

Creating A Sustainable Main Street



Woodbury, CT SDAT Report

AIA Communities by Design 
ENVISION. CREATE. SUSTAIN.



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INTRODUCTION

In December of 2014, Woodbury, CT submitted a proposal to the American Institute of Architects (AIA) for a Sustainable Design Assessment Team (SDAT) to assist the community and its citizens in addressing key issues facing the community. The issues included economic development, mobility, and urban design. The AIA accepted the proposal and, after a preliminary visit by a small group in July 2015, recruited a multi-disciplinary team of volunteers to serve on the SDAT Team. In October 2015, the SDAT Team members worked closely with local officials, community leaders, technical experts, non-profit organizations and citizens to study the community and its concerns. The team used its expertise to frame a wide range of recommendations, which were presented to the community in a public meeting.

The Sustainable Design Assessment Team (SDAT) Program

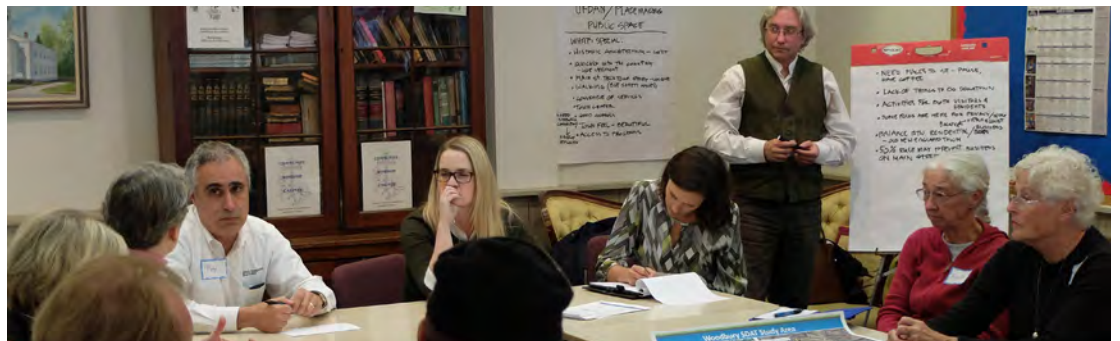
The Sustainable Design Assessment Team (SDAT) program focuses on the importance of developing sustainable communities through design. The mission of the SDAT program is to provide technical assistance and process expertise to help communities develop a vision and framework for a sustainable future. The SDAT program brings together multidisciplinary teams of professionals to work with community stakeholders and decision-makers in an intensive planning process. Teams are composed of volunteer professionals representing a range of disciplines, including architects, urban design professionals, economic development experts, land use attorneys, and others. Today, communities face a host of challenges to long-term planning for sustainability, including limited resources and technical capacity, ineffective public processes and poor participation. The SDAT approach is designed to address many of the common challenges communities face by producing long-term sustainability plans that are realistic and reflect each community's unique context. Key features of the SDAT approach include the following:

- **Customized Design Assistance.** The SDAT is designed as a customized approach to community assistance which incorporates local realities and the unique challenges and assets of each community.
- **A Systems Approach to Sustainability.** The SDAT applies a systems-based approach to community sustainability, examining cross-cutting issues and relationships between issues. The SDAT forms multi-disciplinary teams that combine a range of disciplines and professions in an integrated assessment and design process.

- **Inclusive and Participatory Processes.** Public participation is the foundation of good community design. The SDAT involves a wide range of stakeholders and utilizes short feedback loops, resulting in sustainable decision-making that has broad public support and ownership.
- **Objective Technical Expertise.** The SDAT Team is assembled to include a range of technical experts from across the country. Team Members do not accept payment for services and serve in a volunteer capacity on behalf of the AIA and the partner community. As a result, the SDAT Team has enhanced credibility with local stakeholders and can provide unencumbered technical advice.
- **Cost Effectiveness.** Through SDAT, communities are able to take advantage of leveraged resources for their planning efforts. The AIA contributes up to \$15,000 in financial assistance per project. The SDAT team members volunteer their labor and expertise, allowing communities to gain immediate access to the combined technical knowledge of top-notch professionals from varied fields.

The SDAT program is modeled on the Regional and Urban Design Assistance Team (R/UDAT) program, one of AIA's longest-running success stories. While the R/UDAT program was developed to provide communities with specific design solutions, the SDAT program provides broad assessments to help frame future policies or design solutions in the context of sustainability and help communities plan the first steps of implementation. Through the Design Assistance Team (DAT) program, over 500 professionals from 30 disciplines have provided millions of dollars in professional pro bono services to more than 200 communities across the country.

The following report includes a narrative account of the Woodbury project recommendations, with summary information concerning several principle areas of investigation. The recommendations are made within the broad framework of sustainability, and are designed to form an integrated approach to future sustainability efforts in the community.





Market

WOODBURY ECONOMIC OPPORTUNITY

In order for Woodbury to be successful in its efforts to grow the local economy, it is important to acknowledge local market conditions which may influence location decisions of residents, shoppers and business owners in the future. By focusing on efforts which complement existing market trends, Woodbury will increase the likelihood that initiatives will be successful and also position the community to prosper in a changing economy. This chapter focuses on the major trends within each of the residential, workforce, retail and visitor markets that may impact the shape of Woodbury's local economy in the future.

Residential

It is well-known that Woodbury has an aging population base. According to the state data center, by 2025 the town is project to experience a 26% drop in school age population, combined with a 46% increase in the population over 65 (Source: 2010 Census, CT state data center). The chart at right shows the breakdown of households by age group in 2025 given current trends. The aging population will have numerous impacts on the local economy, most notably:

- Decreasing number of households overall
- Need for additional housing options for aging in place/downsizing
- Increasing number of households with fixed income
- Decreasing school enrollment

Over the next ten years, if current trends continue, there will be a net decrease of nearly 600 households. This assumes that younger households continue to leave the community at the same rate. Clearly, a net decline in households would have a negative impact on housing values. At the same time, given housing preferences for various age groups, there is likely to be additional demand for 63 new rental units (to accommodate older households, younger households and relocating workers). Additionally, given the current housing mix in Woodbury, it is also likely that there will be additional

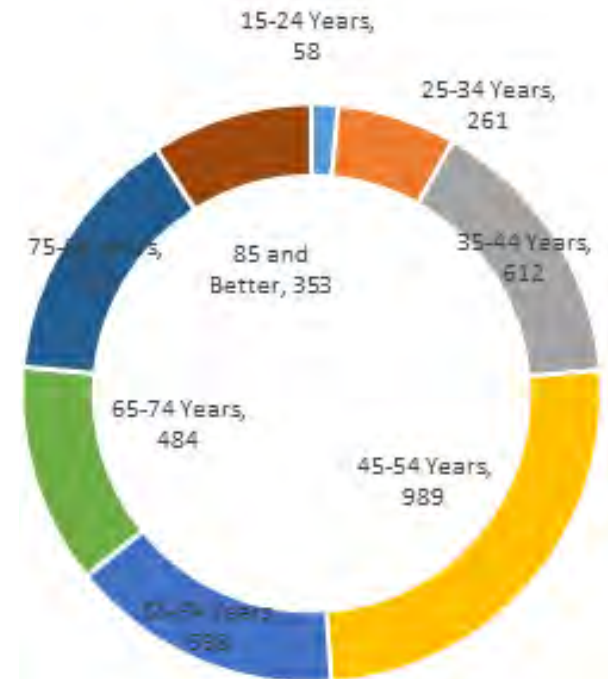
demand for units with smaller square footage, especially more accessible or single-story units. In the past five years, fewer than 10 new residential units have been added annually. Although this pace of development would be sufficient to meet new demand, most rental developers would prefer to develop properties with 20 or more units in order to achieve operating efficiencies. Similarly, single-floor units may also achieve economies of scale through planned developments including shared open spaces or other shared amenities.

As the town explores ways to accommodate demand for additional rental units, it is worth noting that the Main Street area is already home to a substantial number of rental units, with 60% of units in this area occupied by renters. The 50/50 residential and commercial mix required in the historic district have contributed to a number of more affordable rental units, as well as creating live/work opportunities for local business owners or employees. Identifying locations adjacent to this district to add smaller, walkable rental or condominium options is the most desirable way to accommodate this demand given the demographics of households most likely to be seeking new options in the community. The ability to market units as live/work can be especially effective for recruiting entrepreneurs who can benefit from reduced costs.

Single story units provide options for older adults looking to downsize and increase walkability to local amenities.

The demographic makeup of households is also important for understanding housing market pricing trends. The median income of homeowners with a mortgage (typically, younger working households) is \$108,000. In contrast, the median income of homeowners without a mortgage (typically, older householders that have paid off their mortgage) is \$61,458. The median income of renters (comprising the youngest and oldest households) is still lower, at \$41,516 annually. Although all of these incomes are attractive from a retail perspective, the relatively wide and distinct gap in incomes among these three key groups has implications

2025 Household Projections

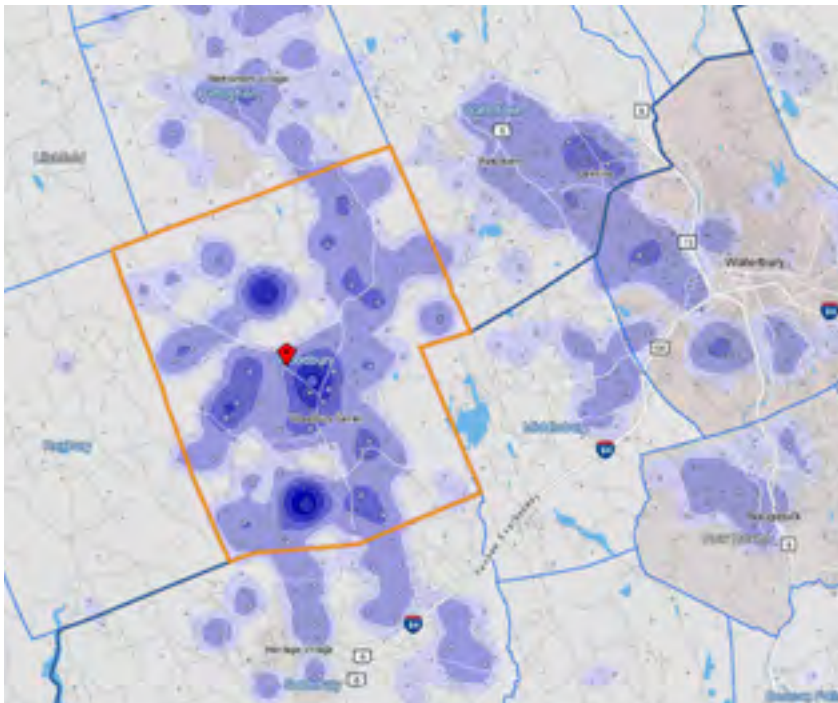


for the size and type of housing that will be demanded by each.

It is important to note that although current trends are the most likely version of the future demographics, it is completely possible for trends to change at any point in the future. Certainly there would come a natural point where property values would change to such an extent that Woodbury could be a more affordable option than other nearby communities. Although the general County-wide trend toward declining population cannot be reversed by local actions, it is possible for Woodbury to not only retain its share of younger populations but also to attract additional new residents. The ability to provide amenities desired by these populations, whether innovative school options, a reputation for artisan and local food or an affordable entry into a quality lifestyle, if properly marketed, could certainly attract new demographics to the community.

Employment & Workforce

Although Woodbury benefits from a strong daytime population due to the large retired population, the presence of local businesses and employees is an important element of creating daytime vitality. According to a 2012 study by ICSC, the average employee in a rural community spends an average of



Commuting Patterns for Woodbury Employees, Source: Economic Census 2012

\$90.55 on goods and services associated with workday activities in an average week. This is the equivalent in more than \$9 million in local demand for the more than 1,900 local employees. Additionally, because a majority of local employees also live within the trade area, engaging these workers in the community is an important strategy for retaining consumer dollars within the community.

Although there are nearly 2,000 daytime workers in the community, local employment has declined by 12% since 2007. The largest employment sectors continue to be retail, food service and education. As mentioned previously, 63% of employees live within 10 miles of Woodbury, although a relatively small percentage live with the town itself.

In contrast to the local workforce, residents of Woodbury tend to commute significantly further for employment, averaging 26 minutes each way. A full 18% travel between 25 and 50 miles for employment daily. Currently, 4,308 local residents are employed, although with 31% of these individuals over age 55, this number is anticipated to drop in the next decade (source: Economic Census 2012).

The discrepancy between resident skills and employment needs creates a situation where a daily exchange of employees takes place during rush hour. The chart below shows the occupation of local employees versus residents. If additional employment options were available for many residents, it is likely that many would prefer to work locally. Large numbers of residents are employed in the manufacturing, education, professional services and healthcare fields, for which there are few jobs locally. Although it is unlikely that Woodbury would ever attract



Source: Economic Census 2012

sufficient jobs to allow for career progression, it may be possible to encourage large regional employers to open satellite facilities in the area if sufficient local employment exists (or is already employed by these entities).

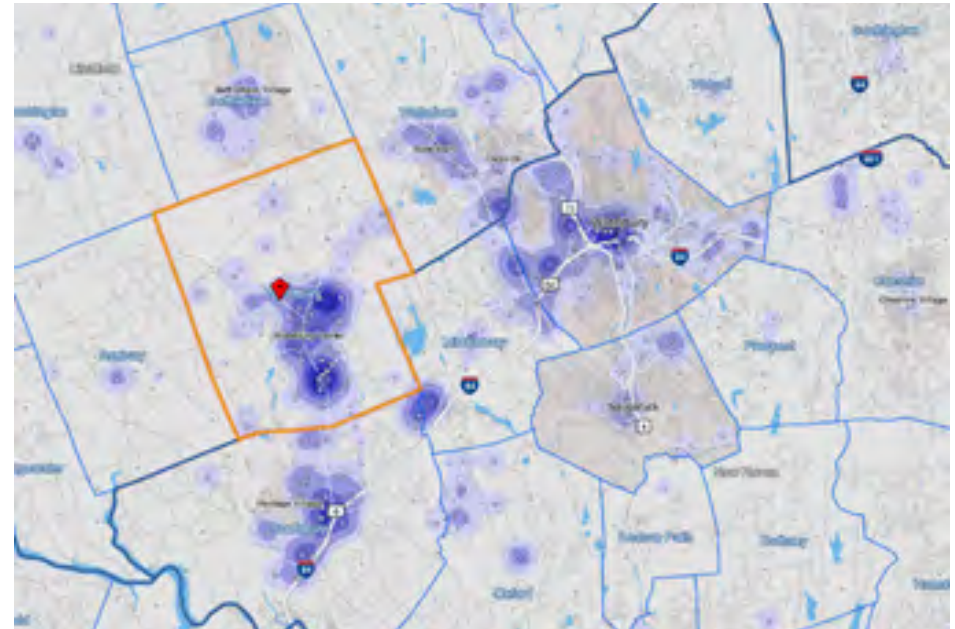
As an alternative to recruiting employers to open new locations in the town it may be possible to engage telecommuting employees to create additional traffic along Main Street. It is increasingly common for tenured professional employees to pursue some form of telecommuting as part of their work week, and/or to pursue secondary employment as a sole proprietor as they seek more limited employment arrangements. Woodbury has approximately 1,700 non-employer firms, commonly known as home based businesses. These include primary employment as well as part-time arrangements, and represent a number of industry sectors including retail, professional services (legal, insurance, and accounting), construction (including craftsmen), and the arts. Pursuing strategies to identify these businesses and individuals and encouraging them to interact is a positive way to create demand for local services as well as potentially incubate future retail and office users. Many communities are beginning to actively engage and pursue this type of business through entrepreneurs groups and lone eagle associations, as well as through traditional mechanisms such as business associations, which provide targeted assistance and educational services.

While older workers are embracing telecommuting, younger workers are likely to pursue careers that offer this type of location flexibility as a regular occurrence. At present, 6.5 percent of local workers work from home as their primary place of employment. This is a significant percentage of the population and a higher rate even than areas commonly seen to embrace technology as an employment generator.

Looking to the future, there are a number of businesses which are projected to grow in the next decade. Within the county, significant growth is expected in the industries shown in the adjacent table. The average annual wage paid in these industries is also included in the table. This information is relevant when determining what type of businesses might be looking for space in the region in the near future, as well as to accommodate housing which will be affordable to the type of workers likely to be relocating to the region.

Retail & Consumer Spending

Woodbury's central location in the region and relatively high household income create an appealing retail destination. In addition, the 14,500 cars per day which travel Route 6 down Main Street represent a large existing customer base. The map on the following page shows the primary trade area for Woodbury. Defined based on conversations with local retailers, this area represents the geographic boundary within which residents are likely to choose Woodbury over other nearby retail destinations for goods and services, provided that they are available locally. This area includes the area generally between Waterbury, Sandy Hook, Washington Depot and Plymouth.



Commuting Patterns for Woodbury Residents (Economic Census 2012)

Industry	2025 Job Growth Projected	Average Wage
Retail & Personal Services (Maids, Pet Care, Recreation, Cashier, Sales)	1,726	\$24,000
Construction & Maintenance (Home repairs, craftsmen, janitorial, landscaping)	730	\$35,000
Professional Services (Financial Managers, Real Estate, Securities)	846	\$34,000
Food Production (Farmers, Food Service Managers, Chefs, Servers)	524	\$62,000
Education (K-12, Musical, Tutoring)	422	\$57,000
Health Care (Massage, Home Health, EMT)	198	\$31,000

For residents of this geographic area, 58% of all customer demand is accommodated by restaurants and retailers within the trade area. Approximately three percent of local spending goes to online businesses (a relatively low percentage relative to the nation), while the remaining forty percent is lost to regional malls or shopping destinations. Not surprisingly, Woodbury attracts customers from outside of this area to purchase antiques as well as lawn and garden supplies (including feed and building supplies).

There is sufficient unmet local demand for a number of goods and services to support additional businesses in a number of retail sectors as well. These sectors, along with the amount of local customer demand, are included in the adjacent table. These uses would largely be complementary of existing business clusters, although it should be noted that it also includes a number of business types which typically require larger square footages. This may present difficulties in recruiting new businesses, as many of the available properties in Woodbury include smaller square footages. It may be necessary to allow for non-visible property expansion or accommodate larger commercial developments to attract these uses.

Retail Sector	Customer Spending Gap
Furniture Stores	\$19.6 million
Home Furnishings & Décor	\$15.2 million
Electronics & Appliances	\$51.6 million
Health & Personal Care	\$48.3 million
Clothing Stores	\$48.3 million
Sporting Goods Stores	\$25.8 million
General Merchandise (variety store)	\$104.9 million
Limited Service Dining	\$61.6 million

Source: ESRI 2015



Woodbury Primary Trade Area, Source: Local Business Interviews

Visitors & Tourism

While existing trade area residents will always represent the largest customer base for area businesses, cultivating additional visitor and tourism activity will provide an economic boost for local businesses, increase traffic and activity during off-peak hours, and increase awareness and recognition of Woodbury as a good place to live and work. Woodbury is home to natural, historic and cultural amenities that are appealing to Connecticut visitors. According to the 2013 state tourism study prepared by Longwoods International, Connecticut tourists report doing the following during a visit to the state:

- Fine dining (18%)
- Historic Sites/Homes (12.3%)
- Rural Sightseeing (10.5%)
- Museums (6.6%)
- Theater/Music (5.5%)
- Wildlife/Nature (6.4%)
- Art Galleries (2.3%)
- Hiking/Biking (2.0%)

However, while Woodbury has numerous natural and cultural assets that would be appealing to this type of traveler, there is currently very little coordinated marketing that would allow potential visitors to easily plan a visit which involved a prolonged stop in Woodbury. Information on the many assets available in the community needs to be available not only online for those planning a weekend getaway, but also in various locations around the Town. Currently, weekend visitors would need to have a particular destination in mind in Woodbury, and it is likely that even if they were to stop, the lack of walkable or bikeable transportation within the community would limit

the potential for these visitors to explore additional businesses during a visit without being specifically aware of an event or service provided. The exception is antiques dealers, many of whom cross-market each other. However, the ability to retain visitors for multiple hours requires not only shopping but dining and entertainment options. Creating a visitors' guide with sample itineraries that encourages individuals of various demographic groups to spend a day in the Town could significantly increase the amount of visitor dollars captured within the community. Long-term, developing and promoting a hospitality industry would have a significant positive impact on the community, as overnight visitors spend nearly twice as much during a trip as day trip visitors. Many participants in the community input sessions mentioned the lack of meeting and event venues as an issue in the community, however, an event venue is unlikely to be highly successful without sufficient lodging to accommodate guests of the weddings, conferences or other events which might be held in this type of facility. The sample visitor itineraries produced by the West Bend Area Chamber of Commerce and included in the appendix illustrate one way to provide this type of comprehensive tourism marketing while cross-promoting local businesses and destinations.

Business Climate

The team heard a lot about real and perceived business climate issues in Woodbury. While it is obviously true that Woodbury has many highly successful businesses, it has also gained a reputation in the marketplace as a complex and time consuming place to undertake development or new business activities. Businesses and developers must weigh time delay and cost factors when selecting a preferred location. Because startups tend to be undercapitalized in general, and because each month that is spent planning before a business can open or project can begin construction is costly, a community with a reputation for prolonging this timeline would be less desirable in general. This type of negative reputation, real or perceived, was created over a period of time and will take a decade or more to be reversed. However, promoting the success of those businesses that have been successful, as well as the availability of services to aid with these processes can help make the decision easier for those that would prefer to locate in the community provided that the project is financially viable.

In addition to the market-focused recommendations provided previously, there are a number of other things that the Town can do to help grow existing businesses. Nationally, 80% of new jobs and investment will come from existing businesses, so working to facilitate growth and expansion among the existing business base is likely to create additional local sales and property tax revenues, with the added bonus of promoting an outward image of Woodbury as a community which supports local businesses.

Some ways that Woodbury can begin to create this type of supportive environment include:

- Re-focus the business association on executing joint promotional activities, creating a welcoming environment and promoting shopping local. Many business associations in comparably sized communities provide a diverse menu of services to its members, including the following:
 - Create a welcome wagon which visits new businesses or key new employees at existing businesses, providing them with information on the community and inviting them to participate in educational and networking sessions. For new retail businesses, the association could also schedule a cash mob among members, encouraging individuals to visit a new business on a particular day in order to meet and support new members of the business community.
 - Participate in and promote Small Business Saturday, which occurs on the Saturday after Thanksgiving. Woodbury has a strong complement of local businesses and could take advantage of both the national marketing efforts as well as the ability to capture and share customers for a prolonged period of time as they visit multiple local businesses. The community can sign up as a neighborhood champion at americanexpress.com/shopsmall.
 - Establish quarterly networking and educational events for local business owners and employees. Events on timely topics (i.e. customer service, social media, human resources, etc.) can not only help local businesses be more competitive, but can also increase the awareness and cross-marketing opportunities among existing businesses who will be better able to direct customers seeking specific goods and services to other businesses within the local community.

Entrepreneurship & Business Development Strategies

Many community members were concerned with a perceived increase in vacant properties within the community. While targeted business recruitment is one way to increase occupancy of these spaces, it is also recommended that Woodbury look for local solutions as well. The example strategies below have a dual purpose of filling vacant storefronts and supporting existing businesses. In some cases, these solutions may be temporary ways to increase vitality until a permanent tenant can be found, and in other instances these uses may evolve into profitable businesses ventures.

- **Co-working spaces**- The co-working model provides an opportunity for individuals to work from a shared collaborative work space within the community. Typical tenants of this type of facility include traveling salespersons, self-employed or work from home individuals, entrepreneurs or residents without access to high quality internet. Under most co-working models, individuals must pay either a monthly membership fee or daily drop in fee in order to use the space. In return, tenants are granted access to shared conference rooms, high-speed internet, copying and scanning services and other typical office amenities. Many co-working spaces have evolved into supportive entrepreneurial communities over time, offering

monthly educational seminars, networking events and other supportive services. In smaller communities, these spaces are typically co-housed with a 'parent' entity that has excess space and can provide staffing and coordination for space resources. Common examples include chambers of commerce, technical colleges, non-profit organizations, and local units of government.

- **Artisan Collaborative-** Similar to a co-working space, an artisan collaborative provides a supportive environment and cost-effective way for artists and producers to take a step towards a permanent physical location. There are two general models for this type of facility—the cooperative and consignment model. Under the cooperative model participating artists pay an annual membership fee as well as a monthly day use fee which provides access to meeting spaces, work areas and educational programming. Artisans hoping to display pieces in the shared gallery/retail shop must also either contribute funds toward a portion of the rent and/or volunteer time in staffing the facility. The consignment model typically has one or two anchor tenants that cover general operating expenses and offer display space to interested (and curated) artisans interested in selling in the space. Artisans pay a monthly display fee – perhaps \$50, plus a 10 percent commission on items sold. Relevant example facilities include:
 - Inside Out Art Gallery Cooperative (Bloomington, IL): The gallery provides shared and low-cost locally made artwork and collects no commissions on sales. There are currently 27 local artists working in a variety of mediums whose works are available for sale at the gallery and on its website. The facility also hosts classes and instruction. The gallery charges a \$50 annual fee and \$50 per month. Exhibiting artists must also pay a share of the rent and participate in gallery operation. Individuals in the community can also be members and participate in education and marketing opportunities without exhibiting. <http://www.insideoutartcoop.org/>
 - Green Bay Art Garage: The Art Garage offers a variety of membership and consignment options to accommodate professional artisans as well as hobbyists. Retail/Gallery space can be rented for a flat fee depending on the location of the space, plus a scaled commission. Additional support services including studio space, programmed receptions, educational talks and classroom options are also available. The Art Garage, a non-profit organization, also programs and markets the facility as a whole, offering comprehensive schedule of family friendly programming including events and classes. www.theartgarage.org



- **Business mentorship/investment program**

- Because of the emphasis placed on small and locally-owned businesses as a result of local regulations and space constraints, Woodbury can increase the number of business prospects as well as the sustainability of new businesses by implementing a business mentorship or investment group. This model would create a new business assistance team that includes local professionals with skills in accounting, legal, marketing, human resources or other relevant expertise. New business prospects would have the option of meeting with one or more of these local experts to discuss their business plan and identify potential issues that should be addressed prior to opening. The selected team would spend 30 minutes to an hour with the prospective business and provide a follow-up one-page summary of potential action items. If the prospective business would like to implement any of the recommendations, they may choose to hire the relevant team member at a pre-negotiated discounted rate (typically 20%). This strategy not only increases the quality of business startups in the community, but also generates new business for existing local businesses and builds a local network of support.
- Some communities have taken this concept a step further by establishing local investment groups to help finance targeted businesses within the community. Each year the board of Main Street Wooster, OH seeks input from existing businesses and customers and, based on retail market information, identifies a set of 3-5 targeted businesses that would complement the existing business mix and contribute to a sense of retail vitality. A group of local established business owners, seeing the need to continually improve and grow the district, have formed a lending committee to accept proposals from prospective businesses within the targeted categories and will become investors in the company. Not only do businesses benefit from a financing source, which is often difficult for startup businesses, but also gain access to advisors with local market knowledge to develop a sound business plan.
- Similar programs in other communities have hosted business plan contests to fill targeted vacant spaces. Milwaukee's Layton Boulevard neighborhood hosted such a contest using a bank-owned property in a prominent location within the community. The evaluation committee reviewed 28 resumes (and credit checks) for a pool of potential applicants and narrowed the field to five candidates who had 3 months to develop a more formal application to present to the committee. The winner would not only receive three months of free rent, but also \$5,000 in startup costs and legal, technical and marketing assistance from local businesses.

As with the visitor market, successfully recruiting additional businesses will be much more effective if prospective businesses are able to learn about these opportunities online. According to studies by the Site Selection Institute, more than 2/3 of all prospective businesses use online searches to do a significant amount of early research before starting a business. If information on Woodbury is not readily available, but nearby communities provide more comprehensive information on starting a new business, it may be that many businesses will choose locations in these communities rather than Woodbury. In this situation, Woodbury would be losing businesses to competing communities without even being aware of their existence. In fact, a majority of businesses that have opened in the community in the recent past have existing ties to the community, with few outsiders choosing it as a desirable location for a new venture. It is positive that those familiar with the community have confidence in it as a business destination, but it is clear that this is not a perception that exists among outside populations. Since Woodbury already has a business ombudsman group, it would be relatively simple to develop some user-friendly online toolkits to attract additional outside businesses. Recommended recruitment strategies include:

- Development of a business startup guide promoting the business ombudsman service and providing information necessary to starting a business such as key contacts for permitting and zoning, building inspection, garbage collection and the cost and timeframe that can be expected for various activities required of new businesses.
- Collection of testimonials from existing businesses about Woodbury as a business community. Most prospective businesses will speak to at least one existing business in the community, and providing them with names of business owners that have benefitted from the businesses' climate can significantly color the perspective of this businesses.
- Create a one or two page market profile summarizing Woodbury's business and economic climate. These guides can be used by brokers and realtors to help market available properties within the community, and also provide critical information to prospective businesses to help them complete a business plan that will help them obtain bank financing for a Woodbury location. This market profile should include information on the trade area and demographics, current business mix, track record of successful business development and information on traffic and visitor counts that illustrate the size and nature of Woodbury's customer base. Samples of a one page and multi-page market profile are included in the appendix.

In combination with efforts to identify and recruit complementary businesses to the community, it will be necessary to ensure that local businesses have access to low-cost financing in order to open in the community. Occupying and renovating historic properties often comes with a large number of unexpected costs that are not present in newer structures. In order to be competitive cost-wise with other competing locations, Woodbury will need to assist new and existing businesses to access funds for the desired upkeep and renovation required to keep the historic



MERCURY DESIGN STUDIO - HOME DECOR & GIFTS, 2ND STREET DISTRICT

“I’ve found that there’s a real intent to buy with our customers downtown. There’s an incredible rate of conversion from customers walking in our door to those making purchases. Our customers are sophisticated, have disposable incomes and are not afraid to purchase.”

- Steve Shuck, Owner

district well-maintained and inviting. Although larger projects may take advantage of federal historic tax credits, this funding source may not be relevant for smaller projects and/or can be cumbersome for small business owners to navigate. A local source of funding, whether available through the local government, a foundation, or local financial institutions should be established specifically for façade improvements within the historic district.

- A relevant example program is the Downtown Loan Program administered by First Bank Financial Centre at its nine Wisconsin locations. In each community, the program was seeded with \$250,000 in bank funds, matched with dollars from the local municipality. The loan pool is administered by the bank loan committee, and all risk and administration is performed by the bank, although businesses using the fund do not need to be customers of the bank. The fund provides 1% loans of up to \$25,000 for a 10 year term to businesses located within the historic district of each community. The loans are unsecured, but must be used for projects will result in real property improvements. To date, the program has lent \$1 million to 55 businesses and has resulted in increased occupancy in many districts, with up to a 50% increase in occupied storefronts. The brochure for the original community loan pool is included in the appendix.

Redevelopment & Infill Planning

Redevelopment and infill development are largely an outgrowth of the business retention and recruitment strategies identified previously, coupled with potential changes to individual regulations discussed elsewhere in this document which offer greater regulatory flexibility while encouraging and protecting the elements that the community holds dear. Because of the development limitations in place on many sites, the market and infrastructure constraints will largely shape feasible development within the town. However, one site mentioned several time which may benefit from a more proactive approach is the combination of buildings encompassed on the property currently owned by Frontier Communications. The site includes several acres and four structures, three of which are currently vacant. The fourth building is occupied by a telephone switching station, which is essential to Frontier's operation in the region.

The site represents a large underutilized parcel in a key location downtown, and also represents one of the largest square footage totals in the town. However, as a large corporation, Frontier is likely to be largely uninterested in or unaware of the site given its rural location and lack of current tenants. Additionally, utility companies have become increasingly focused on security of the area surrounding sensitive telecommunications areas such as switching stations, and in this way benefit from vacancy in the surrounding buildings which provides a barrier between other uses as their infrastructure. The site also appears to offer some constraints, including a single parcel with multiple properties and shared utility infrastructure among the structures.

If the town would like to see the properties fully utilized it will likely need to take the lead in planning efforts in order to present a range of options to Frontier. The town can conduct some preliminary assessments independently, or in cooperation with municipal engineers, building inspectors and others in advance of an initial meeting with Frontier, after which additional more targeted planning activities which will help Frontier meet its needs while allowing the town to utilize its existing historic building stock.

- Assess the infrastructure currently serving the property to determine if it is adequate to support full occupancy of all four properties.
- Assess structure and condition of historic homes to understand costs required to appropriately restore buildings for future residential or commercial use and identify any grants or funding sources available to complete these renovations.
- Determine if infrastructure can be separated and if local size and density regulations, parking, etc would allow for two or more parcels, or what variances would be required.
- Develop a plan of costs and timing for the process necessary to allow Frontier to dispose of the excess real estate while maintaining site access and a security buffer around remaining property.
- Identify local investor group and/or town tolerance for temporarily acquiring and holding properties until a suitable developer or owner/user can be identified. If the town will be an interim owner, develop a plan or system for evaluating and ranking potential future uses to guide disposal of the properties that best matches community objectives. Communicate this information publicly to encourage proposals from qualified ownership groups for reuse of the property.

The Local Food Experience

Growing in popularity on dinner tables and in restaurants, food banks, schools and grocery stores around the nation, local food has become more than a buzzword. Food has emerged as a new art genre and those that grow and prepare it are considered artisans. Local and regional food systems improve the vitality of communities in many ways, both rural and urban. They keep more food dollars in local communities and, in rural areas, offer new business opportunities that have the power to bring young people back home. More consumers are buying local out of a renewed interest to know where their food comes from and how it was produced. And farm to school programs, part of local food systems, aim to help kids make healthier food-purchasing decisions as they grow up.

With the growing food culture in and around Woodbury, the community is in a great position to celebrate local food and use it as both an economic development and tourism tool.

For economic development, there are three major programs that Woodbury could explore:

- A food truck is a large vehicle equipped to cook and sell food. In recent years, associated with the pop-up restaurant phenomenon, food trucks offering gourmet cuisine and a variety of specialties and ethnic menus, have become particularly popular. Oklahoma City has developed a popular food truck park, which provides a temporary use for land scheduled to be developed in the future and serves a gathering place for the neighborhood. <http://www.bleugarten.com/>
- A farmers' market is a physical retail market featuring foods sold directly by farmers or makers to consumers. Farmers' markets typically consist of booths, tables or stands, outdoors or indoors, where farmers sell fruits, vegetables, meats, and sometimes prepared foods and beverages. Farmers' markets exist worldwide and reflect local culture and economy.
- Farm to School/Institution/Retail is a system where farmers and ranchers can sell wholesale directly to non-commercial and commercial outlets such as schools, grocery stores, restaurants and hospitals. Producers often partner with a cooperative or food hub to provide the quantity and consistency that such institutions require.

Local food experiences are also becoming major drivers for tourism. By combining local food and drink with travel, food tourism offers both locals and tourists alike an authentic taste of place while contributing to a sustainable world economy. Generally, there are three types of food tourist: People who deliberately plan their trips around food; those who incorporate a food experience into their itinerary without it being the primary motivator; and those who decide where to dine on the fly. There is room in the Woodbury tourism market for all three. Work closely with your local restaurants to measure tourist traffic and to promote locally sourced items offered on the menu.

Food connects us with the land, our heritage, and the people around us. It is a diverse and dynamic channel for sharing stories, forming relationships and building communities. It's an outstanding opportunity waiting for Woodbury.

Additional Recommendations and Resources

Woodbury should consider creating an Economic Development Commission to provide coordination and leadership across all of the on-going and proposed endeavors. A public-private organizational structure would be optimal, but a governmental committee would be advantageous if the commission were to pursue specific funding available only to governmental entities. Existing economic development liaisons and ambassadors should be associated with this new body, although new members should be recruited as well to ensure comprehensive representation.

Other local and regional resources which can provide technical or financial assistance to the projects and programs suggested in this report are highlighted below. In many cases, expanded involvement with these regional and statewide entities increases awareness of and access to resources which otherwise would flow to other communities. As many grants and assistance programs accept applications substantially in advance of project activity, it will be important for Woodbury to engage with these entities, and to establish a system of communication among representatives of the various individuals serving as a liaison to various entities. A semi-annual update and planning session may be advisable during the next few years to ensure that various groups are making progress on their individual tasks and that everyone is aware of other initiatives so that a majority of activities and marketing can be targeted to benefit Woodbury as a whole.

- **Connecticut Community Foundation:** The foundation supports community initiatives in the region with an emphasis on topics such as early education, older adult services, women's issues and arts and culture. <http://www.conncf.org/our-story/towns-served/>
- **Connecticut Trust for Historic Preservation:** The Trust offers loan and grant funds to help renovate and preserve historic properties, and to create additional housing in historic properties. They also provide bridge loans for property owners pursuing historic tax credits as part of a renovation project. <http://cttrust.org/>
- **Connecticut Main Street Center:** Provide a wide array of resources and training related to downtown revitalization, including workshops and training for local individuals, the Come Home to Downtown residential development program, various preservation grants and the opportunity to be part of regional marketing campaigns. <http://ctmainstreet.org/>



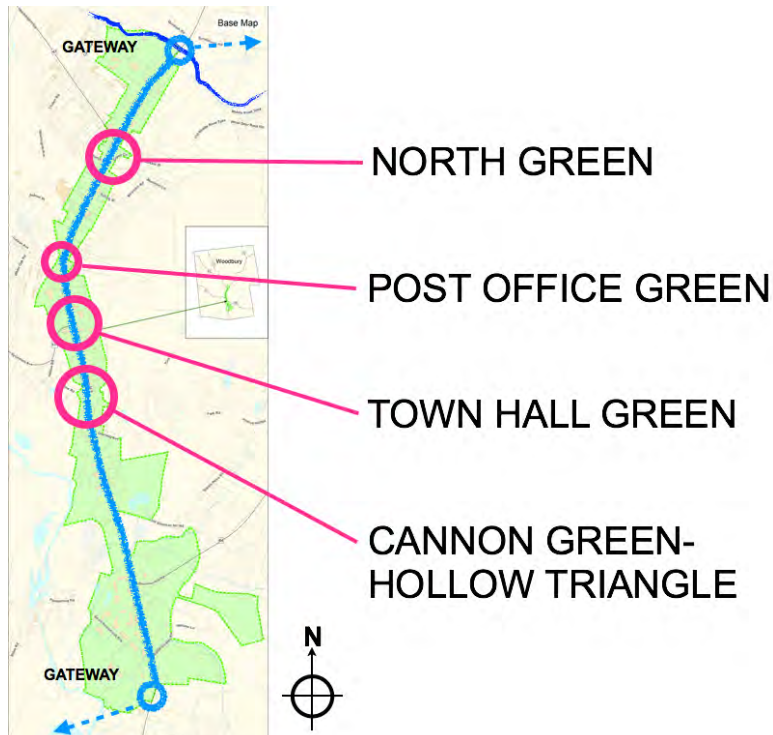
Community Design

WOODBURY TOWN CENTER AND PUBLIC SPACE

Woodbury is a unique early New England town in that its town center was not planned around a central public square or “village green,” but rather as a series of four smaller, more informal public spaces somewhat equally spaced along its main road. Civic and religious institutions as well as commercial buildings and public services are distributed along the entire one mile stretch of Route 6 with small clusters of services located in and around the four green spaces.

Early in Woodbury’s history, this arrangement worked well for the small, low density neighborhoods that grew up along the road and around Woodbury’s many churches. Over the last century, with the increase in vehicular traffic along Main Street and with a transition to a more regional economy, the Main Street corridor has become less of a small town main street and more of a thoroughfare for regional commuting traffic passing through town.

This increase in regional commuter traffic has created a situation where Woodbury’s public spaces, retail/commercial centers, and sidewalks now feel unsafe and inaccessible to residents and pedestrians with the noise and speed of continuous car traffic imposing itself on what once was a uniquely quaint and walkable town.



Woodbury Town Hall and Library complex.



Section of Main Street with no sidewalk.



Empty commercial buildings along Woodbury's Main Street.

These traffic issues, along with new business patterns in the regional economy (in particular a shrinking of the market for antique stores) have caused retail and service businesses to move away from Main Street. Limitations in the town's zoning regulations have made redevelopment difficult for existing buildings and new businesses. These businesses have chosen to move to both the North and South ends of Main Street, essentially to the edge of town, where land use policies are more friendly and favorable to retail and commercial uses. This migration has left many historic and contemporary commercial and retail building along Main Street empty and without a plan for their redevelopment.

In a series of meetings with Woodbury residents and business owners we listened as these public concerns coalesced into the following list of general recommendations aimed at bringing new life to Woodbury's Main Street corridor through the revitalization of its four historic public green spaces and the establishment of a strong Woodbury brand and image that builds on both the town's history and its reputation as a great place to do business and to raise a family.

GOALS FOR REVITALIZING WOODBURY'S PUBLIC SPACE

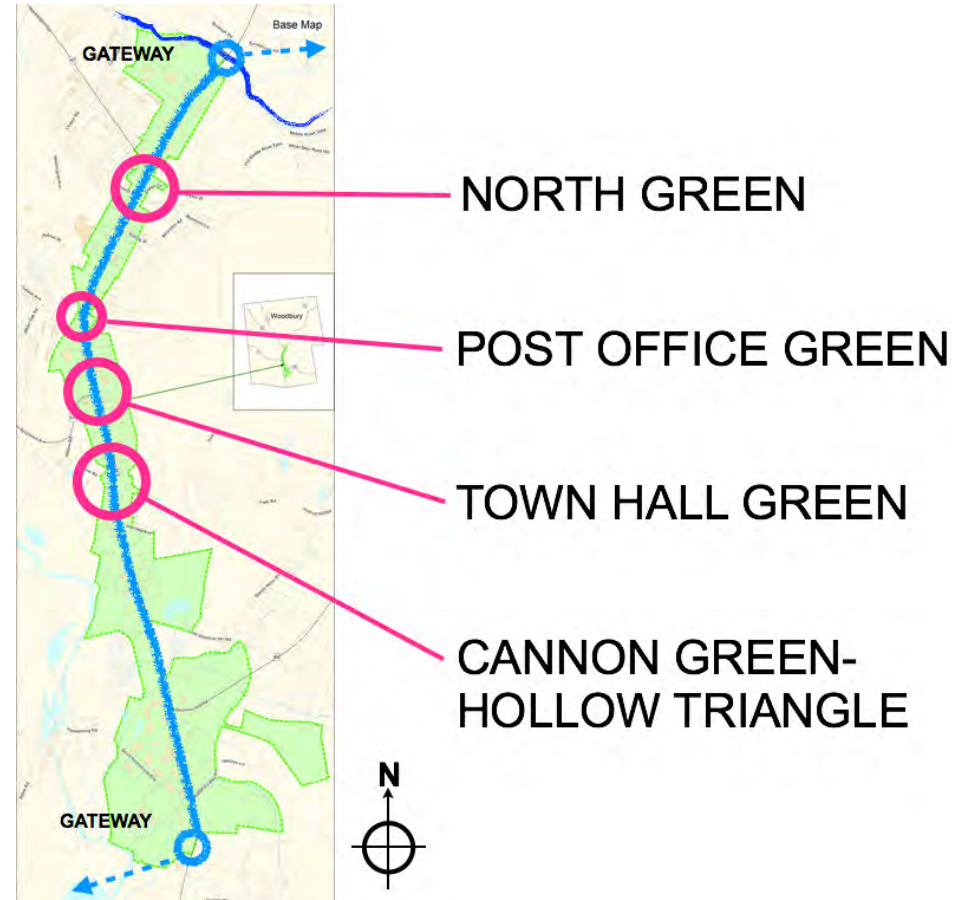
1. Formalize Woodbury's Civic Space.

Woodbury's civic buildings and spaces should be clearly visible and play a dominant role in defining the perceived character of the town to both residents and visitors.

Woodbury's civic institutions and key public services, including the Town Hall, Post Office, Library and other governmental buildings occupy various locations throughout the four public greens along Main Street. Although local residents know where to go when taking care of civic business, planning for future expansion and upgrades to these facilities should focus on increasing efficiency through consolidation, creating greater access and visibility to public services, while improving the quality and increasing the use of the "public spaces" associated with these facilities.

Key to formalizing Woodbury's public, or "civic" space will be the establishment of its four primary green spaces, North Green, Post Office Green, Town Hall Green, and Cannon Green, as the hubs for the redevelopment and improvement of the Main Street Corridor.

By working with an engaged community focused on improvements to the planning, programming and redevelopment of each of the four public greens, Woodbury can establish a new approach to its planning and zoning where the interest of residents, business owners, developers and town leaders are all represented in the decision making process creating ownership in and responsibility for the proposals that will require everyone's support for funding and implementation.



Public space improvements may include:

- Defining public green space.
- Improved sidewalks.
- Street lighting used to identify civic space.
- Signage - directional and interpretive.
- Accessibility improvements for all public facilities.
- Improved and sustainable landscaping- planting natives, zeriscaping, water conservation techniques.

2. Increase Pedestrian Safety.

Woodbury residents and business owners all expressed their desire for a more walkable Main Street and indicated that they would like to have more places to walk to.

Woodbury's existing sidewalk system is the result of the incremental growth of mixed use development along Woodbury's mile long Main Street. Due to Main Street's variety of uses and building setbacks, a stroll along this one mile stretch can include negotiating areas with no public sidewalks transitioning to standard concrete walks which then transition to asphalt pathways, rising and falling along the contours of sometimes tight road shoulders. At many locations the sidewalk will end on one side of the road and a pedestrian must cross the busy highway to pick up the sidewalk on the other side. Although quaint and informal, this approach to the public walks has left the town with a fragmented sidewalk system that is not accessible to all and does not reach the new commercial and business areas at both ends of town. Some sections of sidewalk feel unsafe due to the volume and speed of Main Street vehicular traffic. In some areas residents have created their own pathways along the side of the road to get from one part of Main Street to another, negotiating mail boxes, driveways and signage dangerously close to passing traffic.



Typical neighborhood sidewalk.



Concrete sidewalk.



Sidewalk following contours.



Typical asphalt on grade sidewalk.



Sidewalk with deep setback.



Pedestrians negotiating areas with no sidewalks.

Improving Woodbury's sidewalk system can make a walkable Main Street safer and more inviting while integrating ideas for improving the safety of both pedestrian and vehicular traffic (see transportation section of this report). Improvements may include:

- Better and more consistent sidewalk surfaces (without over paving).
- Clear, manageable and strategically located material crosswalks (coordinated with traffic calming solutions).
- Installing missing sections of sidewalks to connect Main Street from end to end.
- Installing strategically planned directional and interpretive signage along the walk to assist with orientation and safety, and to support local heritage tourism.

3. Create New Business Opportunities.

Woodbury residents want to see their historic Main Street re-energized through increased access, visibility and support for local businesses and the development of new "downtown" businesses along the Main Street Corridor. Residents want new businesses that support Woodbury neighborhoods as well as enhance Woodbury's tourism potential as a charming and historic New England town.

"We want businesses we can walk to like coffee shops & restaurants - gathering places."

A key to the redevelopment of the Main Street business corridor is the establishment of a balance between the interests of developers and property owners and the preservation and protection of Woodbury's historic resources and districts. Recent development of new commercial shopping areas on the North and South ends of Main Street have helped to keep development pressures off of the town's historic districts and Main Street corridor, but in so doing, have left many Main Street buildings empty and deteriorating as smaller local businesses have closed their doors or moved to the edge of town for what is perceived to be increased visibility and better access.

Inadequate zoning regulations for the Main Street and historic district areas has made the path to redevelopment of older vacant Main Street properties difficult if not impossible. This drives developers away from Main Street to suburban shopping centers where the path to a successful project is easier and clearer and where there are fewer administrative and bureaucratic hurdles. Creating new business opportunities on Main Street will require:

- Taking on the process of updating the zoning ordinances with a focus on not just general retail and commercial development, but with a focus on Main Street development specifically. Attention must be given to developing an approach that deals with the sensitive environmental issues and aquifer issues that exist without just letting those issues prevent development. Also, special attention should be given to changing the ordinances that govern the mixed occupancy of business and residential uses along Main Street to make it easier for small business owners to have retail/commercial on the ground floor and residential above (or behind).
- In the process of updating the zoning regulations work with residents and business owners to establish the types of uses that they would like to see along Main Street and in proximity to their historic neighborhoods (specialty retail, small scale service providers, arts, artisans, and creative professionals, etc.).
- Look for opportunities to focus on the redevelopment of empty and historic buildings in and around the four public greens with a particular focus on existing vacant commercial buildings.
- Encourage the use of the Federal Historic Tax Credit program for the redevelopment of historic commercial/mixed use buildings.
- Ensuring that signage ordinances work to enhance the historic character of Woodbury while not placing undue limitations on businesses and their visibility along such a high use traffic corridor.
- Encouraging the continued creative use of the mail box signs which are a unique feature of Woodbury and speak to its history in the 20th century as a center for antique shopping.
- Develop an informed approach to signage that:
 - balances the needs and interests of local businesses, local residents, and elected officials;
 - recognizes the dollars-and-cents value of signs to businesses;
 - addresses signs in the overall design context of the community and the immediate area in which they are placed;
 - abides by the law, most importantly laws based on the First Amendment;
 - addresses traffic and pedestrian safety issues.



Examples of existing commercial signage in Woodbury.

4. Provide Support for Events, Arts, and Artisans.

Woodbury can be a place where both residents and visitors connect across generations. Woodbury residents see that special events and the arts have a primary role to play in the growth of a lively and enhanced local culture for both young and old residents.

Throughout the year, a variety of events should be planned that utilize all four of Woodbury's public greens for events that range from small local gatherings to larger regional events such as arts or food festivals. Some events may take place in multiple venues. Woodbury's long Main Street, once well suited to the antiques traveler and shopper is equally well suited to creation of a local creative culture where artists and artisans both work and sell their work in a small town informal studio based environment. There are several actions the town can take to begin the process of enriching the quality of life for Woodbury residents through special events and the arts:

- See that zoning regulations support the establishment and operation of artist/artisan studio and gallery space along with on-site residential (artist/artisan live/work spaces).
- Make improvements to all public green spaces to accommodate festival and group uses.
- Determine best locations for establishing concentrated artist/artisan studio/gallery space along Main Street Corridor (ie: garden center building).
- Working with specific and localized neighbors to help define and mark public parking locations around public greens and concentrated areas of retail or commercial development. Strategic plans for parking, access and circulation should exist for each green space based on a general and typical approach to the type and scale of activities that may be planned for each.



Arts festivals are a great way to get people out to enjoy the town's public green space.

5. Create Informal Gathering and Activity Space.

Woodbury residents and business owners are committed to the idea that they want to really 'use' their Main Street and public greens, not just for business and commerce but to gather, meet, socialize, share ideas, and improve friendships — to strengthen the community's social bonds.

Disinvestment along the length of Main Street has created the sense of a decentralized community without the feeling that there is a town center — a central place that everyone identifies with and cares for as a community trust. In fact, all of the important components of a strong town center exist along Main Street and its green spaces but traffic patterns, vehicle speeds, fragmented infrastructure, and inconsistent informational signage make them hard to see, and even harder to think of as a unified whole.

Residents want to see more connectivity between amenities and services along Main Street and to feel like they can take advantage of the even greater opportunities that will exist with better planning for all four green spaces. Currently the green spaces are used for specific scheduled events but when not in use, they are not very inviting or even accommodating to residents for casual gathering, play or just quiet reflection. Benches, when they are present, are often facing outward onto traffic rather than into what could be landscaped green/garden areas or gathering spaces; sidewalks switch sides of the road often keeping foot traffic outside of these spaces rather than encouraging their use; while what could be seen as a vibrant and inviting set of Woodbury parks are generally perceived by motorists and visitors as dull and empty green spaces and memorials. Ideas for creating informal gathering and activity space can include:



Local artisan shop with sidewalk display to catch fall leaf season travelers.

- Creating visible seating areas within each green space where the seating arrangement is flexible or is scaled to encourage interaction.
- Install some seating in locations that would suit someone who is looking to relax, think, watch the world go by, or just to enjoy being alone with their own thoughts.
- Create pathways that lead into the green spaces, not just along the edges, to encourage interaction and full use of the spaces.
- Program activities on the greens throughout the year. Allow local organizations to use the greens for meetings or small visible gatherings — talk to local groups and organizations about what infrastructure improvements would make this work best for them.
- During favorable months, particularly on weekends, provide food service through the use of small portable cafes or food trucks serving cafe fare or summertime favorites.
- Allow artists and artisans who don't have a gallery on Main Street to use certain areas of the public green or sidewalks without business frontage to present and sell their work. Times and locations and vendor requirements should be developed to make this program work well and integrate into the local retail and business culture while becoming an attraction for visitors and shoppers.

6. Provide Information and Orientation.

Taking a look into the future with Woodbury residents revealed a desire to re-envision Woodbury as a great place to live, work, play, and explore for current and future residents as well as visitor and heritage tourists — a vision that builds on its strengths and history while leveraging those assets to create a new transformative narrative for the next phase of Woodbury's growth. Implementing many of the strategic goals set forth in this vision requires that the community embrace both an understanding of its own history — the Woodbury story — and that it finds a way to communicate to both residents and visitors just "what is Woodbury?"

Residents want to be reminded of how special their town is while visitors want to know what there is to do there, where they should go, where can they can stay, eat, play — to know that they are welcome and appreciated.

Currently, information about Woodbury (history, context, businesses, etc) is scattered in a variety of places throughout town and is not very accessible to visitors (as well as residents). Visitor services and amenities are not clearly marked and there is little to encourage you to stop and spend time in town when you are caught up in the constant flow of traffic along Main Street which pushes you through and out the other end of town before you realize what you've passed. You really don't even know exactly when you enter town, or the historic district, or the downtown Main Street area since "welcome to Woodbury" signs are either non-existent or in locations that no longer work well for their intended purpose.



Existing Woodbury history sign — not visible from Main Street and not on an accessible route.

Through the development of a new signage system organized around a new Woodbury brand and coordinated with an up-to-date visitor website, Woodbury can begin to educate visitors and its own citizens about its history and its story while encouraging the tourism and visitation that will support Woodbury's revitalization efforts. Visitors want to spend money shopping, eating, and supporting fun places and historic sites. Making Woodbury visitor friendly simply through providing a well designed and implemented visitor information system will be a key step toward maximizing visitor and tourism revenues while helping to shape and promote Woodbury's image to the world.



Example of a signage system with a common look and feel across a variety of different sign types.

Some key steps to providing visitor information and orientation include:

- Develop new branding and graphic standards for the town (logo, slogan, colors).
- Obtain the services of a consultant to develop a strategic signage/visitor information masterplan for the Main Street corridor commercial and historic district centered around the new brand. Signage system should address issues of general orientation (lay of the land) and the following signage types: directional, access, parking, safety, building identification, special events, public spaces.
- Develop a phasing plan to help begin implementation of and installation of signage in a way that is manageable within budget allocations.
- Develop new "Welcome to Woodbury" signage at primary town gateway locations.
- Develop visitor kiosk(s) at strategic locations to provide both visitor orientation and general information on Woodbury and its history. Kiosks should be a key feature and landmark along Main Street and should be understood to be an information center.
- Coordinate new signage system and branding with visitor oriented website with updated calendars and information on historic and tourism sites.
- Introduce interpretive signage at selected locations along main street to help educate both visitors and residents about unique and significant aspects of Woodbury's story and history.

SPECIFIC RECOMMENDATIONS FOR IMPROVED ACCESS & REVITALIZATION OF WOODBURY'S FOUR PUBLIC GREEN SPACES

NORTH GREEN

The North Green is a triangular green space located at a bend in Main Street near the north end of town. It has an open central space and gazebo with electric power located next to the gazebo that is used for outdoor events. Around the North Green is one of the best concentrations of historic commercial buildings in Woodbury with the pharmacy and hardware store still in operation (however the hardware store is soon to close) and two



View of the North Green looking towards the gazebo.

Map showing the location of the North Green.

currently unoccupied historic commercial buildings fronting on the green. Parking for events at the green is typically accommodated at the nearby church parking lot with a bit of overflow parking impacting the adjacent residential neighborhood. North Green's greatest opportunities are for enhanced events, informal gathering, and the creation of a strong retail/commercial node through the redevelopment opportunities represented by the Adams Hardware complex and the vacant commercial storefronts.

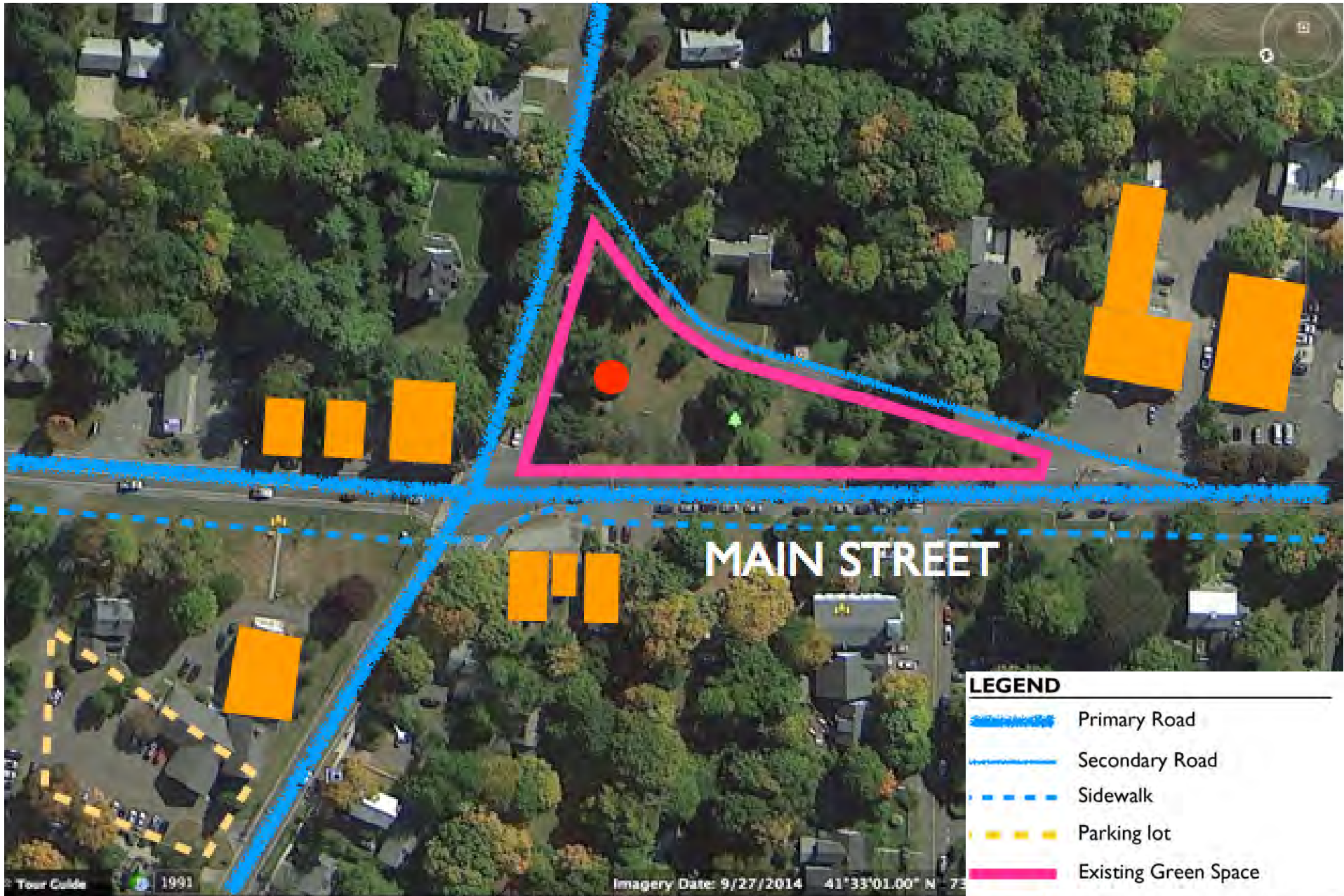
SHORT TERM RECOMMENDATIONS

1. Cafe Seating - provide seasonal cafe style seating to encourage use of the park for lunch or breaks.
2. Food Service / food truck / fresh food stand - Create a reason to go there, get some food or refreshments, and sit or chat a bit. Make it a place for families to be on a nice sunny afternoon or for an ice cream break while doing the Woodbury historic walking tour.
3. Re-arrange existing seating to create gathering spaces - existing benches can be relocated to create places for both small groupings or individuals to sit and interact.
4. Programming more events - The more the better. Good programming should make people expect that something interesting might be going in the park so they will keep an eye on it and invest in its maintenance and upkeep.
5. Interpretive / visitor info signage - Good visitor and interpretive information is needed at all of the greens. Visitors will be inclined to stop and see what's there if information and signage is visible and well designed and fits into the character of the town. Information about events and schedules, or info about how to access the information, should also be available through smart phones or websites.
6. Parking signage for the neighborhood - increased use and traffic will undoubtedly effect the on-street parking for neighbors immediately adjacent to the green. Good signage telling folks where they can

and can't park and consistent enforcement of these rules will be critical to maintaining the support of neighbors and residents.

LONG TERM RECOMMENDATIONS

1. New sidewalk access and crosswalks - New sidewalk access and material crosswalks (contrasting with the road surface not just painted stripes) will need to be coordinated with the state highway department. These steps take time, but a long sustained campaign backed by good design principals and relationship building will be the key to a successful outcome.
2. Low impact lighting - Adding low impact lighting will help extend the hours and seasonal use of the green while being conscious of its impact on adjacent home and business owners. With increased use of the greens comes an increased focus on security and safety. Maintaining lighting in key areas will facilitate more efficient policing and management of the park all day and all night.
3. Coffee shop / gallery / soda fountain - Support both the expansion of the pharmacy to include a lunch/soda fountain and the redevelopment of the two currently vacant commercial storefronts facing the green. Uses such as cafes, galleries, or specialty art/artisan retail will create additional reasons to come down and visit the park.
4. Adaptive re-use of Adams store - The Adams store location offers a perfect opportunity for the development of a historic inn with a restaurant/tavern located in what was the storefront while developing garden suites in the rear additions. There is off street parking and, with most of the development happening to the rear of the property, there would be little or no adverse impact on the neighborhood. A project of this type would likely be eligible for the Federal Historic Tax Credit program helping to underwrite upwards of 20% of the rehabilitation costs.
5. Programming more events / activities - Over time, not only can events be planned just for the North Green, but a variety of new programmed used can be explored including events that stretch across all four greens or along Main Street through different areas of town.



NORTH GREEN - EXISTING CONDITIONS



NORTH GREEN - PROPOSED RECOMMENDATIONS



View of the North Green with moveable cafe seating during Summer months.

POST OFFICE GREEN

The Post Office Green presents itself as a front yard garden to the Post Office and sits across Main Street from the historic Town Hall building, currently being used as a community theater. This underutilized green space has good landscape structure with mature ornamental trees and a lawn that sits on axis with the Post Office entrance. A bit small and difficult to access for larger events, Post Office Green is a perfect setting for a small central feature, like a fountain, with a surrounding seating area creating a wonderful place to stop and rest or read a book along a Main Street stroll. Crossing the road from the theater (historic Town Hall) is difficult due to the traffic volume at this bend in the road. Alternate, safe routes should be explored to help make this pedestrian crossing viable and comfortable.

SHORT TERM RECOMMENDATIONS

1. Seating relocation - Existing benches can be relocated facing the lawn or green space rather than facing the road. New seating can take advantage of shade areas or areas further away from the Main Street traffic.
2. Interpretive / visitor info signage - This green is a perfect location for visitor and interpretive information and could work well as a node for a Historic Woodbury walking tour since this green is smaller than the others and, although it is connected to the sidewalk system, is better suited to small gatherings rather than larger events.



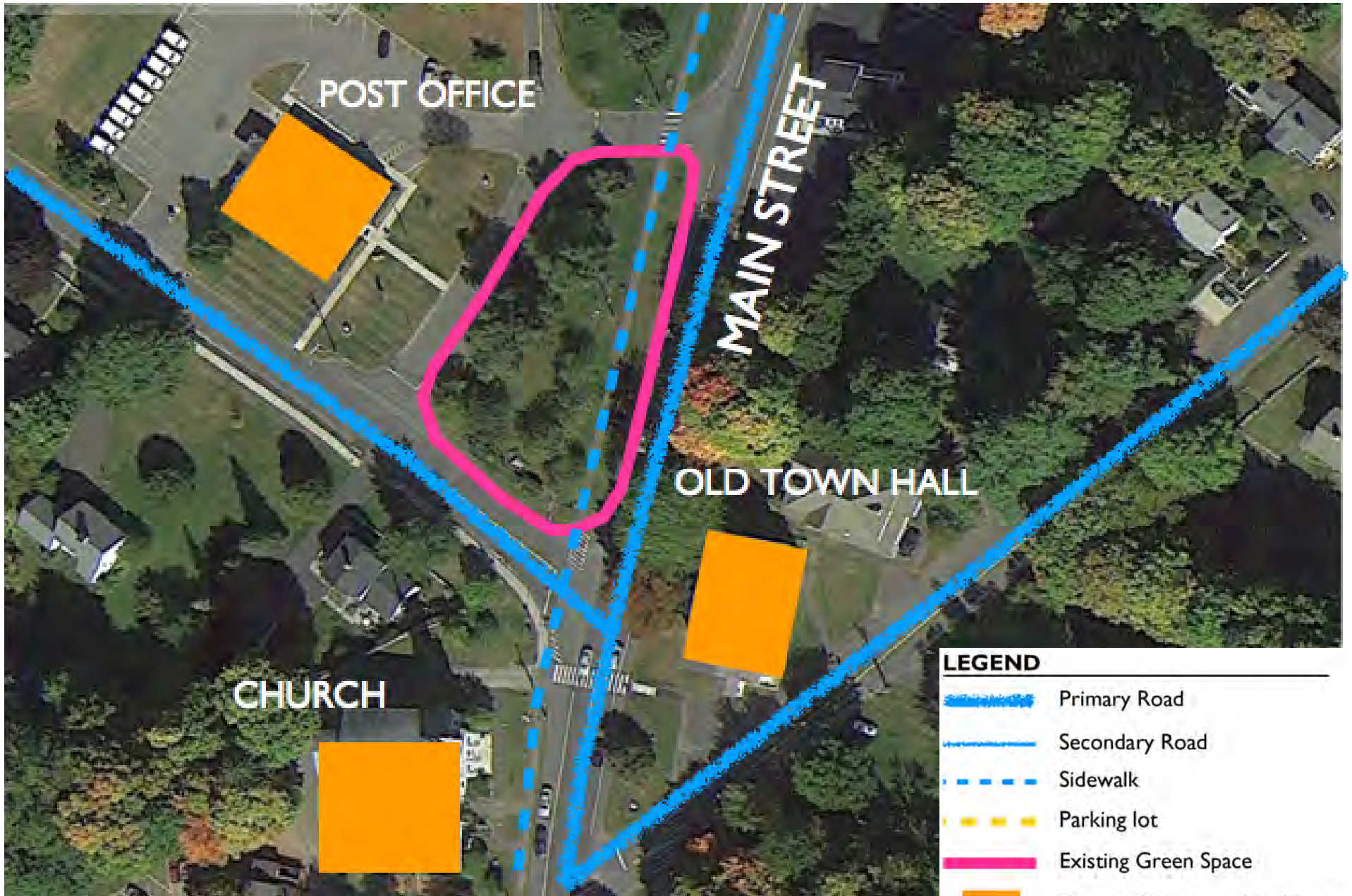
View of the Post Office Green with the Post Office visible to the left.

LONG TERM RECOMMENDATIONS

1. New sidewalk access and crosswalks - New well designed and strategically considered crosswalks need to be planned to connect the Theater property with Main Street's western sidewalk system. New crosswalks should create a clear and visible path to the Post Office Green as a way of approaching the Post Office entrance.
2. Low impact lighting - Low impact lighting will allow extended use of the park during evening hours, improve public safety and park management, and will increase the green's visibility as a special place along the Main Street Corridor.
3. Centerpiece for gathering area - Adding a sculptural centerpiece to the green (a fountain or public art) to be the centerpiece of a small seating group or gathering space positioned on axis with the walk to the Post Office entrance.



Map showing the location of the North Green.



POST OFFICE GREEN - EXISTING CONDITIONS



POST OFFICE GREEN - PROPOSED RECOMMENDATIONS

TOWN HALL GREEN

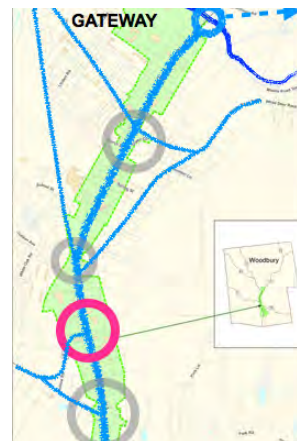
Town Hall Green is currently a space that is broken up by buildings, trees and landscaping in a way that makes you feel like you should “stay on the path” rather than stroll around and enjoy the green space. As the town’s civic center, its main buildings are set back from the street and often go unnoticed as visitors pass except for a small bit of signage and the expansive street parking that stretches out in front of it along Main Street. Town Hall Green sits at a gracious intersection along Main Street with additional commercial store frontage on one corner and a wide grass buffer directly across Main Street from the civic buildings. While there is a clear change in scale, open space, and building setbacks as you approach the green, without clear circulation patterns or sufficient signage, the spaces and buildings that make up this complex do not feel unified nor do they provide a strong sense of place. By incorporating much of the unused space around the complex and reconfiguring the on-street parking areas, the current green space can be extended and formalized into the town’s new civic plaza - a place that presents and represents the town to both residents and visitors. As a civic center it is often one of the first places to be mapped by folks as they are planning to pass through town and therefore provides a perfect place for a new Visitor Welcome Center for visitor information and orientation.

SHORT TERM RECOMMENDATIONS

1. Create temporary plaza and kiosk as Visitor Welcome Center - The existing on-street parking on Main Street can be modified with the use of temporary structures and planters (a pop-up park) to create a visitor information area connected to the adjacent parking and sidewalk system. This could be a first step to testing a new configuration for a permanent structure in the same location at a later date. The parking areas adjacent to the information center could also be utilized by food trucks helping provide a way for town and nearby employees to grab a bite and sit outside enjoying their lunch.
2. Develop town map and brochure with trails information - Beginning work on the creation of beautiful and accessible visitor information products will allow the town to provide this information in a variety of locations and informal settings as more permanent infrastructure is planned and implemented.
3. Relocate Woodbury historic marker - This marker, currently not very visible at Cannon Green, should be relocated to a highly visible location as you approach Town Hall Green and can be a key feature/sign for the visitor information structure.



View of the Town Hall Green with the Post Office visible to the left.

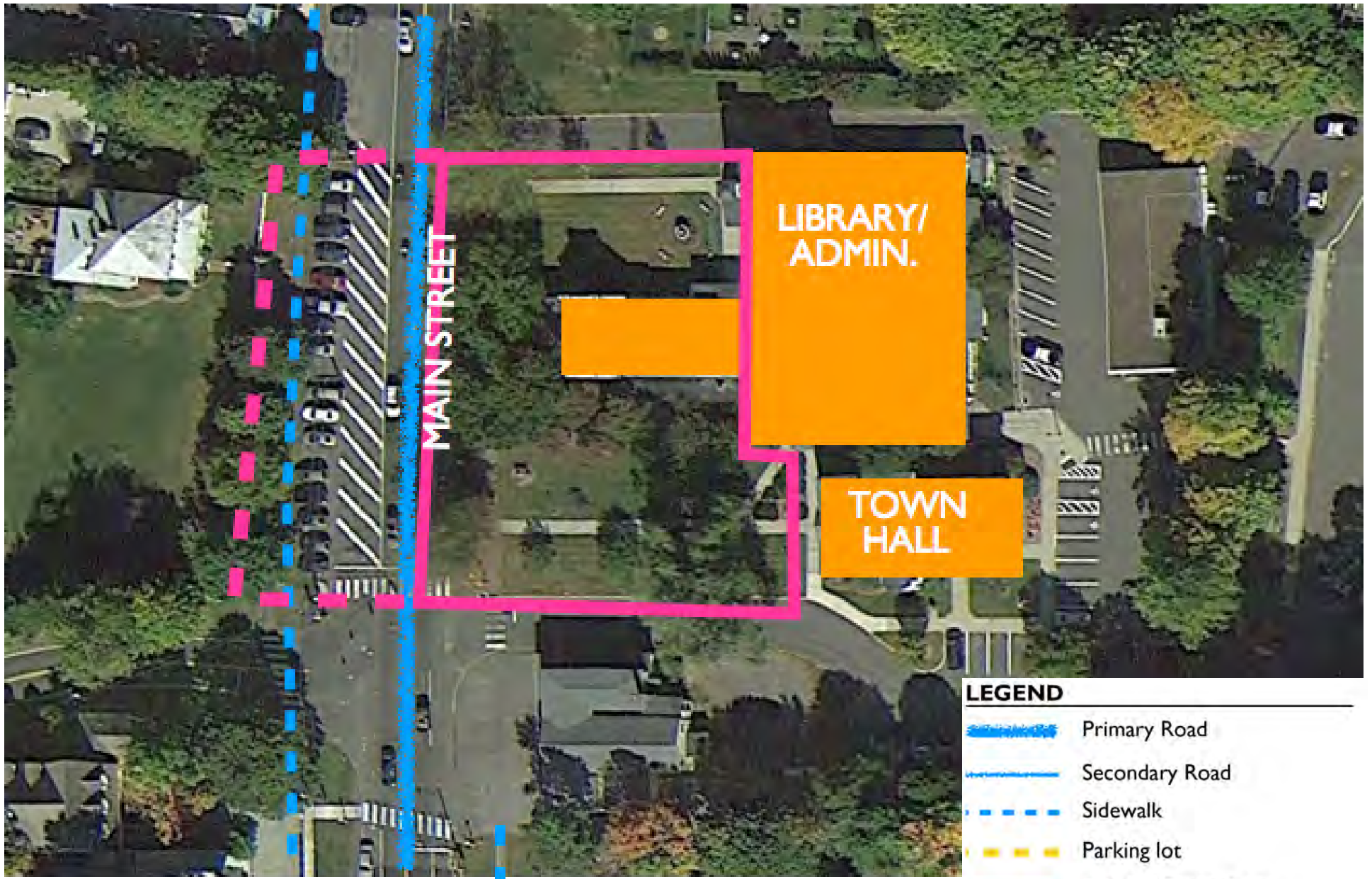


Map showing the location of Town Hall Green.

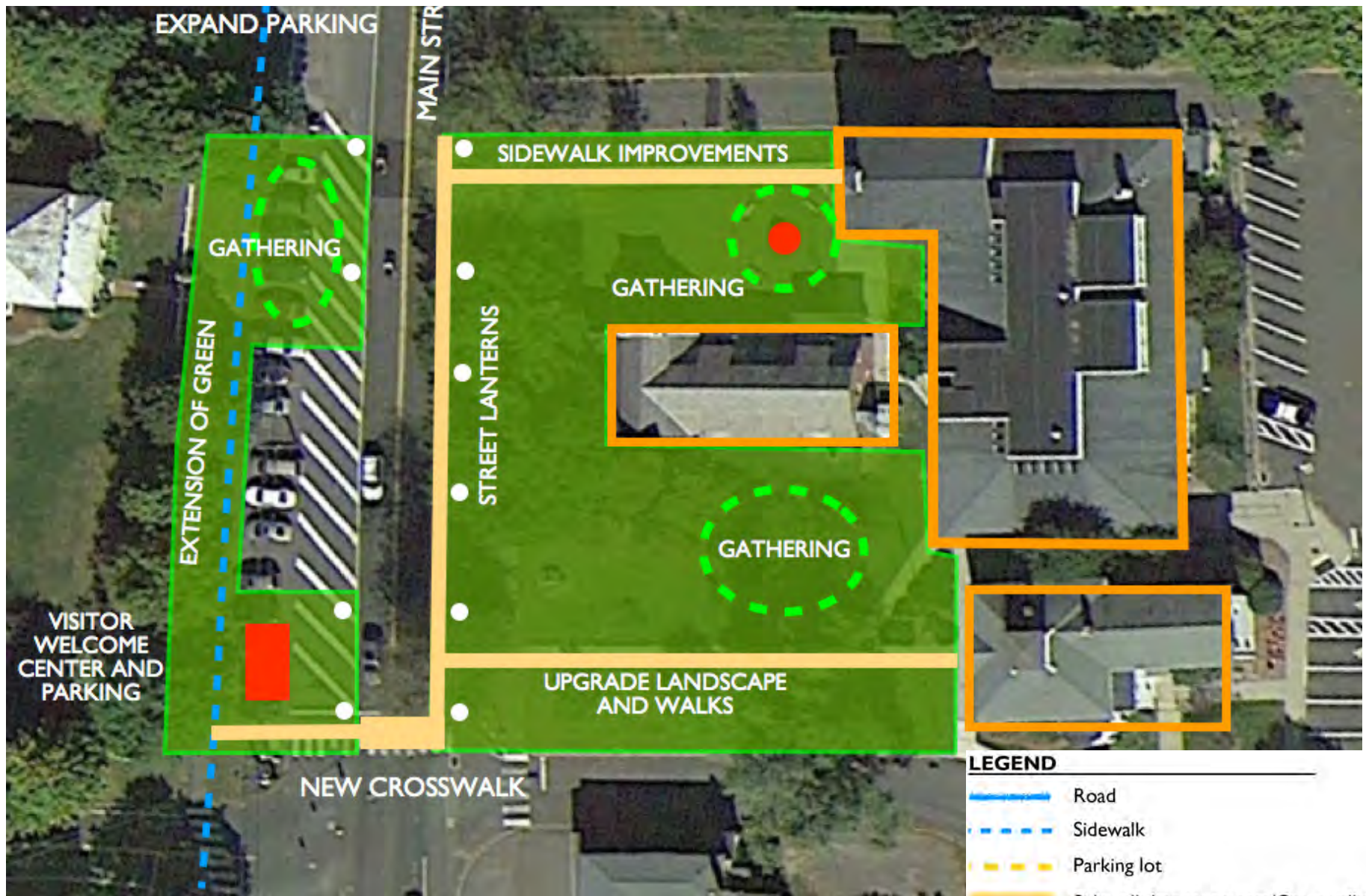
4. Install bench seating - Currently people just park, conduct their business, and leave. Creating seating areas integrated with the landscaping would give both visitors and employees a variety of places to enjoy the green on a nice afternoon or on a lunch break.
5. Signage for visitor parking and information - Design and install new signage system, utilizing the town’s new branding, for identifying the Town Hall Green and the civic buildings and clearly directing visitors to the new Visitor Center and other public services.

LONG TERM RECOMMENDATIONS

1. Expand green space and formalize edges - Connect the east and west sides of Main Street to create one defined public green.
2. Install permanent Information Kiosk/trailhead for historic walk - Replace the temporary kiosk with a permanent Visitor Welcome Center structure tied in to a new parking lot configuration which connects the green spaces on both sides of Main Street into what the public will perceive as the Town Hall Green. The narrowing of Main Street at this location will help calm traffic and create a safer way for pedestrians.
3. New sidewalk connectors / crosswalks - New material crosswalks will help tie the two green spaces together across Main Street while creating a safer way for pedestrians to cross.
4. Street lighting along Main Street - New pedestrian scale street lighting along Main Street will help define the civic space for folks passing by in their cars and will help define the extent of the Town Hall Green.
5. Landscape upgrades around existing buildings - Landscape upgrades including new seating groups, native planting areas, demonstration sustainable garden areas, and upgraded hardscape areas will make more of the green’s area usable while making it more sustainable and manageable over time.
6. New Town Hall Signage - New landscaped signage for the Town Hall Complex should be designed for visibility by approaching and passing traffic. This signage should be designed as an integral part of the signage system for the complex and can replace temporary signage at a later date as funding becomes available.



TOWN HALL GREEN - EXISTING CONDITIONS



TOWN HALL GREEN - PROPOSED RECOMMENDATIONS

LEGEND	
	Road
	Sidewalk
	Parking lot
	Sidewalk Improvements/Crosswalks
	Key Commercial Buildings
	Feature
	Gathering Space
	Newly Defined Green Space



Existing view of Main Street at Town Hall Green location.



View of proposed improvements to Town Hall Green showing new sidewalks and crosswalks, a new Visitor Information Center and extended green space.

CANNON GREEN

Cannon Green occupies a slice of green space left between the original location, at a bend in Main Street and the new, straightened roadway. A second area, the "Hollow Triangle" is a park like green space that transitions down the hill along Hollow Road which leads to the town's main outdoor recreational complex. The upper slice is currently the location of local war memorials and is used for remembrance ceremonies, while the lower triangle is minimally landscaped with some interpretive signage about Woodbury's history and two or three informal seating areas on the hillside. The slope of the Hollow Triangle hill makes it difficult to access for most people.

Cannon Green is situated at a key location where Main Street intersects with Hollow Road leading down the hill to the Glebe Museum and Hollow Park, the town's primary outdoor recreational fields. The open fields along Hollow Road are also used for larger town festivals and gatherings. Cannon Green and the Hollow Triangle would be a natural place to extend these events providing good access and visibility along Main Street and strengthening the connection between the public amenities of Hollow park and circulation along Main Street.



View of Cannon Green looking North on Main Street.



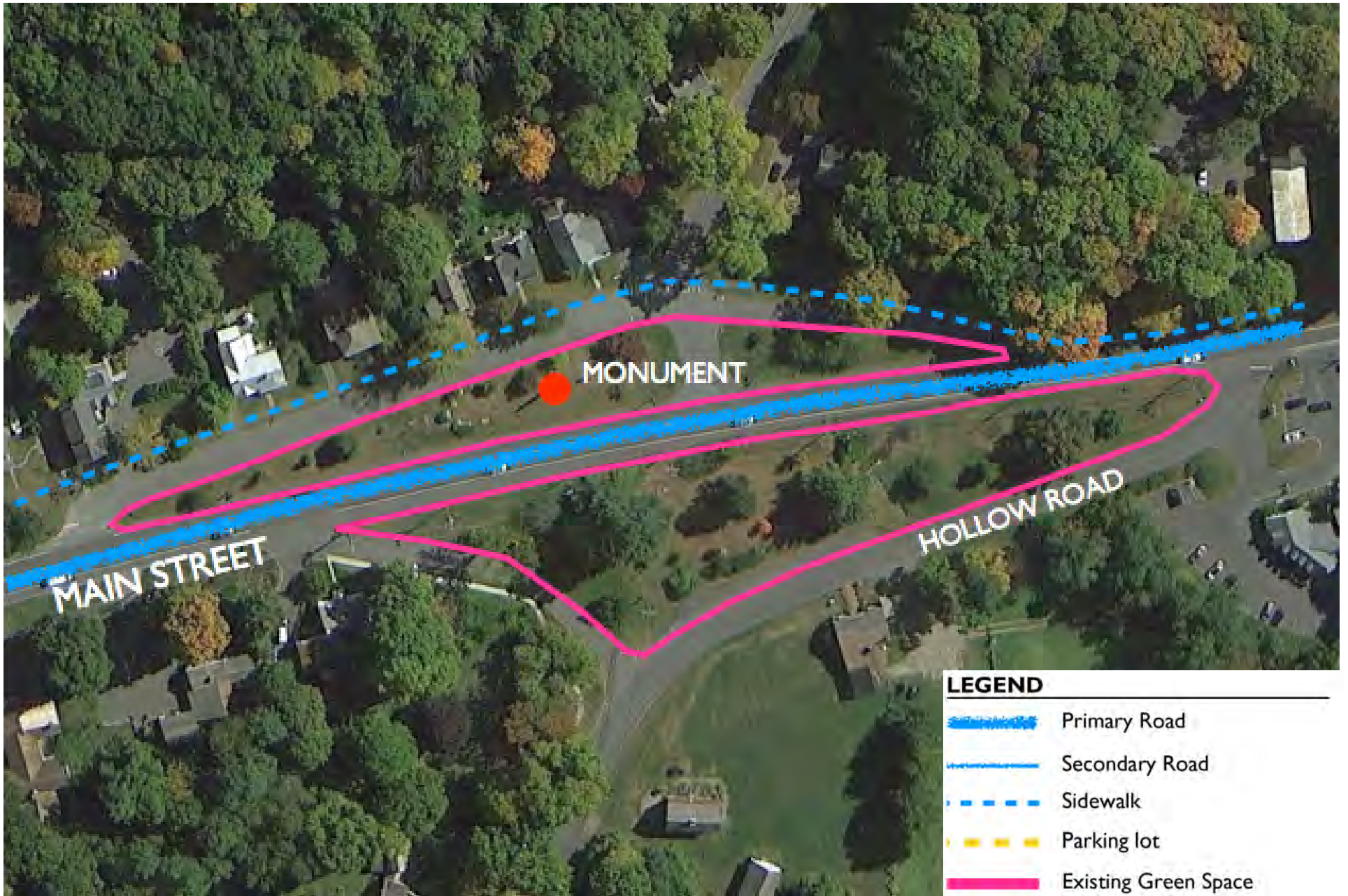
Map showing the location of the Cannon Green.

SHORT TERM RECOMMENDATIONS

1. Create informal seating on triangular hillside - Terraced or naturalized stone set into the hillside creating intimate small seating or picnic areas.
2. Create small scale seating/gathering areas in the green to the south and to the north of the memorial area.
3. Relocate Woodbury historic marker - The marker is currently too far off the road and neither visible nor accessible. Relocate the marker to the new visitor information kiosk area at the Town Hall Green. Consider replicating this sign for use at the north end of town - possibly at the North Green.
4. Install bench seating - New groupings of 2-4 benches to form small gathering areas rather than just individual scattered benches.
5. Provide new signage identifying "Cannon Green".

LONG TERM RECOMMENDATIONS

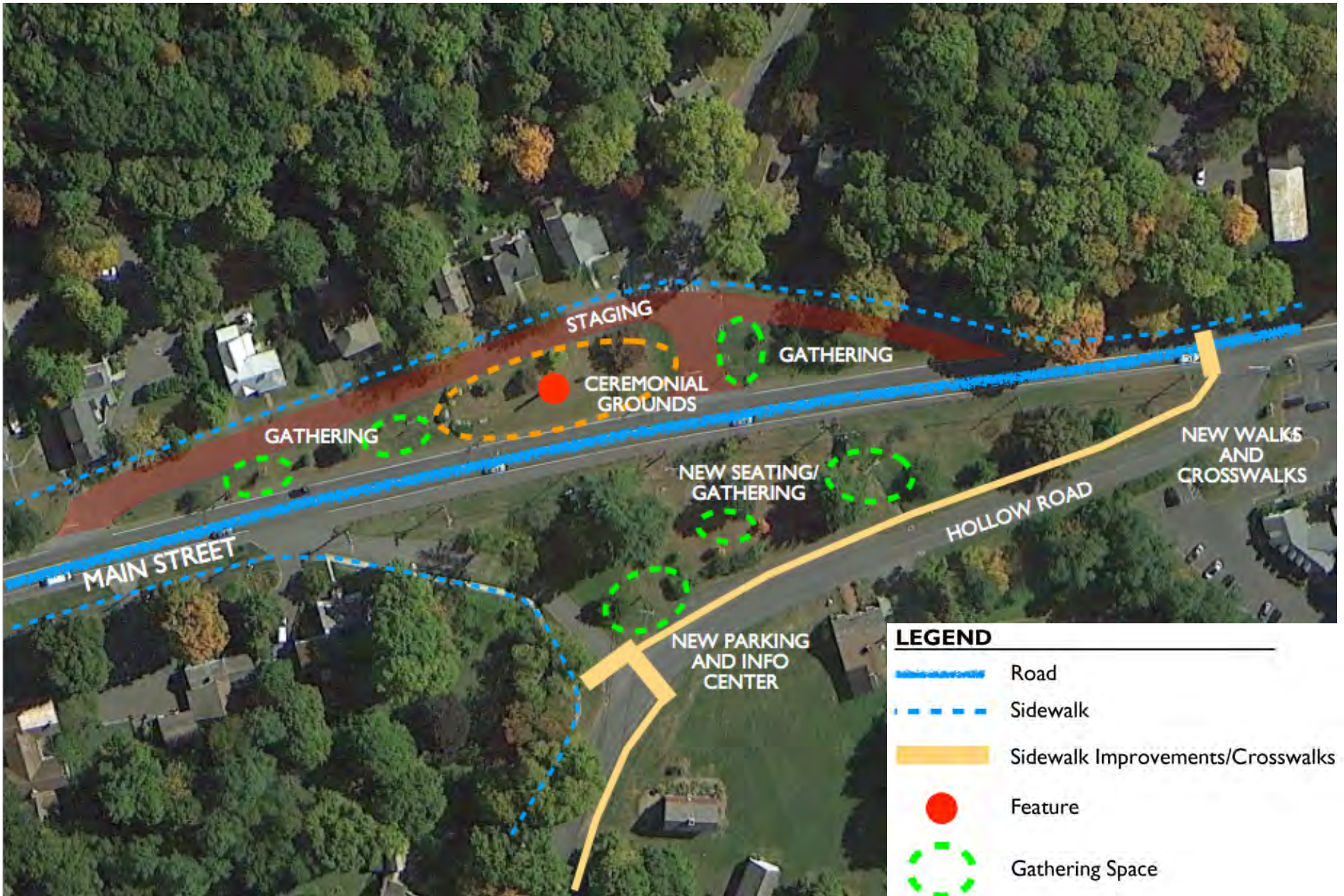
1. Install new sidewalks and material crosswalks.
2. Formalize parking area at new visitor parking/wayside area at the bottom of the hill.
3. Install interpretive and orientation signage at the new parking/wayside pull off at the bottom of the hill with seating.



CANNON GREEN - EXISTING CONDITIONS

LEGEND

-  Primary Road
-  Secondary Road
-  Sidewalk
-  Parking lot
-  Existing Green Space
-  Existing Commercial Buildings
-  Feature



CANNON GREEN - PROPOSED RECOMMENDATIONS

LEGEND	
	Road
	Sidewalk
	Sidewalk Improvements/Crosswalks
	Feature
	Gathering Space
	Event Staging Area
	Memorial Space



**Arts &
Artisans**

ARTS AND ARTISANS

As Woodbury residents discussed ideas for the re-energizing of their downtown and Main Street historic districts, they expressed an overwhelming desire to see the community embrace the arts and creative culture as an empowering force for revitalization and transformation.

In order for artists and artisans and creative professionals to thrive in a small town such as Woodbury, they need workspace, visible retail space, and access to resources and technology. Creating and sustaining small businesses built around a “local” creative economy has always been challenging. In some ways, “place” seems less important today as businesses compete for broad based visibility across the web. But the ideas of “place” and “local” are enjoying renewed support today as creative professionals often want to enjoy the intimacy of small town life without it limiting their ability to use current technology to manage and promote their work - an artist or artisan today can be as visible to the world in Woodbury as they might be in New York City.

Effective planning and development strategies for Main Street will be essential for creating and supporting a growing culture of arts and artisan businesses that will call Woodbury their home. By helping to provide the necessary support services and fostering connectivity, networking, and innovation, these new small businesses will have a better chance to survive, compete, and be a profitable, and growing segment of Woodbury's economy.

OPPORTUNITIES FOR CULTURAL AND ECONOMIC DEVELOPMENT THROUGH THE PROMOTION & SUPPORT OF THE ARTS & ARTISANS

1. Build stronger social bonds in the community.

- Integrate the arts into the activities and events of local clubs and organizations.
- Promote the integration of local arts and artisans work into local businesses and public buildings and spaces.
- Use the arts to create new and fresh experiences for Woodbury residents and visitors that are fun, open, engaging, thoughtful, provocative, and uplifting.

2. Help build a network of local artists and artisans engaging in regional economic growth and tourism.

- Get to know the local artists and artisans that are already working in and around Woodbury. Make a special effort to get these folks involved in Woodbury's process for envisioning its future and the role creative culture can play in its success.
- Find out what local artists and artisans currently need to continue practicing their craft and trade and to insure that Woodbury can be a viable long term location for their work and business.

3. Provide support for local artisans and artists to create and manage new local businesses along Main Street and in the historic districts.

- Update zoning to allow for live/work units where artists and artisans can both operate their businesses and manage their studio space.
- Develop incentives for artists and artisans looking to set up new businesses. Incentives can include tax breaks, breaks on utility hook up or upgrade fees, or marketing and promotion support.
- Create and support venues for artists and artisans to be able to show their work.
- Develop rental studio/gallery space for artists of varying scales and mediums.
- Establish a plan for public art focused on the public green spaces along Main St.
- Create incentives for developers that are working on new projects throughout Woodbury to: support the arts, include public art or arts focused spaces within their developments, provide tax breaks for including public art in new developments, and negotiate proffers that help create a public art fund so that new development supports the community's public art initiatives.

4. Engage children, and families in creative activities centered in and around Woodbury.

- Connect school arts programs with public spaces and events.
- Help the new Arts and Artisans Council with establishing artisan training and apprenticeships at local arts and artisan businesses and through the public schools.



Work of Edward Tufte a nationally recognized sculptor who calls Woodbury home.



Provide incentives and support to local artisans.

- Integrate children’s theater, visual arts and crafts into local festivals and events.
- See that youth participation in local arts events will bring parents out to participate.

5. Create synergy between the arts (music, visual arts, sculpture and artisan trades).

- Encourage collaboration between arts organizations and civic organizations representing different interest groups within the creative community.
- Regional programming to make Woodbury an important part of the regional arts scene.
- Use the arts to enhance existing events and festival programming.



6. Reference the scale and intimacy of the roadside antique store culture that defined Woodbury for a good part of the twentieth century.

- Encourage and promote the redevelopment of empty Main Street buildings for use as visible artist studios and galleries.
- Encourage Main Street businesses to paint their mailboxes in keeping with the tradition established by the antique shops.

SHORT TERM RECOMMENDATIONS

1. Form an independent arts and artisans council serving Woodbury and the region. The creation of this organization will mark the community’s support for the artists and artisans and will help provide a network and structure for supporting and promoting the needs of artists and artisans throughout the area. A regional approach centered on Woodbury will help establish the role of the arts in and around Woodbury as an important part of its local culture and a driving force in its revitalization.

2. Develop arts events. The arts should play an important and prominent role in



Woodbury’s community and regional festivals—ideas may include open air festivals, sidewalk art walks, dedication of public art, gallery night (Friday for the Arts) monthly celebrations, etc.

3. Organize local and regional partners. Business, non-profit, and public partners are all essential to the development and promotion of creative culture its supporting businesses.

4. Integrate shows/openings into local restaurants and businesses. Encourage existing and potential new businesses to make the promotion of local art an important part of the culture and setting they are creating.

5. Get student art on public view. More student work can be presented in public locations—in public buildings, public greens, restaurants, or at festivals and events.



LONG TERM RECOMMENDATIONS

1. Develop the Woodbury Art Center. The Woodbury Art Center would be a small business artisan incubator space with space for studios and workshops, classes, and shared work space and public gallery space. An ideal location for the center would be a building such as the Main Street Antiques Center, the former garden shop on Main Street which is currently underutilized. Until the town's zoning ordinances are updated to help support similar businesses, a special use permitting process could be used to help explore the ways in which facilities such as these can be re-purposed to support artists living and working and selling in Woodbury. And there is no reason to think that a mixed use facility, such as the Antiques Center, can't combine antiques with artisan trades bringing elements of Woodbury's past and future together to create an exciting retail artisan space.



2. Create a dedicated arts festival. While the arts should be integrated into the range of special events happening in Woodbury throughout the year a dedicated arts festival will help support the idea that Woodbury is a center for the arts and a great place for patrons to shop and for artists to live and work.



3. Establish artisan trades education programs. Promote not only the craft and practice of artisan trades but also teach the business skills needed to make a go of it as a professional artisan living and working in Woodbury.

4. Attract working artists and artisans to Woodbury. If Woodbury loves artists and artisans, then they will love Woodbury. As Woodbury embraces the arts as a key part of its strategy for revitalization and growth, working artists and creative businesses will want to come and invest in a beautiful small town where the arts and crafts are respected, supported and promoted as a special part of the life of the community.

Mobility & Livability



TRAFFIC CALMING FOR MAIN STREET/HIGHWAY 6

Main Street/Highway 6 is the heart of Woodbury. Running through the middle of town, it connects residents to governmental buildings, shops, grocery stores, coffee shops, restaurants, churches and on to other towns and cities on either end. There are businesses on both sides of the road and a sidewalk on one side through most of town, but it is difficult to cross Main Street/Highway 6. Those in wheelchairs or walkers find it especially difficult to cross the road, even in existing crosswalks. While Main Street/Highway 6 is the lifeblood of the town's economy, it bisects town, making it difficult to get to all of those services and amenities, especially if you are not in a car.



Locals have to use Main Street/Highway 6 to get around Woodbury; it is also a state highway that gets travelers through town and on to their destinations efficiently. Since it runs directly through the town, it should function more like a main street instead of a highway. People traveling along this road are the lifeblood of the local economy and these vehicles are necessary to support the businesses there. However, it is possible to maintain the flow of traffic and still create a pedestrian-friendly town center.

It is possible to slow traffic just enough to give drivers a chance to experience Woodbury, rather than zooming through town on their way to somewhere else. Providing minimal traffic calming on Main Street would not discourage vehicular trips, but would increase safety and access for cyclist and pedestrians.

What is traffic calming?

Traffic calming physically changes the street design so it slows motor vehicle traffic and improves safety for pedestrians and bicyclists. By manipulating the lane size and sight distance, drivers tend to change their behavior by reducing their speed. Some traffic calming measures include narrowing lanes to 10-11', adding street trees and on-street parking to create a tunnel effect, adding landscaped buffers along edges, texture changes at intersections, and incorporating bulbouts at corners and mid-block pedestrian crossings.

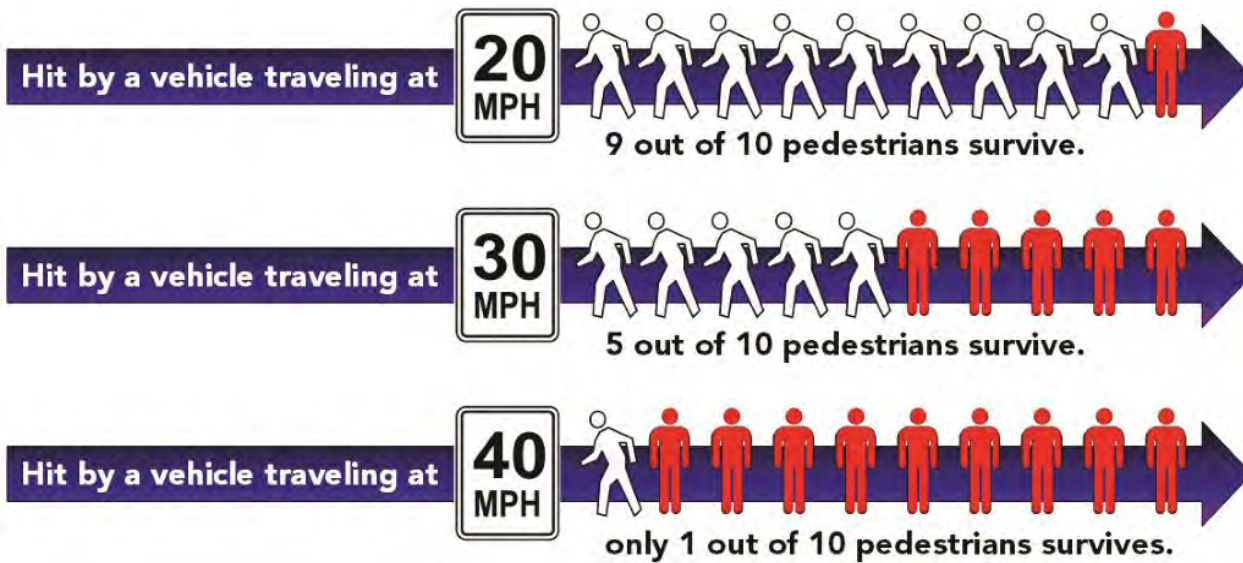


Street trees create tunnel effect, slowing speeding vehicles.



On-street parking.

Benefits of traffic calming include reduced speeding and noise, fewer conflicts for pedestrians and cars, awareness of non-motorized users, less time to cross street, additional space for bicycle and pedestrian facilities, and a buffer from moving cars. This makes roads much safer for pedestrians, cyclists, and people in wheelchairs or walkers. For example, pedestrians hit by a vehicle going 40 miles per hour have a 10% chance of surviving the crash. If the vehicle was traveling at 20 miles per hour, the pedestrian has a 90% chance of survival.

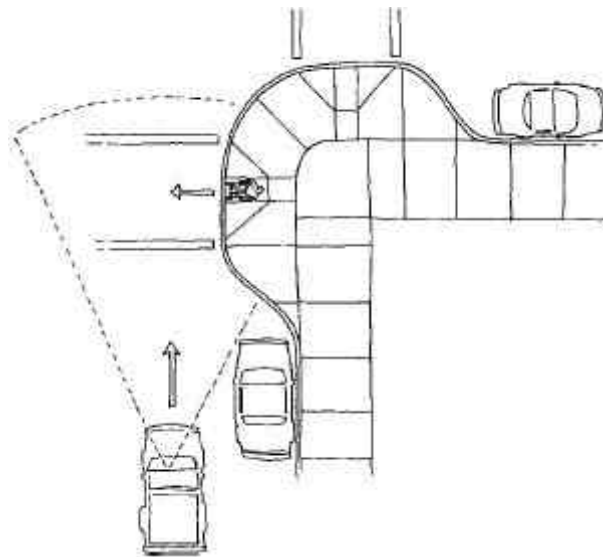


Source: PEDS Atlanta.

Each of these design solutions also has added benefits above and beyond slowing traffic. For example, bulbouts help squeeze the lane width, but they also provide opportunities for pedestrian crossings that can cut the time it takes a pedestrian to cross the street in half. It also makes drivers aware of pedestrians trying to cross the road. Bulbouts can also be an opportunity for landscaping and beautification, as well as breaks in stretches of on-street parking.



Example of a bulbout.



Bulbout diagram. Source: Federal Highway Admin.

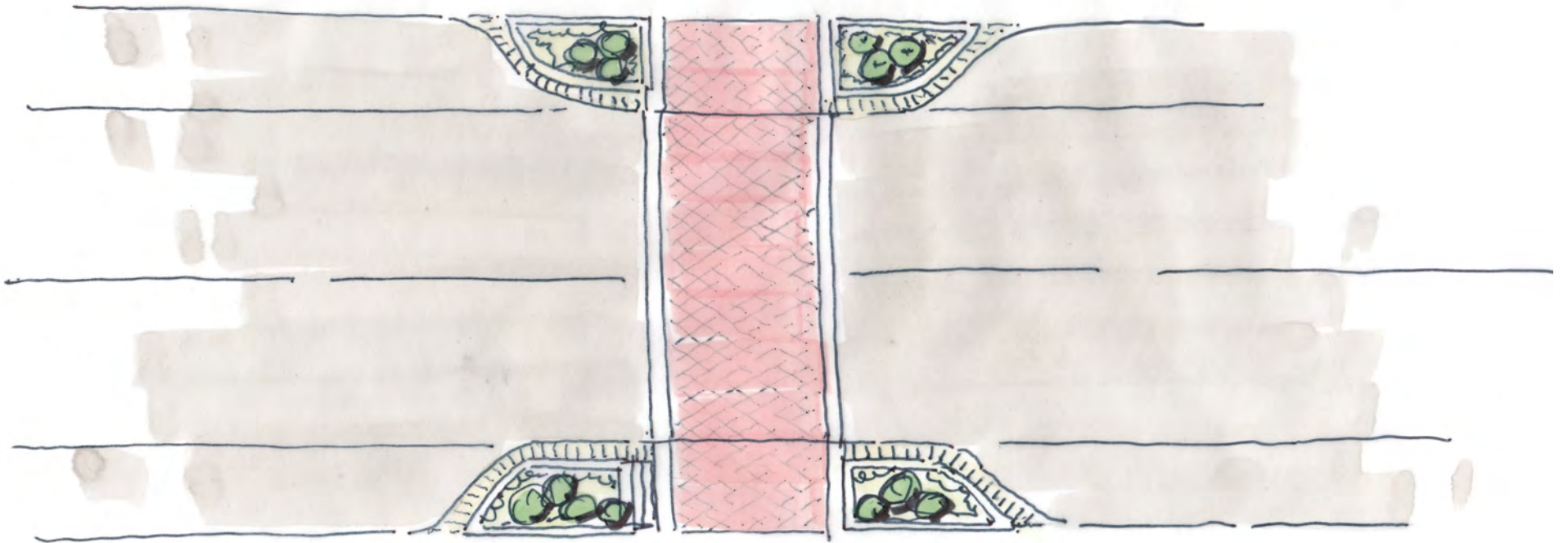
Traffic Calming Recommendations

The objective is to reduce speeds through the heart of town—from North Green to Cannon Green—to make it safer for pedestrians and cyclists. Ultimately, this will make it easier for people to get to businesses without using their cars, reducing the number of cars on Main Street/Highway 6. Recommendations include:

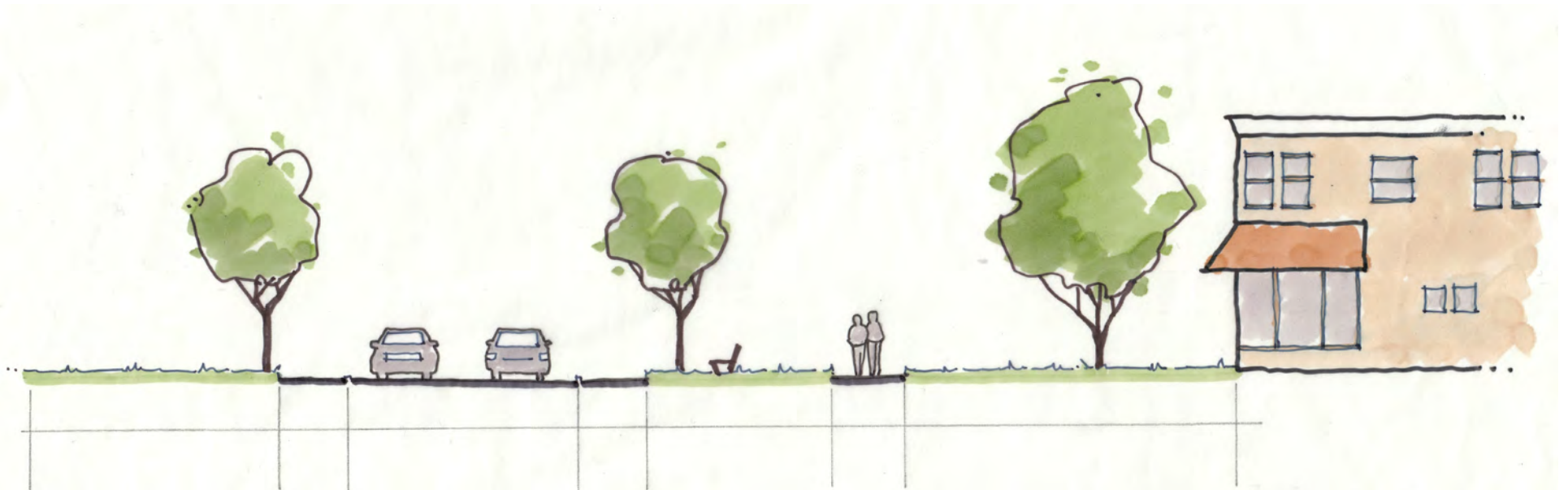
1. Narrowing the lanes to 11’.
2. Replacing the shoulder with parking where possible (except during snow).
3. Replacing existing crosswalks with high-visibility crosswalks.
4. Adding mid-block bulbouts at existing mid-block crosswalks.
5. Adding bulbouts at major intersections.
6. Adding small street trees where possible (25’ or less to avoid powerlines).

The first three recommendations are simply a matter of coordinating with ConnDOT to restripe the road and shoulder. The town should start working on these three now. While adding landscaped bulbouts and street trees may seem over whelming, there are some incremental, low-cost or temporary options that Woodbury can do that slow traffic in the meantime. For example, striped bulbouts are a quick, low-cost yet effective way to test out bulbouts.

Woodbury can also collaborate with ConnDOT on demonstration projects that temporarily illustrate proposed street improvements to test ideas and build public support prior to a significant public financial investment. Better Block and PARK(ing) Day are two national movements that could be utilized here. Please see attached Better Block BR Wrap-Up Report and video at http://youtu.be/2jmzhok_dk. To find out more information about Better Block, go to <http://www.betterblock.org> or <http://www.parkingday.org> for more information about PARK(ing) Day.



Midblock crossing.



Existing Main Street section.



Main Street with on-street parking and multiuse trail.



Town of Jena existing streetscape.

This temporary demonstration in Louisiana provides pedestrian access and brings life to a street, while keeping vehicles moving. Improvements are much easier to get approved and funded once people can see how they work.

While it may take quite some time for ConnDOT to fund, design and build the suggested improvements on Main Street/Highway 6, another option would be for Woodbury to work with ConnDOT on a pilot project on one downtown block. Ideally, the city would work with a consultant to design how they would prefer Highway 6 to look and function downtown, based on this plan. Once ConnDOT approves the design, the city could fund and build the one-block portion as a pilot project for ConnDOT to follow as they plan for and build the other sections of the road. This process was done successfully in Jena, Louisiana, as illustrated in the following pictures and in Jena's Vision Plan that can be downloaded at <http://cpex.org/work/jenas-vision>. This is the best way for the city to get the road designed exactly how they want and for ConnDOT to have the support of the public when making necessary road improvements.



Town of Jena envisioned by residents during the planning process.



Town of Jena streetscape before improvements.



Town of Jena's improved streetscape completed in collaboration with LaDOT.

CONNECTIVITY – BIKE AND PEDESTRIAN TRAIL SYSTEM

The extensive asphalt sidewalk along Main Street is one of the things that makes Woodbury unique. The sidewalk makes it easy for residents, young and old, to get to their daily needs without the use of a car. It also increases the opportunity for a healthy lifestyle by offering an opportunity for low-impact exercise. However, the existing sidewalk is in ill repair and does not connect to several major destinations in town, such as the school and Middle Quarter, or nearby locations such as the nature center, ski area or regional bike routes.

Why focus on connectivity? A connected system of bike and pedestrian facilities can improve residents' health and quality of life, while attracting tourists and new residents alike. These same facilities can reduce traffic by offering alternative ways for residents to get to daily services, like the grocery store. Connecting a trail system to the existing Main Street sidewalk would also help to create more of a destination in the center of town by linking it to other destinations nearby.



Americans want walkable, bikable neighborhoods. Source: Center for Planning Excellence.

Physical activity is one of the best things that people can do for their health. According to AARP and Centers for Disease Control, 30 minutes of activity a day, such as walking, can reduce the risk of obesity, cardiovascular disease, type 2 diabetes, some cancers, dementia and depression. It can also improve mental health, strengthen bones and muscles, prevent falls in older adults, and even help people live longer.

A comprehensive system of greenways can increase economic competitiveness and attract tourists. For example, bicycling facilities boosted tourism dollars and jobs in North Carolina's Outer Banks, where bicycling tourists make an annual economic impact of \$60 million and generate support for 1,400 jobs for the region (Source: Pathways to Progress, North Carolina Department of Transportation). 2% of people in Connecticut already participate in cycling on vacation, yet Woodbury is not connected to the existing extensive regional bike routes.



Multi-use trail.

A greenway system can also attract retirees and young families by offering them an increased quality of life, connecting residents to their surroundings, daily needs, recreational activities, and neighbors. In fact, the National Association of Realtors & the National Homebuilders Association conclude that residential properties gain 10-20% in value the closer they are located to greenspace. In addition, a city connected by sidewalks, bike lanes and trails allow elderly residents to age in place, remaining in a house or neighborhood long after they can drive because they can walk to their daily needs. Ultimately, a connected small town is a "complete" small town, where you do not have to get in your car every time you need to run an errand.

A trail system provides another alternative to driving in a car to get around town, therefore, reducing traffic. This is especially important for elderly residents that prefer

to "age in place" instead of leaving their neighborhoods once they can no longer drive. A connected trail system also appeals to those in search of recreational opportunities by giving access to outdoors and connecting recreational amenities, bringing visitors into Woodbury from nearby recreational areas. Furthermore, linking to existing recreational facilities like parks, walking trails and ski areas is beneficial for residents and visitors alike.



Woodbury's existing sidewalk.

Because it is not necessary to have on-street parking outside of downtown, that additional space could instead be utilized for a bike lane to link it to the regional trail system at a relatively low cost. This would open Woodbury to regional recreational opportunities, bringing more day-trippers into town.

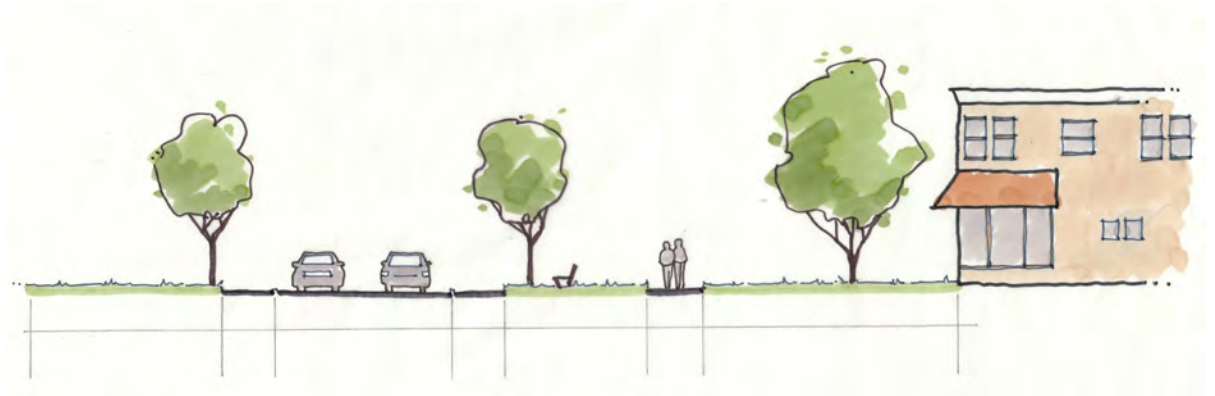
Increased connectivity to services and attractions would make it easier to get around, strengthen connections to downtown, and build on the collective attractions and services nearby to increase the vitality and draw of downtown. Further connecting the city with a trail system and beautifying and reducing speeds on Main Street will help Woodbury flourish as a complete, attractive, and economically sustainable town.



Connectivity Recommendations

In order to make the most of the trail system, it is recommended that Woodbury 1) modify the existing trail to incorporate wheeled users; 2) extend trail to additional destinations; 3) add amenities and safety features to the trail system; and 4) build programming around trails to increase activity.

While the existing sidewalk is an asset to Woodbury, it does not accommodate bikes, scooters, roller blades and other wheeled users. The existing trail could be widened to accommodate wheelchairs, rollerblades, scooters, and bikes. In order to accommodate both pedestrians and wheeled users, the sidewalk would need to be widened to 12-14' multi-use path and striped as outlined below. Because there are more pedestrians in town, it is also recommended that the sidewalk or multi-use path is installed on both sides of Main Street from North Green to Cannon Green. Outside of this central portion of town, a multi-use path or sidewalk on one side is sufficient.



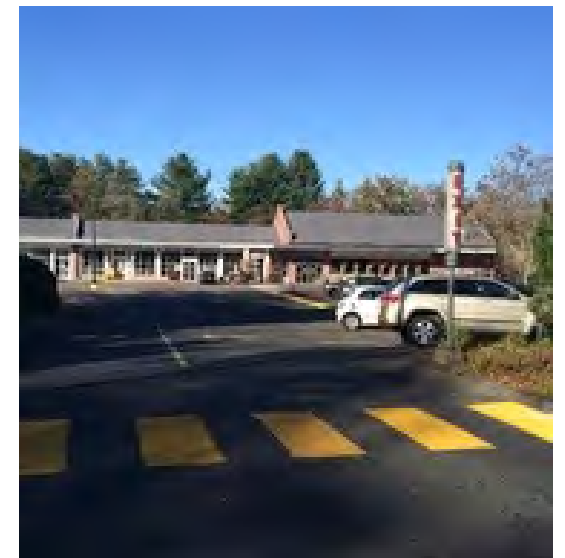
Existing sidewalk section.



Proposed multiuse sidewalk section.

In order to make the trail more useful for both accessing daily needs and for linking popular destinations, the multi-use trail should be extended to additional destinations within and near Woodbury. For instance, the multi-use trail should link residential neighborhoods with the schools, town nodes, proposed public gathering spaces, unique and historic sites, parking areas for businesses, hotels and the many exceptional local restaurants. In addition, the multi-use trail should be extended to nearby destinations such as the Flanders Nature Center, reservoir, Ski Area, and regional trail system, which could provide better access for residents and draw tourists to the area.

While the existing sidewalk is well used, it lacks basic pedestrian safety features and amenities. By adding safety features and amenities and to the trail system, Woodbury can make the trail system safer and more attractive. For example, it is difficult to use the existing crosswalks on Main Street as pedestrians must dart through gaps in



High visibility crosswalk in Woodbury.



traffic. Adding high-visibility crosswalks, flashing lights and bulb-outs would help prioritize and protect pedestrians crossing Main Street. High visibility crosswalks and flashers help draw drivers' attention to the presence of pedestrians, while bulb-outs can decrease the distance and time it takes for a pedestrian to cross Main Street by half. Adding ADA wheelchair ramps at intersections and pedestrian-scaled lighting along the path would also make it safer and more accessible for all users. Amenities such as trailheads, wayfinding signage, benches, water fountains, restrooms, bike racks and bike share facilities make the trail system more attractive and useful.

Once the trail system is established and linked to the regional trail system, programming is needed to draw users. Similar to the weekend antique tourists that once frequented Woodbury from nearby cities, outdoors enthusiasts would likely spend weekends in Woodbury if regional bike and pedestrian connections were made and there were activities associated with the trail. Programming may include formalizing the existing walking tour with wayfinding and historical markers; establishing a bike share among bed and breakfast and hotel owners; and hosting annual events centered around bikes, such as a pub or restaurant crawl or a "century ride", where large groups of cyclist ride 100 miles in one day. Woodbury could also work with nearby towns to promote joint weekend or day trips between towns connected by the regional trail system.

The Town Planner, the Shade Tree and Sidewalk Commission, the Public Works Department, and the Parks and Recreation Department should work together to identify priorities, hire consultants to design improvements, secure funding and Implement improvements. First Selectman Bill Butterly has already

contacted ConnDOT to identify funding options to improve the existing sidewalk. The town should continue to work with ConnDOT to identify funding, such as safety enhancement funds and Safe Routes to School grants, to improve trails and connectivity. While these types of trail projects can take a long time to get funded and built, there are incremental projects that are inexpensive and easy to implement. For example, the town can work with ConnDOT to update crosswalks to high-visibility crosswalks and paint bulbouts at existing crosswalks, as identified in the previous section.

HOUSING AND DEVELOPMENT

Stakeholders that participated in the charrette expressed concern that while there is current housing stock available, it is typically large, historic homes on expansive lots that are expensive to purchase and to maintain. Several expressed the need for financial incentives for upgrading and maintaining historic homes, as well as family homes and smaller homes for seniors that were both affordable and low maintenance.

Creating an incentive program would not only help homeowners

maintain historic homes, but it would also help to preserve the beautiful homes that are a part of Woodbury's historic character. In order to provide for the town's aging seniors and attract young families, Woodbury must supplement its existing housing stock and development types. Surprisingly, aging seniors and young families are looking for some of the same qualities in housing. Both groups are looking for affordable, low-maintenance homes within walking distance of amenities and daily services. However, seniors tend to want to downsize their living area, while young families space needs are growing.



Additional possible housing and development types

As noted earlier in this report, while the population is not growing, there is a need for some different housing types to accommodate Woodbury's aging seniors that would like to downsize. Some of these options include adding auxiliary buildings or mother-in-law suites to existing family homes, single-story townhomes (see page 3 of this report for further information) and additional mixed-use buildings with apartments downtown. Family homes can be accommodated with infill housing in existing neighborhoods or in new subdivisions with a mix of housing types. Two types of subdivision developments that would be appropriate for Woodbury, allow for small lots with septic tanks, and provide options for both seniors and young families alike are conservation subdivisions and co-housing developments.



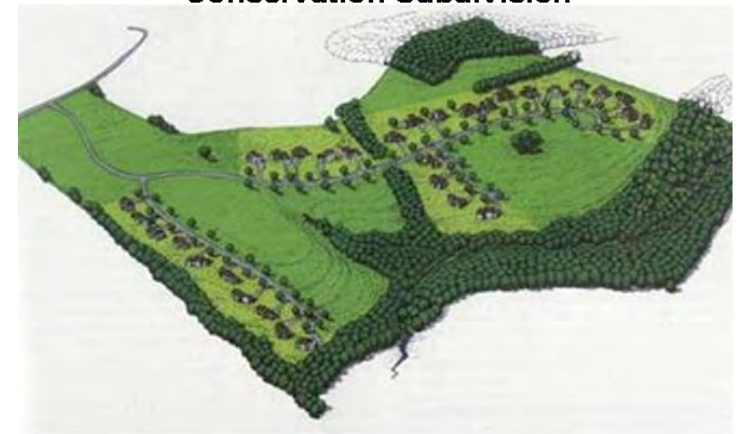
Conservation Subdivisions

A conservation subdivision would be one way to work in a smaller lot size that would still be in keeping with Woodbury's character. A conservation subdivision is a cluster, hamlet-type development that is "density-neutral", meaning same overall number of dwellings conventional developments. For instance, if a subdivision is zoned for 1-acre lots, the lots could be reduced to .25 to .5 acres and the extra space would be protected in common open space. The protected open space network is designed around site's most significant natural and cultural resources, including primary conservation areas such as wetlands, floodplains, forests and steep slopes.

Conventional Subdivision



Conservation Subdivision



Comparison of Conventional Subdivision vs. Conservation Subdivision. Source: Randall Arendt

This type of development would benefit Woodbury by preserving natural character, while giving the opportunity to introduce different housing products that are more appropriate on smaller lots. Even though the lots would be smaller, this type of development is still able to accommodate a septic system by utilizing the common open space for a shared leeching field. The smaller lots are able to accommodate a different housing type and price point that may be more affordable and appropriate for aging seniors and young families, allowing them to remain in Woodbury instead of relocating to a nearby town. In addition, conservation subdivisions preserves open space, floodplains, habitats and nature, which are all part of Woodbury's identity. Because the homes are closer together within a large natural area, conservation subdivisions can be walkable and connected, and can even incorporate public nature trails. For more information on conservation subdivisions, see the Conservation Subdivision Handbook (<http://content.ces.ncsu.edu/conservation-subdivision-handbook>) and the Conservation Subdivision Design Handbook (<http://www.ofallon.org/sites/ofallonil/files/file/file/conservationssubdivisiondesignhandbook.pdf>).

Co-housing developments

Co-housing developments can also be a way to provide not only smaller lots, but also shared common space and amenities. Co-housing developments cluster homes around a common open space, parking, walkways and gardens. These clustered homes can be grouped so that they share common walls, laundry areas, storage sheds, etc. yet each single family home is private. These neighborhoods are small (20-40 homes) and are designed to promote frequent interactions and community.



Because of the close proximity of homes, low and shared maintenance, common space, and built-in support system, co-housing developments can be ideal for seniors. The small, clustered lots with common open space are low-maintenance and ideal for an area like Woodbury that depends on septic system. Similar to the conservation subdivision concept, a shared leaching field can be located in common open space. For more information, please see the Cohousing Association website (<http://www.cohousing.org/aging>). Additional resources include *Creating Cohousing: Building Sustainable Communities* Paperback by Kathryn McCamant and Charles Durrett and *The Senior Cohousing Handbook: A Community Approach to Independent Living* by Charles Durrett, William H. Thomas and Patch Adams.

Housing and Development Recommendations

In order to provide adequate housing for its aging seniors and younger families, it is recommended that Woodbury 1) conduct a regional housing market study; 2) identify and prioritize properties appropriate for housing; 3) review regulations to ensure compatibility with market analysis; 4) work with developers to explore potential properties and development options; and 5) provide incentives to upgrade existing residential.

Before building new housing developments, Woodbury should hire a consultant to conduct a regional housing market study to see the amount and type of housing that is needed in the region. While the housing market in Woodbury has been flat, the regional housing market is increasing. The market study will advise the town on what is needed regionally to accommodate growth and how to accommodate that growth in Woodbury.

The town planner can use maps to identify small and large properties for housing. These can be single infill lots or larger lots appropriate for development. The town

could then work with developers, builders and property owners to direct additional housing to these parcels.

Once the housing market analysis is complete, the town should review the existing regulations to ensure that these regulations are compatible with the recommended development types. For example, if smaller lots are desired and marketable, the town would need to examine the minimum lot size, setbacks, and leeching field requirements to make sure that smaller lots and common leeching fields can be accommodated.

Using the market analysis as a guide, the town planner can work with potential developers to explore various development types and available property that would be appropriate for each type. Because most development in Woodbury is similar—large lots with large single-family homes—the town planner will need to educate developers on different options that the town desires.

Finally, it is important to preserve and protect the beautiful existing houses in Woodbury. These homes exemplify the historic character of the town, but are expensive to buy and maintain. Therefore, the town should determine ways to incentivize repairs and upgrades to these historic homes to ensure that they are preserved for many years to come.



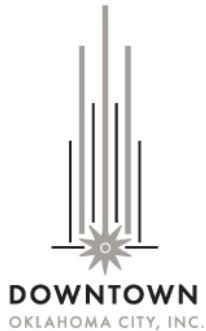


Placemaking

IS WOODBURY A PLACE?

When listening to residents talk about the spirit of Woodbury, or its character, the team received mixed messages. Many referred to Woodbury as a great town for antiquing, while others noted the rise of a growing restaurant scene. Some argued that the town needed to change, while others were adamant that nothing should change at all. As short-time observers, our role was to listen to all of the positive and negative comments, and to attempt to weave together an overarching understanding of what Woodbury is and where it should go. Like most communities, Woodbury is different things depending on who you ask. It is not only a place of history, but it's a place that has an emerging culinary culture. It is not only a place for recreation, but a great place to start a family. These place "identifiers" or themes are easily recognized and uniquely Woodbury. Collectively, they represent the essence of the town and are the elements of a brand.

A brand is something both tangible and intangible. A community's brand is similar to that of a company's, and it is made up of a number of elements. While a logo is a visual symbol designated as the icon of a company, a brand is something more complex. A brand includes the company's values and what people visualize or feel when they think of the company. For a community, the brand can include a series of experiences, values, people, sounds, smells, iconic structures, landscape, etc. Creating a cohesive brand requires identifying and packaging these elements and experiences in a way that captures the authenticity and diversity of a place.



Downtown OKC logo.



Downtown OKC brand.

Cities and towns across the world are branding their places in order to better attract visitors, businesses, and residents. Branding is particularly important for attracting/retaining members of the sought after millennial generation, whose mobility and appreciation of place makes them perfect targets for the right brand.

In order to attract millennials as well as other desired residents, Woodbury needs to focus on articulating its unique story to the region and the world. In order to begin to tell the story of Woodbury and to program the town for the future, it must start with the brand.

Woodbury: An Artisan Community

The key element brand is authenticity and artisan, and the concept should embrace Woodbury as a community of artisan experiences. In this era of place competition, where towns and cities are fighting for residents and resources, Woodbury needs to position itself as attractive for newcomers while maintaining and enhancing the characteristics that current residents like about the town. The artisan brand builds on what is already in place, but also what is possible. Woodbury is a place to experience historic architecture. Woodbury is place to enjoy unique farm-to-table cuisine and craft foods. Woodbury is place to discover fine antiques. Woodbury is place to take a weekend ski trip. Woodbury is place to raise a family. Woodbury is a place to see the autumn leaves change and enjoy events throughout the summer. The current identity of the town can be married with the evolving preferences of visitors and new residents to increase economic activity and attract a sustained population.



The following experiences are all related to the Woodbury brand:

- Nature
- Antiques
- Farm to table food

- Fine crafters
- Craft beer
- Handcrafted spirits culture
- Historic homes
- Local agriculture
- History tours, food tours
- Skiing
- Competitive fitness (races, etc.)
- Low impact tourism destination



Follow the young people – they’re Instagramming their way through your town

Social media is a helpful tool to track how people identify and are using the town and the unique places within it. Instagram, a photo sharing social media site, currently has over 400 million users, and according to the Pew Research Center, in 2015 the highest percentage of users were between the ages of 18-29. During the team’s visit, it was noted that the bulk of Instagram posts that used a location tag of the Town of Woodbury were at three locations. Two of these were restaurants, Good News Café and Marketplace, and the third was the Woodbury Ski Area. These observations offer a snapshot that validates the importance of the emerging food scene, particularly among the millennials. It is time to embrace the local food culture as a part of an overall strategy designed to attract new energy and commerce.

Brand – What’s next?

In order to articulate and reinforce the brand of Woodbury, the town must tell its story through its physical environment. Capitalizing on what the town already does well is one step in moving towards an established place strategy. Start small and build on the success of each project. In this section there are a number of recommendations categorized under three main areas of focus, identity as storytelling, weekly activations of public space, and seasonal programming.

1. IDENTITY AS STORYTELLING

- **Mailbox art** – On Main Street, many of the existing town businesses feature a painted mailbox with the business name in a bold, hand-painted font in historical colors. These mailboxes tell a story about the local businesses along Main Street while providing much needed signage that is not cluttered or distracting. Expand on the storytelling element of the mailbox signs to show off all the business along Main Street, new and established. By making the signage a part of the town’s brand, it will take away the stigma of signage held by some residents while adding character to the street frontage at a pedestrian level. Encourage residents to participate in the project by including them to help paint new mailboxes or to add character to residential mailboxes on and around Main Street.
- **Maps** – Much of a community’s brand is felt at the pedestrian level and maps are key elements that add information and storytelling for the visitor. Work with local artists and town committees to create maps of key town elements. These maps can highlight different facets/themes of the community and offer a great opportunity for collaboration between artisans and the Town of Woodbury. Be unique and creative in what each map features, and how they are used. Examples include: antique walk, history maps, farm-to-table experiences, historic landmarks. The maps can be displayed in the town square, at local businesses and in public facilities. They also take on new life when shared frequently on social media or with local and regional tourism agencies to help sell the story of Woodbury to visitors.



Mailbox signage.



Farm to Table “Taste Trail” Map – Berkshire Magazine, 2015,

- **Community message boards** – Building on the success of the WOW – (What’s on in Woodbury) committee, explore the use of technology in the public realm. Utilize existing electrical infrastructure to add digital message boards in key civic areas including the Senior Center, Town Hall and in park spaces such as Hollow Park. The advantage of digital message boards are that they can be changed frequently to feature new events and calendars, as well as feature advertisements which can help fund their operation. The signs are reasonably inexpensive to install and costs can be offset with sponsorships by local businesses. Work with the local chamber and businesses to find a signage solution that works for everyone. Through design and low impact equipment such as the example below, both the needs of the community and the interests of the local businesses can be met in an attractive physical statement of what is going on in Woodbury.



Tampa Downtown Partnership digital message board.

2. Weekly Activations of Public Space

- **Moveable furniture** – As influential urbanist and self-proclaimed “people-watcher”, William Holly Whyte, once said, “Even when there is no apparent functional reason of any kind, People. Move. Chairs.” His work centered on the social behaviors related to the way people used public spaces and the outdoor furnishings within them. A low-cost way to address the needs of both residents and visitors throughout the pedestrian realm in the town is with the addition of moveable chairs, tables and stools. While this may only seem like a utilitarian solution to a seating problem, the opposite is true. By giving people the opportunity to use furniture in a way they prefer, they will activate the space on a daily, weekly or monthly basis as they establish habits in the space (lunches, impromptu meetings, people-watching, etc). Encourage the addition of moveable furniture in places like the North Green and watch what happens.
- **Summer Café** – Along the same idea of the addition of moveable furniture, adding a food vending component to public space in the nicer weather months can encourage people to spend more time in the town, interacting with one another. Establishing a small “summer café” in places like the North Green can help stimulate established businesses by offering them an opportunity to open up a secondary location. A good example is Canfield Corner Pharmacy which could operate a small soda fountain or snack cart placed near the movable café tables during the summer.
- **Fitness classes** – Take community fitness classes outside and schedule them weekly. Fitness classes such as yoga, tai chi, Zumba and boot camps are great ways to encourage residents to interact with each other more frequently and to give people passing by a sense of place and point of focus. Cities and towns are planning regularly scheduled fitness programs in their public spaces and in turn adjacent businesses can benefit from large gatherings after the class. Encourage the organizations currently hosting these types of classes in their studios and businesses to collaborate and take turns instructing in places like the North Green and Hollow Park.



Rendering of yoga on the North Green.

- Games for gathering – Encourage the investment in outdoor games such as bean bag toss, large scale chess, etc. and work with Parks and Recreation staff on a schedule for the equipment to be out during regular park hours. Pair the launches of a new businesses with a bean bag toss competition, food happy hour and encourage new groups to gather and play. This type of cross-business programming can activate a park or public space and introduce residents to a new restaurant or local craft food maker. A small investment in help reinforce the importance of play to the brand of Woodbury.



3. Seasonal programming: Foodbury at the Hallow

The Fall Festival held in September 2015 was a major success in activating the town and establishing an annual event. Build on the success of the Fall Festival and the lessons learned in organizing an event of that magnitude and scale. One of the major challenges in the execution of the Fall Festival, led by the WOW committee, was the temporary closing of the existing right-of-way on Main Street (Route 6). With the knowledge of the regulatory procedures needed to close such a street, expand the programmatic thinking from one day to one season.

Across the country, towns and cities are using under-utilized portions of existing right-of-way to make seasonal changes to the physical landscape with minimal infrastructure needs or expense. Projects such as the closing of 42nd Street in Times Square New York and the seasonal closure of Benjamin Franklin Parkway in Downtown Philadelphia encourage residents and visitors to use spaces differently in the favorable weather and later help inform how the spaces can be improved permanently using real time feedback from the users.



When developing seasonal programming look to history and public desire to determine the scale and magnitude of what could work best in the town. During the SDAT visit, the team frequently heard of the nostalgia for the former farmers market in Hallow Park. Farmers markets in nearby communities have since sprung up, but organizers have found it difficult to navigate the competition to attract local farms, etc. In order to capitalize on the nostalgia the community has for the market while remaining uniquely Woodbury, develop a new concept based off the history and unique emerging culinary culture – Foodbury at the Hallow.

Foodbury at the Hallow could showcase local restaurants, cafés and craft food markets embracing the emerging artisan brand of the Town of Woodbury. Take a risk and use existing right-of-way as a first step. Close Hollow Road on weekends through the summer season and work with local businesses and artisans to create a café-like experience in the right-way and adjacent park edges. This approach will allow the recreational functions of Hallow Park remain during the summer while adding programming that would be directly complimentary to those visiting the park for sports games and gatherings. This may be an avant-garde concept at first, but it could be the thing that catapults Woodbury into the future, attracting new visitors and residents while supporting those businesses and organizations that constitute the Woodbury of today.



Conceptual rendering of Foodbury at the Hallow.



Conceptual rendering of Foodbury at the Hallow.



Conceptual rendering of Foodbury at the Hollow.

Additional sample placemaking projects include:

- Expand holiday luminaries
- Harvest dinner – large scale dinner in public space
- Throwback game nights (kids & adults)

In summary, the secret of developing and enhancing the brand of Woodbury through activation is simple - **“See each other more, invite friends.”**



WHERE TO START

In order for any of the proposed recommendations or new creative ideas from the community to be realized in the future, the regulatory process for approving special events and small-scale gatherings should be revised as soon as possible. The Town of Woodbury should reduce restrictions related to the frequency of events and allow the Parks and Recreation staff to regulate the event scheduling in public spaces through a first come, first served permitting process. While noise reduction and traffic control restrictions related to events in park space are important, the current regulations related to once a season events greatly restrict the town’s ability to compete with adjacent communities that have more flexible polices related to special events. There is a desire for more opportunities to gather and the Town has capable staff that can develop requirements for applicants who wish to host events. By allowing staff flexibility to permit and manage events, increased frequency and diversity will be accomplished. If the Town of Woodbury does only one thing to improve its brand and placemaking identity, it should be changing the requirements and processes for hosting special events.

Resources

Pew Research Center – Instagram Users: <http://www.pewinternet.org/2015/08/19/the-demographics-of-social-media-users/>

CityLab - Power of the Moveable Chair: <http://www.citylab.com/design/2012/10/power-movable-chair/3520/>

POWER OF TEN: HOW TO MAKE PLACEMAKING WORK

Project for Public Spaces, New York City, New York

The success of a place is dependent on the perceptions of the resident and visitor experiencing a variety of scales in one town, public space or region. The Project for Public Spaces (PPS) asks the question “How many separate focal points do you need to make a place successful?” In their guide to the Power of 10, they explain:

The idea behind this concept is that places thrive when users have a range of reasons (10+) to be there. These might include a place to sit, playgrounds to enjoy, art to touch, music to hear, food to eat, history to experience, and people to meet. Ideally, some of these activities will be unique to that particular place, reflecting the culture and history of the surrounding community. Local residents who use this space most regularly will be the best source of ideas for which uses will work best.

Further, when cities contain at least 10 of these destinations or districts, their public perception begins to shift amongst both locals and tourists, and urban centers can become better equipped for generating resilience and innovation.”

The town of Woodbury should use these guideline principles as an organizing feature for the way Woodbury highlights its current assets and determines what projects or physical improvements along Main St. are made for the future.

**Moving
Forward**

*"Imagine
Woodbury"*

Wednesday
October 28



*Come Help Shape
the Future of
Woodbury!*

**Nonnewaug High School
7 p.m.**

Sponsored by
Town of Woodbury
www.woodburyet.org

GOVERNANCE & COMMUNITY ENGAGEMENT

While we were in Woodbury, the team heard many conflicting statements. From signs to sewers, Woodbury residents collectively have a diverse set of opinions. On one topic, though, you are virtually unanimous: You are frustrated with the government and the regulatory process. While there are some inherent flaws in the Selectman-Town Meeting form of government, we are probably not going to change it anytime soon, but we can improve the dialogue.

It was obvious to us and some of you saw it too: Woodbury needs a common vision. From our perspective it seems that government is responding to only one demographic – seniors. While it is the largest segment of the population, the Town really needs to look to its future. The social philosopher Eric Hofer said that only way to predict the future is to have the power to shape it. Woodbury leadership is in a prime position to shape the future. Respect your past – but imagine your future.

Without vision there is conflict. There doesn't seem to be any shortage of that in Woodbury. And generally the conflict continues because it has a source of fuel: You. As the late philosopher and self-help author Wayne Dyer once said "Conflict cannot survive without your participation."

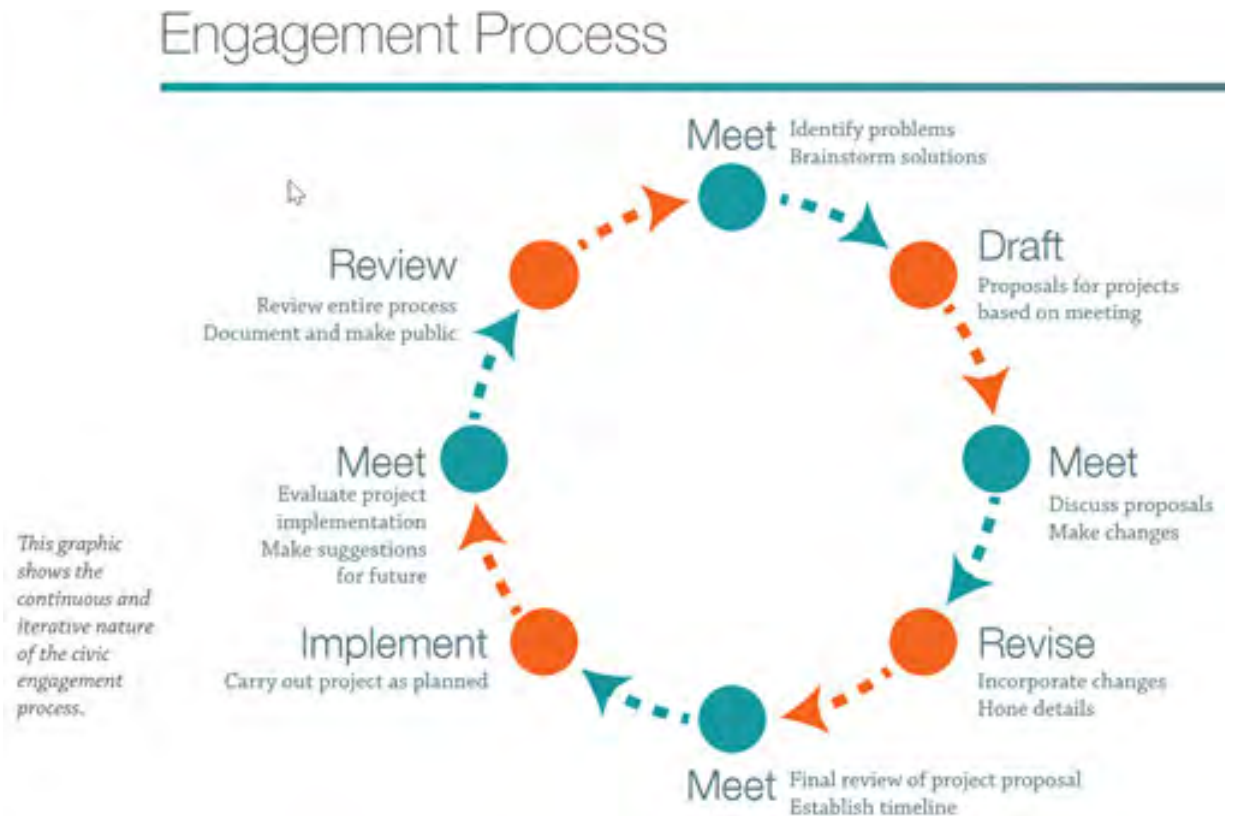
You told us the government was not serving the people. You told us it was too slow and unpredictable. Other communities have experienced that frustration and have somehow managed to engender trust between citizens and government. What are they doing that is different?

Civic engagement is a mechanism that allows cities to implement ideas, programs and policies faster and more easily. The process of civic engagement is a natural community builder. Under the current system in Woodbury, departments, boards and commissions naturally sort themselves in to silos. The content in silos does not mingle easily. To engage the public meaningfully you must converse, debate, deliberate and develop relationships.

So what does a successful civic engagement process look like? Desired outcomes for improved civic engagement are straightforward:

- **Improved understanding** of the value of working together to solve common problems.
- **Fully informed public** that knows how its city government works as well as its public policy process.
- **Increased Participation**, representative of the City's demographic diversity.
- **Public which regularly votes** in elections and has knowledge of their elected officials.
- **Active Leadership** by community members in organizing their community to participate in civic engagement processes and help shape broader goals of the City.
- **Ownership**: Members of the community endorse decisions and actions by the City because decisions clearly reflect public participation in a transparent process.
- **Consistency** across City departments, Boards and Commissions in the application of Civic Engagement Principles and process.
- **Confidence** in the equity of the public decision making process.
- **Mutual Trust** between the community and its government.

While the results of a successful process are aspirational, the process itself can be arduous and require tenacious commitment. Below is a graphic illustrating the continuous nature of an engagement process. It is not for the faint hearted. If the town is committed, it might be worth your while to engage outside assistance in developing a process and ensuring that every citizen is given the opportunity to participate.



Recommendations for facilitating community engagement:

- Launch a community visioning process that is authentic, culturally relevant, meaningful. Hire outside assistance if the Town can afford it.
- Form a team of representatives from various Town Boards and civic organizations to convene, inform, lead, program, facilitate, partner, build capacity.
- Let vision drive action. Build momentum for implementation by integrating projects in a community-driven process

DO THIS NOW!

Finally, we wanted to leave you with your “Must Do” list. If you don’t do anything else, creating an action plan from this list will make a visible difference:

- Change the Special Event Permit Process in order to allow more frequent gatherings.
- Formalize the role of the arts in the cultural life of Woodbury.
- Create mechanisms for businesses to connect and cross-market.
- Make Main Street more walkable and bikeable.
- Convene a coordinating committee composed of representatives from various governing agencies and community interests to improve internal communication.
- Be proud of Woodbury...tell people about your town!

Resources

http://www.alexandriava.gov/uploadedFiles/special/CivicEngagement/web_boxes/WNA%20HANDBOOK%20FINAL%20reduced_3_2014.pdf





Team Roster & Thanks

TEAM ROSTER



JANE JENKINS, TEAM LEADER

Jane Jenkins is the President and CEO of Downtown Oklahoma City, Incorporated. Previously, Jane was

Executive Director of the Downtown Boulder Business Improvement District in Boulder, CO. With over 25 years of experience in downtown revitalization and management, Jane is an internationally recognized speaker and expert on urban issues. She is a former Chairman for the International Downtown Association Board of Directors and is

also active in the International Economic Development Council, Urban Land Institute, the American Institute of Architects and Rotary Club 29 in Oklahoma City.

She was recently honored by the Oklahoma Journal-Record as one of “50 Making a Difference”. A former high school educator, Jane was named Teacher of the Year at Union High School in Tulsa, Oklahoma. She holds a Master of Public Administration from the University of North Texas in Denton.



ERRIN WELTY

Errin Welty currently serves as a downtown development account manager for the Wisconsin Economic Development Corporation and Wisconsin Main Street program, tasked with working with businesses, property owners, developers and community groups on downtown revitalization projects. Errin has been involved in downtown development for much of her career, starting as a marketing coordinator for the Saint Cloud Downtown Council. From there, she

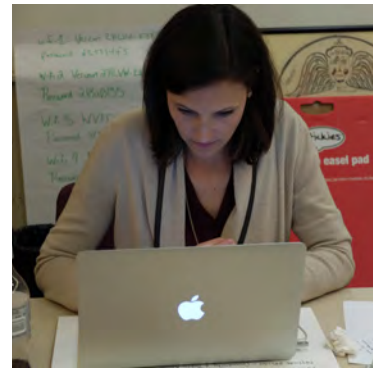
spent several years working for the Downtown Denver Partnership, was a founding member of Wheat Ridge 2020, and went on to manage the marketing and research arm of a commercial brokerage firm. Upon returning to Wisconsin, she worked as an economic development consultant specializing in downtown and community development planning and real estate development planning and finance. Errin has an undergraduate degree in Community Development from St. Cloud State University and a Masters in Urban and Regional Planning from the University of Colorado at Denver.



TERRY AMMONS, AIA

Terry Ammons, the Principal of StudioAmmons, is a 1987 architectural graduate of Virginia Tech and has worked for over 28 years in the architecture and museum fields working on museums throughout the U.S. and Europe. His recent interpretive designs at Sailor’s Creek Battlefield and several Virginia state parks have won plaudits across the state. He also provided award winning restoration and exhibit design for the recently completed Robert Russa Moton Museum, the national center for the

study of Civil Rights in Education and has recently provided planning and design services to such nationally recognized museums as Wyoming’s National Museum of Wildlife Art and the Chrysler Museum in Norfolk, Virginia.



HALEY BLAKEMAN, AICP, PLA, ASLA

Haley Blakeman is the Director of Implementation for the CPEX’s Planning and Implementation Group that assists Louisiana neighborhoods, towns and parishes to grow more sustainably by facilitating long-term, citizen-driven comprehensive planning processes, building planning capacity, and working with them to implement projects from their plans. Haley led the Better Block BR Government Street, which temporarily demonstrated how the street could be reconfigured to accommodate street trees, all modes of transportation, pop-up

businesses and parks. She continues to work with neighborhoods to incorporate bike and pedestrian connectivity and traffic calming into their streets. She has also worked with the National Association of Realtors to educate their members about Smart Growth. Haley has more than 15 years of experience in Urban Planning and Landscape Architecture. She has contributed to design ranging from comprehensive planning to detail site design, including residential master planning, Traditional Neighborhood Developments, commercial site design, institutional site design, trail design, open space and greenway plans, stream restoration and water quality testing. Haley holds a Bachelor of Landscape Architecture degree from Louisiana State University and a Master of Urban and Regional Planning degree from the University of New Orleans. Haley is involved in the American Society of Landscape Architects in various capacities including the current national Chapter Presidents Council Chair and the immediate past-president of the Louisiana Chapter.



ASHLY ANDERSON, LEED AP

Ashly Anderson is the Placemaking and Urban Design Manager for the Tampa Downtown Partnership and Friends of the Riverwalk. Ms. Anderson holds a Master of Urban & Community Design from the University of South Florida and a Bachelor's of Fine Arts in Interior Design from the Art Institute of Tampa. In her current position, Ashly works to program, activate and promote Tampa's downtown and the Tampa Riverwalk and uses principles of placemaking to establish

public-private collaboration in public spaces. Prior to her current position, she worked as a lead designer at RS&H, a private architecture and engineering firm. Her work at RS&H included the design and management of building projects for private and public sector clients such as Raymond James, Tampa International Airport, Wells Fargo, Moffitt Cancer Center and the Florida Department of Transportation. Beginning in 2012, she has acted as Adjunct Design Faculty at the Art Institute of Tampa, educating bachelor degree seeking interior design students. Ashly serves as the President of the Gasparilla Festival of the Arts, a 46 year-old art festival held in Downtown Tampa, Vice-President of the Urban Charrette, a non-profit focused on educating communities and leaders on quality urban design and as a Board Director for the Downtown Tampa YMCA. She has been published in the National Civic Review and Architect Magazine.

AIA STAFF

Joel Mills- Senior Director, Center for Communities by Design

Joel Mills is Director of the American Institute for Architects' Center for Communities by Design. The Center is a leading provider of pro bono technical assistance and participatory planning for community sustainability. Its processes have been modeled successfully in the United States and across Europe. The Center has been the recipient of a numerous awards recognizing its impact. In 2010, the Center was named Organization of the Year by the International Association for Public Participation (IAP2) for its impact on communities and contributions to the field. In 2013, the Center received a Power of A Award from the Center for Association Leadership, and a Facilitation Impact Award, given by the International Association of Facilitators.

Joel's 22-year career has been focused on strengthening civic capacity and civic institutions around the world. This work has helped millions of people participate in democratic processes, visioning efforts, and community planning initiatives. In the United States, Joel has worked with over 100 communities, leading participatory initiatives and collaborative processes that have facilitated community-generated strategies on a host of issues.

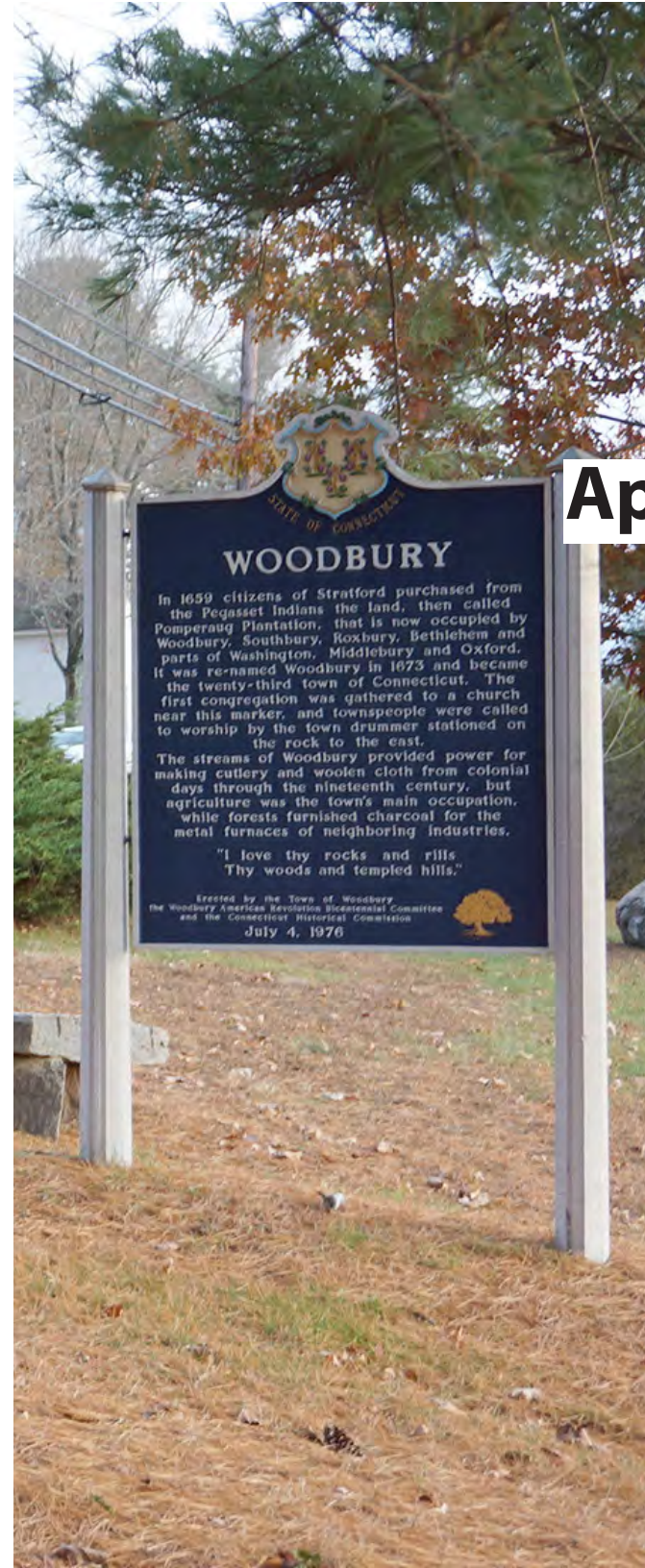
Erin Simmons - Senior Director, Design Assistance

Erin Simmons is the Director of Design Assistance at the Center for Communities by Design at the American Institute of Architects in Washington, DC. Her primary role at the AIA is to provide process expertise, facilitation and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, she works with AIA components, members, partner organizations and community members to provide technical design assistance to communities across the country. Through its design assistance programs, the AIA has worked in over 250 communities across 47 states. In 2010, the Center was named Organization of the Year by the International Association for Public Participation (IAP2) for its impact on communities and contributions to the field. In 2013, the Center received a Power of A Award from the Center for Association Leadership, and a Facilitation Impact Award, given by the International Association of Facilitators. In 2015, the Center received the Outstanding Program Award from the Community Development Society.

Erin is a leading practitioner of the design assistance process. Her portfolio includes work in over 100 communities across the United States. A frequent lecturer on the subject of creating livable communities and sustainability, Erin contributed to the recent publication "Assessing Sustainability: A guide for Local Governments". Prior to joining the AIA, Erin worked as historic preservationist and architectural historian for an environmental and engineering firm in Georgia, where she practiced preservation planning, created historic district design guidelines and zoning ordinances, conducted historic resource surveys, and wrote property nominations for the National Register of Historic Places. She holds a Bachelor of Arts degree in History from Florida State University and a Master's degree in Historic Preservation from UGA.

ACKNOWLEDGMENTS

The Team would like to thank the community of Woodbury for their enthusiastic participation in the SDAT process, as well as their support and hospitality. We would like to offer particular thanks to Hiram Peck, Bill Butterly, Kathy Castagnetta & Kathy Doyle for all of their support throughout the SDAT process.



Appendices