		64.9
	Congregational Church	29		15.7
	Andover Sportsmen Club	11		5.9
	Other	18		9.7
BUILD A SUSTAINABLE ECONOMY				
13. What existing businesses in town do you currently utilize?				
14. What type of businesses would you like to see in town?				

15. We have 407 undeveloped commercial acres in Andover. Should the town actively market these properties to builders? 104 55 65.4

16. Have you utilized our town's farmers market in the past? 113 65 63.5

(Part II) Please explain why or why not:

(Part III) How often would you like to see our Farmer's market occur?
 Weekly 67 36.2
 Bi-weekly 34 18.4
 Monthly 21 11.4

(Part III) What is your preferred day of the week & time?

MAINTAIN AN EFFICIENT GOVERNMENT

17. Do you believe important town government information is adequately communicated? 89 93 48.9

18. Do you feel you have ample time to learn about and plan to attend scheduled meetings to voice your opinion? 111 69 61.7

19. Have you ever attended a town meeting and/or public hearing? 141 36 79.7

20. How do you currently get your town information?
 (circle all that apply)

Andover This n That Email Newsletter 87 47.0
 Town Website 33 17.8
 Social Media 31 16.8
 Newspaper 142 76.8
 Word of Mouth 86 46.5
 Other 8 4.3

21. What services that are not available in Andover, would you like to see?
 Explain

MARKETING

22. Do you think the town would/could benefit from a marketing campaign?
 (Part II) Please comment: 56 73 43.4

23. Should we identify the 'Town of Andover' along Route 6 with cultural markers and/or signage?
 (Part II) Please comment: 94 52 64.4

DEMOGRAPHICS

24. What is your Age Bracket?
 17-25 2 1.1
 26-35 5 2.7
 36-45 14 7.6
 46-55 27 14.6
 56-65 61 33.0
 66-75 62 33.5
 76-85 15 8.1
 86-95 1 0.5
 96 & over 0 0.0

(Part II) How long have you lived in Andover?
 (Part III) Do you plan to stay? 110 17 86.6

25. What other suggestions do you have?

1a - Do you support the Dev of a community/senior center?

yes, most convenient location for seniors

Yes, behind the Andover tall hall

Yes, would need to know what the property is available to respond.
We do not think it is a good idea to use the school.

Yes, near town hall

Yes, anywhere but where it is

Yes, part of the town hall complex

yes, not sure

yes, near town office or behind library

unsure

yes and land avail where fire, town hall, school are

yes, old fire house

yes, town hall fire station area

Yes, near town hall

Yes, long hill area

Yes, but not of tax payers expense

yes, on center street

yes, school unused portion or close school and send kids to Bolton or
Hebron, then turn school into senior housing/center.

yes, not sure

Maybe if budget allows

yes, near town hall

yes, near the school
Yes, near the town hall or library
yes, hard to say, near town hall or library
No, where is the money to come from = tax increase!
Yes, long hill road
yes, every great community has one!
yes, in the are of town hall
Yes, behind town hall or school area
Yes, near the school
yes, near the rail trail
Yes, on property owned by town, not to be purchased .
yes, near town hall
yes, anywhere route 6 and south
yes, I am too new a resident to provide a suggestion.
yes, near town hall
yes, adjallent to town hall
yes, near senior housing so they have easy access.
no, not at this time. Town hall has a nice community room, (money \$\$)
yes, near school
yes, near school and town hall or ball field
no, keep it where it is currently

no, I would support improvements to the current building
yes, at the school
yes, at the school
yes, near the school
yes, close to town offices
yes, riverside drive near ball fields
yes, where it is now on center street
attached to the town hall community room
No, we have one already
No, auditorium added to town hall suffices
yes, somewhere near present town hall
yes, near the town hall = possible use part of school as enrollment is down in the facility
yes, near town hall
Maybe it depends on the scope of the project.
yes, this was long over due, a grant was granted but not diverted. The current senior center is a health and safety concern for many of our
yes, maybe we could join up with Columbia other wise there are not enough seniors to support a senior center.
NO, why can't you use the available space at the firehouse or town hall?
yes, near library and fields, perhaps on Public Works site.
yes, near the town hall and school
Yes, hopefully on land already owned by town

yes, somewhere with large flat parcel to accommodate a single story building with easy access, and large capacity rooms. Plenty of parking.
Yes, close to route 6
yes, near library
yes, next to town hall
yes, near school or library
yes, not where it is now
yes, but either a town center or a community/senior center, not both.
yes, near town hall or walking distance to proposed town center
yes, down near senior housing
yes, not sure what is available, hard to answer
yes, part of the town hall. Mostly interested in senior transportation.
yes, town hall
No, the town couldn't take care of our little library, it was rotting away. A big board from the roof fell down as I walked by. We waited for grant money. No planning ahead.
Yes, a new town center
yes, or just remodel of current one

yes, buy Eric Siismet Property at Boston Hill and Wales Road

yes, route 316 or Lake road, not route 6

yes, need to apply for grants

yes, by the museum

yes, near AES and town hall first choice. Second near library and church

No, when it was constructed several years ago the addition to town hall was supposed to be a community center. What about using the school as a community center after hours.

No, the addition to town hall where voting is held was touted as a community center at the time it was built. Use the school as center outside of normal school hours.

Yes, behind town hall or school area

1b - To support the dev of a town center?
Yes, would need to know what the property is available to respond. We do not think it is a good idea to use the
Yes, near town hall
unsure
Yes, school road
not sure what this means?
maybe
not sure what this vision means
unsure
yes, visible from library and church
yes, land on route 6 between church and Over AndOver or memorial area
yes, long hill area - with indoor swimming poop/gym YCMA type. Need to get out of RHAM and make
Yes, but not of tax payers expense
yes, on center street
Yes, not sure
Yes, in the area of the church, library perhaps connecting to center street in the area of the old grange (historical
Maybe if budget allows
yes, near town hall

yes, not on route 6
Yes, intersection of route 316 and school road
No, where is the money to come from = tax increase!
yes, 316 near center street
Yes, town garage/ball field
yes, not sure
Yes, area around the town hall
yes, not on route 6
How?
Yes, near town hall
yes, center street, town hall, somewhere in that area.
Bob Russell's tree field route 6
yes, around town hall
yes, near school
Yes, near town hall
not sure

yes, center street
yes, either center street or near library
yes, business area near route 6/public buildings near school.
yes, route 6 between plaza and extra mart
yes, remodel firehouse
not sure of meaning, town hall, fire dept. and school are all remote from the presumed town center (along 316
yes, route 6 and 87
not sure what you mean, right now it seems to be by the fire house / town hall area and that would be good to
yes, not too familiar with Andover yet.
yes, center street
We all know where Andover is = on School Road.
no not needed
yes, school road / 316
Yes, on both sides of the land near extra mart
Yes, same site, near library, church/rail trail, fields.
yes, center street, route 316, route 6

yes, close to route 6
yes, next to town hall
yes, near school or library, combined senior/community center, makes sense.
yes, center street
yes, but either a town center or a community/senior center, not both.
near route 6
yes, school road
yes, not sure what is available, hard to answer
Yes, a small town center would be nice
yes, a divided route 6, old design plan I've seen.
yes, Hebron road across from school

yes, buy Eric Siismet Property at Boston Hill and Wales Road

yes, route 316 or Lake road, not route 6

yes, school road

No, need to maintain our town building and grounds first, i.e. town garage, transfer station and dump

unsure what this would consist of

yes, by the museum

yes at AES down route 316 include nature pond, cemetery, bridge, rail trail, monument park, museum and church

no, we are not Glastonbury, West Hartford, Manchester or Willimantic.

yes, school or fire department

1c - Support re-establishing a Main Street?

No, there is no location that could serve a strong foundation for main street

no, Not sure that's possible

when did we have one?

not sure where this would be, route 6 doesn't work

unsure

unaware there was one?

yes, none of these a burning priority

Yes, but not of tax payers expense

No, too late

yes, not on route 6

no, but add more business on route 6

No, where is the money to come from = tax increase!

Yes, ball field

yes, 316 near center street

would need more specifics in order to decide if I support

no, small towns do not need it

not sure

yes, but we have to figure out where main street is supposed to be.

again not sure, route 316? It could be improved.

our business quarter is on route 6, that is too busy for a main street. Not sure what that means.

where was main street?

no, for what purpose?

no waste of money

yes, but where
not sure what difference between this and town center is.

No, you can't reduce Route 6 driving and have it be safe.

no, I don't think we have a defined main street. Route 6 is for business development. Town center: AES down route 316 include nature pond, cemetery, bridge, rail trail, monument park, museum and church

No, as far as I'm concerned you can rename school street as main street.

yes, development should be forward looking, not reveling in the past.

Yes, where is the money to come from = tax increase!
No, there are too many more important initiatives to be accomplished before we consider this
Yes, providing the cost is not prohibitive
No, the Andover Historical society has museum but minimal interest.
Yes, this would be a lower priority than a new senior center.
Yes, but only if funds are raised via a capital campaign.
No, put it in the town hall building or school
not sure

yes, but not necessarily use it only as a museum.
depends on cost
not sure I haven't visited but I plan to.
yes, if it can be done at reasonable cost
not sure.
what is wrong with what we have?
No, its not bad as is.
yes, finally a group is caring for it./

Not sure what restore means here, do you mean maintain to a reasonable standard, if so, yes.

only if it is open more frequently to public

yes, but you mean the museum of Yeoman's history./ The pictures and what is covered are bias. I contributed other pictures but they are not used.

yes, apply for grants
yes, it needs more open hours, more publicity, more items, more folks involved
Yes, via grants from state (SHPO) and private matching funds.
yes, if and only if we get private donations to match state and federal grants.

Senior Services

I tried to use the transportation but it was not available. I used to be involved in activities, but the Yes, trips are wonderful-fun, well priced, well organized, good variety. I do not use for medical runs
Activities: some lunches, several bus trips. I am not a member of young at heart club.

Bikable Walkable 316?

No, can't happen. Most traffic is passing through town to town way too fast and dangerous to walk.

Not sure, could create more accidents if not done right

Yes, of course!

No, too many items in this yes or no questions. Safer roads= of course, walk/bike= NO.

Yes, from school road to Route 6

A cost factor enters here

No, absolutely not, waste of money.

Yes, from Route 6 with connection to Hop River trail up to School Road, but not over do it like the new bike trail on 384 Safer yes, not sure sidewalks needed but I firmly believe speed limits in some areas are too high around curves.

yes bike lane from Hop River Trail an historical museum to School Road.

would not consider this a high priority since we have the Hop River Trail.

no, too much vehicle traffic

No, I don't think so those who live there may think otherwise.

NO, if you don't think its safe enough, please use the existing rail trail!

No, we already have the rail trail, why duplicate services and spend more money?

yes, but no sidewalks we live in the country, not the city.

Don't make Lake Road harder to drive on, educate people to

Yes, not sure if would be safe enough

Do you utilize any of the following, answer to "other"

Rail Trail

Andover Elementary School

cross country skiing

Nature Pond = 2

Percy Cook Trail

skiing

Soccer field should be referred to as a recreational field when speaking to voters

Soccer field, do you mean Long Hill Ball Field? Thought it was open to whole town not just soccer.

trail maintenance volunteer

Walking, biking

Andover Lake, member? Yes or no
No, too expensive for non lake homes, would be nice to have a state boat launch for lake access.
No, cost is too prohibitive. We would love to use the lake, they should have a special rate for seniors who just want to cool off in the summer.
It is very expensive. There are strange people allowed to hang out at the lake and intimidate others. Nothing is done. People getting picked out
Went once with friends, driven out by Angry Man XXXXXX and never went back.
Yes, walking and boat storage
No, costs \$\$
yes, use for community gatherings
yes, Andover Lake should be a town resource for all residents, not private
No, way too much money
No, way to expensive!
No, too expensive
Yes, I enjoy walking around lake to dam
No, We joined years ago and were never able to store our canoe at the designated spot because another canoe was there. Since this was never
No, resident for 20 years, ridiculous for residents to pay the same as lake residents. There should be \$100 fee for use of beach and boat launch.
Yes, my home is on the lake
No, too expensive for not living on lake property
no, town should have free swimming for all who live here
Yes, paddle boarding!

Outdoor activities you participate in?
archery
ATV
basketball = 2
biking = 7
biking around lake
birdwatching
concerts = 2
concerts at Gazebo = 2
cross country skiing = 3
dog walking - 2
dog walking, but have to leave town for a place to unleash my dog
farming
fishing = 4
gardening = 14
Performing in parks with Windham Community Concert Band.
golf = 6
kayaking = 4
boating out of town because Andover Lake is too expensive.
hiking = 11
hiking events
swimming
horseback riding
I am an indoor person

I raise ticks on my property ha-ha!
I walk in Hebron on the rail trailing and hiking around the state
ice skating
jogging
memorial day
mountain biking
nature watching = 3
new trail along Hop River near ball field
none in Andover
painting
quadding
racquetball
reading
recreational events offered
RV-ing
shooting
skiing = 5
skiing in Gay City Park
snowshoeing = 6
soccer = 2
sports = 2
tennis = 2
veterans day
Walk on my street regularly

Walking = 13

Walking around the lake

Would like to see more community activities i.e. hikes, picnics,
bike rides

writing

yard work

Yoga = 3

What Town activities you participate in?
Rec Basketball
Andover Activities occasionally
Andover Sportsmen club is terrifying to may dogs
Both the Library and church are great resources
boy scouts
ceremonies at Veteran's Park
Recreation Events
Church pot luck dinner = 2
Church sunshine stampers
Columbia library, not Andover
concerts
concerts at the gazebo = 2
concerts at the church
Concerts, Hop River
concerts at Library
farmers market = 4
Fire Department
Fire department plant sale = 2
Fire Department Steak Dinner = 2
food pantry
fun days
Garden Tour
gazebo concert = 2

What excising businesses do you currently utilize?		
Convenience Store/Gas Station	100	
Andover Pizza	60	
Dunkin Donuts	35	
Andover Package	32	
Oriental Wok	26	
Andover Landscaping	21	
Dubois Auto	20	
Subway	18	
Over AndOver	18	
Restaurants	16	
Post office	13	
Noona's Restaurant	9	
Andover Plaza	8	
Hurst Farm	7	
Andover Country Gardens	6	
Tom's food truck	6	
Ben Franklin	2	
My Tech Plumbing and Heating	3	
Naturescape	2	
Andover Auto Parts	1	
Arborist Services	1	
Computer Repair	1	
Cottage Industries	1	
D+S	1	
Hillside Storage	1	
Ivey's Handyman Service	1	
Lawn Services	1	
MG Mcronry	1	
Network Inc.	1	
Propane	1	
Scott's Tree Farm	1	
Snowplowing	1	
ZZ Property Services	1	

What Businesses would you like to see in town?	
Grocery Store	59
Pharmacy (CVS type)	30
Restaurant	25
Bank	16
Medical Building (Doctor/Dentist office)	8
Hair Salon	5
Professional Business Park	4
Bakery	3
Home Improvement / Hardware store	3
Small Business / Mom & Pop	3
ice cream shop	3
Car Wash	2
Senior Housing/Over 55	2
Deli	2
McDonalds	2
Gym	2
Agri Business	2
Law office (lawyer)	2
coffee shop	2
Package Store	1
Consignment store	1
Karate Studio	1
Light Manufacturing	1
Walmart	1
Home Business	1
Computer Classes	1
Auto Parts Store	1
Brewery	1
Warehouse Distribution Center	1
Cottage Industries	1
Wood Working Shop	1
Historical crafts	1
Garden Center	1
Technology	1
general store	1
insurance office	1
antique shop	1

solar farm	1
Chick-filet	1

Farmer's Market Comments

No, we have a CSA or go to Hurst Farm

No, we have a garden, but chipmunks are getting in so will attend this year

No, not enough selection, too expensive, inconvenient dates and times

Yes, not much though, have my own garden, go there for "farm" products, not soaps and pottery.

NO, I go to Hurst Farm and Pesce Farm

No, there is a farm stand behind Andover Landscaping and one in Bolton on Hebron Road that are open every day.

Yes, make it a farmers market not a craft fair. More farmers and better location (church)

Yes, looking for fresh fruits and veggies

yes, love the farmer's market

Yes, I went one, there wasn't enough to tempt me.

yes, enjoy the fresh fruits and veggies

Yes, the farmers market needs to be brought back to the sports fields. I will not attend the one at Over AndOver due to its lack of parking and unsafe entering and exiting of route 6.

Yes, would prefer a better location than Over AndOver.

Yes for fresh produce we don't have in our gardens.

Yes, small market easier to get around.

Yes, most of the time there is a lack of farmers with produce, it is mostly a craft show.

yes, for fresh veggies in the summer

no, pricing and non-regulation: can w/ should we trust the farmer

no, ends too early, not back from work

At first yes, but not much produce

yes, because it was in a convenient location. Location now is too dangerous to visit.

Yes, tough competition with Coventry, usually forget about it.

Yes, but went only once, won't bother again, too few vendors and need higher quality.

yes, nice hometown activity, however can't compete with Coventry.

yes, used at first but then there were not enough actual farmers that sold produce to visit.

Yes, last year town hall parking lot was too hot, need grass area.

yes, to purchase produce eggs and plants, need more vendors

no, not sure why I should

Yes, I like to support local farmers

yes, love fresh vegetables

no, over priced

yes, this should be held at the church

no, never used, not interested in products sold.

yes, to support the community

No, already have too much stuff

No, too small, Friday not convenient

No, not at a convenient town, I go to Coventry and grow many of my own vegetables.

No, overpriced

yes, fresh veggies

No, not a convenient time.

yes, only once and did not return due to vendors there, not what I needed.

Age	Gender	Plan to stay?	What do you like about Andover?	What are you in Andover would you like to see?	Medication Comments	Other comments
56-65	25	yes	if real estate taxes continue to increase then I will seek to move. I am on a 5 year income and can not continue to sustain my bank needs if taxes are not lower but I am over include for the circuit breaker program.	Website does not appear to go up to date	Yes, I can get a grant (no matching funds required) from state Dept	Do not keep resident trooper in the budget, we are already protected by Troop K
46-55	19	at least until kids finish RHAM		Moved to Andover for its rural charm. Should I feel a need for more town amenities would relocate to an more urban or more suburban town.	Yes, if there are strategic places on lines to have A&S' reputation that scores highlighted to attract young families	Didn't receive a survey with my tax bill, don't know how many did. Sought it out from the library. Librarian didn't know there were there.
56-65	20	Not if finances continue to increase	Website info is partly out and not up to date	None, if I wanted more I would move	No, stop spending money	Invite this resident trooper from next year's budget, we are covered by Troop K already.
56-65	19	Yes, in retirement			Yes, like the sign for the Memorial Park, "Welcome to Andover 1887" connecting the trail.	Invite this resident trooper from next year's budget, we are covered by Troop K already.
56-65	13	yes	info is adequately communicated thanks to Shanna's "This is That!"	Public Park, Adult Education, Adult Exercise	yes, people do not know Andover assets	Invite this resident trooper from next year's budget, we are covered by Troop K already.
56-65	20	yes		Primary Open Space isn't well kept. Andover that has been missing an important service.	No, hard to market a town when the board of selectmen/board of health has a usual constant on their minds.	
56-65	36	yes		A community center possibly combined with a Senior Center, would go a long way to establishing a sense of belonging for Andover residents.		
46-55	23	As long as you don't ruin the current town. I moved here to be in a rural town not Glabstonbury, if people want Andover to be more like Glabstonbury they would have to do more than that.	Not adequately communicated, not everyone had a computer or smart phone. Andover has the least town info in the River East compared to other towns. Town meetings are too long and drawn out.			Don't change our town.
56-65	3	yes		Better repair and maintenance of Pop River Trail	Question not detailed enough to respond. Market what Lake Membership? Town Businesses?	increase traffic control, especially near Andover Lake to control speeding.
76-85	53	upon our death we will be planted in Townsend Cemetery				Senior Citizen Newsletter should have news not just a calendar.
56-65	58	dependent on taxes (state and local), depends on the economy.		Town meetings occur on week nights and I am usually out of town.		When we're resident trooper, don't think the town should pay for it. They are state employees, I let a bad precedent. Next thing they will charge us for road maintenance. Please don't travel!
46-55	14	yes		Andover This is That is great		
56-65	38	no		Need an improved website. Should have a tab for agendas and minutes, a tab for every business in town, the treasurer's office and how to contact her.		
56-65	30	yes		Youth Center		Ball field is our biggest asset. Change gates at rail trail road crossings. Current ones are handicapped accessible. Fix drainage to eliminate sand accumulation and grad at #1/2 road crossing.
56-75	21	no too high for no services		Curb side trash pick up	no, waste of money	Allow to vote on all major expenses. Grants and bond issues for town improvements. Be concise. Don't be too detailed.
56-65	13	No, too expensive		Use the Andover Library Facebook page	yes, if I owned property	Close to the good stuff!
56-65	16	No, taxes too high with no benefits		July 4th fireworks	Yes, need something other than "Turn the lights on"	
56-75	29	no			No, keep Andover a small quaint town.	
56-75	32	yes			Yes, without a sign to just a stretch of road between bottom and Columbia.	
56-75	32	yes			Yes, could also post signs to identify some of the commercial properties.	Really miss LuLu's Market and the bank.
46-55	18	yes		Some easy access from rail trail to food and water		Change charter to eliminate members who don't show up to meetings. Meetings need to be more representative of the WHOLE community not just the older population. We need ways to advertise and encourage younger population attendance!
56-65	20	Yes, a few more years		More places like Deer Andover that are different and would bring something new to town.		
56-65	34	If I can afford to.				Yes, people drive down Route 6 and don't even realize they went through Andover.
56-75	52	Yes until further notice from above.		No fee for transfer station	No, you can't control what comes in. The look can be negative. No have questions about business and image, we are a white town. We should not be a white town in this time period. That is what you should think about. We are thinking about ourselves, you should think about someone else. "Someone else MATTERS"	The school is becoming questionable in terms of numbers. The children could be sent and sent to Bolton, Columbia or Haverhill. It's just a sign of things to come. I don't expect to see that occur in the Town Hall soon either. What does everyone do on a work day? How many people enter the Town Hall daily? Why is the town clerk with all the equipment? Senior citizens are used to the music room, if they can they could meet in late afternoon. Was the gymnasium building community, that was the intent. The cut and paste project new room could be long looking tables along the lacrosse wall, use the money!
56-75	64	No, town and state govt too big and too expensive			Yes, many people drive through without stopping. Signage may bring interest and business.	Go back to collecting govt. get rid of the town planner/manager and state support. Have more board and committees that we do do, create a town. Let's have a simple rural town. People want bike paths, parks, etc., move to cities - tax free for 55 and older.
56-65	40	yes		Medi cal office, pharmacy	Yes, need get out town in order before we do this. Much to do first.	
56-65	40	unsure		Adult time town hall		Town employees only work 80% of the week, they should be paid only 80% of a full time salary. Town hall closed on Friday?
56-75	38	probably		A functioning bus service	waste of money	At 5:45 place, the town transfer station should have a shared waste collection included.
56-65	25	unsure		A small grocery store (small), a healthy restaurant or cafe.	Agree not a yes or no question. If we can improve Andover Plaza (B) it is an embarrassment then yes. Signage to show of Andover's values would be great.	Thank you for offering this survey.
56-65	33	yes		Groceries, banking, drug store, clinic	Maybe the police can help. Post signs have been stolen or damaged.	
56-75	30	not if the property taxes continue to rise at this rate and are so unfairly and inequity charged with our town. Being taxed so, can never buy new vehicles either. Punitive.		Local car pickup. Amare information and communicative tax placement office.		So something about the Plaza, hear it down. Build a new building, park with more trees.
56-75	30	yes		City should have B&S, B&S and B&F meetings. A place to discuss issues online.	Need to clean up our image first.	The bright side in Andover is our library, fire dept., church, and A&S. Our community's reputation has been severely damaged by XXXXX and officials who turned a blind eye. BRAD isn't alone what about about the risk town they came from. Residents feel in the dark about what's happening in town. Better communication between town hall (B&S) and community needed. Residents need to take more active roles, town needs to get more grants from B&S and other neighboring towns. There are dept. needs to be better managed and offer more activities for all age groups. We need a more active and real need!
46-55	20	If it returns it rural character without spending more tax dollars on amenities. No property taxes are already too high.		None. Taxes are too high as it is. I do not want to pay for any amenities.	Yes, if you think it could be done without spending any of the town funds.	Remove the resident state trooper from next year's proposed town budget. It's already a duplication of services. Andover is covered by Troop K.
56-66	6	Forever		Join G&N Group, Neighbors, Community Support sign up for sick neighbors, Carling Town.	No, create first, market later.	Work on making neighborhoods and neighborhoods more open. The town committee is getting in your own way. "It's the best but too high or too low... what if it's just right?"
56-75	42	at the moment		Town website most often out of date	No, town funds to spend money on get down quick plans that do not work.	The care of what the town has. Perhaps expand businesses along route 6, but don't change character of the town. People live here for peace and quiet.
56-65	27	undecided		Found out about transfer station fees/charges by word of mouth.	No, warning Andover is enough.	Remind some (not all) town hall employees to better wear Andover. Small town get into about quality. That's why we love Andover!
56-65	38	yes		Town info can always be communicated better. Residents need to reach out. Take the time to attend meetings and read meetings. Have no time to attend those meetings, need to make time to get facts before I have an opinion.	What are we marketing?	Go to the day, meet committee members, build basis of how town operates for residents to review, let town facts about our budget and out school on how we compare to other schools.
56-65	16	yes		Compare websites to other, but really don't know how to get all the facts in one place unless you ask Shanna Grenier. Bullet points should be provided from prior meetings so we all know what the heck we are even voting on.	Marketing can be done in an inexpensive way. PR campaigns to undo some of the negative press by highlighting local, organic, or small businesses and what they are bringing to the community.	Would love to see a forum or updates on what each town committee is working on. Not sure what the economic development committee does at all since we haven't had a new business in town since the town center.
56-65	30	yes		Town government info is not adequately communicated. Too much hear say and bad talking.	Yes, mark Pop River Trail Access, Pop River Public Access	Not too much development - it's rural that's why we moved here.
56-65	13	yes		Town government info is not adequately communicated. Too much hear say and bad talking.	Yes, we need young families with children, market countrying with new accents.	Would love to see town center near Andover Plaza and adjacent to Ben Franklin (55 acre for sure!) Also would love to see Rail Trail covered out building end of center for bike path road use.
56-65	3	yes		Yes, the town needs to post more signs throughout the town to promote events.	Yes, we need sign. Not sure we are ready for that one.	
56-75	12	yes		Yes, the town needs to post more signs throughout the town to promote events.	Yes, we need sign. Not sure we are ready for that one.	Please maintain the gasbo. It is covered with overgrown bushes and looks unwellcoming. Other towns nearby have a quiet looking gasbo displaying for the summer and other decorations for the holidays. Can you can't we and wouldn't want to use.
56-75	25	yes		Yes, the town needs to post more signs throughout the town to promote events.	Yes, we need sign. Not sure we are ready for that one.	Maybe more glowing earlier during snow storms. Discount for transfer station with 1 household car?
56-65	26	No, will have in 7-10 years		Yes, the town needs to post more signs throughout the town to promote events.	No, what would we market? (I am a marketing professional)	Yes, sure why not.
56-75	4	yes		Town go info is often communicated only a couple of days before.	Yes, lot of culture at history.	
56-75	34	would like to but not sure.		Town go info is often communicated only a couple of days before.	Yes, often when I tell people from other towns close by that I live in Andover, they don't know where it is or think it's miles away!	
56-75	44	yes		Town go info is often communicated only a couple of days before.	Yes, often when I tell people from other towns close by that I live in Andover, they don't know where it is or think it's miles away!	Development similar to Milton and Marlborough would be good, shopping, medical and banking. Keep taxes as low as possible. Town Manager is an expense, but can't we have his benefits? Dump sticker cost reduced in without much resident pay.
56-65	49	yes		Town go info is often communicated only a couple of days before.	Yes, often when I tell people from other towns close by that I live in Andover, they don't know where it is or think it's miles away!	Keep go sign and beautiful in your decisions about this wonderful small town. Decisions you can never go back. I moved here because of its charm. Don't make Andover a city!
76-85	26	For two more years, cost to stay will force us to downsize and move.				
56-65	19	yes				
56-75	36	yes unless taxes get too much higher.				
56-65	18	unknown.				
46-55	13	plan to retire and move south one day.				
56-65	23	yes				
56-65	30	yes				
46-55	19	yes				
46-55	20	yes				
56-65	20	yes				
56-65	30	yes				
56-65	22	not sure				
56-65	19	maybe				
76-85	33	yes				
56-75	28	yes				
56-65	33	perhaps				
56-75	52	yes				
56-75	32	yes				
56-65	22	Don't know, depends on how much more the taxes go up and services go down.				
56-65	45	7				
56-65	40	yes				
56-65	31	yes				
56-75	2	yes				
76-85	34	yes unless taxes go up				
56-65	30	yes				
56-65	60	yes				
56-75	23	yes				
56-65	34	why, nothing is here, too expensive!				

56-65	38	no can't afford it		new garbage pick up		yes, who's gonna pay for it?	do not need a town manager or state trooper
66-65	40	not too negative	town website is horrible	an updated page daily that gives town information		no that would incur initial and maintenance costs and there are already too many signs around	
66-65	18	sure	US Mail notices are antiquated			yes to hire young people and businesses that add jobs and tax base	
66-65	18	yes				yes, I always like to know what town I am passing through	As a seasonal resident I am outraged to have to pay full price to have a dump pass and only can use half of the year with pick sticker! This needs to change!
66-65	33	yes					
66-65	36	for now				No, I don't think whoever would run the campaign is qualified.	Don't let committees with their own agenda spend money without a referendum vote.
66-65	13	unbiased				yes, when I tell people where I live most haven't heard of it.	More adult recreational classes / activities (art classes, yoga, cooking or anything along those lines)
66-65	40	yes	no discussion prior to recurring transfer station stickers				
66-75	40	yes	No, all boards do not have agendas and minutes on website. Website not informative.	Events are not reported or covered on the website or BOS - no recognition of Memorial Day, Veteran's Day last day, no positive recognition of volunteers.	not sure, need more info/cost benefit	not sure, need more info/cost benefit	not sure, I am disgusted with the recent sewer treatment plant, building and grounds maintenance. BOS needs to fix the charter. They don't submit a budget to the BOF until a few days before the BOF public hearing.
66-65	41	yes		Senior transportation actually available?	No, it's not a Hartford or Bridgeport. I know the laws are tight here.	Yes, nice idea. Inexpensive, uplifting and fun!	
66-75	37	As long as I'm financially able.		I'm satisfied with the level of services.	Would need more specific in order to comment	I don't think its imperative	Seniors would be happier if you could adjust our property tax rate. Football for kids and the way of the town is depending on certain facilities how the quality of education data and the attraction of electronics, entertainment
66-65	40	yes		More ways groups in town can earn money from themselves. Farmers Market hasn't had enough traffic to create enough money.		yes, do people know about our covered bridge and rail trails?	Small community / senior meeting center, along with ball field, play area - a complete "center"
66-65	13	yes		recreation department to include after school care, during week weeks and summer camps			
66-65	33	yes			yes, quiet suburb life, offering fabulous schools and outdoor recreation		We moved here for a quiet life and central location where Hartford, MA and RI were easy to get to. Schools have been excellent along with library
66-75	42	no		Small grocery store, not convenience store	No, too little to offer	no, at 60 mph think and you would miss it	
66-65	21	yes					Include the transfer station cost in our property taxes.
66-75	14	no plans to leave		We are ok with our current services		Generally yes but route 6 is too dangerous	Keep the rail trail maintained - highlight it in town brochures
66-75	30	yes					protect more open space and create more parks. Areas such as Burnap Brook would be a great place.
66-65	50	Don't know, depends if can afford it		a food store			Get rid of "good ole boy" atmosphere. I've lived here over 30 years and still feel like an outsider in the building.
66-65	20	yes					
66-75	23	yes		Access to lake for children in town without charging for membership		Yes, Welcome to Andover, town with Country Charm	
66-65	18	yes		town garbage pick up			longer town hall hours, get rid of dining fee
66-65	20	yes				no, increasing traffic, increasing crime. No adequate police protection.	
66-65	17-25	building now	we for awhile			no, I like the town to be and stay rural.	yes, welcome to Andover sign
66-75	31	depend on tax and governor					
66-75	30	?					
66-75	52			Anything to substantiate the amount of taxes we pay	No fees for transfer station. Andover is perfect, keep crime down and we will always bring in good families.	no it would just waste more money	Yes, nobody currently knows when they enter Andover
							I would like to see some access to the hog river like a park for families to picnic
							The school is becoming questionable in terms of numbers. The children could be sent up and sent to Berlin, Columbia or Madison. Events that occur in the town hall seem odd, what does everyone do on a work day? How many enter the town hall daily? Why is the town clerk left with all the rough jobs?



THE ROUTE 6 HOP RIVER CORRIDOR ECONOMIC DEVELOPMENT STRATEGY AND MASTER PLAN STUDY



VOLUME 1 - EXECUTIVE SUMMARY



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ACKNOWLEDGEMENTS

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The Route 6 Regional Economic Development Council gratefully acknowledges the support and input of the following:

Tony Guglielmo, State Senator
Mary Ann Handley, State Senator
Edith G. Prague, State Senator
Joan Lewis, State Representative
Pamela Z. Sawyer, State Representative

State of Connecticut Department of Economic and Community
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State of Connecticut Office of Policy and Management

State of Connecticut Department of Transportation

Capital Region Council of Governments

Windham Region Council of Governments

Metro-Hartford Alliance

Town of Bolton

Board of Selectmen

Planning and Zoning Commission

Economic Development Commission

Town of Coventry

Town Council

Planning and Zoning Commission

Economic Development Commission

Town of Andover

Board of Selectmen

Planning and Zoning Commission

Economic Development Commission

Town of Columbia

Board of Selectmen

Planning and Zoning Commission

Economic Development Commission

**Members of the Public and Residents who were participants
at the Public Meetings**

Business Owners along the Corridor



**A Special Thank You to the former members of the Route 6
Regional Economic Development Council (REDC) who were
instrumental in establishing the REDC including:**

**Chick Shifrin
Jonathan Luiz
Carol Polsky
Donald Cianci
Stuart Popper, AICP
Donna Caliskan
Robert Skinner**



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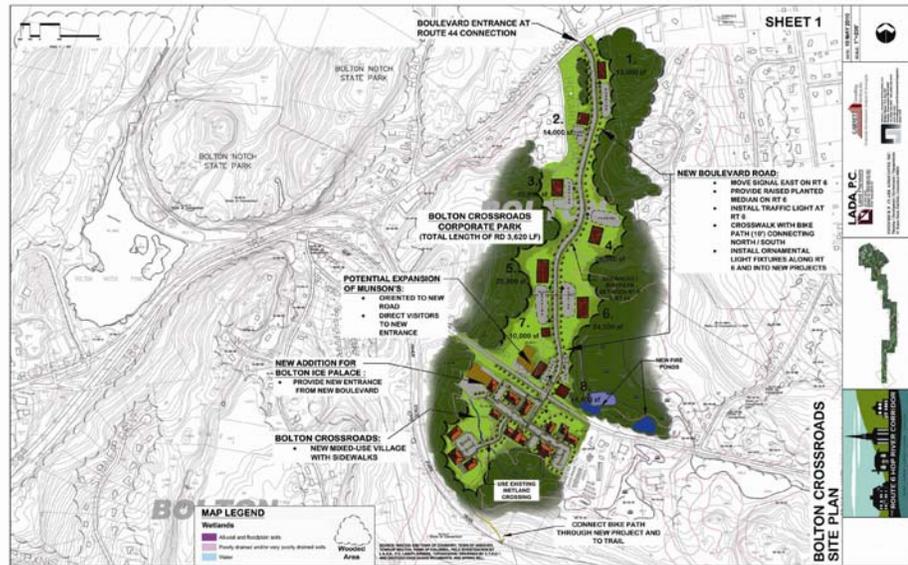
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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

This is the Executive Summary of the Route 6 Hop River Corridor Economic Development Strategy and Master Plan (Master Plan) prepared for the Route 6 Regional Economic Development Council (REDC) in October 2010. This report is the completion of over 15 months of study to develop a new vision for the 12.4+ mile long Route 6 Hop River Corridor through the Towns of Bolton, Coventry, Andover and Columbia, Connecticut (Towns from west to east along the corridor) as Route 6 and Route 66 East in the east central portion of the State of Connecticut as shown on Exhibits ES-1 and ES-2.

The Master Plan was developed with the cooperation of the four towns (Bolton, Coventry, Andover, and Columbia), significant public input, review and input from the four Planning and Zoning Commissions, Economic Development Commissions and governing Boards (Board of Selectmen from Bolton, Andover and Columbia and Town Council from Coventry). The work by these four towns in a cooperative planning project represents an extraordinary effort that may be one of the first in the State of Connecticut. The Route 6 Hop River Corridor Master Plan presents a new vision for a roadway that has a long history of negative attitudes, safety issues and contentious town policies. This project has required the participating towns to join together to find common ground and actively work together to find a positive vision which, hopefully, will spark and drive economic development along this neglected economic resource. One of the difficulties faced during this collaborative effort is that the roadway serves a different purpose in each of the Towns. In Bolton, Route 6 has been a secondary commercial corridor to Route 44. In Columbia, Route 6 / Route 66 East represents the primary commercial area and source of employment and revenue for the Town. In Andover, Route 6 travels through the beginning of the historic core and contains many of the Town's civic focal points (library, church, and post office) as well as being the commercial corridor for the Town. In Coventry, Route 6 is the less important cousin to Route 44 in the northern part of the Town. But the limited area on the Corridor which is in Coventry contains one of the largest developable parcels in the Corridor. For this reason, all four Towns are considered to be equal partners in this endeavor and have worked together to prepare this Master Plan.

The Master Plan consists of four volumes:

- Volume 1 - Executive Summary
- Volume 2 - Report Chapters 1 - 11
- Volume 3 - Report Chapters 12 - 23
- Volume 4 - Appendices



This Executive Summary includes the major topics, conclusions, and maps from the main body of the Master Plan Report but does not include the supporting explanations, maps, and figures. The reader is directed to the other three volumes for a substantive amount and breadth of information. In addition, the Consultant Team compiled a large number of photographs of the corridor and uses and activities which occurred during the study. These are included throughout the report text.

The maps and figures contained in this Executive Summary follows the text as Exhibits.

HISTORY OF THE ROUTE 6 REGIONAL ECONOMIC DEVELOPMENT COUNCIL

The Route 6 Regional Economic Development Council (REDC) was formed in 2005 under a Memorandum of Understanding signed by the Towns of Bolton, Coventry, Andover, and Columbia, Connecticut which is included in the Appendix. According to the agreement between the Towns of Bolton, Coventry, Andover, and Columbia, Connecticut (the Four Towns), the charge of the REDC was to:

1. *Create a unified vision for the Route 6 Corridor*
2. *Make recommendations to Member Towns for appropriate economic development within the Route 6 Corridor.*
3. *Make recommendations to Member Towns for coordinated zoning within the Route 6 Corridor.*
4. *Market properties within the Route 6 Corridor through literature, web sites, and other appropriate media.*
5. *Apply for grants where appropriate or recommend grants to Member Towns.*



In the early 2000s, the State of Connecticut Department of Transportation made a determination that the Route 6 Expressway (connecting the existing highway section of Route 6 in Columbia directly to I-384 in Bolton) was no longer a viable project and was dropped from the list of state projects.

Because of this, the future nature of the Route 6 Corridor would be limited to the existing pavement and right of way of Route 6 and Route 66 East as it travels through Bolton, Coventry, Andover, and Columbia, Connecticut. The existing 12.4+ mile road corridor (named in this report – The Route 6 Hop River Corridor), extending from Route 6 in Bolton to Route 66 at the Windham Town line, would not see significant change. The existing Route 6 Hop River Corridor was to remain an active transportation corridor and would not be supplemented with an Expressway. Coincidentally, the Four Towns individually determined that the Route 6 Hop River Corridor was also an important economic development asset which is described in each Town’s Plan of Conservation and Development. The Route 6 Hop River Corridor now must serve both as an east/west connector, and as a local street.

In 2009, the REDC received a grant from the Connecticut Department of Economic and Community Development to prepare a Master Plan for the Route 6 Hop River Corridor. Over the course of a year, the REDC worked to arrive at creating a clear vision of what the Corridor could be and establishing the mechanisms to help each of the Four Towns start to implement that vision. This report has been prepared to describe the process used to establish the new vision for this important road corridor and to assemble the results into a comprehensive Economic Development Strategy that would be suitable for use to begin to establish one of the first multi-town joint project as a Economic Development District (EDD) to be recognized by the State of Connecticut.

Although this study has taken more than two years to get to completion, it is just the beginning. As this study concludes, a Transportation Study is underway by the Capitol Region Council of Governments (CRCOG) which will act as the interface between the REDC and the Connecticut Department of Transportation (CONNDOT) to implement the streetscape improvements identified in the Master Plan and to continue to focus on improving safety throughout the Corridor. The REDC will also continue to work with each of the individual towns to implement the vision described in this report and the many recommendations listed in Chapters 16, 19, and 22.



PROJECT PROCESS

Preparation of the Route 6 Hop River Corridor Master Plan required many steps to be able to envision a new future for the Corridor. In June 2009, the Route 6 Regional Economic Development Council (REDC) selected a Consultant Team to complete this portion of the project consisting of:

LADA, P.C Land Planners Simsbury, CT	Project Management Landscape Architecture Planning and Graphics
Garnet Consulting Services, Inc. F.P. Clark Associates Nathan L. Jacobson, Associates	Economic Development Traffic Utilities

Meetings were held generally every two weeks on Monday mornings over a 15+ month period allowing the REDC to review the work completed, provide direction and address issues raised at each step of the project. The Consultant Team visited the Corridor dozens of times from June, 2009 to September, 2010. This included different times during the day and night, weekdays, and weekends, and in a variety of weather.

All maps, chapters, and completed work was reviewed more than once, revised, and resubmitted. The REDC reviewed all documentation several times, as well as seeking comments from the individual Town Planning and Zoning Commissions, Board of Selectmen/Town Council, Economic Development Commissions, and members of the public.

The scope of the Master Plan project consisted of five parts:

1. Project Goals and Branding
2. Data Gathering
3. Analysis
4. Workshops
5. Master Plan and Final Report



The Master Plan project officially started in June 2009. The first several months of the project were devoted to data gathering and trying to shake off old and obsolete views and opinions of the Route 6 Hop River Corridor. This involved extensive site visits for both the REDC and Consultant Teams to begin to consider the Corridor as a whole, rather than small sections of road, where one travels daily or periodically. Eventually, a picture of the Route 6 Hop River Corridor began to emerge.

The first part of the project – Project Goals and Branding – enabled the REDC to establish a new name and graphic image (logo) for the Corridor to reflect the renewed commitment to its importance within the Four Towns. The establishment of a logo which uses existing buildings set against a backdrop of the environment (road, hill, sky, and river) captures the enthusiasm and new direction which came out of the first part of the project.

During this time, the Consultant Team began to compile the extensive information contained in Chapter Nine as well as the background Traffic Report (Chapter 10) and Economic Development data (Chapters 11 and 16). Chapter Nine consists of descriptions and maps which include a detailed look at environmental constraints and existing conditions, worked to form the foundation of the Corridor Master Plan. The Analysis Phase of the project resulted in the identification of developable land and the preparation of Site Analysis Maps. These maps formed the basis of a Preliminary Corridor Improvement Plan (CIP) which was the subject of Workshops in December, 2009.

Comments from these Workshops were used to revise and refine the CIP into a Master Plan. This phase also included the preparation of individual site plans and many visioning graphics (known as Before and After pictures) showing how the ideas in the Master Plan might look on the Corridor. These items were reviewed and revised several times before including them into the Master Plan. The Master Plan was the subject of an additional set of Workshops in May and June 2010. The Master Plan was then refined several additional times until it was considered complete and accepted on August 23, 2010.

In order to promote the vision of the Route 6 Hop River Corridor described in the Master Plan, the next step was the development of a draft Zoning Regulation and Zoning Map to be presented for consideration for adoption by each of the Four Towns. The discussion regarding the Proposed Zone text and Zoning Map is just beginning and will require extensive review by the Four Towns. Final recommendations were defined and described



and are included in Chapter 22. Chapter 23 discusses the next steps to be completed by REDC to continue the momentum gained through this process and to protect and promote the valuable economic and environmental resource that is the Route 6 Hop River Corridor by seeing the Master Plan implemented.

PROJECT GOALS

Beginning in July 2009, the Consultant Team worked with the Route 6 Regional Economic Development Council (REDC) to establish a set of Goals for the project (Exhibit ES-4). The process had several steps:

1. Encourage the Members to become familiar with the full length of the Corridor
2. Define how members/residents use the Corridor
3. Identify current perceptions and feelings about Corridor as a whole and individual sections
4. Begin to define vision after thoroughly understanding current conditions
5. Develop these initial thoughts and ideas into Goals for the project

A draft set of Goals was established which included five goals reflecting the diverse range of opinions about the Corridor. These Draft Goals were presented to each of the four Listening Sessions discussed in Chapter 8. At each of the Listening Sessions, the participants agreed that the Draft Goals were consistent with their understanding of the project. The Goals were formally adopted by the Route 6 Regional Economic Development Council on October 5, 2009. They are:

PROJECT GOALS

- ◆ Re-vision the future of Route 6 through the use of public input and consensus building.
- ◆ Create a Master Plan of Route 6 that provides targeted areas of development for each Town in the Corridor.



- ◆ Preserve the historic, scenic, and environmental resources of the corridor in a manner that identifies those resources as potential revenue positive elements.
- ◆ Balance the investment potential and costs among the four towns.
- ◆ Identify “kick-off” projects that should be done first and which will provide the best foundation for future projects.

PROJECT NAME AND LOGO

Once the Project Goals were established, the Route 6 Regional Economic Development Council (REDC) started working on Goal #1 – to Re-Vision the Future of the **Route 6 Hop River Corridor**. As part of Goal #5 – **To Identify “Kick-Off” Projects**, the REDC decided that the first step toward re-visioning the Corridor was to establish a new name and logo. Meetings were held with the REDC as well as a series of Listening Sessions with each Town.

Based on the discussions in these Listening Sessions, it was clear that Route 6 had a long history of contradictions and difficulties. The road is both a pass-through route for commuters and the local road for the Four Towns; development on the road was both encouraged and suppressed by the DOT Route 6 Expressway project which is now abandoned; the towns along the Expressway had a difficult relationship with each other and with DOT related to the Expressway; prior to the recent safety improvements, Route 6 was considered very dangerous and despite significant safety improvements to Route 6, the old moniker remains. Overall, there was a unanimously declared need to think differently about the Corridor which would help the rest of the residents in the Four Towns to look to the future.



As requested, LADA P.C. Land Planners created a series of logos based on the discussions to date. These logos were based on features within the Corridor, historic references, and possible new names for the project.

The REDC reviewed the original seven logos and decided to present four for review by the public as part of the Phase 1 Listening Sessions. By the end of the Workshops and review process, three of the original designs remained under consideration.

The REDC then investigated a variety of wording options with the remaining three designs. Based on the discussion regarding project goals and the desire to have Route 6 and the Hop River be closely associated with the logo, the name “**The Route 6 Hop River Corridor**” was chosen. The final logo design was intended to tie the roadway, the Hop River and the Hop River Trail together with the architectural character of the Corridor in a positive image. The tag line “Live, Work, Shop, Play” was added to reflect that each of these elements affects the quality of life in Town and must be balanced along the Corridor.

The final project name and logo is shown as Exhibit ES-5 and is used throughout this Report.

DATA GATHERING

The Route 6 Hop River Corridor Study Area is defined as Route 6 from Notch Road in Bolton to the Route 6 / 66 East Intersection and continuing east on Route 66 to the Windham Town line. The western limit did not include lands on Notch Road but does recognize that the “highway” portions of the road as it transitions from I-384 to Route 6 past Notch Road does set the tone for traffic and development along the Bolton section of Route 6.

Similarly to the east, the REDC determined that the eastern end should continue past the Route 6/Route 66 East Intersection along Route 66 to the Windham Town Line. This segment represents the eastern leg of the corridor in Columbia and provides the opportunity for gateway elements at the Route 6 “Expressway” / Route 66 Intersection and the Windham Town Line.



All properties fronting on Routes 6/66 are considered to be part of the project. In addition, parcels off the road to the north and south within 100'-500' depending on the size of the frontage parcels were also included at various times during the study. The Study Area is shown by the green area defining the parcels considered to be part of the Corridor on Exhibit ES-5.

The Route 6 Hop River Corridor is over 12.4 miles in length and includes Route 6 from the intersection of Route 44 to the intersection of Route 66 and Route 66 East from the intersection of Route 6 to the Windham/Columbia Town line. The road is a two way (one lane each way) paved hard surface with occasional left turn and right turn lanes. Traveling west to east, the road travels through the Town of Bolton, to the Town of Coventry, to the Town of Andover, and through the Town of Columbia, to the Town of Windham, CT. The Route 6 Hop River Corridor (Corridor) is considered to be a major east/west collector road connecting Providence, RI on the east with Hartford, CT on the west. According to the project Traffic Report, the average daily number of trips is approximately 19,000 trips per day.

The maps and figures prepared during the Data Gathering Phase are included in Chapter 9 (Existing Environmental Features) and Chapter 7 (Description of the Existing Corridor).

Intersections

The Corridor includes twenty-nine full intersections as shown on the Maps in Chapter 7. These are (from west to east):

Bolton:	I-384 / Route 6 / Route 44	(Highway Intersection)
(Hop River Road)	I-384 / Route 6 and Notch Road	(Local Road connecting south)
	Route 6 and Stony Road	(Local Road connecting north)
	Route 6 and Johnson Road	(Local Dead End Road)
	Route 6 and South Road	(Local Road connecting north)
	Route 6 and Mark Anthony Lane	(Private Dead End Road)
	Route 6 and Steele's Crossing Road	(Local Road connecting south)
Coventry:	Route 6 and South Street	(Local Road connecting north)
(Willimantic Road)		



Andover: (Jonathon Trumbull Highway)	Route 6 and Bailey Road	(Local Road connecting south)
	Route 6 and Hickory Hill Road	(Local Dead End Road)
	Route 6 and Hendee Road	(Local Road connecting north)
	Route 6 and Aspinal Drive	(Local Dead End Road)
	Route 6 and Burnap Brook Road	(Local Road connecting south)
	Route 6 and Wales Road	(Local Road connecting south)
	Route 6 and Shoddy Mill Road	(Local Road connecting south)
	Route 6 and Long Hill Road	(Historic Andover Intersection)
	Route 6 and Hebron Road (Rt. 316)	(State Road connecting south)
	Route 6 and Bunker Hill Road	(Local Road connecting north)
	Route 6 and Lake Road	(Local Road connecting south)
Columbia: (Willimantic Road)	Route 6 and Woodward Road	(Local Road connecting north)
	Route 6 and Whitney Road	(Local Road connecting south)
	Route 6 and Hop River Road	(North / Oakwood Lane / south) (Local Roads connecting north, Local Dead End Road to south)
	Route 6 and Strickland Road	(Local Dead End Road)
	Route 6 and Edgarton Road	(Local Road connecting south)
	Route 6 and Roses Bridge Road	(Local Road connecting north)
	Route 6 and Route 66 Intersection	(4-Way State Road Intersection)
	(Willimantic Rd East) Route 66 and Flanders Road	(Local Road connecting north)
	Route 66 and Cards Mill Road	(Local Road connecting south)



Traffic Lights

The corridor includes one flashing light (at the driveways of Munson's Chocolates and the Bolton Ice Palace) and five full movement stop lights (Long Hill Road, Hebron Road, Lake Road and Route 87 in Andover, and the Route 6 / 66 Intersection in Columbia). There is one crosswalk which is located at the traffic light at Long Hill Road in Historic Andover. This crosswalk connects Andover Center (Center Street) and the Hop River Trail with the Andover Library and Post Office.

Hop River Trail

There are no sidewalks along the Route 6 Hop River Corridor, although there is, generally, a large shoulder area (more than 5'). Overall, however, the Corridor is not pedestrian friendly. The adjacent Hop River Trail provides a good alternative for pedestrians, bicyclists, etc. except that portions of the trail are unfinished, and others are not maintained as shown in Chapter 9. The connection to Bolton Notch, the bridge at Hebron Road, and the bridge over the Willimantic River are significant obstacles to enjoy access to the full length trail. The trail runs under Route 6 between Lake Road and Route 87 in Andover.

Parcels

There are 351± parcels of land which have frontage on Route 6 / 66 East as shown in Chapter 7 and Chapter 9. Of these parcels, 70 are in Bolton (20%), 10 are in Coventry (3%), 126 are in Andover (36%), and 145 are in Columbia (41%). Land within these parcels totals approximately 2,592± acres. Land in Bolton is approximately 500± acres or 23%, Coventry is about 200± acres (7%), and Columbia and Andover have slightly less than 1,000± acres each (33% and 37% respectively). Andover has the largest amount of land along the corridor.

Within the Corridor, there are 13 automotive uses, 197 residential houses, and 72 vacant or agricultural parcels. Current uses include 82 commercial parcels. These existing uses generate approximately 285 curb cuts of which there are 45 in Bolton (16%), 12 in Coventry (5%), 92 in Andover (32%), and 135 in Columbia (47%).



Of the 351± parcels, the average lot size is 7± acres. Only 8 property owners control 60 acres or more which includes 3 property owners with 100+ acres. Two of these properties are the Post Farm in Andover and the Coventry parcel.

Historic and Cultural Resources

The Route 6 Hop River Corridor includes a number of Historic and Cultural Resources based on a windshield survey. These include the Hop River and the Hop River Trail. Historic resources include the historic homes such as the Patriot Farm and the Post Farm; the marker at Hendee Road noting George Washington and Rochambeau's route through Connecticut; the house formerly known as Whites Tavern (on Hutchinson Road and Route 6), a significant stop on the Route including two stone markers at the house and one at the driveway to the Post Farm from the new eastern Hutchinson Road cul-de-sac.

South Street continues north to the Nathan Hale's birthplace and burial site. Cultural resources include Historic Andover with its library and church, the war memorial at Hebron Road, and the Andover Museum. There are also numerous stone walls along the Corridor and extending throughout the parcels within the study area. These resources are shown in Chapter 9.

Existing Environmental Features

The Existing Environmental Features are described in Chapter 9. This chapter included a narrative description and maps and figures describing the following environmental features:

- ◆ Drainage Areas and Surface Water
- ◆ Vegetative Communities
- ◆ Soils
- ◆ 100-Year Floodplain
- ◆ Slopes
- ◆ Wetlands
- ◆ Existing Land Use
- ◆ Commercial Uses Along Route 6
- ◆ Institutional Ownership



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- ◆ Existing Zoning
 - ◆ Existing Street Intersections and Curb Cuts
 - ◆ Pedestrian Facilities and Use
 - ◆ Recreational Trail Use
 - ◆ Bike Trails
 - ◆ Significant Views
 - ◆ Historic / Cultural Resources
 - ◆ Utilities

Site Analysis

The Consultant Team created composite maps or Site Analysis Plans showing those features that the Route 6 Regional Economic Development Council felt were limiting factors to future development or environmental constraints requiring additional information. These maps are included on Exhibits ES-9 through ES-17. These maps highlight the following potential environmental constraints:

- ◆ Slopes over 20%
- ◆ 100-Year Floodplain
- ◆ Topographic Differential (a significant difference in elevation between road and building or buildable area)
- ◆ Poorly drained and/or very poorly drained soils
- ◆ Alluvial and floodplain soils
- ◆ Institutional Ownership (for potential use and/or conservation)

Developable Area

Maps showing the potential Developable Area along the Corridor were prepared based on the Site Analysis Plans (Exhibits ES-18 through ES-25). These maps show a green colored hatch over lands which have environmental constraints. This includes steep slopes, wetlands, streams, and floodplains as defined in the Site Analysis Plans in Chapter Nine. The tan colored areas show those areas that do not have environmental constraints, but which are currently residential uses. The REDC has identified existing single family uses as a lower intensity development level which should remain as a contrast to existing or future



commercial development. The lower intensity use provides a visual break between commercial development areas or nodes and should be maintained. Therefore, the land which is not environmentally sensitive or currently residential is identified in the reddish color as potential Development Areas. Based on these maps, of the 2,592± acres of land along the Route 6 Hop River Corridor, nearly 40% has environmental constraints including slopes and wetlands, which leaves approximately 1,500± acres of developable land. Of the available developable land, approximately 60% of that is currently residential or has existing commercial uses or other active uses on it. This leaves approximately 500 acres of vacant, usable land with frontage across the entire corridor. It should be noted that most of this land is located at Bolton Crossroads (lands of the State of Connecticut and LAN Holdings), the Coventry parcel, the Post Farm, land to the south of the Hop River Trail in Andover (lands of J. Phelps and J. Bolton), lands of J. Proll and Rosewood Enterprises at Route 87, land owned by the Town of Columbia at the Town Garage, and the northwest and southwest quadrants at the Route 6 / Route 66 Intersection. A summary of developable areas by lot is included in Chapter 12 as Table 12-1.

It is important to note that the Developable Areas Map were prepared based on Statewide level data available and should be used for planning purposes only. The REDC acknowledges that site specific wetland mapping and topographic surveys should be completed prior to determining the actual usable area of land.



PRELIMINARY CORRIDOR IMPROVEMENT PLAN (CIP)

From the Site Analysis plans and the Developable Area maps, the Consultant Team prepared a Preliminary Corridor Improvement Plan (CIP) which was reviewed by the REDC and the Public in Workshop #1. The CIP was considered to be the Working Draft for the preparation of the Master Plan and is included in Chapter 12. The Preliminary Corridor Improvement Plan was based on the following design directives from the REDC:

- ◆ Identify vacant land, available land (by the For Sale signs), and parcels that may be suitable for new development or expansion of existing use.
- ◆ Identify potential gateway locations.
- ◆ Provide potential connection to Route 44 if possible.
- ◆ Find suitable locations for new placemaking efforts which should include new mixed-use villages.
- ◆ Consider existing businesses as potential first phase development (as expansions).
- ◆ Identify areas for conservation or limited development reflecting environmental, visual, or agricultural/cultural resources.
- ◆ Confirm realistic development potential based on environmental constraints (do not focus on grandiose ideas, but realistic development opportunities and costs).
- ◆ The development potential of a site would be based on individual subsurface sanitary disposal systems, or small package wastewater treatment systems.
- ◆ Create places that were more pedestrian friendly, but don't put sidewalks everywhere for the sake of putting in sidewalks. Sidewalks should link destinations.



Other design directions from the Listening Sessions and other comments were:

- ◆ Limit big box development
- ◆ Limit streetscape / road improvements to existing right-of-way and minimize changes to existing pavement edge.
- ◆ Look at focused node-based development areas.
- ◆ Look for suitable locations for a pharmacy, bank, medical offices, and professional offices.

Based on these design directives and the information collected during this phase of the project, the Consultant Team started to prepare a series of design recommendations. These were:

1. Road improvements prior to the Route 6 / Route 44 Intersection should be considered to slow traffic down. The improvements should continue down the hill to the traffic light at Munson's / Ice Palace.
2. Notch Road should be realigned.
3. The light at Munson's / Ice Palace should be moved further east and left turns out of Munson's parking area should be redesigned.
4. Existing auto uses should be encouraged to reduce curb cuts and park vehicles out of the road R-O-W / front yard.
5. Provide Town and gateway signs at the beginning and end of the Corridor.
6. Access to potential new projects between Stony Road and Johnson Road should be limited to a single curb cut.
7. The South Street Intersection should be reevaluated to integrate access to the Coventry parcel.
8. Consider developing the State of Connecticut Land in Bolton as a Business Park.
9. A connection between Route 6 westbound and Route 44 should be established. This may be done through the possible Business Park.
10. Lands of the State of Connecticut at the Windham Town line should be developed as a parking area for access to the Hop River Trail.
11. Consider a façade improvement program for Andover Plaza, the flat roof buildings at Cards Mill Road and automotive uses throughout the Corridor



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12. Develop a new design for the Route 6 / Route 66 Intersection to reduce pavement and create a gateway for the Corridor.
 13. Review the Route 6 / 66 Intersection properties for new commercial development / missed use village.
 14. Identify potential development areas in Andover where environmental constraints would allow new construction.
 15. Identify locations for new senior housing and other higher density housing, but limit new single-family development along the Corridor.
 16. Identify environmental features which should be protected as part of the new vision for the Corridor as a balance to increased development.

These preliminary recommendations were just the start of the discussion which was more fully detailed and illustrated in the Master Plan Sheets.

LISTENING SESSIONS/WORKSHOPS

Three sets of Workshops were organized to solicit comments from the Public throughout the project. These were:

LISTENING Session - Columbia August 12, 2009 at Columbia Town Hall.
(Phase 1)

Bolton	August 18, 2009 at Bolton Town Hall
Coventry	August 27, 2009 at Coventry Town Hall
Andover	October 1, 2009 at Andover Town Hall

Purpose: These workshops were held to gather initial data regarding the use of Route 6 / 66 East by residents of the four towns. As a part of the data gathering process, questions were asked of the participants regarding regular and periodic use of Route 6 / 66 East; impressions of the Route 6 / 66 East corridor and what types of future development should be encouraged. The workshops were held to meet two of the project goals - first, to gather information to help re-vision Route 6 / 66 East; and second, to encourage public input and participation.



WORKSHOP #1 - REDC November 30, 2009
(Phase 3)

Bolton December 8, 2009
Andover December 17, 2009

Purpose: Three Public Workshops were intended to give the public a glimpse into the work done to date by the Route 6 EDC; ask for the participant's opinion about several important issues which have begun to coalesce in the process and to confirm that some of the preliminary recommendations identified as part of the data gathering phase were on the right track.

WORKSHOP #2 -

Andover May 13, 2010
Columbia June 29, 2010

Purpose: These workshops were held to present the initial Route 6 Hop River Corridor Master Plan and to use that feedback to refine the Master Plan into its final form.

The Results

Based on the questions asked at the Listening Sessions, it became apparent that the residents of the four towns were very consistent in their ideas for Route 6 even though residents from each of the four towns use Route 6 very differently. For example, the representatives from Coventry rarely used Route 6 but those from Columbia and Andover regularly used Route 6. The common remarks made during this session were:

- ◆ Routes 6/66 Pedestrian unfriendly.
- ◆ Businesses are mostly small / local, or auto related
- ◆ No sense of identity / place
- ◆ Poor reflection on Towns
- ◆ Too many curb cuts



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- ◆ Hard to make left turns
 - ◆ No destinations except Ice Palace and Munson's
 - ◆ Sense of rural density should be preserved (trees, stone walls, small buildings, architectural form, hide higher density)
 - ◆ Roadway is dominated by pass-through traffic; locals want to take back control!
 - ◆ Concerned about cost, buildability, reality check of elaborate or massive change
 - ◆ No on-street parking
 - ◆ Concerned about pushing out existing businesses
 - ◆ A valuation of sewer service
 - ◆ Important to slow traffic down especially at Bolton Notch.

Based on the discussion at the Listening Seminars, there are several important conclusions:

1. The Route 6 Hop River Corridor is an important part of the communities it passes through, and it establishes a sense of identity for those communities. Based on participant feedback, the current image projected by the corridor is considered attractive for its natural landscapes but unattractive architecturally. Architectural Guidelines are needed for future development as well as to upgrade existing commercial establishments.
2. For three of the four towns, Route 6 / 66 East is the economic center for those towns. Therefore, everyone acknowledged that additional growth should be allowed. However, there was a unanimous belief that continuous linear development of the Corridor was unacceptable. The participants proposed that development occur in nodes along the road. The focus of one of these nodes should be Andover between Hebron Road and Shoddy Mill Road. Other nodes should be expanded such as the gateway elements at Munson's and the Windham Town line.
3. The existing businesses on Route 6 / 66 East should be encouraged to stay and expand. Upgrades to parking, facade treatments, and general streetscape upgrades should be considered.



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4. Consider allowing some of the larger historic homes in the corridor to be converted to offices. Also, use this kind of building size and form as an architectural guideline for future new building.
 5. Provide gateway elements to frame the road - such as at Munson's and at the Windham town line.
 6. Preserve the scenic character of the roadway while allowing more development
 7. New development is likely to be smaller scale. Larger size buildings should be placed off the road or designed to look smaller.
 8. Several Design Directives were derived from these Listening Sessions. These are:
 - ◆ Create a sense of rhythm along road balancing development / nature.
 - ◆ Hide larger buildings / multiple buildings from road using single access point.
 - ◆ Create new places and enhance existing places, encourage pedestrians in specific locations, but do not extend sidewalks / use beyond these places.
 - ◆ Create new destinations
 - ◆ Simplify regulatory environment for existing businesses by allowing them to expand, but require uniform architecture.
 - ◆ Limit new big box development. Smaller mixed-use (2-story house-type architecture) would be acceptable.
 - ◆ Minimize view of parked cars from street.
 - ◆ Need new name and vision for Route 6 / 66 East.



From Workshop #1, the participants indicated that the Preliminary Corridor Improvement Plan and design recommendations were a movement in the right direction. The discussion was very lively over the course of two evenings and several common elements were identified:

1. Need pharmacy, bank, medical office, professional office, office.
2. Prefer upscale smaller retail like bookstore, sporting goods, small grocery stores.
3. Architectural preference is for use of historic houses such as Patriot Farm, Post Farm, and other similar structures.
4. Development should be focused into limited areas.
5. Environmental features such as agricultural fields, wetlands, trees, streams should be preserved.
6. Views along roadway should remain a rural setting.
7. Focus of development should be Historic Andover, Bolton at Ice Palace, and Route 6 / 66 Intersection.
8. Limit disturbance to roadway itself.
9. Participants were opposed to major improvements which would require taking of land.
10. Certain areas should not be developed, such as Post Farm, Hutchinson Farm, steep slopes, along Hop River, floodplains, and wetlands.
11. Need to slow traffic down at the nodes and, in general, along the Corridor.

The Design Directives which were derived from Workshop #1 were:

- ◆ Limit improvements to existing Right of Way and minimize changes to existing pavement edge.
- ◆ Develop focused node areas at Bolton (Ice Palace), Historic Andover and Route 6 / 66 East Intersection.
- ◆ Architectural preferences are for buildings that are based on the residential farm and massing of a Corridor Farmhouse.



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- ◆ The Master Plan should accommodate / encourage the following uses first:
 - ◆ Pharmacy
 - ◆ Bank
 - ◆ Professional Offices in Multiple Buildings
 - ◆ Offices
 - ◆ Improve streetscape and reduce pavement where possible.
 - ◆ Protect environmental features such as wetlands, Hop River, experience of the Hop River Trail, tree lined roadway, views of undeveloped areas, and agricultural uses (fields) by creating potential Conservation Areas.
 - ◆ Design Directives 1-7 from the Listening Sessions were reconfirmed.
 - ◆ The new name – The Route 6 Hop River Corridor and logo were confirmed to reflect the possibility of new future.
 - ◆ Areas to limit development include:
 - ◆ On South Street
 - ◆ Parts of the Route 6 / 66 Intersection where there are wetlands / floodplains
 - ◆ In existing residential areas.
 - ◆ Avoid sprawl along the Corridor
 - ◆ Existing farmland
 - ◆ Any place too close to the Hop River
 - ◆ Existing uses close to Route 6 / 66 Intersection should be required to increase open space and reduce curb cuts.

At the final set of workshops (Workshop #2), participants provided their opinion of the Proposed Master Plan, architectural styles to be used in the Architectural Guidelines and light fixtures. The Bolton Crossroads site plan, the need for architectural guidelines; streetscape improvements; and use of nodes to focus development; were unanimously liked. There were mixed comments about sidewalks and the potential road realignment at Lighthouse Corners and continued concerns about the need to reduce speed at Bolton Corners. Overall, the visualizations of the Master Plan (Site Plans and Before / After Pictures) were considered to accurately represent the new vision for the Route 6 Hop River Corridor.



At Workshop #2, participants were also asked to give their opinion about specific details. They were asked to consider what light fixture would be appropriate for the Corridor, as well as to confirm a preferred architectural type.

1. Use a single uniform light fixture for the entire Corridor.
2. An historic farmhouse architectural form was preferred for any building near the street regardless of the use.

These elements were integrated into the final visioning graphics (Exhibits ES-41 through ES-55).



PROJECT SMART GROWTH PRINCIPLES

Chapter 14 includes a three step process which identifies the project Smart Growth; considers the character of the Corridor, and includes a Smart Growth Audit to determine if the project meets the criteria of the Connecticut Department of Economic and Community Development (DECD). DECD provided the grant which funded this report, and which required that the principles of “Responsible Growth” be applied. To start, Chapter 14 includes an extensive discussion of the terms Responsible Growth and Smart Growth as a foundation for the project smart growth principles. In March 2010, the Route 6 Regional Economic Development Council accepted the Project Smart Growth Principles shown as Exhibit ES-6. These sixteen principles reflect both DECD requirements and the RECD’s vision of the new Route 6 Hop River Corridor.

Based on the Project Smart Growth Principles, the Consultant Team evaluated the existing Route 6 Hop River Corridor to determine the Existing Corridor Character. Three types of development patterns were identified. These are:

Residential Zones – Areas where uses are primarily residential. This includes single family and occasionally multi-family structures. This zone may include small scale home businesses with no separate land uses (such as parking or an isolated building).

Node – A defined area of businesses including retail, office, warehouse, manufacturing, gas stations, as well as town and institutional facilities.

Transition Zones – A mixed residential and business area. Many businesses are interspersed with single family uses and may, in fact, be located on small former residential lots. Buildings and businesses are small and are often in converted single family residential buildings.

Based on these categories, there are five existing nodes of development (Bolton, Historic Andover, Columbia West (now at the Town Garage), Lighthouse Corners (Route 6 / 66 East Intersection), and Columbia East (at the Windham Town Line); four transition areas (Bolton at Stony Road, Hendee Road, Columbia East (from Route 6 / 66 East Intersection to Cards Mill Road), and four residential areas (Bolton, Andover West, Andover East, and Columbia).



The existing land use pattern is not consistent with the Project Smart Growth Principles as the development pattern extends in a linear fashion rather than discrete nodes between reduced developed areas as shown on the Existing Corridor Character Map (Exhibit ES-7).

Therefore, a Proposed Corridor Character Map was prepared to illustrate the preferred pattern of development for the future to reflect the new vision of the Corridor (Exhibit ES-8). In addition, the REDC began to identify place names for the various future nodes.

The Proposed Corridor Character Map - identifies six development nodes and two transition areas which reflect the project Smart Growth Principles. The remainder of the land is to remain primarily residential. The future development nodes are:

- ◆ Bolton Crossroads – east of Notch Road to Stony Road
- ◆ Hendee Rode Node – from Network, Inc. to the east side of Hutchinson Road
- ◆ Historic Andover – from Shoddy Mill Road to Center just east of Hebron Road
- ◆ Lake Road Node – both sides of Route 6 at the intersection of Lake Road
- ◆ Columbia Meadows – from Strickland Road to Hop River Road
- ◆ Lighthouse Corners – from Roses Bridge Road to the power lines on Route 66
- ◆ Columbia East Node – commercial lands at the Windham Town Line.

This plan identifies the existing residential areas as areas of lesser development intensity to offset the density of the nodes.

The major residential areas are proposed to remain residential in the future. These areas are the West Residential Area, the Andover West Residential Area, the Andover East Residential Area, and the Columbia Meadows Residential Area. These existing residential areas are generally stable and well maintained. To encourage the implementation of the Proposed Corridor Character Map and the modification of the Project Smart Growth Principles, the Report includes a Draft Proposed Zoning Map and Zoning Regulations. The proposed Zoning Map shows an increased development intensity and focus at the proposed nodes.



Also, one of the major changes between the Existing Corridor Character Plan and the Proposed Corridor Character Plan is the transformation of transition zones in the interior of the Corridor into nodes. This is intended to focus development more intensely in these areas and avoid the parcel by parcel sprawl of commercial development along the entire corridor.

The Proposed Corridor Character Map (Exhibit ES-8) will be used as the foundation for the new Master Plan to promote compliance with the project Smart Growth Principals.

ECONOMIC DEVELOPMENT REPORT

Garnet Consulting Services prepared a two part Economic Development Report which is included in Chapters 11 and 16. According to the report:

The types of uses that are most likely – because they have some market strength and fit best within the character of the Corridor – include the following:

1. A mixture of smaller (perhaps up to 30,000 square feet, but most less than that) manufacturers, office uses and distribution firms that are looking for a location that provides a desirable quality of place. There may also be interest by technology oriented firms, including research and development, because of the proximity of the many colleges and universities nearby. Some of these firms may seek a reasonable proximity to Hartford, while others may have a similar orientation to The University of Connecticut. Many of the smaller businesses will be suitable for multi-occupant, flex-space buildings. Some of these firms will prefer to own their property, while others will prefer to lease; both preferences can be accommodated in a business park.

Many of these firms may already be in the area and want to stay there because of family or other lifestyle considerations by their owners. These firms will prefer a location in a master-planned and well-managed business park with good local roads, reasonable proximity to the state's Interstate system, full utilities, and strong



telecommunications capabilities. Across the country, sanitary waste needs of this type of development are increasingly being met by package treatment plants where access to more typical sewage treatment plants is not possible and on-site soils or water bodies support them. The importance of the road system serving the location they choose will come from both access to customers and suppliers, as well as convenient commuting for their labor force. Lower development and/or occupancy costs (in particular, rent and/or taxes) compared to those in Hartford or its immediate suburbs may be a factor in choosing a Route 6 Hop River Corridor location. Visibility to drive-by traffic will not be important to most of these firms, but park locations that allowed such visibility might be of interest to some companies.

2. Some of the same kinds of businesses discussed in the prior section may be more inclined to locate as a freestanding use on its own lot. For some this will be because of a security concern that makes it less desirable to have nearby business neighbors. Some of these firms may want visual exposure to pass-by traffic as part of their marketing. For others, it will be a cost consideration because development and occupancy costs for a single lot may be less than the premium (both for the land itself and annual common area costs) inherent in a business park environment.

These firms will have the same basic infrastructure and labor requirements and mix of ownership preferences as those preferring the business park location, although on-site wells and septic systems will work for many of these firms if site characteristics support them because of their relatively small water needs.



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3. There will be a wide mix of retail, service (both business and personal) and restaurant operations that seek to serve the growing population in the region, the drive-by traffic on Route 6, tourists or other visitors drawn to the region, and other businesses and institutions in the broader area. Three factors make strip development preferable for these firms:
- ◆ Visual exposure is very important. Locations offering building frontage visible from Route 6 will be necessary.
 - ◆ Many of these types of businesses are in economic sectors with small profit margins; therefore, the economy of scale from the construction of buildings larger than what any individual occupant needs means they will prefer being occupants of a multi-business building.
 - ◆ The business synergy that comes from having multiple establishments in the same location helps each establishment. Businesses may serve each other, or customers coming to one business may end up visiting others at the same location.

Strip development is not inherently bad if properly designed, constructed and maintained. The Route 6 Economic Development Council and its constituent Towns must make clear to developers the requirement that aesthetics of building design and signage is very important; that attractive landscaping of visible portions of lots and parking areas is essential; and that the property must be adequately maintained.

4. The Route 6 Hop River Corridor may be of interest to developers of residential or quasi-residential uses. From an economic development perspective, uses such as assisted living facilities or age-restricted housing may be more desirable than single family homes, apartments or condominiums because of the tax ratables created by such uses without additional children in the school system. It should be noted that national research by Robert Burchell of Rutgers University's



Center for Urban Policy Research has found that high value studio apartments and 1 or 2 bedroom garden apartments also resulted in a tax gain (that is, taxes less municipal service costs) and that 1 and 2 bedroom studio condominiums were breakeven for the host municipality.

Because of the density of use and related water and wastewater needs, sites for such uses must be carefully selected. As with business parks that cannot be served by connection to an existing wastewater treatment plant, the use of a package treatment plant to serve this type of use should be considered if site characteristics support such a plant.

Implementation Recommendations

From an economic development perspective, implementation of this plan has two separate but mutually supportive elements:

1. The identification of recommended uses for specific properties in the Route 6 Hop River Corridor. Such site specific recommendations appear elsewhere in the Route 6 Hop River Corridor Master Plan report and reflect the consultant team's collaborative evaluation of market needs, site characteristics, traffic impacts, and community/neighborhood desires and compatibility factors.
2. The identification of specific initiatives that are necessary or advisable for promoting effective and desirable economic development along the Corridor. These initiatives are the type that would typically appear in an economic development strategic plan or action agenda for driving an area's economic development efforts.

The first phase of this economic development element of the master plan on Economic Development Challenges and Opportunities provides twenty-one (21) recommendations related to economic development. While all are important, not all require a detailed discussion as an economic development



initiative. These include elements that are general philosophies that should guide future development, are general marketing supportive, are intergovernmental coordination needs, are addressed in other sections of this report, or are activities already underway. These include the following:

- ◆ For future marketing purposes, the Route 6 Regional Economic Development Council should assure that data provided on the region by the MetroHartford Alliance, Connecticut Economic Resource Center (CERC) or other data sources is the most accurate possible.
- ◆ Since CERC's Site Finder Inventory is a primary online tool used to look for available commercial and industrial properties, the 4 towns of Route 6 Regional Economic Development Council should assure that all available properties are included in this information source.
- ◆ New development in the corridor should generally be small scale, high quality and visually attractive and/or unobtrusive.
- ◆ The 4 towns of the Route 6 Hop River Corridor should agree on a definition of "big box", and if these are not desired at all in the corridor, this should be reflected in the zoning regulations for the corridor.
- ◆ A site should be sought for development of at least one modestly sized, high quality, mixed use business park.
- ◆ Marketing of the Route 6 Hop River Corridor should include its many outdoor recreation opportunities. A cluster of businesses catering to this market should be sought.



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- ◆ Because of the mixed-use nature of the corridor (including clusters of residential, business, agriculture, and open space) and varying land characteristics, future development should be clustered in nodes.
 - ◆ Package treatment plants should be used to provide sewage treatment in suitable locations.
 - ◆ The region will need to work with the Connecticut Office of Policy and Management and the state's Office of Responsible Growth to assure that additional nodal development along Route 6 is seen as appropriate in the state plan and supported by the state.
 - ◆ Zoning regulations for the Route 6 Hop River Corridor should allow for the conversion of residential structures to business uses, while at the same time preserving the historic architecture of these structures.
 - ◆ The Route 6 Hop River Corridor needs to be “rebranded”. Overcoming the “Suicide 6” image requires aggressive image repositioning marketing. Appropriate gateway signage should be installed.
 - ◆ Future development must be guided by a widely shared vision that both reflects the desires of the 4 communities comprising the Route 6 Hop River Corridor and clearly conveys the types and characteristics of desired growth to prospective businesses and developers.



THE ROUTE 6 HOP RIVER CORRIDOR MASTER PLAN

The Route 6 Hop River Corridor Master Plan (Master Plan) is the culmination of over five years of work by the Route 6 Regional Economic Development Council (REDC). The Master Plan provides a vision for over 12.4 miles of road as it passes through four distinctly different Towns: Bolton, Coventry, Andover, and Columbia, Connecticut. The Route 6 Hop River Corridor Master Plan represents a new vision, shared by these four Towns, for the future of this important local commercial corridor and east / west commuter route. The Master Plan attempts to introduce streetscape and design elements to increase the walkability and sense of place to the Corridor by establishing focused nodes of development. The Master Plan looks to improve aesthetics and to identify important resources to be protected. Based on extensive public workshops, it is clear that the residents of these four Towns want the Corridor to reflect their sense of aesthetics, to act as gateways to their communities and to create a Corridor where one can live, work, shop, and play like the Corridor logo proclaims.

The Route 6 Hop River Corridor Master Plan articulates both general and site specific recommendations which reflect the extensive work of the REDC and input from the public. The Corridor Master Plan may be the first of its kind in Connecticut. By joining together four towns, two Regional Councils of Governments across two counties, and multiple state voting districts, the REDC has accomplished a task whose value is only beginning to be apparent to other towns in the state and to the State of Connecticut itself. By setting aside past differences between towns formerly split over the construction of Expressway 6, and by continuing the support of this project across multiple election cycles, the continued and ongoing recognition of the importance of the REDC's mission is extraordinary.

Reflecting the unprecedented work that went into the effort, the Route 6 Hop River Corridor Master Plan is an unusual document. Exhibit ES- 31 shows a detailed, almost property by property, design reflecting the Proposed Corridor Character Plan (Exhibit ES-8) developed as part of the project Smart Growth Audit (Chapter 15). Exhibits ES-28 through ES-30 show these proposed improvements in more generalized terms so that the proposed Corridor improvements can be understood on an overall Corridor-level before delving into the parcel level detail. Exhibits ES-32 through ES-41 show the detailed level design recommendations. The Corridor Master Plan integrates the Project Smart Growth Principles by identifying targeted areas (or nodes) of development as well as resources important for conservation.



It is the opinion of the REDC that balancing areas of development and areas for conservation will encourage the kind of economic development that is appropriate for the Route 6 Hop River Corridor. This balance will create a future corridor that is livable and reflects a positive image of the towns through which it passes.

The Route 6 Regional Economic Development Council approved the Route 6 Hop River Corridor Master Plan on August 23, 2010.

In order to fully articulate the contents of the Master Plan and the new vision for the Route 6 Hop River Corridor, multiple site plans and visualizations were prepared, presented to the REDC and Workshops, and then modified in response to comments from the reviewers. Modifications included – sidewalk locations and colors, building types, plant material, light fixtures, location names, sign designs, site plan layouts, uses, etc. These modifications were important to the ongoing discussion of the Route 6 Hop River Corridor Master Plan (Master Plan) and to illustrate the New Vision for the Corridor.

In addition, these images were presented to the public in the May/June Workshops and received very favorable feedback. These images and site plans also form the basis of the draft Route 6 Hop River Corridor Zone and Architectural Guidelines which are included in Chapter 20.

Bolton Gateway Sign (Exhibit ES-41)

The proposed Gateway Sign is a dry laid cut field stone wall which is integrated into the existing rock cut at the top of the hill before entering Bolton Crossroads. This area is located just beyond the DOT Right-of-Way on land of the Hop River Trail. The sign includes the name of the Corridor. Letters should be at least 12-15” high to be visible by traffic entering from the west. The Corridor Logo will also be included with the name of the Town (BOLTON) in a contrasting color. If possible, this sign wall should be illuminated with ground mounted lights. Due to its location on the north side of the wood’s edge, it is unlikely that solar lighting will work at this location. As an alternate, with approval by CONNDOT, the sign wall can be placed in the center island between the eastbound and westbound lanes. Use of the stone for the material is consistent with the types of materials the REDC and public have identified as materials suitable for the Corridor and reflective of the Corridor character



Bolton Crossroads Site Plan (Exhibit ES-42)

As identified in the Preliminary Corridor Map, the area of Route 6 where Munson's and the Bolton Ice Palace are located is the western most node on the Corridor. This area has been named 'Bolton Crossroads' by the Consultant Team and the name was enthusiastically embraced by the public.

The Bolton Crossroads Site Plan includes two areas of development (Exhibit ES-42), Bolton Crossroads Corporate Park, and Bolton Crossroads Mixed Use Village.

The Bolton Crossroads Corporate Park is proposed on land currently owned by the State of Connecticut (at Route 6) and a northern parcel which fronts on Route 44 owned by LAN Holdings, LLC. The LAN Holdings parcel is a remnant parcel from the development of a multi-building Business Park on Howard Road. Unfortunately, the grade at the end of Howard Road is very steep and connection to Howard Road is unlikely. Also, this road is not widened to Town Standards and the sight line / geometry at Route 44 is very poor. Therefore, the Consultant Team looked at grading a road from Route 6 to Route 44 opposite Vernon Road. A road can be graded at 10% or less and would provide individual lot locations that would be suitable for several buildings of 15,000 – 25,000 SF in size with associated parking and individual subsurface sanitary disposal systems (SSDS). In the event that the municipal sewer line was to be extended from Route 44 to Route 6, these buildings could be allowed to be larger. This location for a Corporate Park is ideal because it is set off of both Route 6 and Route 44, and would be unlikely to be visible from either; provides a connection for pedestrians, bicycles, and vehicles between Route 44 and Route 6; can be developed slowly as individual buildings to accommodate market conditions; and could accommodate a variety of uses.

In addition, this new connecting road would allow for the creation of new four-way intersection which would be designed with raised medians (as a boulevard) in all four directions. The new location would provide Munson's with the opportunity to purchase more land to the east for a new showroom and parking thereby eliminating potentially dangerous driveway curb cuts. A new focal building could be built on the east side of the new road at the northeast quadrant of the new intersection. In addition, shared fire ponds are proposed to address those requirements from the Bolton Regulations. Preferred uses for these



buildings would be office, office / warehouse, office / light assembly, medical office, professional office, and research.

The proposed Corporate Park is also an ideal location for the first joint efforts for the REDC and the four Towns to share costs and benefits. The Bolton Crossroads Corporate Park could become the first multi-town municipal owned Corporate Park. The first task required to accomplish this would be the transfer of land from the State of Connecticut to the REDC or Town of Bolton.

On the south side of Route 6 is a proposed mixed-use village. The new mixed-use village would include retail / office on the lower floor, and office / residential on the second or third floor. Buildings would be located to create a sense of a village where buildings are accessible from multiple small parking areas and the view from the main entrance is terminated with a focal architectural building or possibly a municipal use building such as a library or community center. This level of development would be possible if the properties are combined and treated as a single overall development that supports and enhances the Bolton Ice Palace.

Sidewalks would be provided throughout the n. A crosswalk at the traffic signal would extend access from the Corporate Park through the new village, and eventually extend to the Hop River Trail which is uphill of the village. Additional development opportunities may be available across a small stream and wetland which would provide parking for Trail access as well as be a great location for a restaurant or food/beverage concessions for weary hikers / bicyclists.

Exhibit ES-43 shows how Route 6 would change to accommodate the new signal light and boulevard access to the corporate park and mixed-use village. Streetscape improvements on Route 6 would include raised medians, wood guiderails, the inclusion of crosswalks, ornamental light fixtures, and banners with the Route 6 Hop River Corridor logo. Sidewalks would extend into both Bolton Ice Palace and Munson's for the new village and Corporate Park. Munson's existing curb cuts would be reduced to one right-turn-only driveway and the intent would be to move customer parking to the lower level where a new showroom could be built. A new access drive to the Bolton Ice Palace from the new Village access drive would be provided. The view in Exhibit ES-43 would be one which would occur before new



buildings at the mixed-use village are built but the infrastructure for the new intersection was in place.

The proposed Corporate Park Boulevard would be graded (fill) to reach the current level of Route 6. The road would then fall away from Route 6 to better match the existing grades on the State of Connecticut land.

The light fixture shown in these images was chosen as part of the workshops held in May and June and after extensive discussion with the REDC. There was a general consensus that the light fixture used should be suitable for use throughout the Corridor. Therefore, a single fixture is used throughout the images in this Chapter and is included in the Architectural Guidelines in Chapter Twenty. The light fixture is considered ornamental and is designed to light the sidewalk, not Route 6 / 66 East itself. The fixture should be Dark Sky compliant and can be on timers to shut off after midnight where appropriate.

The Bolton Crossroads Mixed-Use Village will likely require a small package wastewater treatment plant or connection to the sewer line in Route 44 in order to be built at the density shown on the Site Plan.

Coventry Parcel (Exhibits ES-44 through ES-46)

Two different Site Plan options were developed for the 110± acre parcel known as the Coventry Parcel as shown on Exhibits ES-44 and ES-45. These site plans show two possible access roads up to the northern portion of the site (the right side of the page) where the most developable area is. Based on soil types, this parcel seems to have soils suitable for subsurface septic, but depending on the intensity of use, the project may benefit from a small package wastewater treatment plant (WWTP). These plans show a variety of uses which could be accommodated on this parcel, including:

Community Destination Area Uses

- ◆ Library
- ◆ Science Center
- ◆ College Classrooms



Mixed-Use Retail Area (retail / residential)

- ◆ 37,000 SF Retail in Small Buildings
- ◆ 51 Apartments
- ◆ Movie Theater

Office Park

or

Professional Office Park

- ◆ Office and or
Warehouse Uses

- ◆ Lawyer
- ◆ Architect
- ◆ Medical Office

Recreation

- ◆ Ice Rink
- ◆ Pool
- ◆ Ballfields

Housing

- ◆ Fee Simple Single Family/Duplex
- or
- ◆ Senior Housing

This parcel can accommodate a large amount of development, but access to the parcel is expected to be very difficult and costly. In order to access the parcel, a road will need to be built to cross the Hop River and its associated wetlands. This road will need to stay elevated in order to catch the grade on the side of the Hop River. This will be an expensive access road so the development level and fiscal return will need to be high. Exhibit ES-46 shows other alternate routes which were considered as part of this study.



Andover Gateway – Shoddy Mill Road (Exhibit ES-47)

As noted in the Preliminary Corridor Map, a Gateway Sign announcing that the visitor is approaching Andover is recommended at Shoddy Mill Road. Exhibit ES-47 shows a possible option for this sign.

After significant discussion, the REDC decided that the area of Andover between Shoddy Mill Road and Hebron Road was to be called “Historic Andover”. This name was to distinguish the Route 6 land and uses from the area known as Andover Center (Center Street). Therefore, the proposed sign shows the Route 6 Hop River Corridor logo and the words “Historic Andover”. A two post bed-post type mortared and cut stone pillar sign was determined to be appropriate based on feedback to the REDC and public. This sign design also accommodates a message board at this location.

Historic Andover (Exhibits ES-48 through ES-50)

Exhibits ES-48 and ES-49 show what the Historic Andover area could look like with the introduction of sidewalks, light fixtures, banners, and flowering trees. This improvement would require limited changes along the road frontage. One change recommended is the enlargement of the green island in front of the autobody use and the reduction of the width of the curb cuts on that property. This enables the sidewalk to continue to the Post Office and allows the continuation of the rhythm of the light fixtures. The view to the west also shows the addition of flowering trees, light poles and banners, and sidewalks along the front of the Library.

Andover Gateway – Hebron Road (Exhibit ES-50)

Exhibit ES-50 shows a combination of streetscape improvements along Route 6 and a new Gateway Sign at Hebron Road. Streetscape improvements include a sidewalk to the 7/11, a raised median with plantings at Hebron Road, and the placement of light poles and banners along the sidewalk. The sidewalk to the 7/11 would be located at the curb at this location only to avoid many electrical poles and installation of a retaining wall.



The new Gateway Sign at Hebron Road would be similar to the one at Shoddy Mill Road except that there would be no message board. This sign would be located east of the war memorial so as not be in the viewshed for that monument. There is electricity in this area so the sign could easily be illuminated.

Columbia Meadows (Exhibit ES-51)

Continuing east along Route 6 in Columbia is the land occupied by the Town Garage. This area is open with limited trees and the working yard is considered unattractive. This view shows an increased island width with street trees, screen shrubs, and light fixtures designed to improve the view at the street.

Opposite to the Town Garage is a grouping of 6-7 residential properties which are currently zoned Business. These properties could be developed as a 2-3 story mixed-use village. The design idea captured in this image is that buildings would be “residential” in style and be located at the street. Parking would be at the rear and there would be multiple buildings linked by small parking areas. SSDS would serve the building located south of the parking areas. This small village, known as Columbia Meadows, would be primarily professional office with more offices or apartments above. Restaurants or limited retail would be appropriate here.

Lighthouse Corners (Exhibit ES-52)

Identified throughout this report as the Route 6 / 66 Intersection, this area has been known historically as Katzman’s Corners, or more recently Lighthouse Corners. Due to the distinctive octagon building known as the “Lighthouse”, the REDC has determined that this area should be known as Lighthouse Corners.

This area is one of the existing Corridor nodes and the Route 6 Hop River Corridor Master Plan increases its importance as a critical node in the future. Providing a counterweight to Bolton Crossroads, Lighthouse Corners could be developed as a Mixed-Use Village with the reconfiguration of the Route 6 / 66 Intersection. At this time, the Route 6 / 66 Intersection is large, restrictive, and heavily paved. One proposed alternative is a roundabout configuration which would eliminate the traffic light but provide for continuous movement through the intersection. Using green planted traffic flow delineators (islands) and a planted



circle, a new configuration would highlight the importance of this intersection as a gateway to the Route 6 Hop River Corridor. A Gateway Sign with Corridor logo could be placed at the center of the circle or at the entry lanes. In addition, the Lighthouse building at the Route 6 / 66 Intersection has been identified as a significant architectural element. Efforts should be made to develop this area to present the building as a more prominent location and as an architectural focal point.

Development in this node could include the creation of a new retail oriented mixed-use village which would connect to the existing Leventi's Plaza. The existing shopping center could be reconfigured and connections made between the new properties. A new center focused development would be prepared at the old gravel operation site. Buildings would be located on a new 'Main Street' with sidewalks on multiple small parking areas. These buildings will be visible both internally and from Route 6 so the architectural detail and style should be high quality on all four sides and human scale. This area would be ideal for restaurants with decks looking over the pond and for enjoying the pedestrian environment. Development of this level of intensity would require a community subsurface sanitary disposal system or small package wastewater treatment plant.

In the northwest quadrant of this intersection, a multi-building Corporate Park is proposed. These buildings would be served by individual subsurface sanitary disposal systems (SSDS) and buildings would range in size from 24,000± SF to 90,000± sf. Office, research, and medical office are the preferred uses for this Corporate Park. A tree lined boulevard is proposed with trails and sidewalks. Access to the river should be provided and public parking as a commuter lot and river access should be integrated into the design.

This parcel of land was the subject of many discussions during this project. The amount of development possible on this parcel would need to be balanced by the on-site wetlands. There is currently insufficient reliable information to accurately anticipate the areas of developable land. Due to the proximity of the river, studies should be done to identify the flood levels affecting this property before approvals are granted. This property was considered to be both ideal for development and ideal for conservation. Additional work to define the environmental constraints should be undertaken in the future.



Columbia East Gateway (Exhibit ES-53)

Currently, Route 66 at Cards Mill Road is an intersection of conflicting right-of-ways, overhead utilities, and auto-related uses. There are no visual clues that this is the gateway to the Route 6 Hop River Corridor. Exhibit ES-53 shows how this area could be improved with a reconfiguration of the road access to potentially create a “T” intersection rather than an island. This would alter the sign and planting to be located on a new peninsula rather than an island. The new design would allow the introduction of sidewalks, light poles and banners, and flowering trees. In addition, the overhead power lines have been placed underground in this picture to show what a positive visual effect that would be. A Corridor Gateway Sign is proposed at the new reconfigured intersection at Cards Mill Road. This Gateway Sign and streetscape improvements would provide a notable beginning or end to the Corridor. Also, the sidewalk, sign, and streetscape improvements on the north side of Route 66 would allow and encourage pedestrian traffic from the proposed trail access and parking area on lands of the State of Connecticut to uses at this intersection.

Andover Plaza Façade Improvements (Exhibits ES-54 and ES-55)

As part of the discussion regarding Architectural Guidelines for the Corridor, the REDC requested that LADA prepare some new facades options for an existing building. As Andover Plaza is one of the few shopping centers on the Corridor, this building was used as an example of how various architectural elements could be used to change the appearance of the Plaza.

Architectural elements used to change the appearance of the façade were:

- ◆ Vary the roof line
- ◆ Provide a visual hierarchy and focal points
- ◆ Use a consistent sign background
- ◆ Add vertical elements



Summary

The figures and maps included in this Executive Summary and in Chapter 17 capture the visual character of the design ideas which evolved through the project. These images and ideas were then integrated into the Route 6 Hop River Corridor Master Plan included in Chapter Nineteen.



RECOMMENDATIONS

Based on the extensive work by the Route 6 Regional Economic Development Council, the input of the public through workshops, emails, phone conversations, and feedback throughout the process, the Consultant Team recommends the following actions to complete this phase of the project and to continue to reach the full implementation of the new vision for the Route 6 Hop River Corridor.

Goal #1 – Re-vision the future of the Route 6 Hop River Corridor through the use of public input and consensus building.

Recommendation #1-1

Maintain website with updated news and information to keep the public informed of progress on this project.

Recommendation #1-2

Install new gateway signs at Bolton Notch, Columbia East, and the Route 6 / 66 Intersection.

Recommendation #1-3

Install Historic Andover Gateway Signs.

Recommendation #1-4

Continue to contact property owners to act as advocates for the proposed new Corridor Zone, Unified Zoning and a simplified review process.



Recommendation #1-5

Establish a program of banners welcoming new businesses and/or announcing major events for existing companies.

Recommendation #1-6

Establish a Hop River Days Festival which would include such events as a trail run, sidewalk sales, craft fair and other festivities which would include all four towns and the entire length of the corridor.

Recommendation #1-7

Establish a four town Route 6 Hop River Corridor Chamber of Commerce to advocate for the interests of the corridor businesses.

Recommendation #1-8

Work with CONNDOT to add signage on I-384 to identify the Route 6 Hop River Corridor and the towns it passes through.

Recommendation #1-9

Work with CONNDOT to remove the 'Headlights On' sign at Bolton Notch.

Goal #2 – Create a Master Plan of the Route 6 Hop River Corridor that provides targeted areas of development for each Town in the corridor.

Recommendation #2-1

Prepare an overall Master Plan for the Route 6 Hop River Corridor to target areas of future growth, define the proposed use of those areas, and provide a road map for the new vision for the Route 6 Hop River Corridor.



This Master Plan has been prepared as part of this study and is included in Chapter Nineteen.

Recommendation #2-2

Continue to refine the ideas and designs shown in the Master Plan, individual Site Plan, and Before-and-After pictures to encourage CONNDOT to improve safety, aesthetics, and developability of the Route 6 Hop River Corridor.

Recommendation #2-3

Prepare new text to establish a Route 6 Hop River Corridor Zone to be implemented in a consistent form in all four individual towns (see Chapters Twenty and Twenty-One).

Recommendation #2-4

Generate Architectural Guidelines for future growth and retrofit of existing buildings for the entire corridor based on the input from the public during the public workshops (see Chapter Twenty).

Recommendation #2-5

Implement the Streetscape Guidelines for the Route 6 Hop River Corridor based on the defined corridor preferences for light fixtures and poles, sidewalk width and treatment, and their locations within the DOT Right-of-Way (see Architectural Guidelines).

Recommendation #2-6

Establish locations for streetscape improvements along the corridor to be integrated into the next stage of Connecticut Department of Transportation (CONNDOT) road improvements including new raised medians with planting, street tree planting, sidewalks, and light fixtures (see Recommendation #2-44, above).



Recommendation #2-7

Coordinate the review, approval, and implementation of a common and consistent Route 6 Hop River Corridor Zone text including the architectural guidelines in each of the four individual towns (see Chapters Twenty and Twenty-One).

Goal #3 – Preserve the historic, scenic, and environmental resources of the corridor in a manner that identifies those resources as potential positive elements.

Recommendation #3-1

Contact the property owners of the Post Farm and Hutchinson Farm to begin to work together to preserve these agricultural uses. This may require the creation of a program to allow transfer of development rights to the Route 6 Hop River Corridor Development Agency (or similar organization). If the individual property owners are inclined to preserve the use under current State programs, there are a number of programs available from the State of Connecticut which preserves the existing agricultural use by substantially reducing the development potential and as a consequence-significantly reduces property taxes.

Recommendation #3-2

Efforts should be made to open the Hop River trail from Bolton Notch to the Willimantic River. Several critical pieces are missing at this time.

- 1) Consistent trail surface—the surface should be suitable for pedestrians, mountain bikes, horses, etc. We do not recommend a paved surface except where emergency vehicles could access the trail— such as at the below grade crossing at Merritt Valley Road.
- 2) Bolton Notch –access to the trail should begin on the north side of Route 44 with a large parking area for access on the western edge. Connection to one



new Bolton Crossroads should be designed to allow and encourage trail users to access this new village area through the construction of a new parking area.

- 3) Bridges –the bridge at Historic Andover should be completed. The new parking area to be completed at the Andover Museum should have additional signage on Route 6. The bridge over the Willimantic River should be updated to a pedestrian bridge similar to the new metal bridge in East Granby on the Farmington Valley Trail.
- 4) Some parts of the trail are extremely remote and feel both out of the way and potentially unsafe. Signage to inform the user of the distance to the next road crossing would be reassuring without being intrusive. Additionally, police call boxes should be installed where phone lines are available at the road crossings.
- 5) Trail access signs should be installed throughout the Corridor at all road intersections where parking is available to access the Trail.

Recommendation #3-3

Businesses which support or enhance use of the Hop River Trail should be encouraged. Such businesses as sporting goods, bicycle shops, kayak sales and rentals, etc. or businesses which cater to users such as ice cream, restaurants, notions, etc. are considered highly desirable.

Recommendation #3-4

Install light poles and banners at significant points along the corridor—Bolton Crossroads, Hendee Road Node, Historic Andover, Columbia Meadows, Lighthouse Corners and Columbia East Node. All light fixtures are to be Dark Sky compliant and should be shut-off from midnight to 5-am.



Recommendation #3-5

Encourage existing automotive uses to expand green islands along their road frontage by reducing the opening of curb cuts and providing green space and/or planting along the road edge. Park vehicles to the side and rear of buildings wherever possible.

Recommendation #3-6

Establish a long-term street tree planting program.

Recommendation #3-7

Avoid construction on steep slopes and large scale removal of trees on Corridor hillsides without street level wooded buffers.

Recommendation #3-8

Avoid new construction in residential areas where possible. Encourage shared driveways where possible.

Recommendation #3-9

Preserve the identified significant views through the use of limited building envelopes or more positive programs which reward the preservation of these properties through increased density or reduced setbacks at targeted locations.

Recommendation #3-10

Place larger buildings/density off the road served by a single driveway or street. Maintain street level wooded buffers.



Recommendation #3-11

Work with the property owners of the northwest quadrant at Lighthouse Corners to identify the wetlands and floodplain issues which will affect development uses. This might be accomplished through a DEP grant to develop an access road to provide public access to the Hop River.

Goal #4 – Balance the investment potential and costs among the four towns.

Recommendation #4-1

Expand the charge of the Route 6 Regional Economic Development Council to include the ability to review plans based on the proposed new Zone and architectural guidelines; create and implement new business parks using an economic model to share costs and revenues among the four towns; control and/or hold property to be developed as a business park alone or in collaboration with private land owners; submit grant applications; enter into agreements with the individual towns, private property owners, governmental agencies, and quasi-governmental agencies or organizations such as CRCOG, WINCOG, or the Metro-Hartford Alliance.

Recommendation #4-2

Submit this finished document as an Economic Development Strategy for designation as a Regional Economic Development Area eligible for State and Federal grants and funding. Continue to work with CRCOG or the Metro Hartford Alliance to be classified as an Economic Development District (EDD) as defined by the State of Connecticut and Federal Government (see Initiative # 2 in Chapter Sixteen).



Recommendation #4-3

Identify one area in each town to be developed as a shared cost/benefit project guided by the Route 6 Economic Development Council or its future successor as the Route 6 Hop River Corridor Redevelopment Agency. The Consultant Team recommends the following properties/areas be included as part of the Four Town Economic Development District:

- Bolton Crossroads – Lands of the State of Connecticut and LAN Holdings, LLC
- Coventry – The 110 acre parcel that is the part of this report
- Andover – Lake Road Node
- Columbia – Lighthouse Corners

Goal #5 – Identify “kick-off” projects that should be done first and which will provide the foundation for future projects.

Recommendation #5-1

Establish the new streetscapes for Bolton Crossroads, Hendee Road, Historic Andover, Lighthouse Corners, and Columbia East. This includes streetlights, banners, and street trees. Sidewalks should be added as development occurs.

Recommendation #5-2

Work with CONNDOT to install the raised medians with planting at Historic Andover, Hendee Road, and Columbia East.

Recommendation #5-3

Contact the State of Connecticut to transfer ownership of the large parcel of land on the north side of Route 6 at Bolton Crossroads. This parcel is a critical component to the development of Four Town Corporate Park. Once ownership of this parcel is



secured, contact the owner of LAN Holdings, LLC to establish a jointly held and financed Corporate Park.

Recommendation #5-4

Continue with the next phase of this project—the CROCG Transportation Study. This study should establish CONNDOT endorsement for the following items for the Master Plan:

- 1) Gateway signs location and design.
- 2) Planted raised medians at significant locations.
- 3) Signal location and new intersection at Bolton Crossroads.
- 4) Sidewalks, light fixtures, and street tree planting in DOT right-of-way as shown in the Master Plan.
- 5) The Bolton Crossroads Corporate Park boulevard- type road between Route 6 and Route 44.

The CROCG study will work with the REDC, Stakeholders, Town Staff, members of the public, and CONNDOT to perform additional analysis on transportation-related items. This work may result in changes to locations of some of the proposed streetscape items based on CONNDOT review.



NEXT STEPS

Based on discussions with the Route 6 Regional Economic Development Council, the following are the Priority Actions to be taken next. They are:

1. A review of the current Zoning Regulations, Town Plans of Conservation and Development, WINCOG and CRCOG Plan of Conservation and Development and the State of Connecticut Conservation and Development is included in Chapter 14. This review is then used to establish a draft of new Zoning Regulations for a new Route 6 Hop River Corridor Zone in Chapters 20 and 21. The next step is for the Route 6 Regional Economic Development Council to work with the Planning and Zoning Commissions in each Town to establish a consistent Zoning Regulation and Zoning Map for all Towns along the Corridor.
2. In addition, CRCOG is working with the Route 6 Regional Economic Development Council to complete the Transportation Study which focuses on additional safety improvements and the DOT review and endorsement of streetscape improvements proposed as part of the Master Plan.
3. Other Priority Actions include coordinating with the State of Connecticut to transfer control of the Bolton Crossroads land to the REDC (as well as other parcels at the trail crossing at Route 87 and the potential trail parking area at the Windham Town Line); working with CT DEP to make the installation of small package wastewater treatment plants more feasible in the Corridor; work to extend sewers at the east and west ends of the Corridor; make modifications to the CT Plan of Conservation and Development to allow the sewer extensions and continue to submit for grants to fund the continuation of this project; implement a Façade Improvement Program, a Street Tree Planting / Beautification Program, and the construction of the Gateway signs.



**Connecticut DOT
Community Connectivity Grant
Awarded to Andover**

CGS 8-24 Referral to
Andover Planning and Zoning Commission
Public Hearing
to get community input into the plan

Outline

- CGS 8-24
- Background on POCD and 'Complete Streets Master Plan'
- Andover's 'Complete Streets Master Plan'
 - What and Why
 - Goals
 - Plan Specifics related to this Grant Project
- Project Description
- Public Input into Final Design

CGS 8-24

- *Connecticut General Statute 8-24* requires that towns refer any proposed Municipal Improvement to the Planning Commission
- The Planning Commission must determine if the proposal is consistent with the towns planning documents i.e., Plan of Conservation and Development.
- The Town governing body can overrule the Planning Commission but only with a supermajority

Background

- In 2015 the Town of Andover completed the Plan of Conservation and Development (POCD)
 - The POCD had information on general accessibility and transportation but was not detailed enough
 - The P&ZC realized that it needed a more detailed plan for ‘Complete Streets’ in Andover
 - In 2016 P&ZC adopted the ***Complete Streets Master Plan*** for Andover

What Does Complete Streets Mean?

“Complete Streets are streets designed and operated to enable safe use and support mobility for all users. Those include people of all ages and abilities, regardless of whether they are travelling as drivers, pedestrians, bicyclists, or public transportation riders.”

-Transportation.gov

Why does the Town of Andover need a Complete Streets master plan?

- What we have now, are streets designed with only cars in mind. This limits opportunity's for residents by making walking, and bicycling as transportation or recreation inconvenient, unattractive and dangerous.
- Changing policy to routinely include the needs of people on foot, public transportation, and bicycles would make walking, riding bikes, and riding buses safer and easier. People of all ages and abilities would have more options when traveling throughout town to work, to school, to worship and to shop.
- Using complete streets thinking is a low cost way to increase quality of life for Andover residents. By focusing initially on low cost high impact projects, Andover residents can see the value in future changes.
- By having a plan, the town can more easily apply for state and federal funding to adopt the recommendations.

Andover's 'Complete Streets Master Plan' Abstract Part 1:

- The 2016 Plan of Conservation and Development highlighted issues of alternative transportation and sketched the outlines of a plan to make Andover more pedestrian and bike friendly.
- Andover, like many rural towns in Connecticut has been developed around the automobile as the primary method of transportation.
- This document will serve as a master plan to changing the infrastructure to accommodate other forms of transportation and increase safety for all residents.

Andover's 'Complete Streets Master Plan' Abstract Part 2:

- The long term objective of this plan is to enable residents of all ages to better access Andover resources and increase quality of life for all
- There is no single approach that will work throughout town but the plan includes sidewalks, shared use lanes (Sharrows), bike lanes (or wide paved shoulders), access to public transportation, including senior transportation, and safe crossing opportunities across Rt 6, Rt 316 and Rt 87, Accessible pedestrian signals, and dedicated bike and pedestrian connections to town facilities and Andover businesses.

Challenges

- One of Andover's biggest challenges is that Route 6 cuts the town in half and acts as a barrier for safe pedestrian and bicycle access.
- There are 3 crossings that have a pedestrian signal, but none have a sidewalk/ path connecting them on both sides of the road.
- The crossing at Long Hill Rd was prioritized since it connects the most town assets.

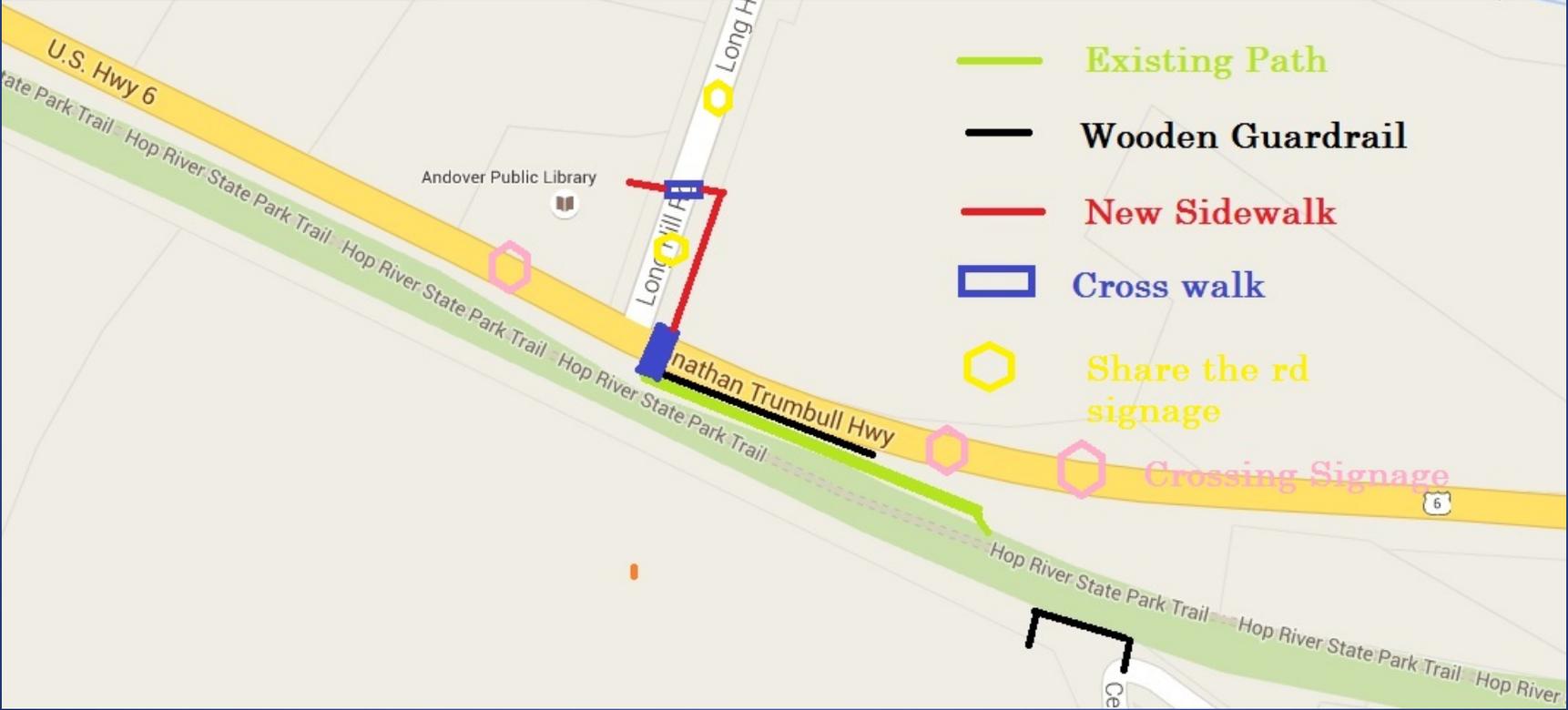
Highlights of the 'Complete Streets Master Plan'

- The Next few slides are excerpts of the Complete Streets Plan that relate to the projects we are proposing
- By comparing the proposed improvements with the Complete Streets Master Plan we hope to demonstrate that the project is consistent with the POCD

Andover Complete Streets Plan CH 2

- The intersection of Long Hill Rd and Route 6 has a Traffic Light with a signalized pedestrian Crosswalk. This provides a series of connections, including the Center street section of town, public library, Congregational Church, Andover Recreational fields, and Rail trail.
- This crossing has a high priority for improvement since it is likely to get the highest daily usage and highest traffic crossing in the town. This is currently **a dangerous and underutilized crossing** that can be improved considerably. The goal is to facilitate pedestrian and bicycle traffic across Route 6.

Andover Complete Streets Plan CH 2



Complete Streets Master Plan Ch.

4

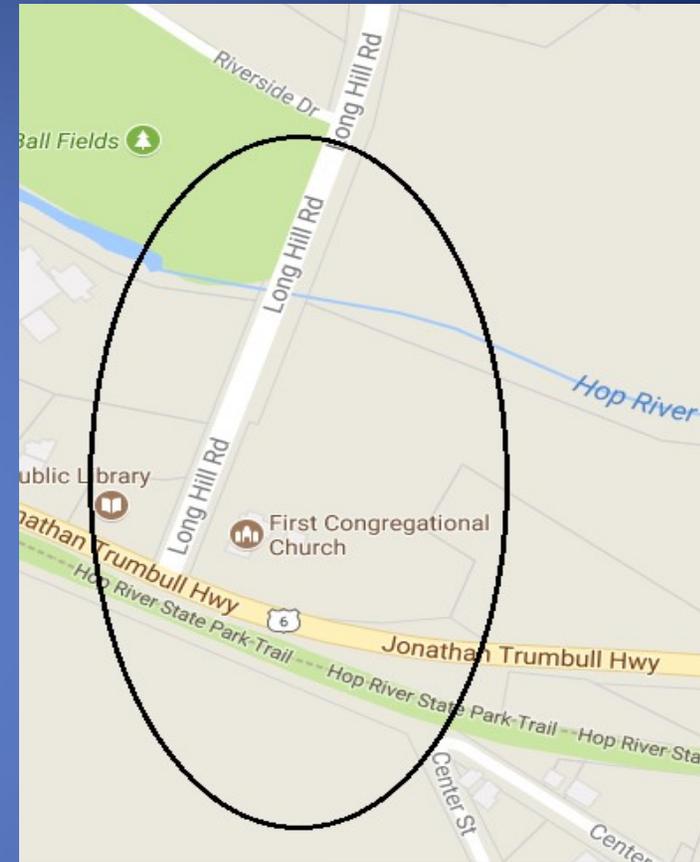
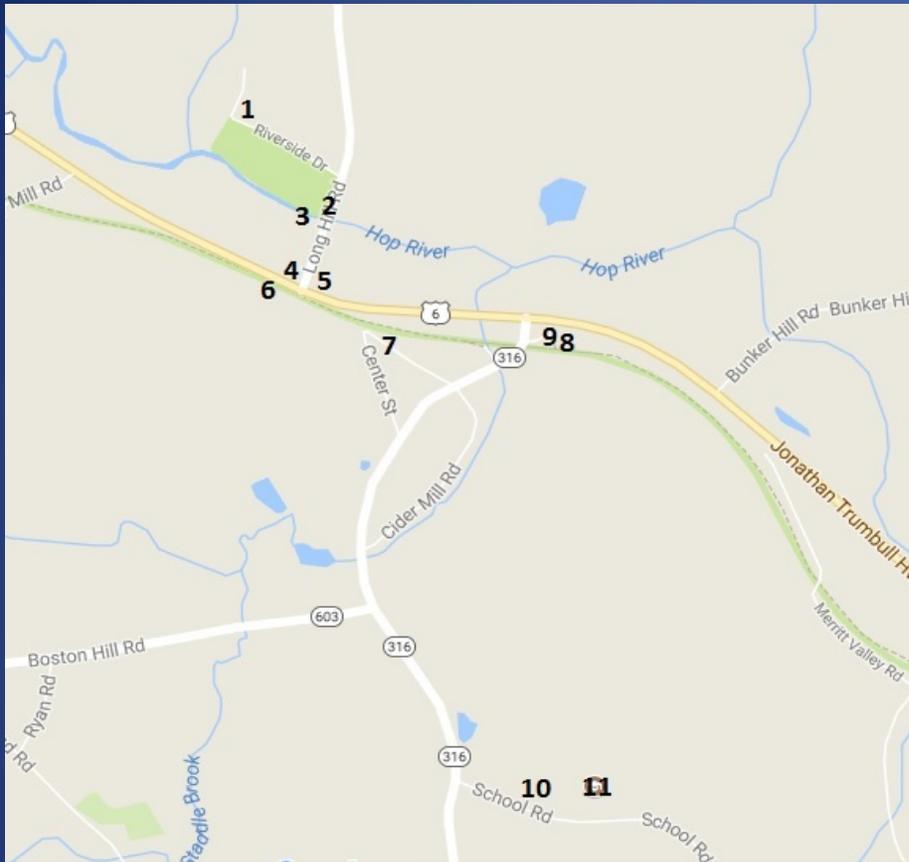
- It is recommended that the space at Center Street be utilized for rail trail access. The Cement blocks should be replaced with either large landscape boulders or a timber fence.
- Signage should designate it as parking for the rail trail. The area should be regraded and stone dust or millings used to level the parking area.
- A removable bollard should be used to keep vehicles from entering the space but be removable in case the Emergency services needs access.
- Signage should be erected showing directions to town features.

Connecticut DOT Community Connectivity Grant Award to Andover

- 2017 Andover Applied for a CDOT grant focusing on improving the area between Center Street and the Andover Veterans Memorial (Rec) field
- Andover also successfully pushed the DOT to add Long Hill Rd to the list of Pedestrian/ Crosswalk signals to be upgraded and to add a second signal/ crosswalk for crossing Long Hill RD
- In Spring 2019 the DOT awarded Andover a \$297,000 grant to implement the Project

Connecticut DOT Community Connectivity Grant Details

- 100% funding for Construction costs
- Andover pays for project Engineering and Design costs
- Design/ Engineering by CES Engineering as the Town of Andover's Consulting Engineer
 - Paid for from the POCD Implementation Fund



1. Senior housing
2. Andover Recreational Fields
3. Hop River Waterfront access
4. Andover Library
5. Andover Congregational Church
6. Hop River Rail Trail linear state park

7. Old Andover Senior Center
8. Andover Historical Museum
9. Andover Town Green
10. Andover Town Hall
11. Andover Elementary School

Project Goal 1

- New Rail Trail Access Point at Center Street
 - Already used for parking
 - Relieve congestion at Museum
 - Allows easy access to cross walk at Long Hill Rd
 - Historically significant (Andover Depot)
 - Improves Aesthetics
 - Add route finding signage and information kiosk
 - Improve defective drainage

Project Goal 2

- Redo access path from Rail Trail to Long Hill Crosswalk
 - Originally paved in 1990
 - Needs to be wider
 - Redesigned for ease of maintenance
 - Materials Choices ?
 - Bituminous Pavement (asphalt)
 - PC concrete

Current Access Path

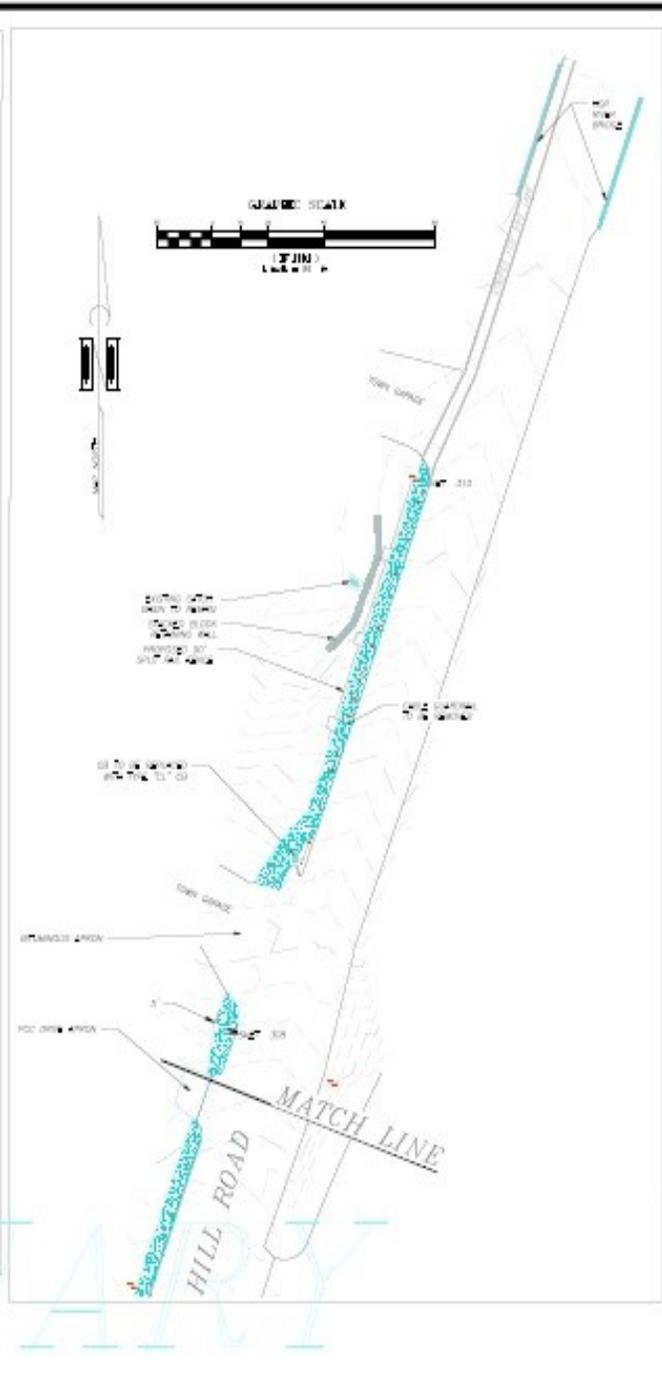
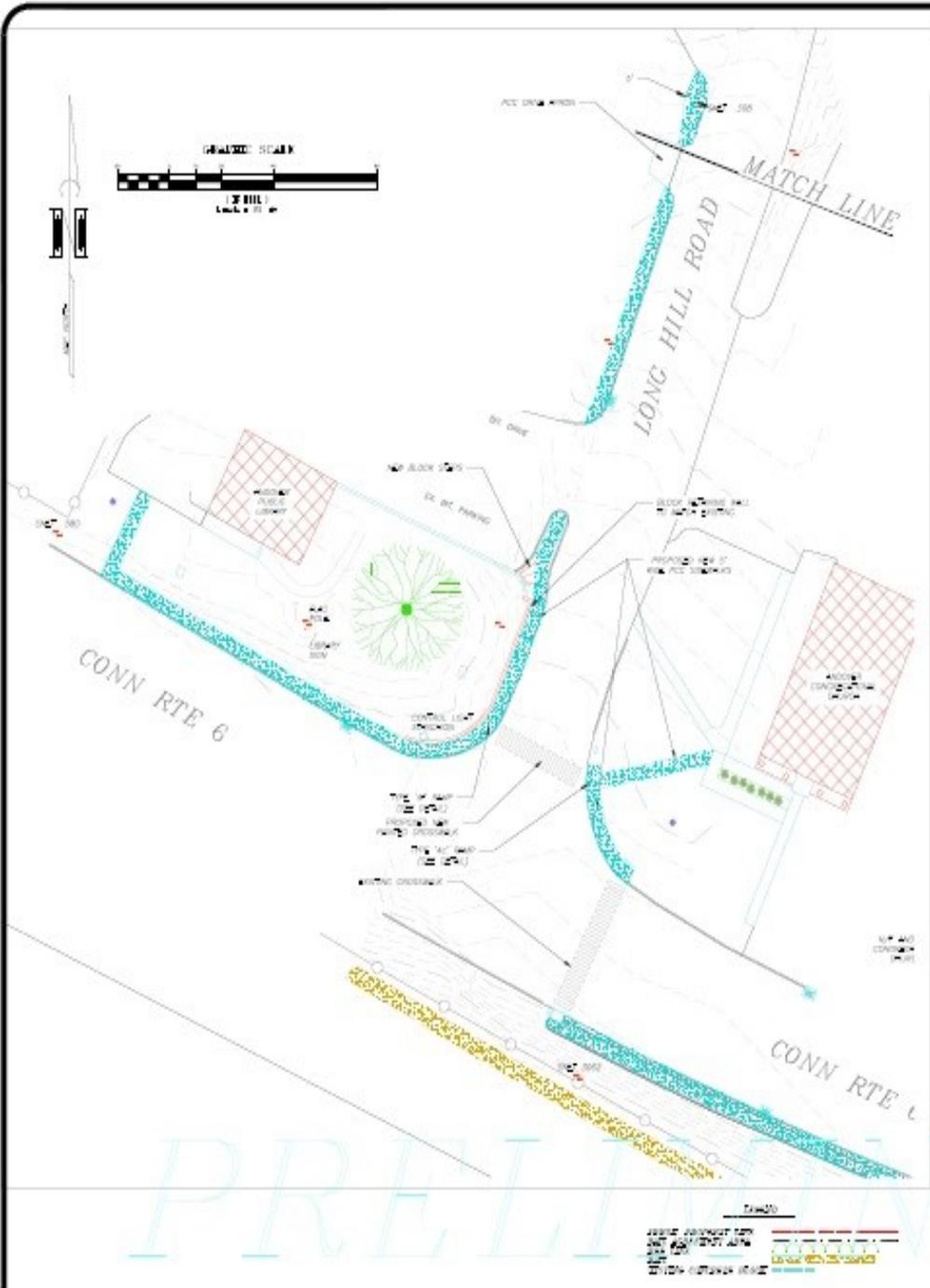


Project Goal 3

- Library-church Connectivity and Accessibility
 - Create a crosswalk and safe connection between library and Church (both use other for overflow parking)
 - Also establishes a safe connection from the library across Route 6
 - Bike Rack at the Andover Library
 - Accessible Path to the library main entrance
 - Balance Accessibility and Aesthetics

Project Goals 4

- Long Hill Rd improvements
 - Create a Sidewalk along Long Hill Rd on the West side from the Library to the Hop River Bridge
 - Sharrows and safety signage along Long Hill Rd to Riverside Drive
 - When Bridge is replaced, add a sidewalk to the bridge to complete Project
 - Add bike Rack at Veterans Memorial Field



Project No. 1710-2019-0001
 Date: 10/10/2019
 Project Name: NEW PEDESTRIAN/BIKE ACCESS LANES AND OVER WALKS / RIDES ROUTE 6 & LONG HILL ROAD ANDOVER CT

Scale	1" = 20'
Sheet No.	2 of 3

Civil Engineering Services, LLC
 200 SOUTH HILL ROAD
 SUITE 100
 ANDOVER, CT 06024

Questions

- Pavement or concrete on the south side of Route 6 access path?
- Pavers vs concrete for the walkway along Long Hill RD and Route 6.
- Pavement vs concrete for the walkway along Long Hill Rd to the ball fields.