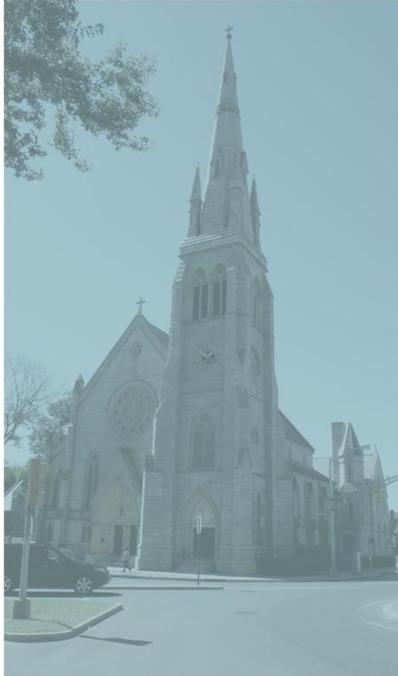


HELLO WATERBURY!

WATERBURY DOWNTOWN STRATEGIC PLAN



Public Meeting
April 22, 2015

A VISION AND STRATEGIES FOR DOWNTOWN WATERBURY



Agenda

WATERBURY DOWNTOWN STRATEGIC PLAN

Welcome

Recap of Public Meeting #1

Implementation Plan

Strategy Framework

Key Focus Areas & Top Strategies

Question & Answer

Next Steps



PUBLIC MEETING #1 ANALYSIS RECAP

February 5, 2015
Palace Theater

Public Meeting & Analysis Re-Cap

Discovery and Analysis

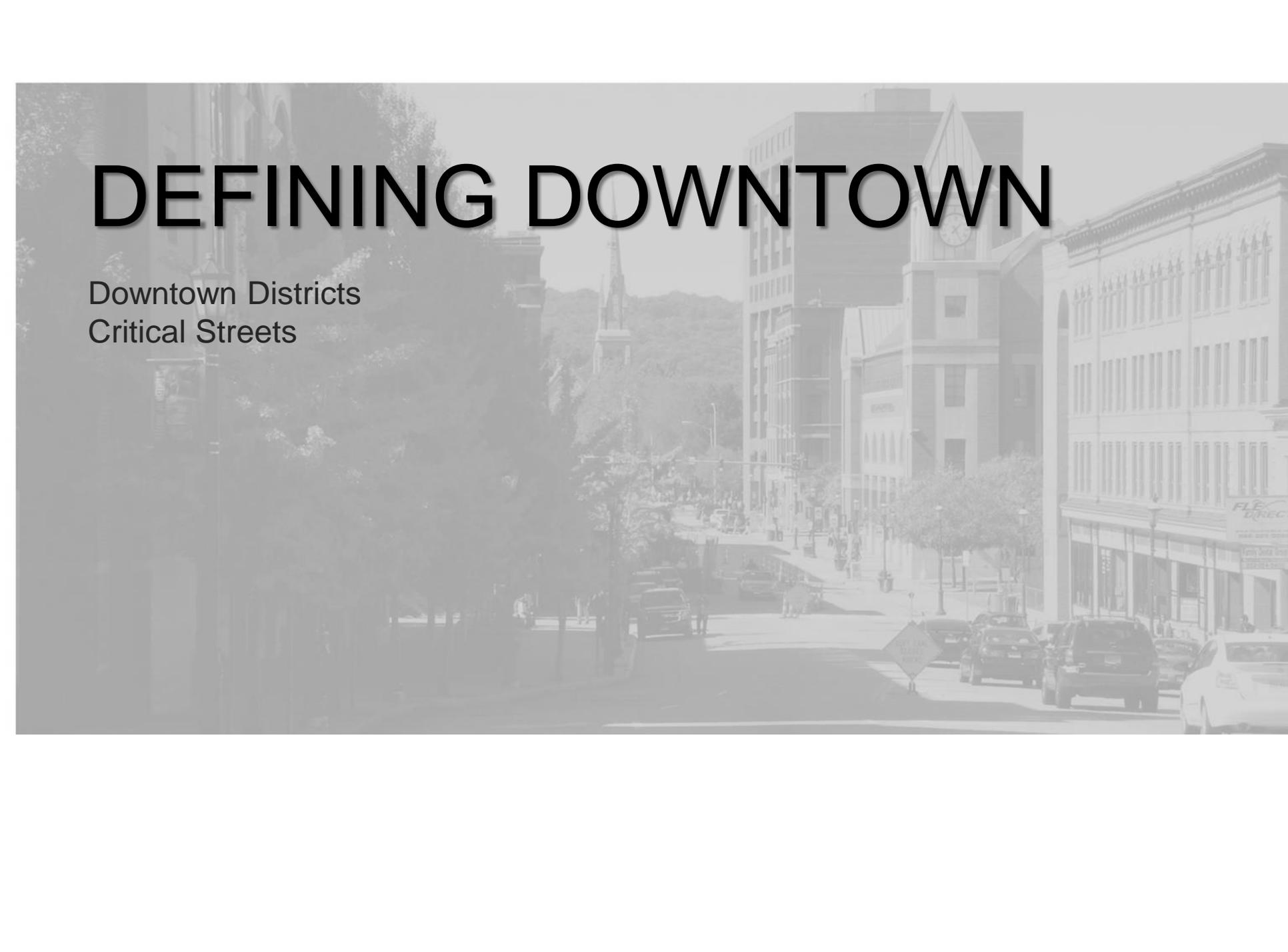
Defining Downtown

Downtown's Strengths

Economic Analysis

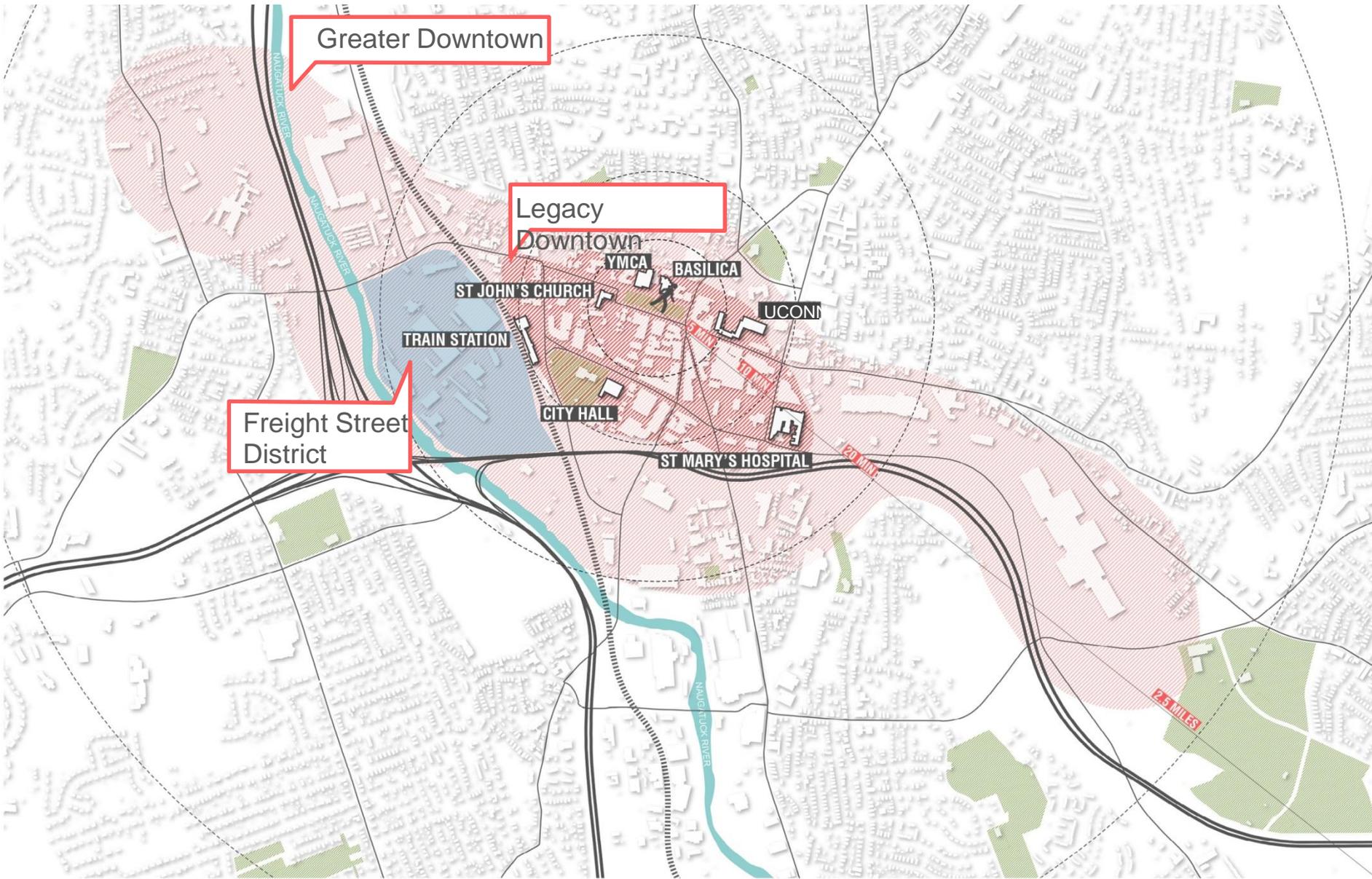
Stakeholder input

DEFINING DOWNTOWN

A grayscale photograph of a downtown street scene. The street is lined with various buildings, including a prominent clock tower in the center-right. There are trees on the left side of the street, and several cars are visible on the road. The overall scene is a typical urban downtown environment.

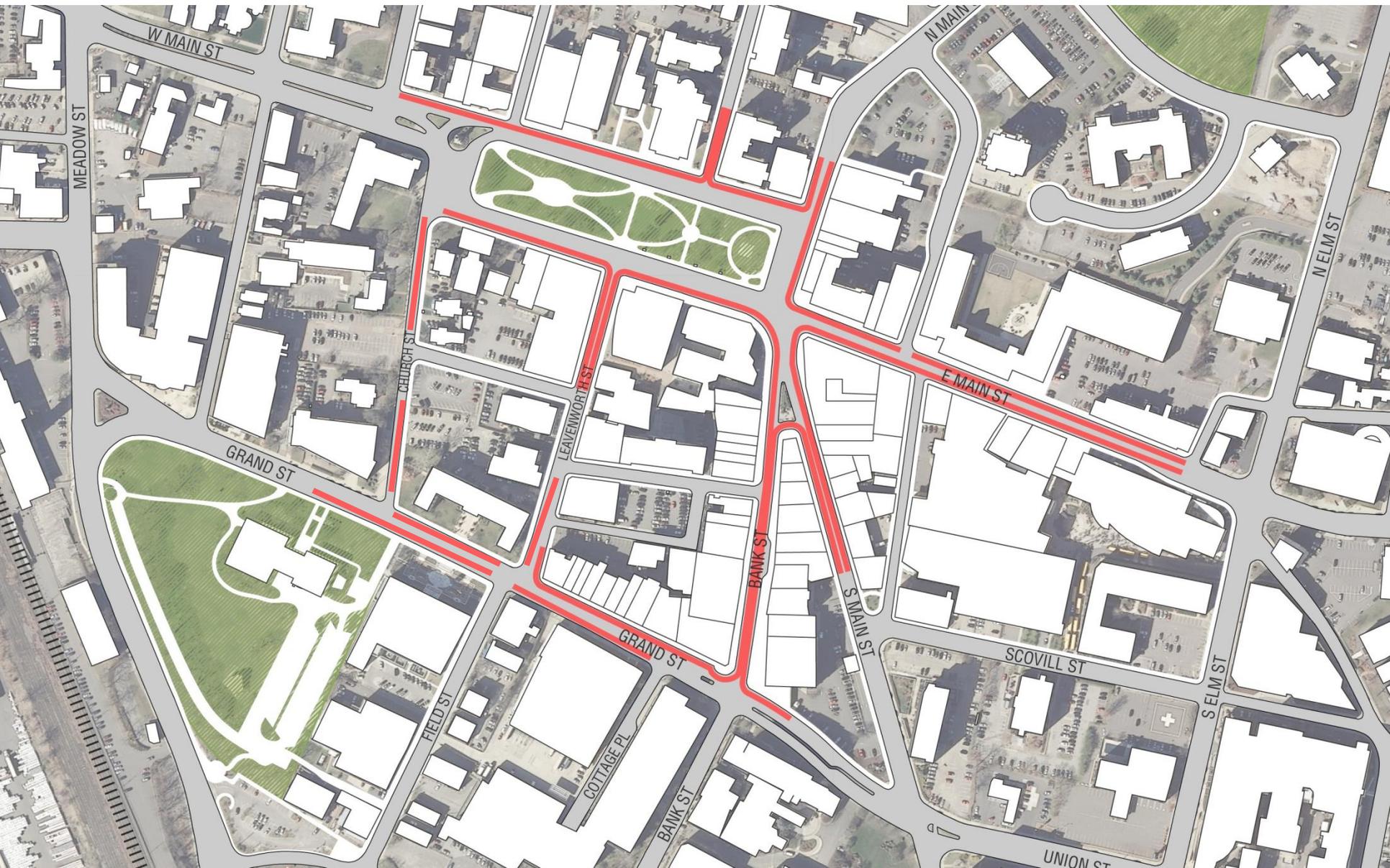
Downtown Districts
Critical Streets

A walkable area from the Green defines the Legacy Downtown

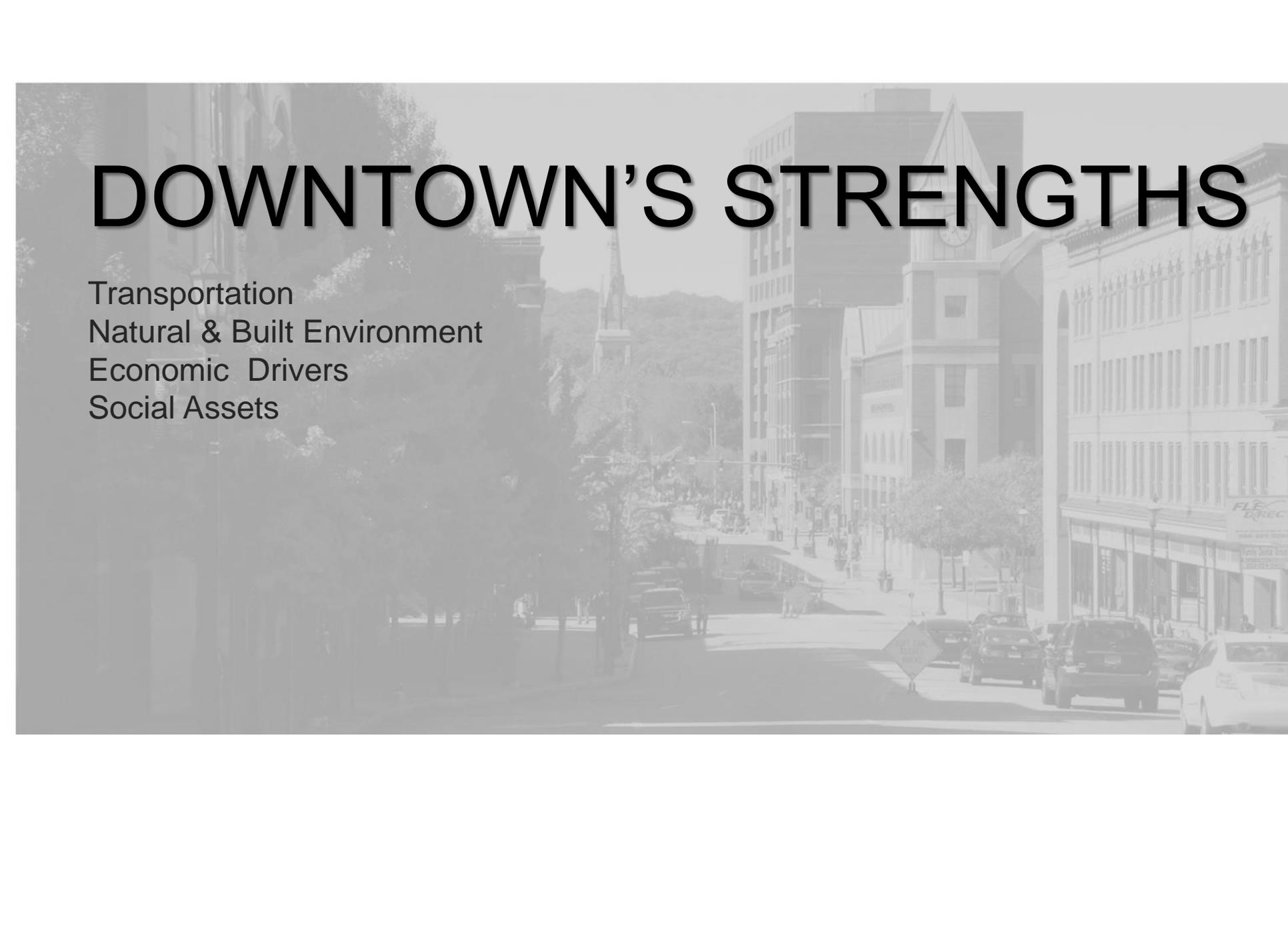


Investment should focus on a few critical streets

These streets have great buildings and form the nexus of the Legacy Downtown



DOWNTOWN'S STRENGTHS



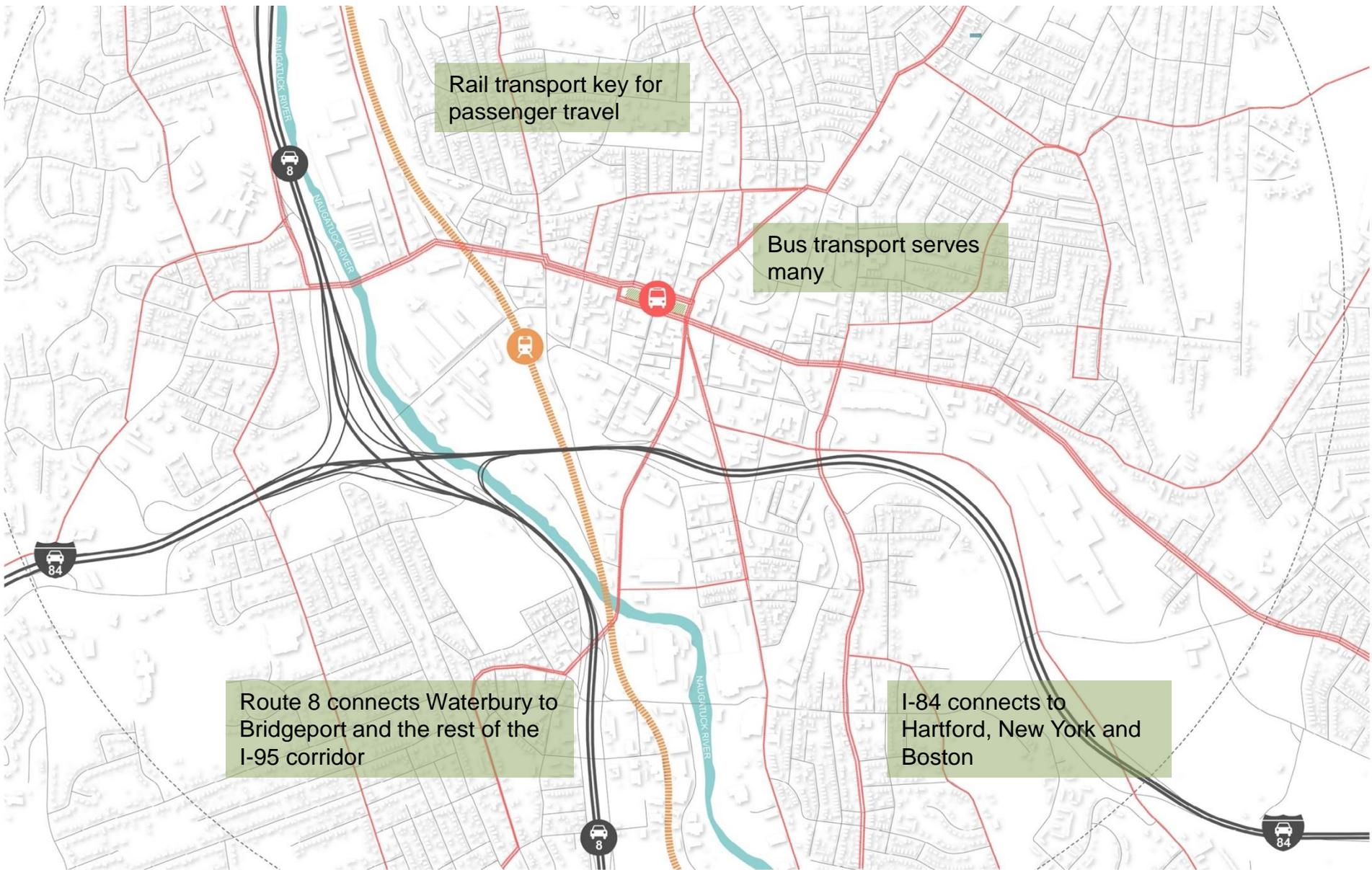
Transportation

Natural & Built Environment

Economic Drivers

Social Assets

Waterbury has strong transportation infrastructure in place



Rail transport key for passenger travel

Bus transport serves many

Route 8 connects Waterbury to Bridgeport and the rest of the I-95 corridor

I-84 connects to Hartford, New York and Boston

Naugatuck River Valley has great natural beauty



Downtown has high quality architecture & building stock



Institutional Anchors



Strength in an engaged and diverse population



Strong city leadership



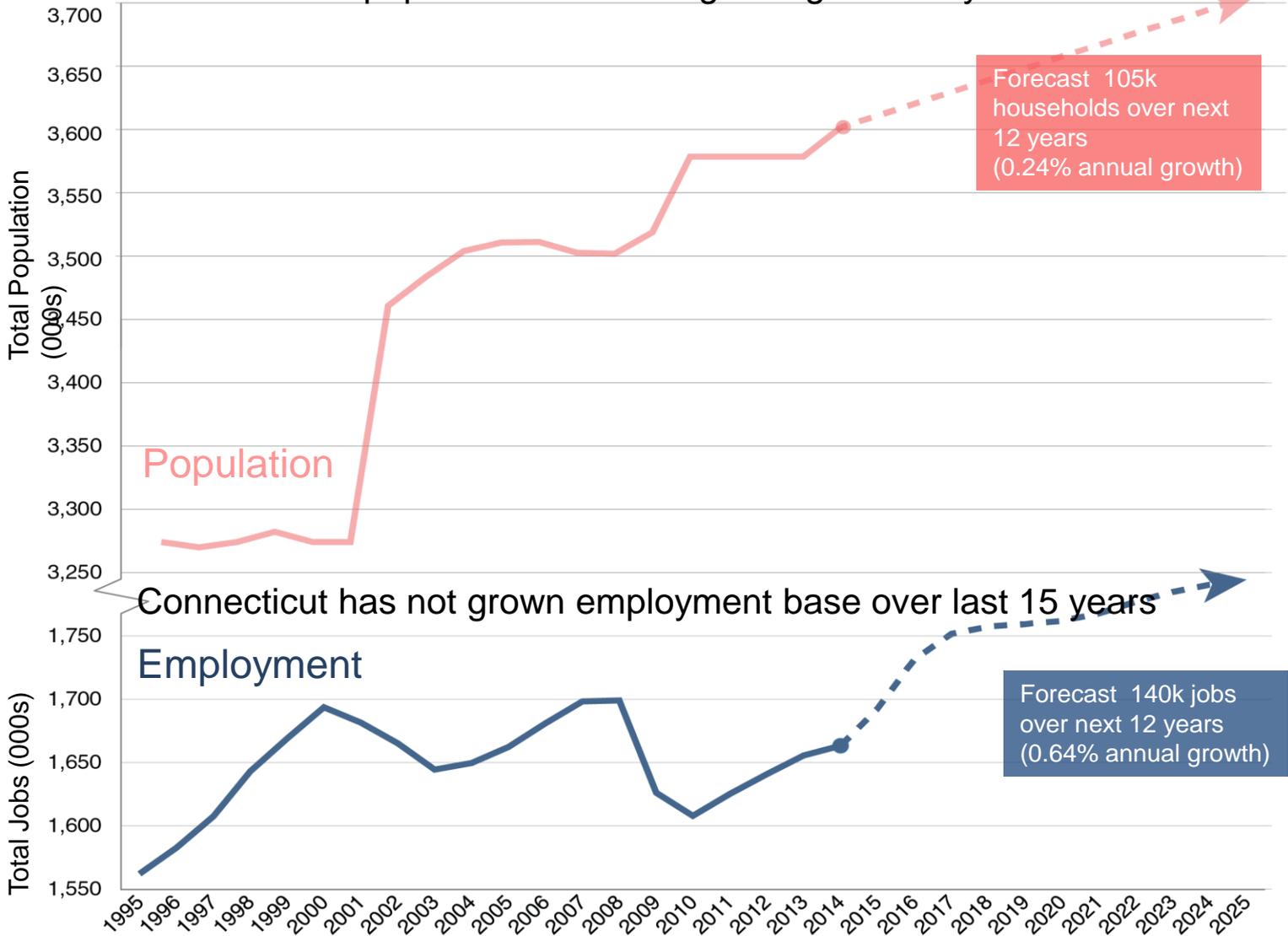
ECONOMIC ANALYSIS



Regional and Local Employment
Commuting Patterns
Demographics
Housing affordability

Regional employment picture is a major challenge

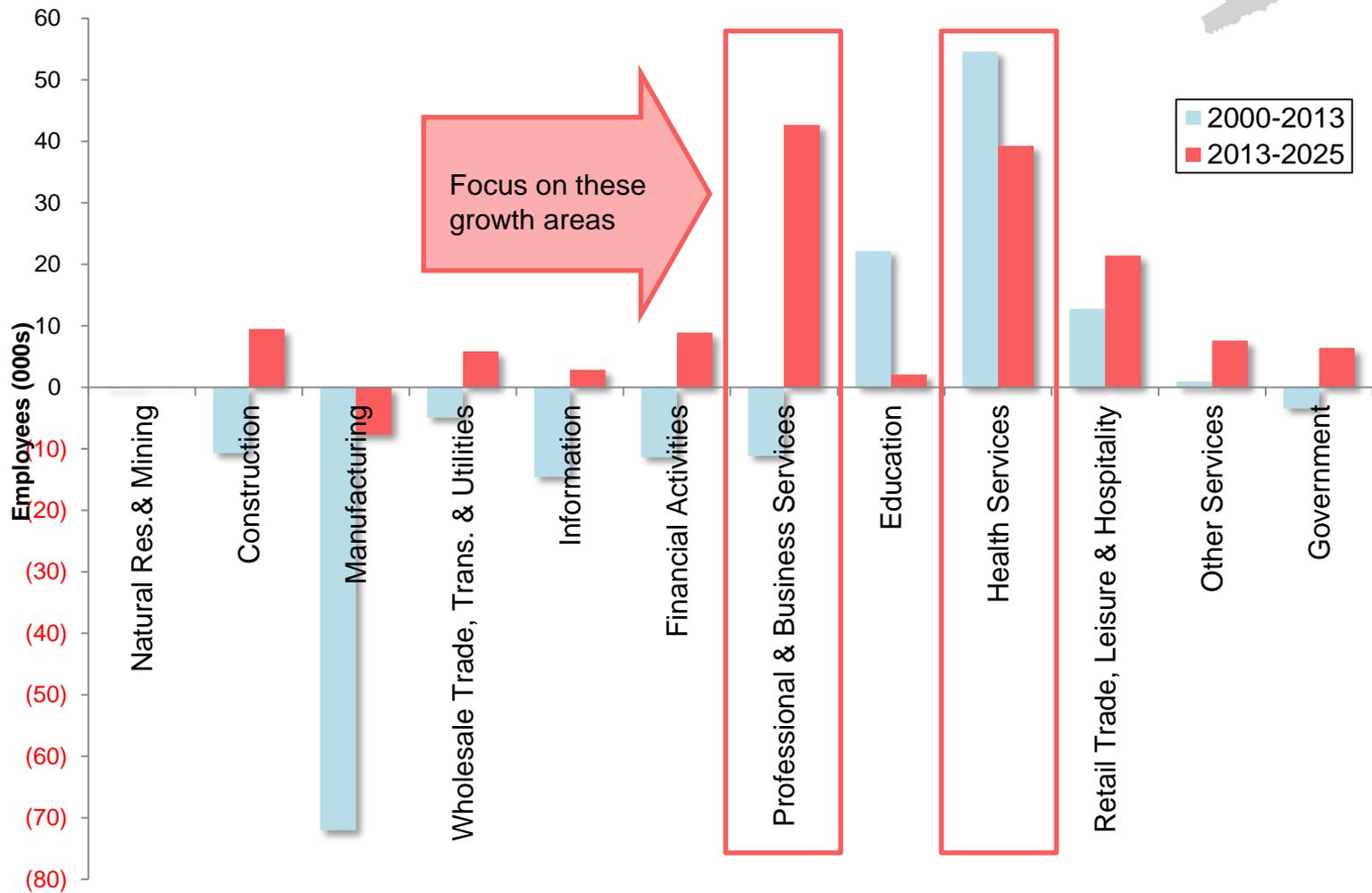
Throughout the State, population growth and employment growth have been only modest. Connecticut's population has been growing modestly



*Source: Employment, Moodys economy.com, Population: ESRI, 10/20/14

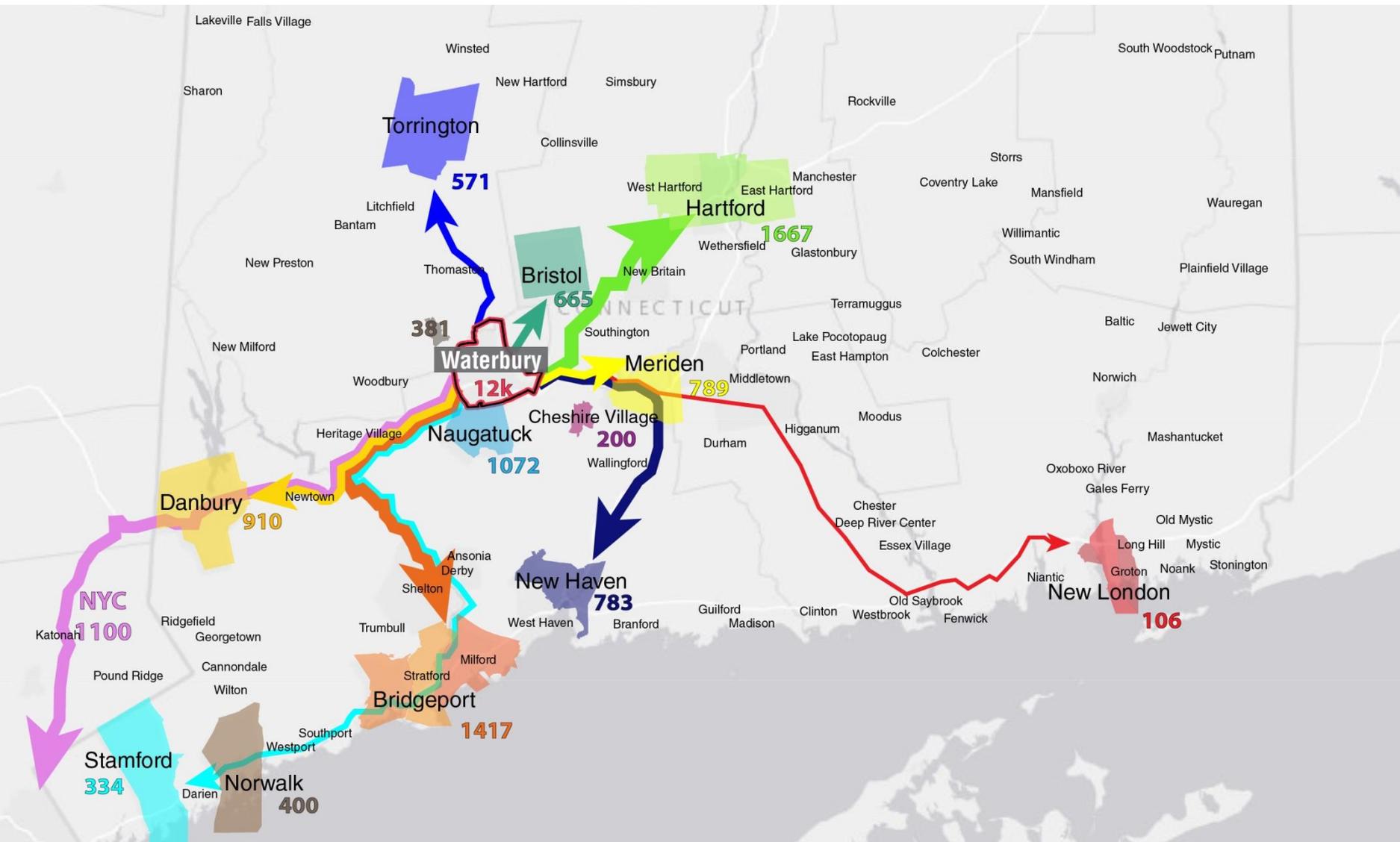
State employment growth concentrated in professional & health services

Waterbury should work hard to capture its share of anticipated growth in professional and health services



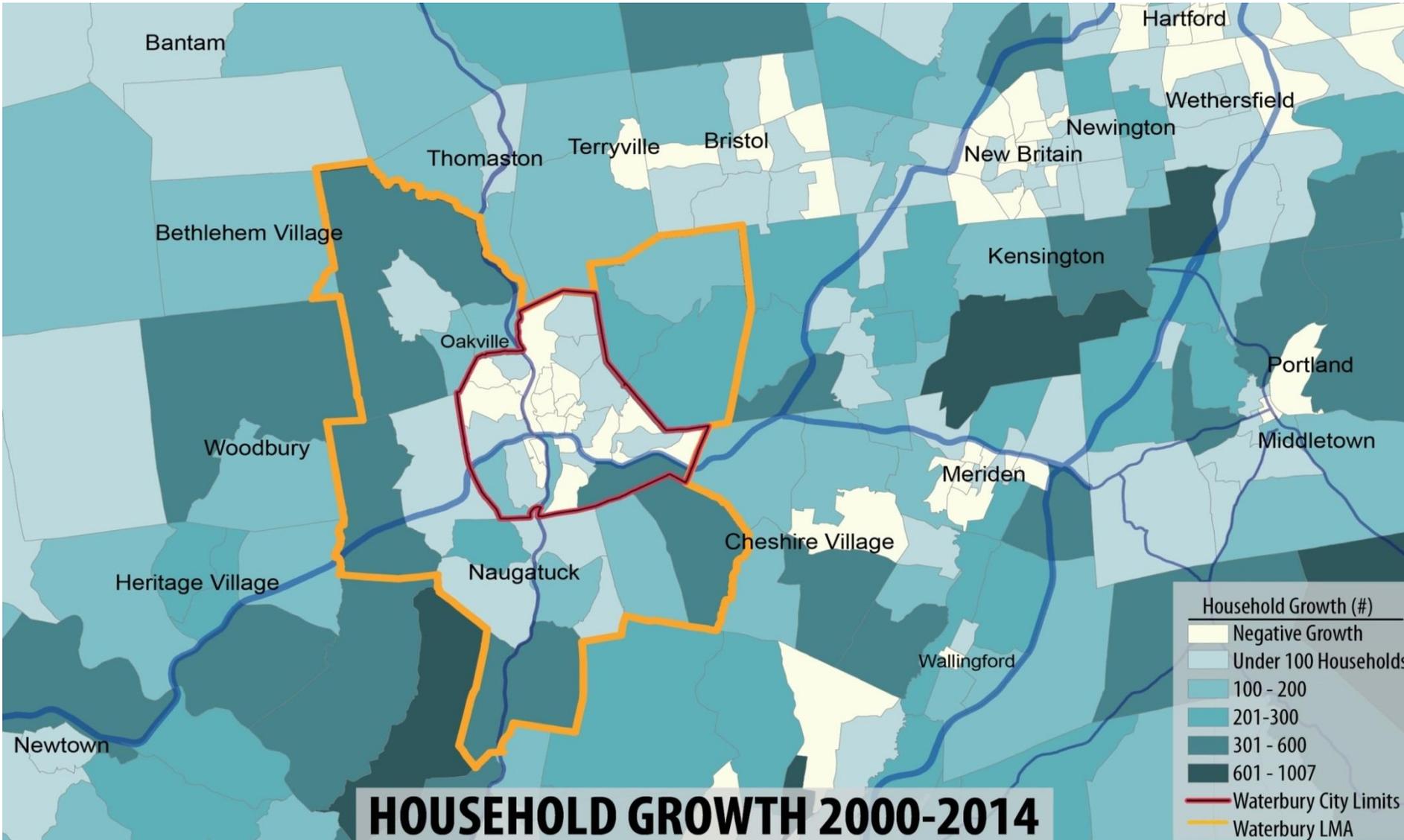
Waterbury residents commute both north and south on I-84

Of those who work outside of greater Waterbury, this is where they go

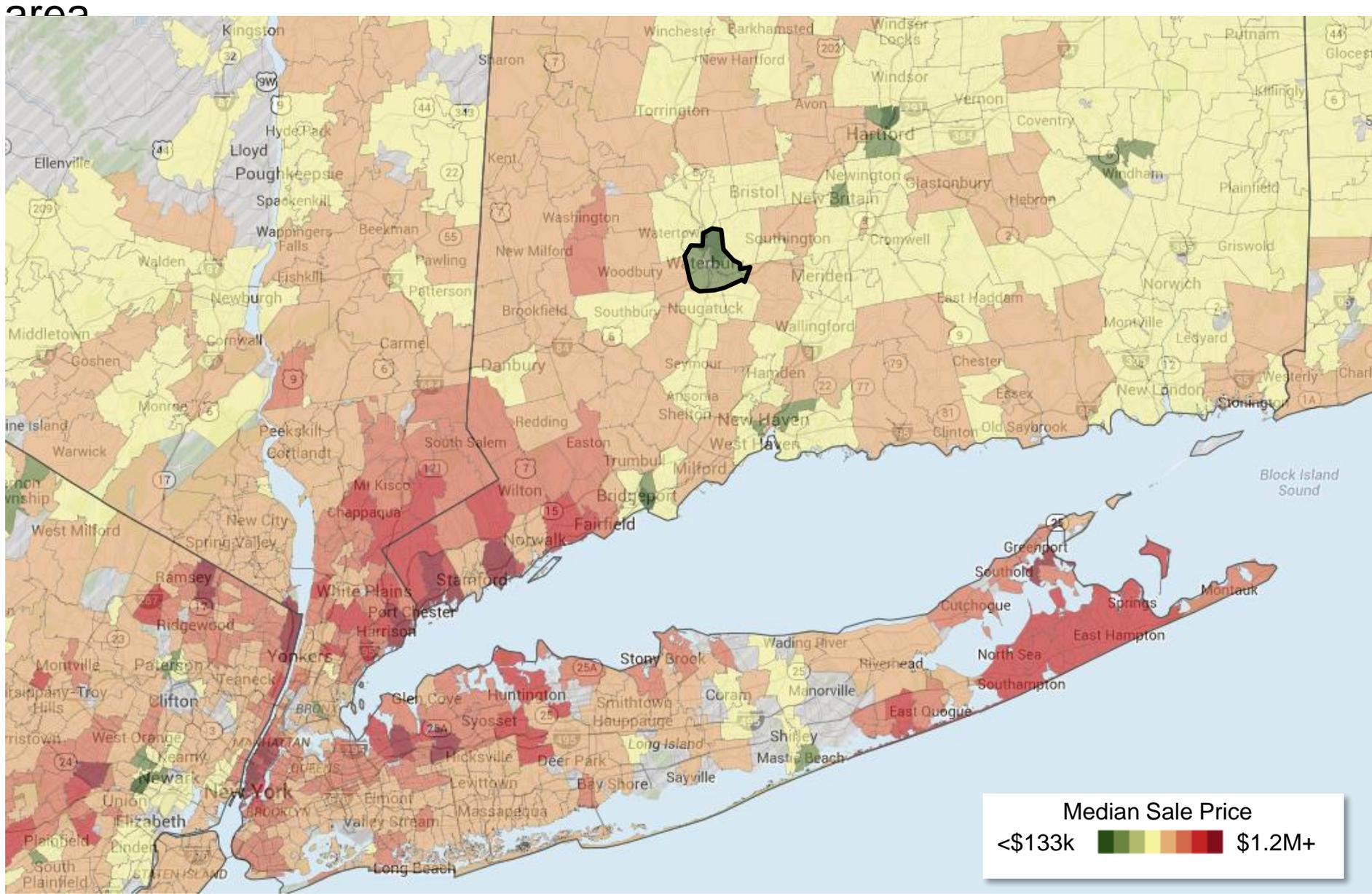


People are leaving Waterbury's downtown

This is not unique to Waterbury; it is happening in other CT cities. What can we do to stop and reverse this trend?



Waterbury is a bright spot of relative affordability in the greater NY area



Source: Trulia

Opportunities and strategies for downtown reinvestment

EMPLOYMENT



HOUSING



ATTRACTIONS & ACTIVITIES



TRANSPORTATION



Public Meeting #1 February 5, 2015 | Palace Theater



Many interested people of Waterbury attended.

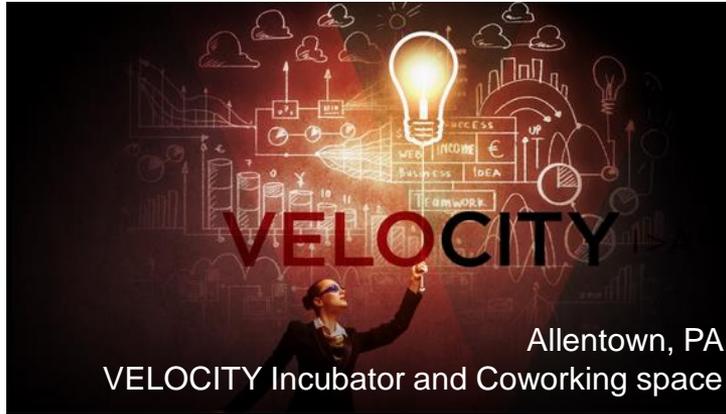
Presentation of Analysis

Group activities focused on key strategy areas

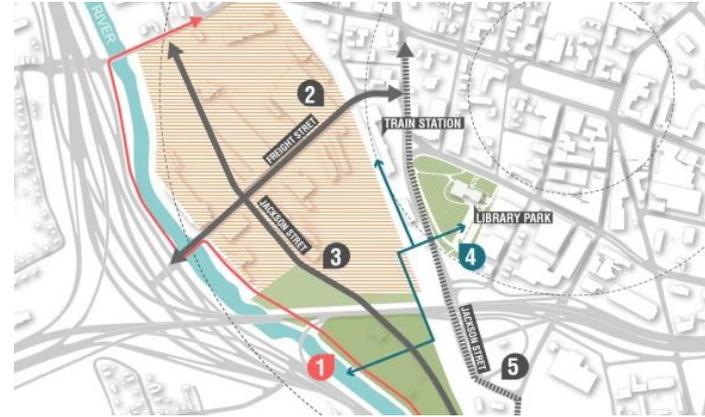
- Employment
- Housing
- Activities & Attractions
- Transportation & Infrastructure

Here's what we heard...

1. Feed a START-UP CULTURE



2. Freight Street potential ECONOMIC ENGINE



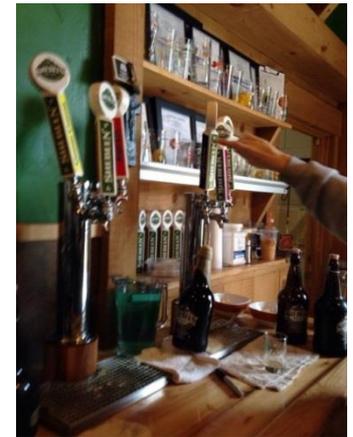
3. Create a 'Marketplace'



4. Grow OFFICE SUPPORT USES



4. INDUSTRY & MAKING



EMPLOYMENT STRATEGIES

4. Leverage + Grow INSTITUTIONAL RESOURCES



Mattatuck Museum



Saint Mary's Hospital



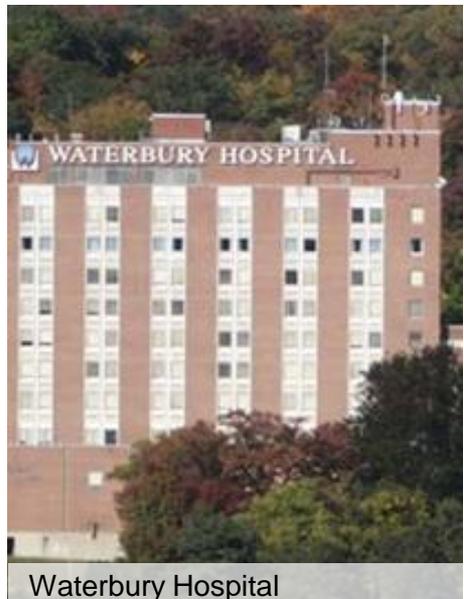
Post University



Naugatuck Valley Community College



Palace Theater



Waterbury Hospital



UCONN



YMCA

EMPLOYMENT STRATEGIES

What we heard : Employment Strategies

“This is obviously the most important topic. And the most challenging”

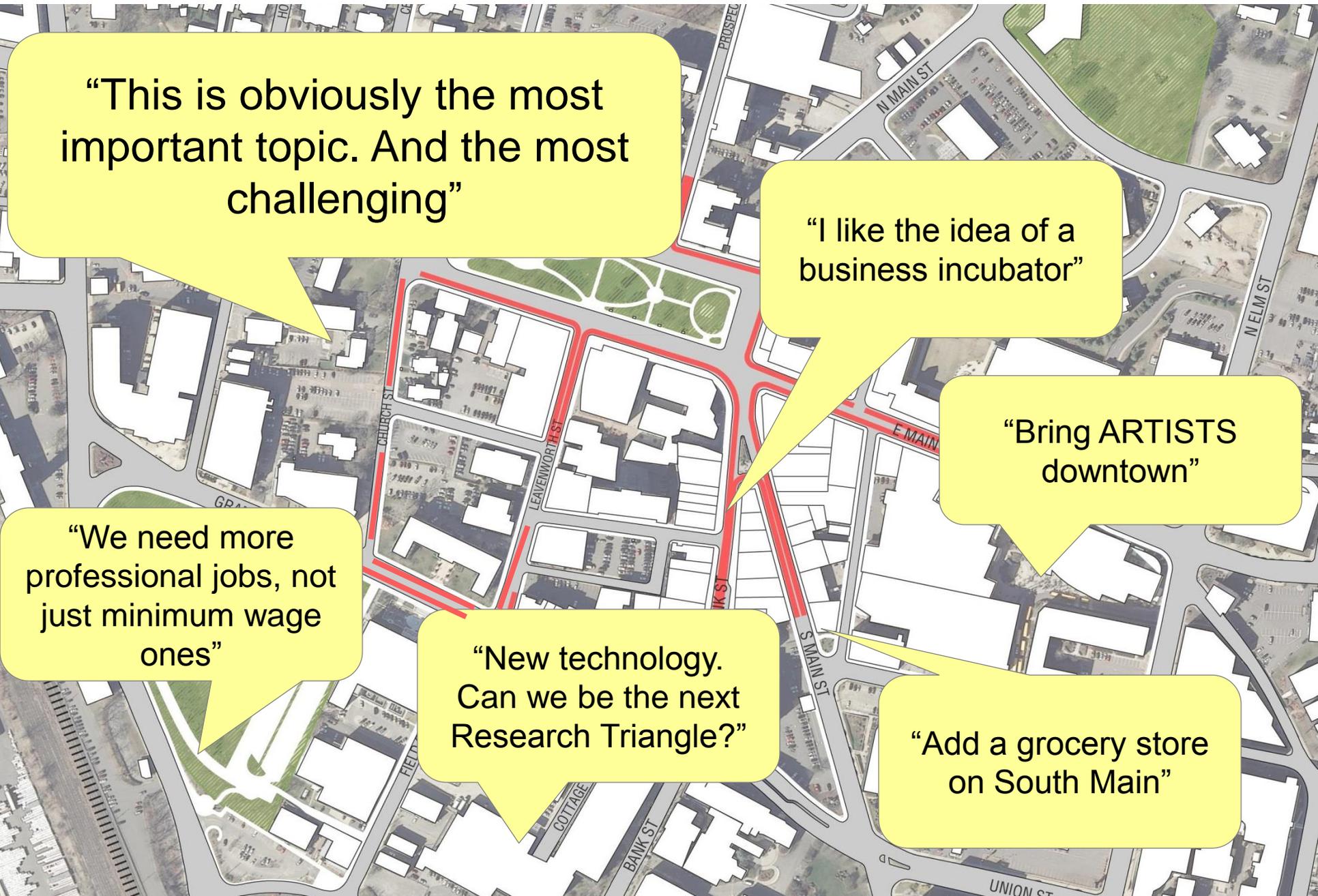
“I like the idea of a business incubator”

“Bring ARTISTS downtown”

“We need more professional jobs, not just minimum wage ones”

“New technology. Can we be the next Research Triangle?”

“Add a grocery store on South Main”



1. Encourage URBAN HOMESTEADING and homeowner renovation incentives



2. Transform EXISTING DOWNTOWN BUILDINGS

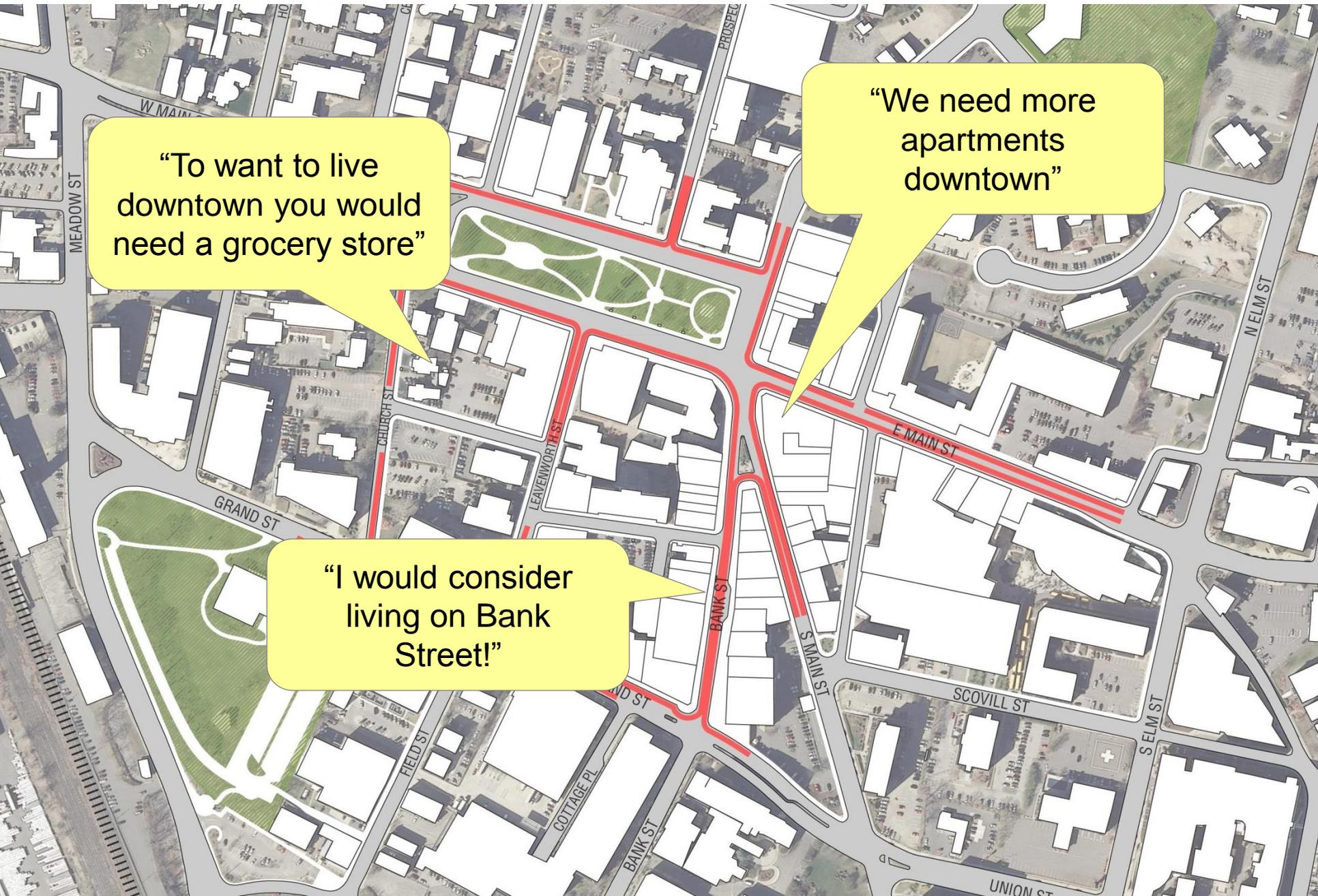


3. House more STUDENTS, FACULTY, and STAFF in DOWN



HOUSING STRATEGIES

What we heard : Housing



“To want to live downtown you would need a grocery store”

“We need more apartments downtown”

“I would consider living on Bank Street!”

1. Program civic spaces



2. Restaurant Row



3. Events & Spectacle



4. Playspaces



ACTIVITIES & ATTRACTIONS

OPERATIONAL

What we heard : Activities & Attractions



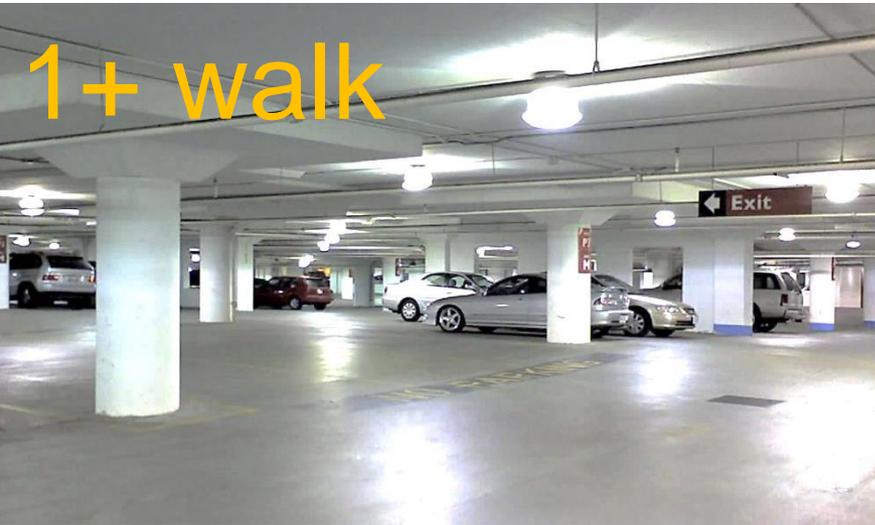
“Give me better reasons to come downtown!”

“Food trucks. They don’t hurt businesses and they help make better restaurant districts”

“Host more events like the Gathering”

“Bring back upscale retail clothing stores and restaurants

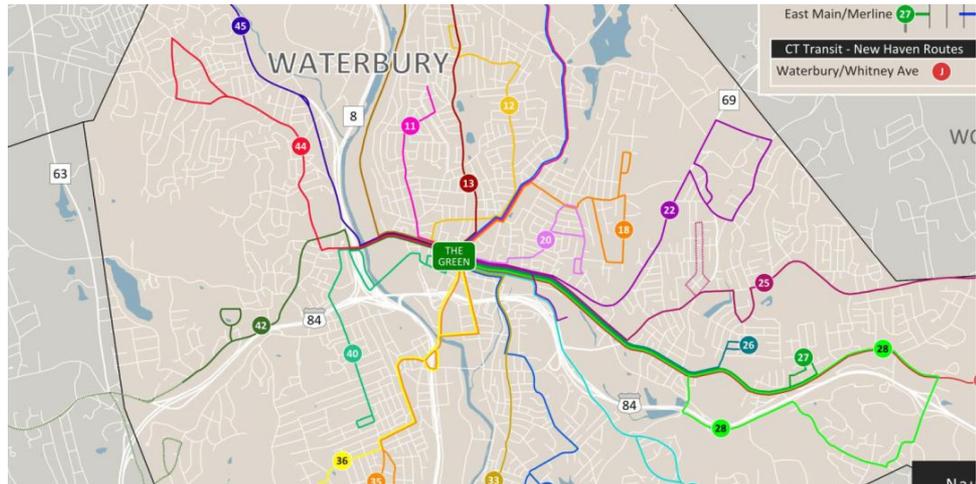
1. "Park Once" concept in Downtown



2. Bus Amenities Downtown



3. Direct shuttle to Employment Centers



4. Explore reconfiguration of bus stops around green

TRANSPORTATION STRATEGIES

What we heard : Transportation & Infrastructure



"We need better signage and directions for finding your way downtown"

"Could buses be located elsewhere?"

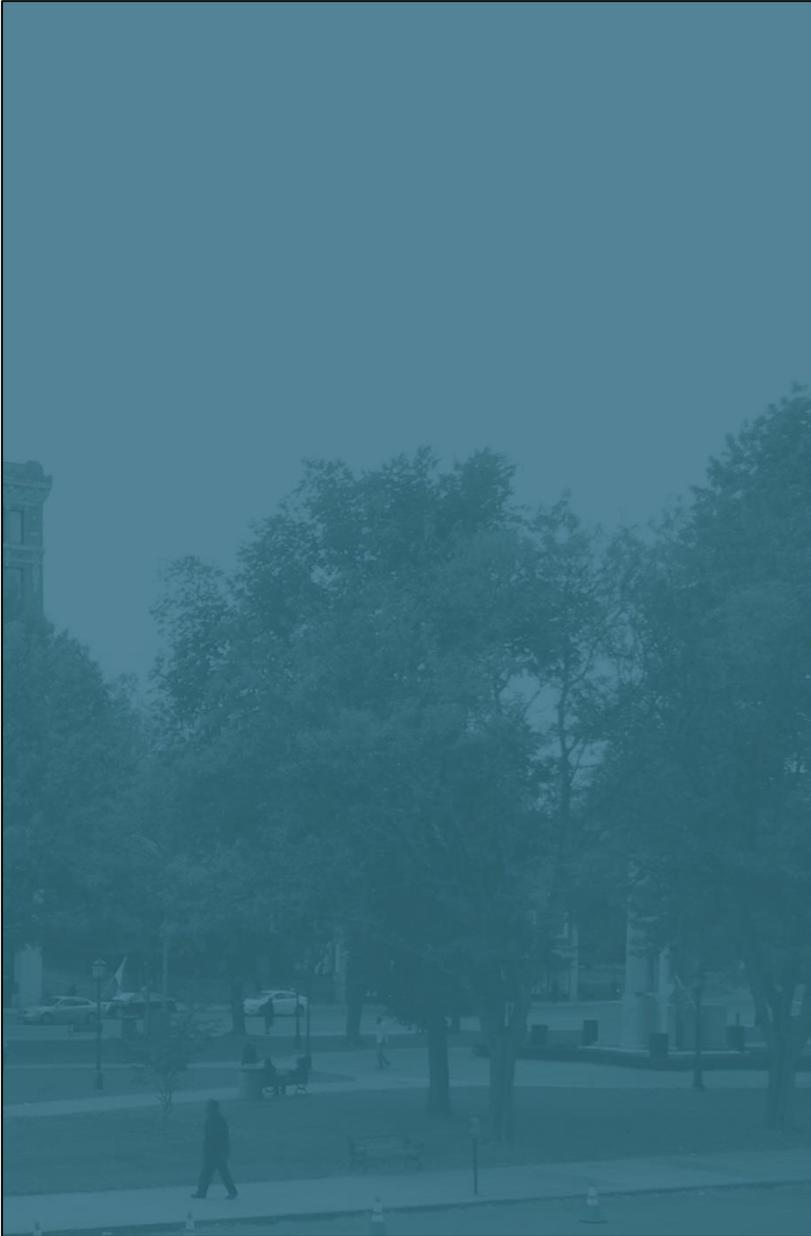
"Explore better energy alternatives in Downtown"

"[We need a] central transportation hub"

"We need more parking!"

"More natural gas downtown"

Report Structure and Contents



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- Introduction 5

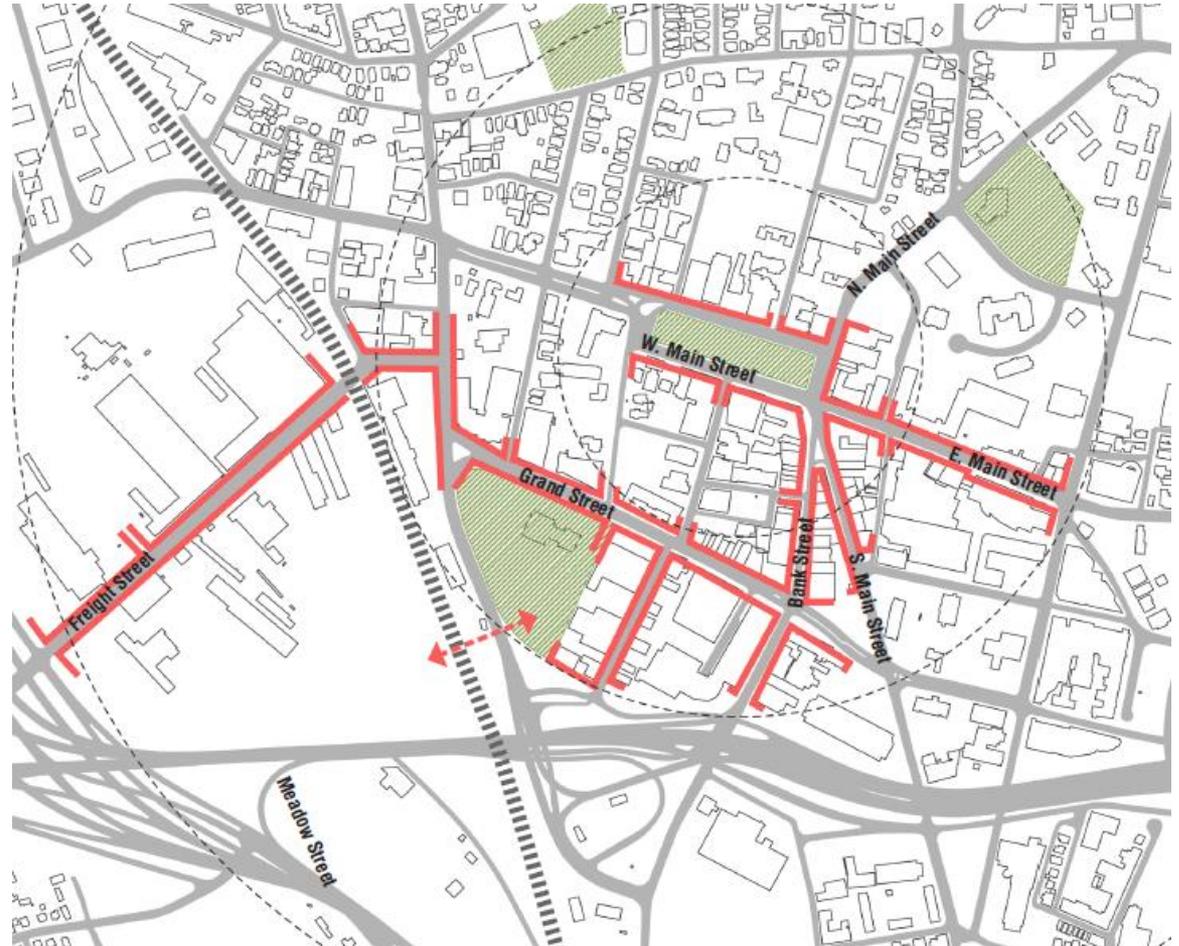
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- Implementation 70
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 - Special Services District 136
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Guiding Principles

1. Maximize Job Growth
2. Grow Downtown's Residential Population
3. Capitalize on Existing Assets
4. Activate the Public Realm



Strategic Areas of Focus & Implementation Strategies



ECONOMIC DEVELOPMENT



HOUSING



CULTURE & OPEN SPACE



TRANSPORTATION & INFRASTRUCTURE



SPECIAL SERVICE DISTRICT



BRANDING

STRATEGY

| |
|--|
| Create a Business Incubator Space |
| Recruit Office Support Services Industry |
| Implement Workforce Development Programs |
| Prioritize Ground Floor Retail |
| Encourage Food Trucks |
| Develop an Indoor Marketplace with Farmer's Market |
| Grow Educational Institution Jobs |
| Continue Brownfield Remediation |
| Acquire Property as Available (Freight St. Corridor) |
| Consider a Tax Increment Financing District |

| |
|--------------------------------------|
| Build Multifamily Housing Downtown |
| Bring UCONN Students Downtown |
| Provide Medical Professional Housing |
| Renovate Existing Housing Stock |
| Prioritize Education |

| |
|--------------------------------------|
| Make The Green the Heart of Downtown |
| Promote Social Gathering Spaces |
| Explore Playscapes in Parks |
| Construct Seasonal Installations |
| Organize Seasonal Events |
| Promote an Arts Cultural District |
| Support Palace Theater Expansion |
| Commission Public Art in Downtown |
| Create Shared Artist Studio Spaces |

| |
|--|
| Reconsider Bus Stops and Waiting Times |
| Provide Shelters on The Green |
| Emphasize Connections to Regional Employment |
| Promote Benefits of a Park Once Policy |
| Provide and Maintain Public Restrooms |
| Evaluate Opportunity for Municipal Utility Company |
| Coordinate TIGER Grant Execution |

| |
|--|
| Create a Business Improvement District |
|--|

| |
|------------------------------------|
| Cultivate Downtown Identity |
| Distribute Lifestyle Magazine |
| Host Open Doors Day Event |
| Host Developer Day Event |
| Continue Direct Outreach Marketing |

Implementation Plan Format

Create a Business Incubator Space

Strategy

What?

Develop a business incubator for start-up companies and entrepreneurs. The space can include dedicated desk and office space as well as a focus on spaces for collaboration and innovation.

Similar successful incubator spaces often include shared amenities such as kitchen, wi-fi, printers, conference rooms, and lounge space in addition to furnished office space creating "something between an office and a clubhouse."

Why?

Create opportunities for entrepreneurs to grow businesses, even small ones, that could lead to high quality jobs in Waterbury

Providing space for new and emerging companies to begin their business in allows start-ups to conserve capital and invest in their business. This can further help small businesses develop more quickly and grow into independent enterprises which have the potential to transition from the incubator space to other office space in downtown.

Implementation

Who?

Several entities could implement an incubator including the City. Possible partners include UCONN and private developers or investors in downtown.

Where?

One of the available smaller buildings on Bank Street would be an ideal location. This would allow the space to begin at the ground floor and expand to the upper floors over time and further the goal of making Bank Street a vibrant center of downtown.

When?

Near term initiative, achievable to open in six months to a year

Action Items

1. Identify Location – 2,500-7,000 square foot
Target available spaces on Bank Street
2. Identify Operator
3. Identify Capital Sources
4. Explore possibility of partnership with educational entity like General Assembly
5. Include start up culture in future branding efforts and promotion



HIGH PRIORITY

Case Study: B-Hive Bridgeport



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Working space, conference rooms for membership fee, entire venue available for rent
Host craft fairs, lectures, networking events
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more information at <http://bhivebridgeport.com/>

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more information at <http://velocityva.com/>

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HIGH PRIORITY

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When?

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Action Items

1. Identify Location – 2,500-7,000 square foot
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2. Identify Operator
3. Develop Business Plan
4. Secure Funding
5. Include start up culture in future branding efforts and promotion



HIGH PRIORITY

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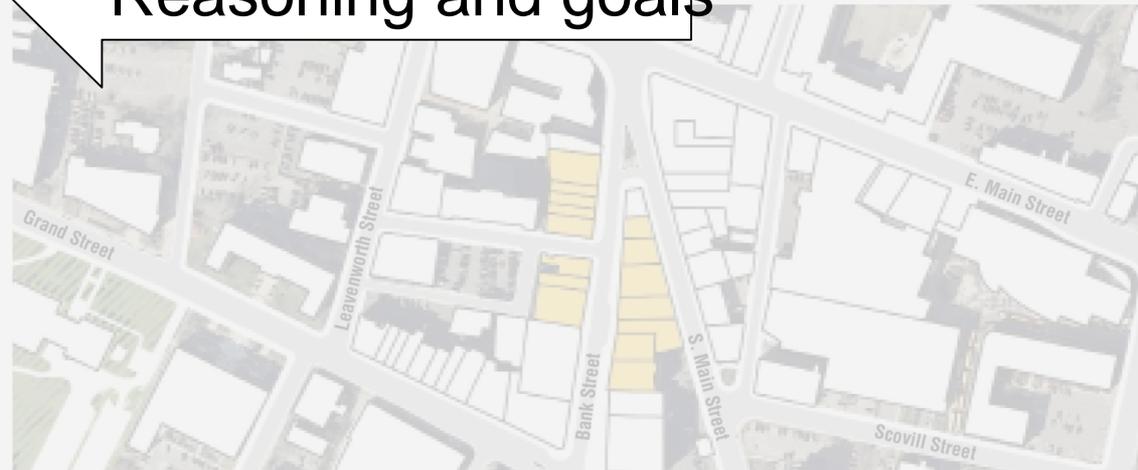
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Reasoning and goals



HIGH PRIORITY

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Responsible parties

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Target Location



HIGH PRIORITY

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Target Project Execution Timeline & Priority Level



HIGH PRIORITY

Create a Business Incubator Space

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Implementation

Who?

Specific Implementation Steps

Where?

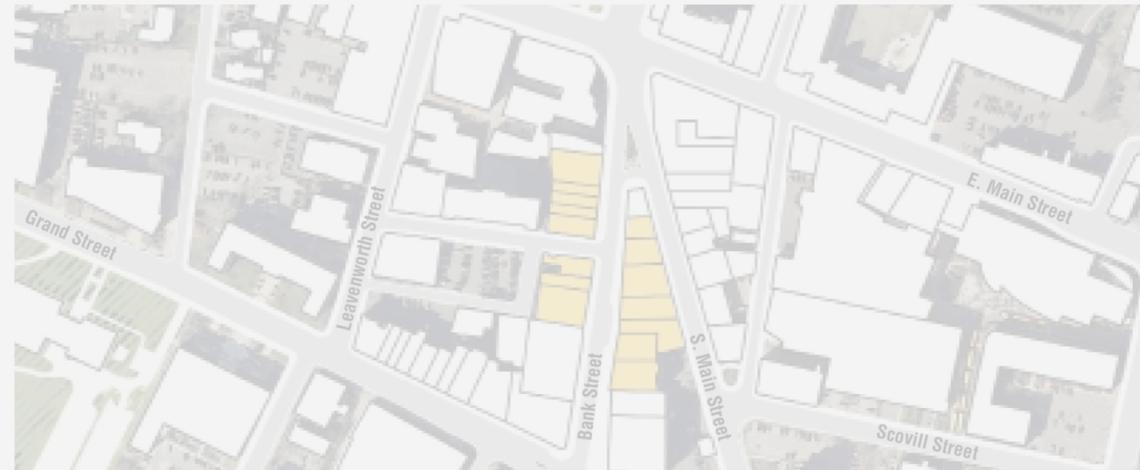
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HIGH PRIORITY

Case Study

Example

Case Study: B:Hive Bridgeport



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Between 12 – 20 members

\$20 for single visit, \$2,000 annual membership

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Eclectic style

Working space, conference rooms for membership fee, entire venue available for rent

Host craft fairs, lectures, networking events

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6,300 square feet

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more information at <http://velocityia.com/>

A red-tinted photograph of a city street scene. In the background, there is a tall clock tower with a pointed roof and a clock face. To the right, there are several multi-story buildings with many windows. In the foreground, there are cars parked along the street and a diamond-shaped sign that says "LEFT LANE CLOSED AHEAD". The overall scene is a busy urban environment.

IMPLEMENTATION PLAN KEY FOCUS AREAS AND HIGH PRIORITY STRATEGIES

Economic Development

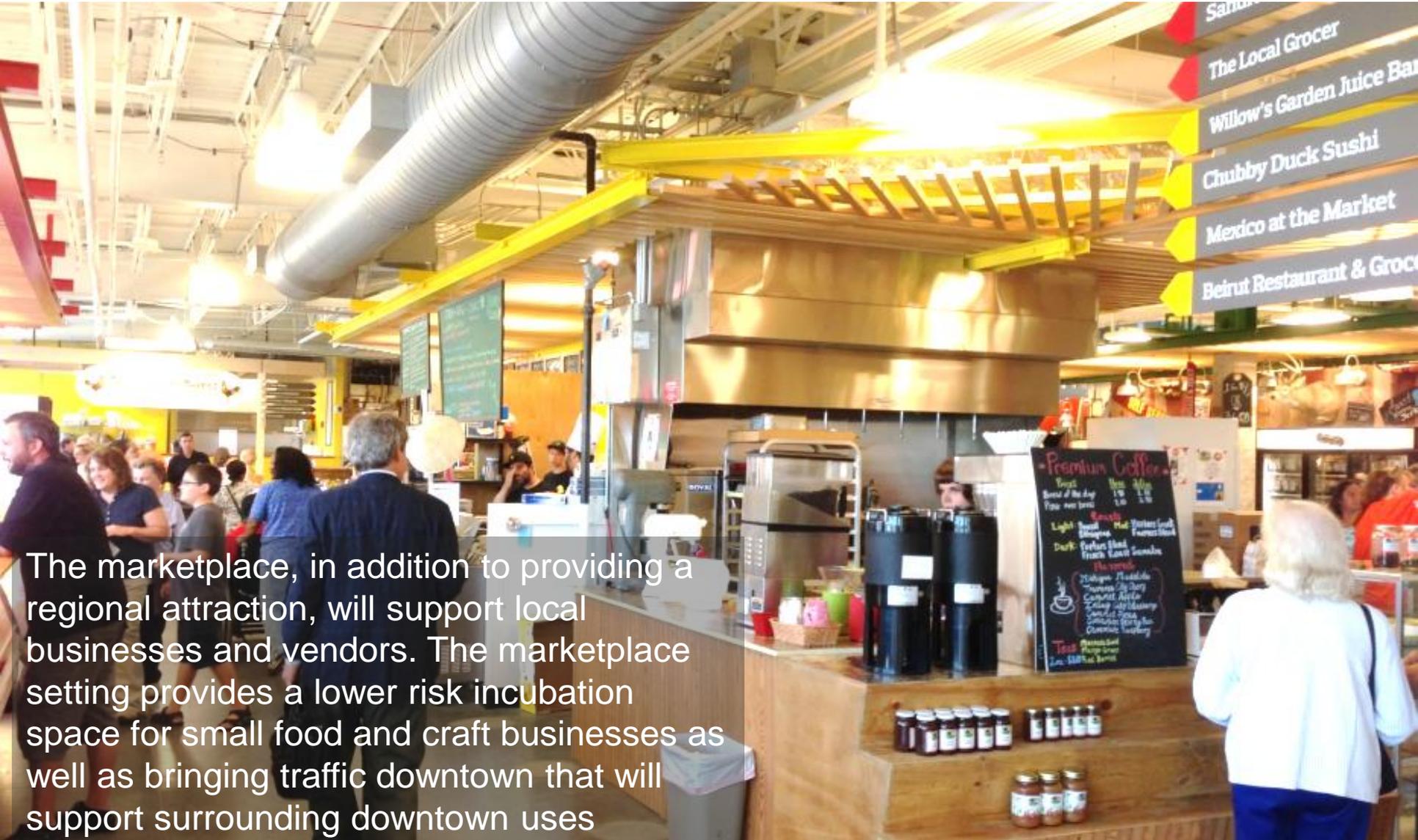


STRATEGIES

- Create a Business Incubator Space
- Recruit Office Support Services Industry
- Implement Workforce Development Programs
- Prioritize Ground Floor Retail
- Encourage Food Trucks
- **Develop an Indoor Marketplace with Farmers' Market**
- Grow Educational Institution Jobs
- Continue Brownfield Remediation
- Acquire Property as Available (Freight St Corridor)
- Consider a Tax Increment Financing District

Indoor Marketplace

Creating a retail and dining destination



The marketplace, in addition to providing a regional attraction, will support local businesses and vendors. The marketplace setting provides a lower risk incubation space for small food and craft businesses as well as bringing traffic downtown that will support surrounding downtown uses

Develop an Indoor Marketplace with Farmer's Market

Strategy

What?

Create an indoor marketplace that will serve as a retail and dining destination and activate underutilized areas downtown.

Why?

The marketplace, in addition to providing a regional attraction, will help foster local businesses and vendors. The marketplace setting provides a lower risk incubation space for small food and craft businesses as well as bringing traffic downtown that will support adjacent enterprises. It also allows the farmer's market to expand to the full year rather than only warm months as a smaller version can take place in the marketplace.

Action Items

1. Evaluate potential locations; discuss lease or sale terms with current building owners/operators
2. Evaluate potential operators
3. Determine funding sources
4. Recruit potential local and regional vendors
5. Publicize and plan promotional events

HIGH PRIORITY

Implementation

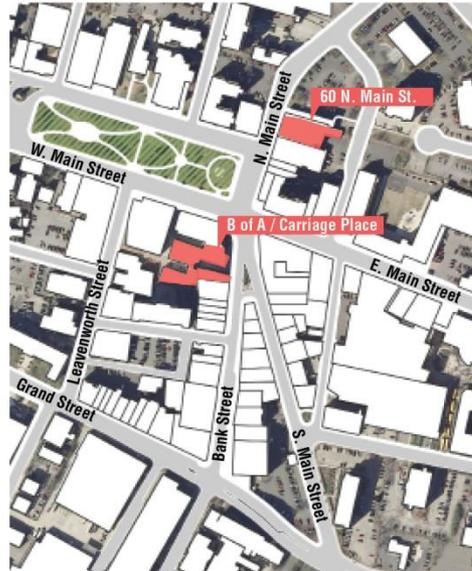
Who?

Waterbury Development Corporation

When?

Goal to have plan (space, business plan, financing) in place in 12-24 months

Where?



Market should be located in the downtown core in a location that includes available outdoor space for the farmer's market and other activities. Possible locations are the corridor adjacent to Bank of America building that connects to Carriage Place or the Cass Gilbert Building at 60 N Main.

Location Criteria

- Easy access
- Entrance visibility
- Connection to outdoor space for dining and street activation
- Adequate parking for visitors
- Building interior layout adaptability (double loaded retail with corridor)
- Target 15,000-30,000 square feet (start small, room to grow)

Locations for further evaluation:

- Courtyard, lobby, and neighboring buildings of **1 Exchange Place** (Bank of America building)
 - Key corner property that bridges the Bank Street retail corridor with the uses around the Green
- 60 North Main St. on Main Green; currently for sale, adjacent parking, slightly off the Green.

Indoor Marketplace

Creating a retail and dining destination



Hog Island Oyster Company - Ferry Building - San Francisco, CA

Housing



STRATEGIES

- **Bring Multifamily Housing Downtown**
- Bring More Students Downtown
- Provide Medical Professional Housing
- Renovate Existing Housing Stock
- Prioritize Education

Bring Multifamily Housing Downtown

Encourage redevelopment of existing building stock



The Brown Building

A recent partnership between the building owner and a private development company enabled 38 residential units

More residents – and a more diverse downtown population - will ensure a healthy 24 hour / 7 day a week level of activity in downtown

Build Multifamily Housing Downtown

Strategy

What?

Encourage redevelopment of downtown historic building stock into housing.

Why?

Creating more multifamily housing options downtown will help meet existing and future demand. More residents downtown will help bring a healthy 24 hour presence to the area and will help maintain the health of existing and future retailers in the downtown.

Implementation

Who?

Private Developer with WDC partnerships and support.

Where?

Adaptive reuse of vacant downtown buildings.

When?

High Priority Initiative

Action Items

1. Create case studies and other marketing materials for successfully completed projects (e.g. the Apothecary Building) and projects currently underway (e.g. the Brown Building) to show developers the financial case for additional multifamily downtown; utilize good photography to generate positive press.
2. Support the execution of the Brown Building 20 E main street conceptual plan (Come Home Downtown).
3. Undertaking necessary incentive/financing assistance to make additional similar projects happen, leverage tax abatement measures that do not impact city revenues negatively. For example, if long vacant buildings that aren't generating property value anyway, then a tax abatement or freezing measures would encourage development with no adverse tax effect.
4. Identify other core downtown buildings that could be suitable for conversion into residential, begin conversations with building owners using similar tactics used to secure the Brown Building deal.



Continue to support existing multi-family residences within the Downtown Core and promote new development and reuse of vacant properties that can be transformed into housing.

Culture & Open Space



STRATEGIES

- Make the Green the Heart of Downtown
- Promote Social Gathering Space
- Explore Playscapes in Parks
- Construct Seasonal Installations
- **Organize Seasonal Events**
- Promote an Arts Cultural District
- Support Palace Theater Expansion
- Commission Public Art in Downtown
- Create Shared Artist Studio Spaces

Organize Seasonal Events

Activate public spaces all year long with seasonal programs & events



Special events can activate the downtown's open spaces on unique days and weekends.

Organize Seasonal Events

Strategy

What?

Special programming related to seasons and holidays will bring more and more people to the Green and downtown. Building on summer programming of farmer's markets and concerts, activities can expand to other seasons with harvest festivals, pumpkin patch, holiday concerts and lighting, and many other events.

Why?

Coordinated with the more ongoing seasonal activities, these events will draw larger crowds to downtown and continually place the Green as the social heart of the city.



Implementation

Who?

Public Works Departments and Recreation Department, BID group, City of Waterbury

Where?

Existing and future parks and open spaces within downtown including The Green, Library Park, and within the Freight Street District.

When?

Planning for future seasonal programming events can begin immediately



Seasonal Activities & Programming

Activate public spaces all year long with seasonal installations



Semi-permanent, seasonal installations to support these events can provide destination activities everyday

Transportation & Infrastructure



STRATEGIES

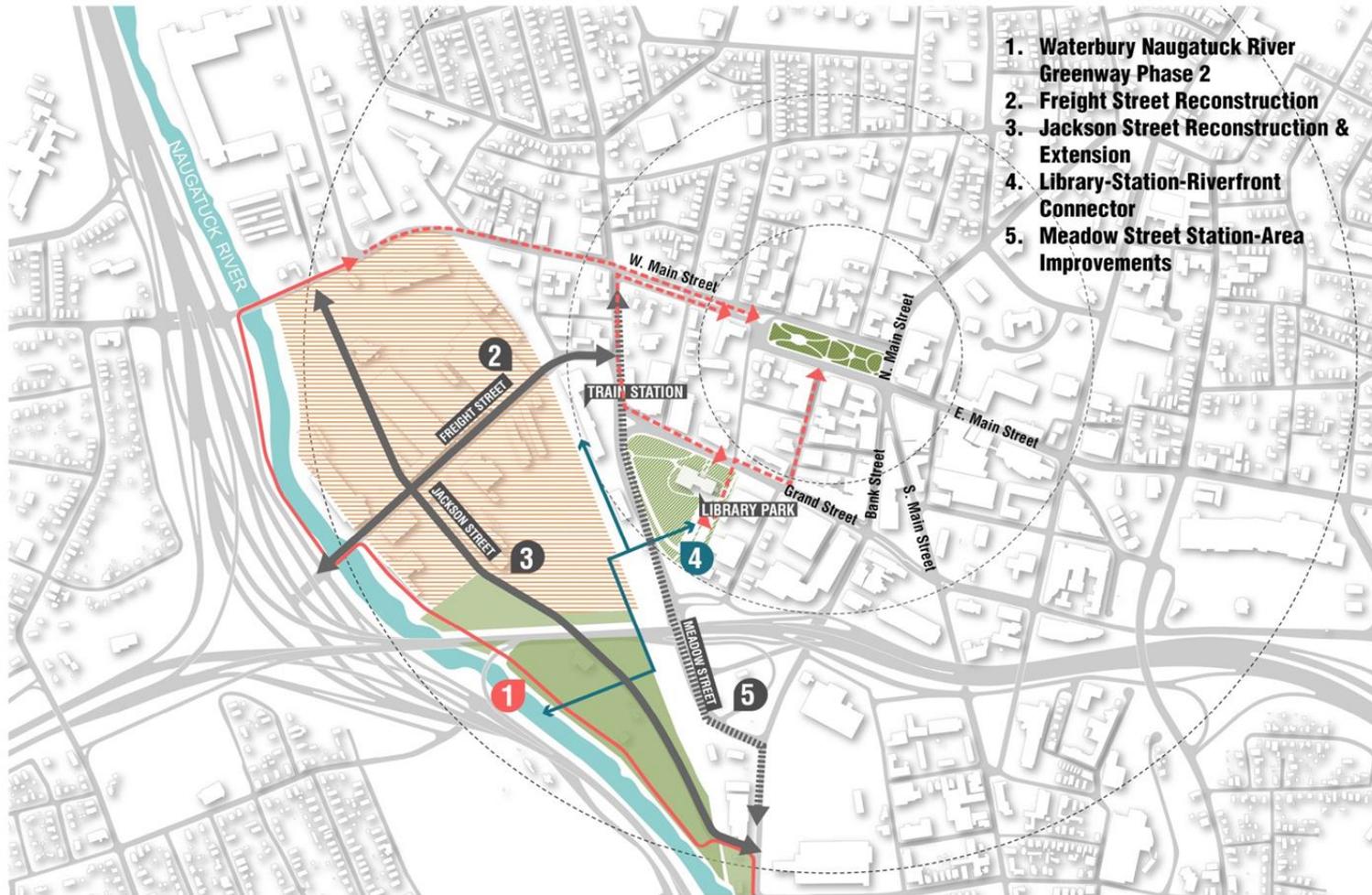
- **Continue to Coordinate TIGER Grant Execution**
- Reconsider Bus Stops and Waiting Times
- Provide Shelters on the Green
- **Emphasize Connection to Regional Employment**
- Promote Benefits of a Park Once Policy
- Provide And Maintain Public Restrooms
- Evaluate Opportunity for Municipal Utility Company

Continue TIGER Grant Implementation



The Freight Street District will become a vibrant district with strong infrastructure connecting it to the rest of downtown and to the river. As it develops, the Freight Street district promises to be a great location for large scale uses that cannot fit in available building spaces in the Legacy Downtown

Continue TIGER Grant Implementation



Emphasize Connections to Regional Employment Centers

Establish Charter Bus Service to Stamford and Manhattan for commuters & students



- Private Company

Emphasize Connection to Regional Employment

Strategy

What?

Establish privately operated Charter Bus Service to Stamford and Manhattan or Bridgeport for commuters and students.

Why?

Waterbury already has 1,100 residents who consider New York City their primary workplace, usually commuting a few days a week. A charter bus could be faster, more convenient alternative to taking MetroNorth or driving. If Waterbury is understood as a reasonable option for housing for people working in New York, a whole new market of residents looking for a more affordable cost of living could open up.

The same is true of southern Connecticut where 1,400 people work in the Bridgeport area and another 700 in Stamford and Norwalk.

Implementation

Who?

Private Bus Company

Where?

Location criteria:

1. Safe and convenient
2. Parking, needs to be accessible to people driving from outlying areas
3. Access to transfers from transit (walking distance from the green)

When?

This strategy, if executed by an existing bus company, will require minimal start up capital and could be started within a few months with planning and marketing time built in.

Action Items

1. Explore partnership with megabus or other charter bus company currently serving the New York Metro Area.
2. Explore partnership with UCONN and other universities in the area to consider connection to NYC as part of marketing.
3. A survey is critical to understand current demand, estimated ridership, optimum departure times to drive ridership but limit the number of unused seats and time spent in traffic congestion. Such a research study can be undertaken by bus company.

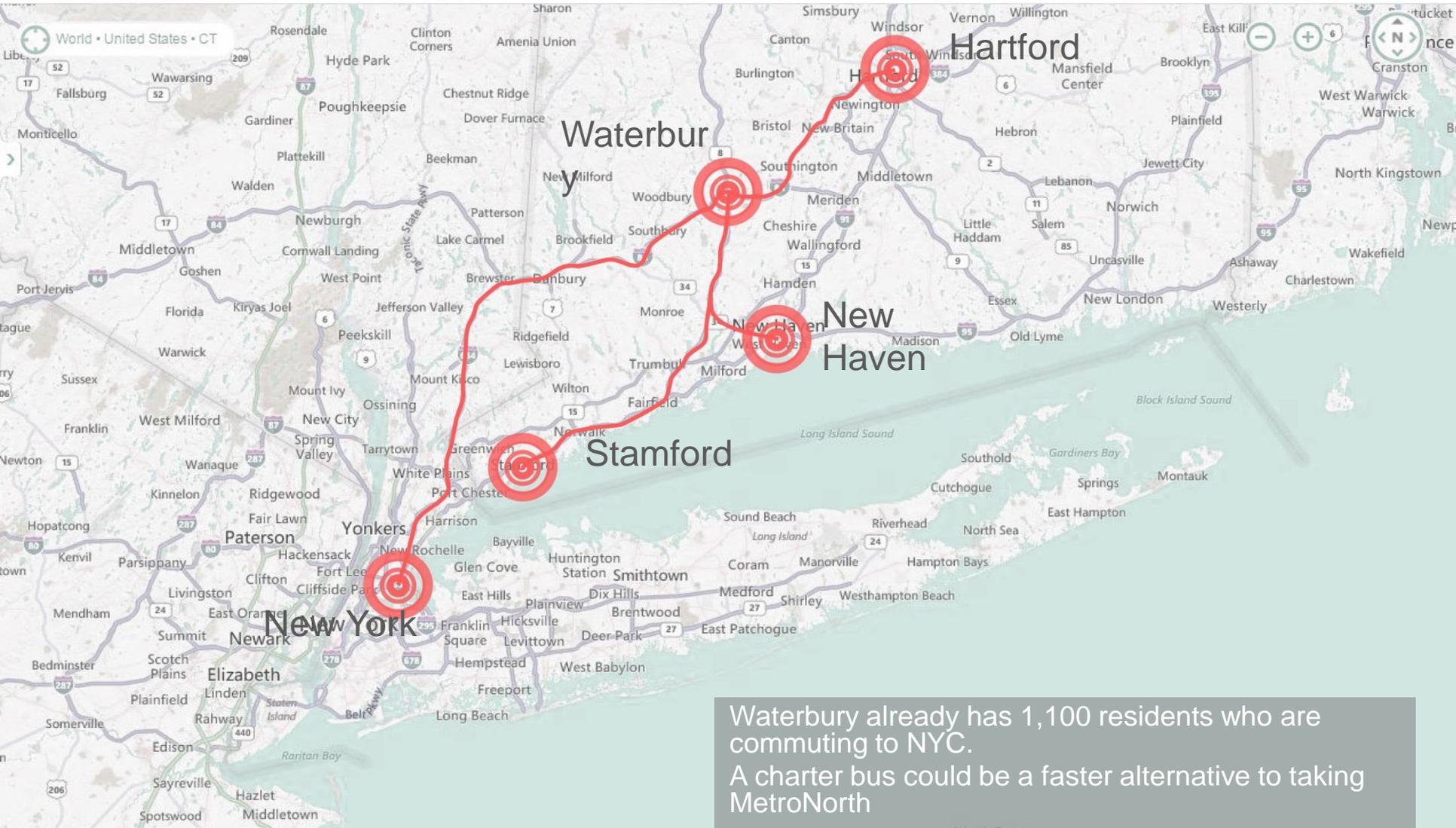
Case Study: 7Bus

Long Island, New York

- 7bus operated by Classic Coach, formerly BoltBus Long Island
- Offers low fares and Commuter passes
- Runs from direct from Stonybrook University
- Small scale, just one morning bus, one evening bus from each stop
- Free WIFI
- Power Outlets
- Hotel Lobby Waiting
- Free parking
- Leather seats
- Cup Holders

HIGH PRIORITY

Connect to Regional Employment Centers



Waterbury already has 1,100 residents who are commuting to NYC.
A charter bus could be a faster alternative to taking MetroNorth

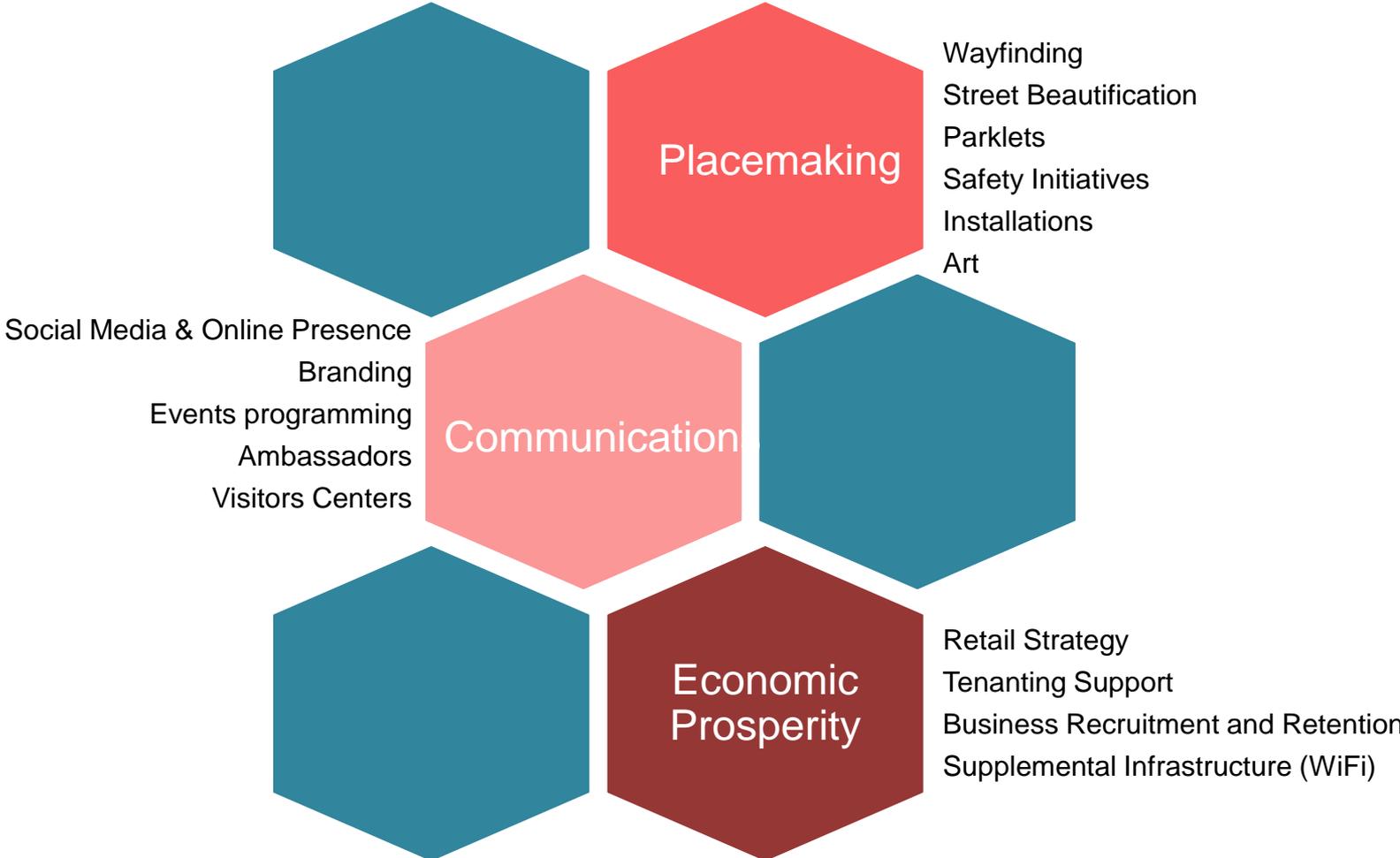
Special Services District



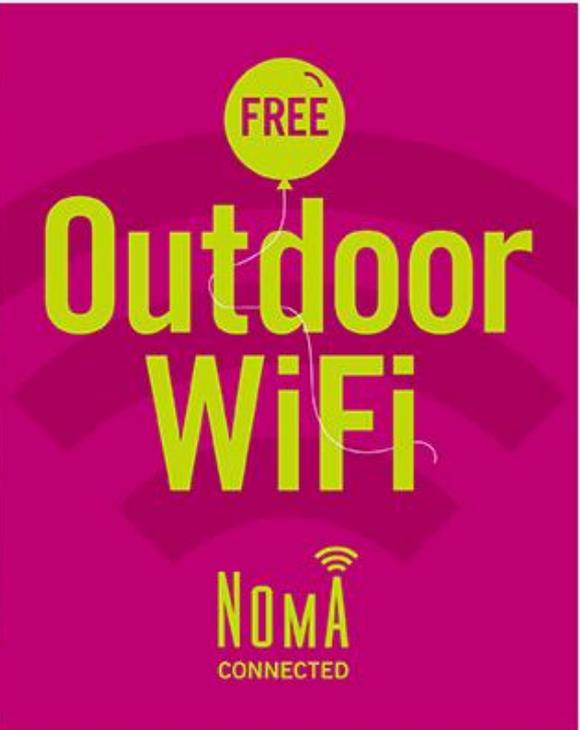
STRATEGIES

- **Create a Business Improvement District**

Special Services (Business Improvement) District



Potential BID scope to accomplish mission of a “clean and safe” downtown



EXPLORE

View NoMa through our photo gallery and interactive map. Explore the neighborhood with NoMa's unparalleled transportation access, pop into NoMa's 135 shops and restaurants, and much more.



NEWS



APR 13, 2015

Washington Business Journal:
**Wunderbar! A Big Beer Garden Grows
in NoMa »**



APR 8, 2015

Newsletter: New Union Station

NOMA PARKS



Branding



STRATEGIES

- Cultivate Downtown Identity
- Create and Distribute Lifestyle Magazine
- **Host Open Doors Day Event**
- Host Developer Day Event
- Continue Direct Outreach Marketing

Open Doors Day

Organize a day where all the historic and interesting buildings in downtown are open to the public for tours and events.



An Open Doors Day event can bring people to downtown, expose them to its architecture and history, and generate excitement for the future of Waterbury

Open Doors Day Event

Strategy

What?

Organize a day where all the historic and interesting buildings in downtown are open to the public for tours and events.

Why?

The event can bring people to downtown to see buildings that are typically not open at the current time, such as the Howland Hughes building, as well as the museums and theaters, to expose the architecture and history to people and build excitement for what the future can hold.

Implementation

Who?

City of Waterbury, Business and building owners

Where?

Can encompass all of downtown including The Palace Theater, UCONN, Howland Hughes building, City Hall, Post Office, Basilica, Arts School, Nautituck Museum, etc.

When?

Spring/Summer Saturday

Action Items

1. Coordinate with building owners to have tours and information available.
2. Develop an advertising campaign to showcase the day and buildings.
3. Work with local restaurants and vendors to have special tastings and events happening in conjunction with the open door event.

Case Study: Doors Open Lowell Lowell, Massachusetts

"Doors Open Lowell offers an insider's look into the preservation of many of Lowell's magnificent historic buildings. It's a free annual event held during National Preservation Month to celebrate Lowell's architectural heritage and urban living and culture. Together these have made Lowell a creative and exciting place to live and work."



Doors Open Lowell takes place over two days, Friday evening and Saturday, in May and highlights the historic architecture of Lowell. It is a very successful event for downtown that is now in its 14th year.

<http://www.doorsopenlowell.org/>

Open House Worldwide

[Home](#) [Open House Family](#) [News & Press](#) [Get involved](#) [Contact Us](#) [Conference](#)



Open House New York

10–11 October 2015

Openhouse **newyork** (OHNY), a five borough-wide celebration of architecture and design will take place on October 10 & 11 2015. OHNY Weekend, which is becoming a New York City tradition, engages the public in the built environment by offering free access to hundreds of sites that exemplify New York City's diverse architectural, design, engineering, and cultural heritage.

Recent highlights include two hard-hat tours – 1 World Trade Center, formerly known as the Freedom Tower (SOM), and the Louis Kahn designed Four Freedoms Park on Roosevelt Island (to be realized by Mitchell/Giurgola Architects). The list also includes the first ever public tour of the newest and still closed section of The High Line (James Corner Field Operations and Diller Scofidio + Renfro), The Museum of Chinese in America (Maya Lin Studio with Bialosky + Partners), The Islamic Cultural Center (SOM), Rocking the Boat (WXY Architecture + Urban Design), Gowanus Canal Sponge Park

Open House News

10 April 2015: Open House Worldwide 2015 Spring Season has begun!

[More...](#)

12 September 2014: Open House Worldwide Autumn Season Begins!

[More...](#)

1 September 2014: Open House London Annual Photography Competition

[More...](#)

[See all news](#)

**DOORS
O-P-E-N**
LOWELL
National Preservation Month

See A Different Side of Lowell. **The Inside.**



QUESTION & ANSWER

The background of the slide is a faded, orange-tinted photograph of a city street. The street is lined with buildings, trees, and parked cars. A prominent building with a clock tower is visible on the right side. The overall scene is a typical urban street view.

What strategies discussed this evening do you think are the highest priorities and why?

What have been some of the best improvements and victories for Waterbury in the last few years?

What are your greatest aspirations and ideas for Downtown Waterbury?
Have we missed any exciting ideas?

What could you or your organization do to help Waterbury move forward?

NEXT STEPS

- NOW: We want to hear more from you! Please follow the link to our online survey at: surveymonkey.com/s/DowntownWaterburyPlan
- SUMMER 2015: Review by City Planning and Board of Alderman
- SUMMER 2015: Find this report online
- ONGOING: Support Downtown Waterbury by visiting, doing business, attending events, walking the streets, and advocating for a better future

Thanks for coming!

WATERBURY DOWNTOWN STRATEGIC PLAN

