

STAFFORD CONNECTICUT
PLAN OF CONSERVATION AND DEVELOPMENT

May 16, 2022



DRAFT

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INTRODUCTION, HISTORY AND PURPOSE

Stafford was initially settled in the early 1700s when Captain James Fitch claimed the land through a title agreement with the Nipmucks. He proceeded to sell land without the authority of the Hartford colony who then authorized the formation of the town in 1719. Stafford Street (originally named Broad Street) was then laid out on a hill at the east side of town, with the expectation that it was to be the main street and center of the town. It was laid out 20 rods wide (332') in order to provide a green along with the roadway. Twenty-two home lots of 50 acres each were laid out along the sides of the street. At a town meeting on December 11, 1721, it was "voted to go on to build a meetinghouse as fast as may be with conuenency. . . ." It was completed in 1723 and for many years was the only meetinghouse in Stafford. The meetinghouse stood in what is now the middle of Stafford Street, toward the south end. A second meetinghouse was built in the 1770s and a third in 1840. This area is now known as Heritage Park.

The Mineral springs in Stafford were first discovered and used by the natives for their healing powers. The first settlers also found the waters to be convalescent. In the late 18th century Stafford was known far and wide for these healing waters. In

1767 a direct stage route was established from Boston to Stafford Springs to capitalize on this budding resort's popularity and make it more easily accessible. John Adams visited the springs in 1771. Through the early 1800s, visitors to the springs would stay at small hotels such as Child's, Colburn's, and the Green. In 1802, Dr. Samuel Willard bought the property and built the Stafford Springs House to accommodate patrons of the miracle water. His clientele grew as the springs' reputation continued to spread, Stafford Springs continued as a Americas first resort town for a century when it was eclipsed by other towns such as Saratoga Springs that also offered horse racing and gambling. The original spring is located next to the Stafford Historical society Museum on Spring Street.

Stafford was primarily an agricultural town working the flat lands along Stafford Street until the 1780's when iron ore was discovered in furnace hollow. A blast furnace was built which utilized ore from nearby beds of "bog iron". Revolutionary cannons and cannonballs were produced. Cast kettles and stoves and forged items such as agricultural implements were also made. The ore for the blast furnaces gave out in the 1830s, but

the production of metal products continued. The smaller villages sprung up around the foundries with housing and shops for the workers

The development of textile manufacturing in the later 19th-century replaced the iron industry. However, the expertise of the local residents with metal-products manufacture enabled them to create novel machinery for the textile industry. Eli Horton in the 1830s supplied spinning mules and other machines to mills as far away as East Killingly, Moses B. Harvey invented and manufactured a flock cutter and other cloth-dressing machines; and Elijah Fairman patented a satinet loom. The blacksmiths and molders of were joined by machinists and "mechanics" who made the shafting, gears, and machines needed for industrial production. One significant result of Stafford's machine-shop activity was the invention of the universal scroll chuck, a lathe fixture which would become part of every machine shop.

The second aspect of textile manufacture was more direct: in the 1830s the waterpower of the brooks and rivers were harnessed to create textile factories such as the Hydeville mill on Hydeville Road, the Stafford Worsted mill (now American Sleeve Bearing), the Rhode Island Mill on West Street, the Schwanda button factory (now TTM) and many others. These mills continued to operate through the 1950's when the industry moved south. These mills have been repurposed into the factories of today.



The Plan of Conservation and Development (POCD) is a comprehensive plan for Stafford’s future. The State requires The Planning and Zoning Commission to prepare POCDs every ten years. Developing a POCD provides us an opportunity to reflect on our collective vision of our economic, natural and social environments. We then create goals and tasks to accomplish that vision.

The State Statute compelling us to create the POCD states that we shall consider the following:

The community development action plan of the municipality, if any,

The need for affordable housing,

The need for protection of existing and potential public surface and ground drinking water supplies,

The use of cluster development and other development patterns to the extent consistent with soil types, terrain, and infrastructure capacity within the municipality,

The state plan of conservation and development adopted pursuant to chapter 297,

The regional plan of conservation and development adopted pursuant to section 8-35a,

Physical, social, economic, and governmental conditions and trends,

The needs of the municipality including, but not limited to, human resources, education, health, housing, recreation, social services, public utilities, public protection, transportation and circulation and cultural and interpersonal communications,

The objectives of energy-efficient patterns of development, the use of solar and other renewable forms of energy and energy conservation,

Protection and preservation of agriculture,

The most recent sea level change scenario updated pursuant to subsection (b) of section 25-68o, and

The need for technology infrastructure in the municipality.

It shall also:

Be a statement of policies, goals, and standards for the physical and economic development of the municipality,

Provide for a system of principal thoroughfares, parkways, bridges, streets, sidewalks, multipurpose trails and other public ways as appropriate,

Be designed to promote, with the greatest efficiency and economy, the coordinated development of the municipality and the general welfare and prosperity of its people and identify areas where it is feasible and prudent

- (i) to have compact, transit accessible, pedestrian-oriented mixed use development patterns and land reuse, and

- (ii) to promote such development patterns and land reuse,

Recommend the most desirable use of land within the municipality for residential, recreational, commercial, industrial, conservation, agricultural and other purposes and include a map showing such proposed land uses, (E)

Recommend the most desirable density of population in the several parts of the municipality, (F)

Note any inconsistencies with the following growth management principles:

- (i) Redevelopment and revitalization of commercial centers and areas of mixed land uses with existing or planned physical infrastructure;
- (ii) expansion of housing opportunities and design choices to accommodate a variety of household types and needs;
- (iii) concentration of development around transportation nodes and along major transportation corridors to support the viability of transportation options and land reuse;
- (iv) conservation and restoration of the natural environment, cultural and historical resources and existing farmlands;
- (v) protection of environmental assets critical to public health and safety; and

- (vi) integration of planning across all levels of government to address issues on a local, regional and state-wide basis,

Make provision for the development of housing opportunities, including opportunities for multifamily dwellings, consistent with soil types, terrain and infrastructure capacity, for all residents of the municipality and the planning region in which the municipality is located, as designated by the Secretary of the Office of Policy and Management under section 16a-4a,

Promote housing choice and economic diversity in housing, including housing for both low and moderate income households, and encourage the development of housing which will meet the housing needs identified in the state's consolidated plan for housing and community development prepared pursuant to section 8-37t and in the housing component and the other components of the state plan of conservation and development prepared pursuant to chapter 297, and

Consider allowing older adults and persons with a disability the ability to live in their homes and communities whenever possible.

Such plan may:

- (i) Permit home sharing in single-family zones between up to four adult persons of any age with a disability or who are sixty years of age or older, whether or not related, who receive supportive services in the home;

- (ii) Allow accessory apartments for persons with a disability or persons sixty years of age or older, or their caregivers, in all residential zones, subject to municipal zoning regulations concerning design and long-term use of the principal property after it is no longer in use by such persons; and
- (iii) Expand the definition of “family” in single-family zones to allow for accessory apartments for persons sixty years of age or older, persons with a disability or their caregivers. In preparing such plan the commission shall consider focusing development and revitalization in areas with existing or planned physical infrastructure.

Such plan may show the commissions and any special committee's recommendation for:

- (1) Conservation and preservation of traprock and other ridgelines,
- (2) Airports, parks, playgrounds and other public grounds,
- (3) The general location, relocation and improvement of schools and other public buildings,
- (4) The general location and extent of public utilities and terminals, whether publicly or privately owned, for water, light, power, transit and other purposes,
- (5) The extent and location of public housing projects,
- (6) programs for the implementation of the plan, including (A) a schedule, (B) a budget for public capital projects, (C) a program for enactment and enforcement of zoning and subdivision

controls, building and housing codes and safety regulations, (D) plans for implementation of affordable housing, (E) plans for open space acquisition and greenways protection and development, and (F) plans for corridor management areas along limited access highways or rail lines, designated under section 16a-27,

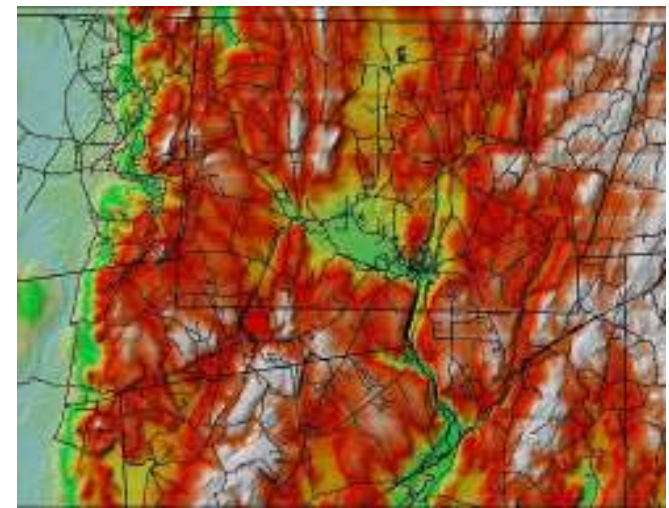
(7) Proposed priority funding areas, and

(8) Any other recommendations as will, in the commission's or any special committee's judgment, be beneficial to the municipality. The plan may include any necessary and related maps, explanatory material, photographs, charts or other pertinent data and information relative to the past, present and future trends of the municipality.

Any municipal plan of conservation and development shall identify the general location and extent of any (1) areas served by existing sewerage systems, (2) areas where sewerage systems are planned, and (3) areas where sewers are to be avoided. In identifying such areas, the commission shall consider the provisions of this section and the priority funding area provisions of chapter 297a.

Stafford today, as part of Connecticut, was formed over the eons by the power of heat, cold and plate tectonics. 250 Million years ago during the formation of the supercontinent Pangea, an island called Avalonia crashed into the continent closing the Iapeotos Ocean and forming towering mile high mountains. 50 million years later the tropical island broke apart. As the new continents formed, eastern Connecticut held on and stayed connected to the central valley as it opened up and Connecticut was divided into the eastern and western highlands and the central valley. We are at the western side of the highlands and dominated by long running north to south mountains and valleys. Over the next millennia erosion of the mountains took place and the continent relaxed its earth shaking movements. Then 3-5 million years ago the climate cooled and glaciers formed moving to and fro causing the landscape to change again as it eroded soft rock and left the hills of today exposed. 18,000 years ago the glaciers started melting causing sea level to rise and the Connecticut valley to be covered by Lake Hitchcock. The land today is still recovering from the glacier as the weather continues to warm and storms get more violent.

This was the land the first settlers found in Stafford. The land created the industries that followed. The iron bogs were mined to create cannon balls and armament until the mines ran out. The fast moving rivers created energy to manufacture woolens and buttons. The earth was farmed. The spring waters were “taken” and bottled.

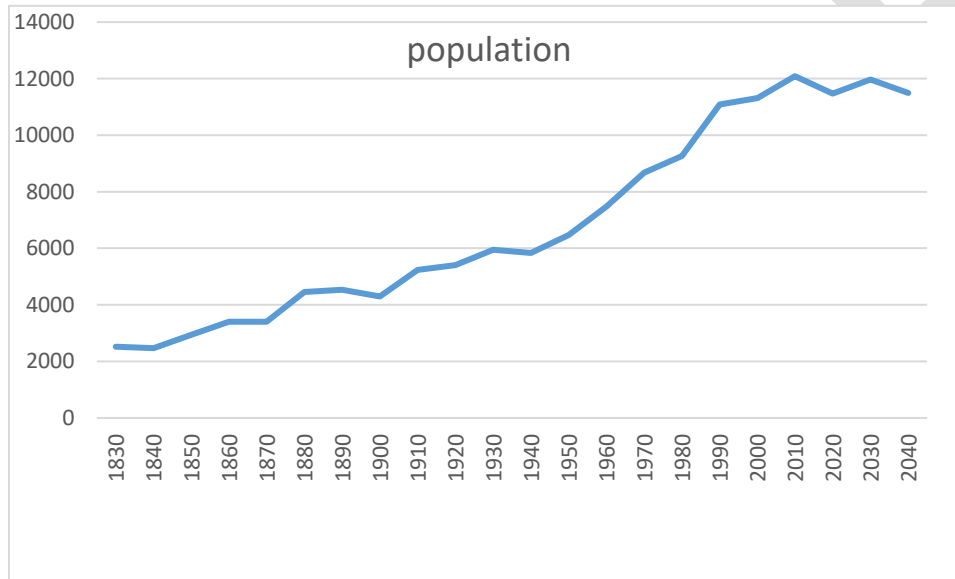


Stafford continued to expand. Stafford is a rural community of approximately 12,000 residents covering approximately 58 square miles in the Willimantic River Valley between almost parallel ranges of hills. The Town of Stafford is comprised of Stafford Springs, the village of Staffordville, the hamlet of Orcuttville, the village and historic district of Stafford Hollow, the village of Hydeville and West Stafford. Stafford's main industry is manufacturing of woolen products, printed circuits, filters, metal bushings and bearings, precision medical devices, fly rod components, and nameplates and labels. Other important industries are nursery and horticultural products, health care services, seasonal camping, motor sports, and recreation. There are approximately 5,000 housing units in Stafford. Most are single family homes and typically of wood frame construction. There are also three campgrounds that

attract a seasonal population of approximately 2,000. Sun Valley on Old Springfield Road has a seasonal population of approximately 900; Mineral Springs on Leonard Road houses approximately 100 and Roaring Brook on South Road serves approximately 1,000. Stafford has over 10,000 acres of protected space and is home to the Civilian Conservation Corps. (CCC) Museum. Stafford is home to Johnson Memorial Hospital and Evergreen Health Care Center. Stafford Sand and Gravel and Skyline Quarry provide mined earth materials to the surrounding community. The Stafford Motor Speedway opened in 1870 as an agricultural Park. Motor racing started after World War II and continues today. The Palace Theatre opened in 1900 as a vaudeville theatre. It still operates today as a 400 seat venue for performing artists.

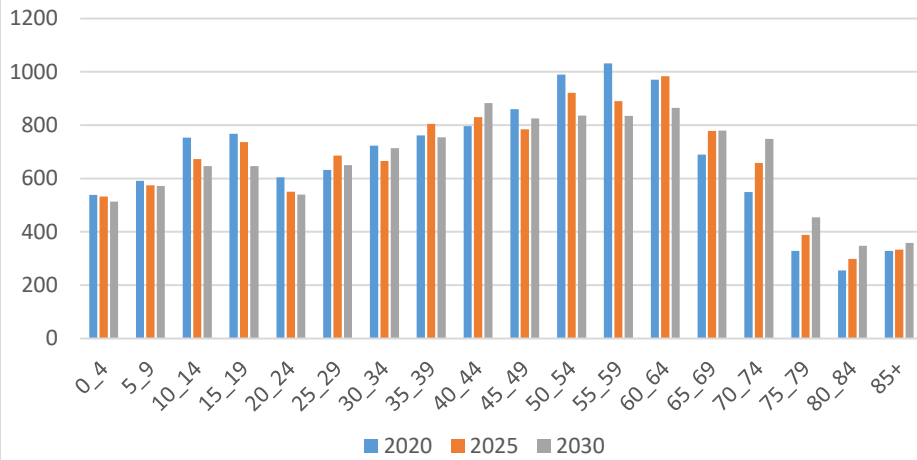
POPULATION

The population of Stafford after decades of growth is predicted to drop to 11968 in 2030.



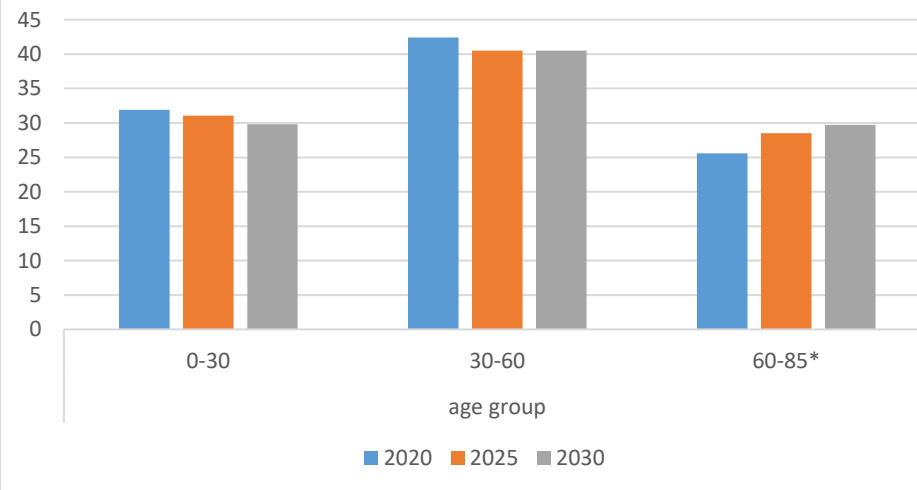
year	population
1830	2515
1840	2469
1850	2940
1860	3397
1870	3405
1880	4451
1890	4531
1900	4297
1910	5233
1920	5407
1930	5945
1940	5835
1950	6471
1960	7476
1970	8680
1980	9,268
1990	11091
2000	11307
2010	12087
2020	11472
2030	11968
2040	11496

Age Group Changes Actual Number



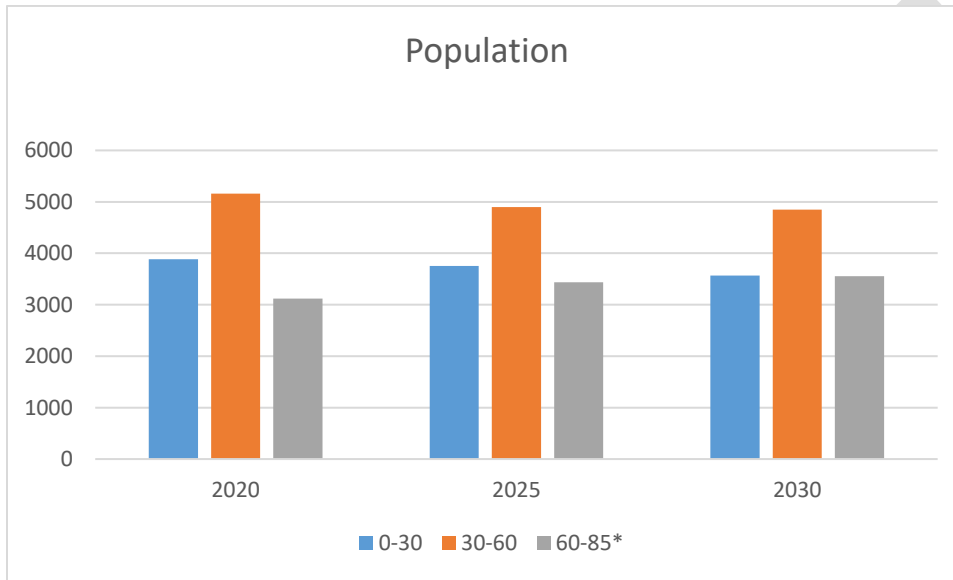
There will be a remarkable shift in the age group character of Stafford over the next ten years

Our Shifting Age Groups in Percentage



Almost 3,000 or 30% of the population is now aged between 50 and 64. This population in 2030 will shrink to 25% or about 2500 people while the 65+ group will increase from 18% to 22% of the population, an increase of about 500 people.

	age group #		
year	0-30	30-60	60-85*
2020	3887	5163	3121
2025	3753	4897	3440
2030	3567	4848	3554



	age group %		
year	0-30	30-60	60-85*
2020	31.9%	42.4%	25.6%
2025	31.1%	40.5%	28.5%
2030	29.8%	40.5%	29.7%

The town should strive to integrate public buildings for the use of the ageing seniors as well as make them attractive to the younger cohort as to maintain the older generation and attract younger families to enhance the vibrancy of the town. The town population is expected to shrink over the next ten years with the

greatest decline in the 0 to 30 year old group. The town should provide amenities that will attract this age group while providing for the needs of the seniors. The Staffordville School may be a linchpin in this process.

HOME VALUES

Home Value	Connecticut		Tolland County		Stafford	
Owner-occupied units	905,681	905,681	39,960	39,960	3,448	3,448
Less than \$50,000	17,522	1.9%	778	1.9%	49	1.4%
\$50,000 to \$99,999	28,440	3.1%	1,048	2.6%	135	3.9%
\$100,000 to \$149,999	78,467	8.7%	3,050	7.6%	714	20.7%
\$150,000 to \$199,999	137,944	15.2%	6,721	16.8%	992	28.8%
\$200,000 to \$299,999	248,431	27.4%	14,850	37.2%	1,070	31.0%
\$300,000 to \$499,999	244,855	27.0%	11,334	28.4%	462	13.4%
\$500,000 to \$999,999	107,504	11.9%	1,795	4.5%	12	0.3%
\$1,000,000 or more	42,518	4.7%	384	1.0%	14	0.4%
Median (dollars)	275,400	(X)	253,100	(X)	191,600	(X)

Almost 50% of the homes occupied in Stafford are valued between \$100,000 and \$199,999 compared to 25% for the state and county.

Only 13% of the homes occupied in Stafford are valued between \$300,000 and \$399,999 compared to more than 25% for the state and county.

Note median value is low as well.

Housing units with a mortgage	614,351	614,351	27,216	27,216	2,313	2,313
Less than \$500	958	0.2%	15	0.1%	0	0.0%
\$500 to \$999	21,034	3.4%	1,096	4.0%	115	5.0%
\$1,000 to \$1,499	97,919	15.9%	4,848	17.8%	678	29.3%
\$1,500 to \$1,999	157,564	25.6%	8,389	30.8%	803	34.7%
\$2,000 to \$2,499	124,562	20.3%	6,306	23.2%	456	19.7%
\$2,500 to \$2,999	78,757	12.8%	3,301	12.1%	182	7.9%
\$3,000 or more	133,557	21.7%	3,261	12.0%	79	3.4%
Median (dollars)	2,119	(X)	1,955	(X)	1,737	(X)

More than 60% of the homes occupied in Stafford have a monthly mortgage payment between \$1,000 and \$1,999 compared to 40% for the state and 47% for the county.

Only 11% of the homes occupied in Stafford have a monthly mortgage payment higher than \$2,500.00 compared to 31% for the state and 24% for the county.

Rentals

GROSS RENT	State		County		Town	
Occupied units paying rent	446,564	446,564	15,215	15,215	1,224	1,224
Less than \$500	43,948	9.8%	973	6.4%	63	5.1%
\$500 to \$999	107,314	24.0%	4,350	28.6%	539	44.0%
\$1,000 to \$1,499	172,238	38.6%	5,973	39.3%	533	43.5%
\$1,500 to \$1,999	77,046	17.3%	2,618	17.2%	83	6.8%
\$2,000 to \$2,499	26,477	5.9%	837	5.5%	0	0.0%
\$2,500 to \$2,999	9,972	2.2%	309	2.0%	0	0.0%
\$3,000 or more	9,569	2.1%	155	1.0%	6	0.5%
Median (dollars)	1,180	(X)	1,155	(X)	1,007	(X)
No rent paid	18,501	(X)	508	(X)	35	(X)

Almost 85% of the homes rented in Stafford rent monthly between \$500 and \$1,499 compared to 62% for the state and 67% for the county.

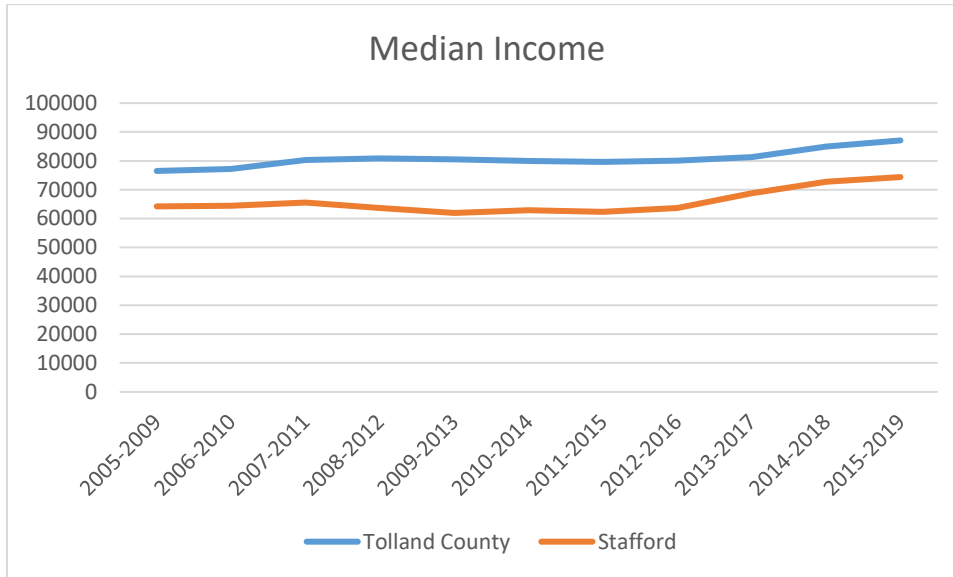
Only 7% of the homes rented in Stafford rent monthly higher than \$1,500 compared to 27% for the state and the county.

GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME	State		County		Town	
Occupied units paying rent	437,384	437,384	14,949	14,949	1,184	1,184
Less than 15.0 percent	52,712	12.1%	1,591	10.6%	150	12.7%
15.0 to 19.9 percent	52,270	12.0%	2,026	13.6%	190	16.0%
20.0 to 24.9 percent	54,264	12.4%	2,134	14.3%	146	12.3%
25.0 to 29.9 percent	52,657	12.0%	1,810	12.1%	259	21.9%
30.0 to 34.9 percent	39,555	9.0%	1,206	8.1%	102	8.6%
35.0 percent or more	185,926	42.5%	6,182	41.4%	337	28.5%
Not computed	27,681	(X)	774	(X)	75	(X)

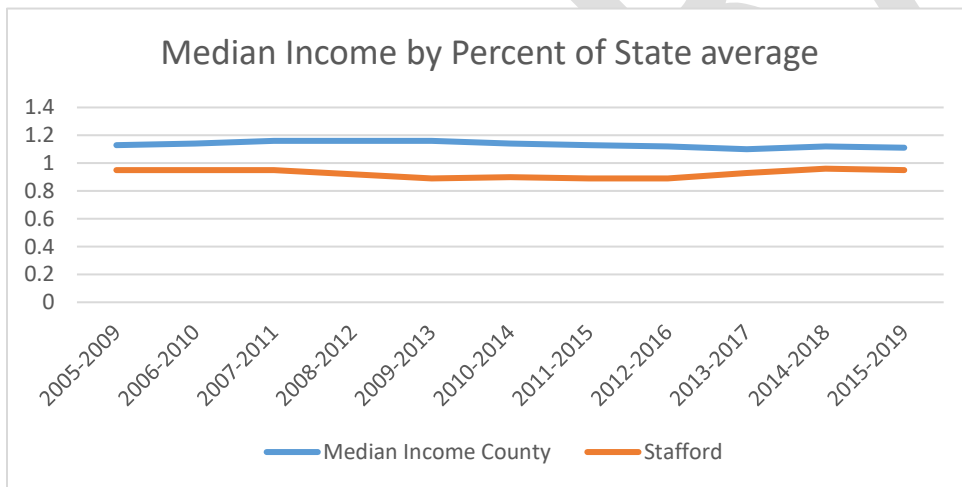
Cost burdened households (those paying more than 35% of their monthly income in rent) represent 28.5% of the renters as compared to over 40% for the state and county.

22% of renters pay only 25% to 29.9% of their income on rent compared to 12% for the state and county.

HOUSEHOLD INCOME



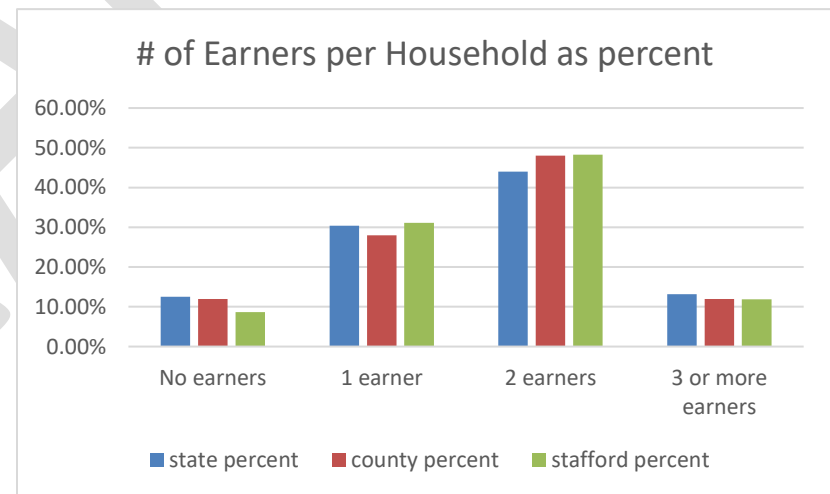
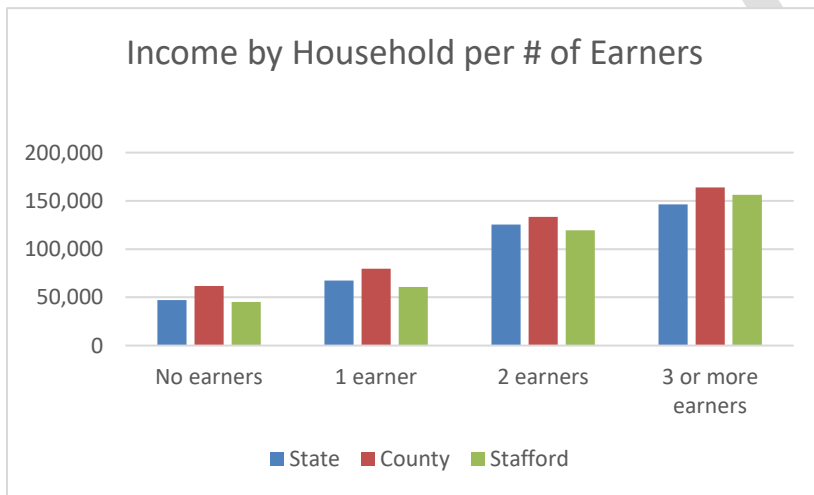
Median Income for the town in 2020 is \$68,000 annually. Compared to 76,000 for the County. It has increased by over 16% since 2010 compared to 14% for the County



Stafford's income is close to the state average.

It takes a household of two earners to afford housing in Stafford and Connecticut generally. The town should strive to meet the needs of working families by promoting day care for infants, pre and after school activities for children, and

activities for seniors.. The average wage in Stafford has grown since 2004.



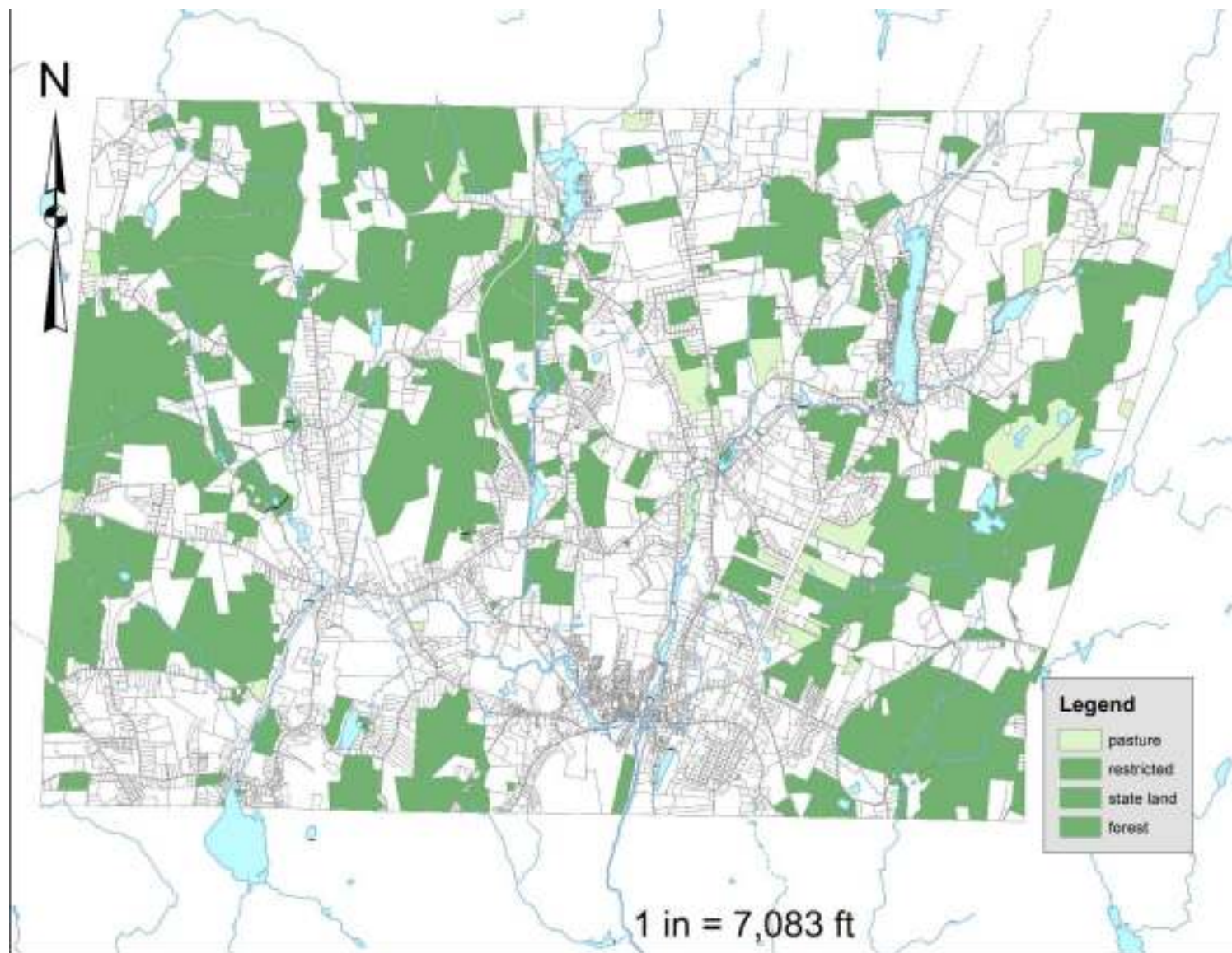
OPEN SPACE

29 % of Stafford’s land area is dedicated open space. These areas are actively used by hikers, hunters and nature lovers. Stafford does not need to expand open space, but preserve and enhance it. The town should be aware that there are a number of large lots that could be developed

Dedicated Open space has increased by 4% over the past 10 years primarily due to land purchases by the Norther CT Land Trust and citizens placing land into the Forest Legacy Program.

The Conservation Commission’s mission is to work to promote sound land use practices in conjunction with town, county and state agencies and commissions, to increase public awareness of the ecology, and to promote community responsibility and awareness of conservation needs and to encourage outdoor activity. The Commission maintains activities and trails at Dennis Pond, West Stafford and the Woodlawn trail.

Open Space	Acres	
	2022	2010
State of CT State Forests and Watershed protection	6500	6500
Norcross	1800	1800
Norther CT Land Trust	400	3
Town of Stafford conservation land	210	180
Deed Restricted (Forest Legacy)	1117	0
total	10027	8483
	28.65%	24.24%
PA 490	11000	
	31.43%	



WATER AND NATURE

Stafford is a land of lakes and water and is made up of two watersheds. The very western watershed is the headwaters for the Sciatic River which flows north into Massachusetts and then west into the Ct River at Enfield. The balance of the brooks in town flow to Long Island Sound and form the Willimantic River in Stafford Springs at the confluence of Furnace Brook and the Middle River.

Major Waterbodies include New City Pond, Crystal Lake, and Staffordville Reservoir. Each lake has public access. The town should partner with the local lake associations to ensure that the lakes remain healthy. The zoning regulations in the watersheds around the lakes should be changed to promote low impact and sustainable stormwater management solutions. Development and construction on steep slopes more than 15% and areas of high probability of erosion should be discouraged. Nonpoint water pollution sources should be monitored and eliminated by educating the public about alternative strategies to eliminate the use of polluting products. The services of the North Central Conservation District should be used to identify and monitor areas of special environmental concern.

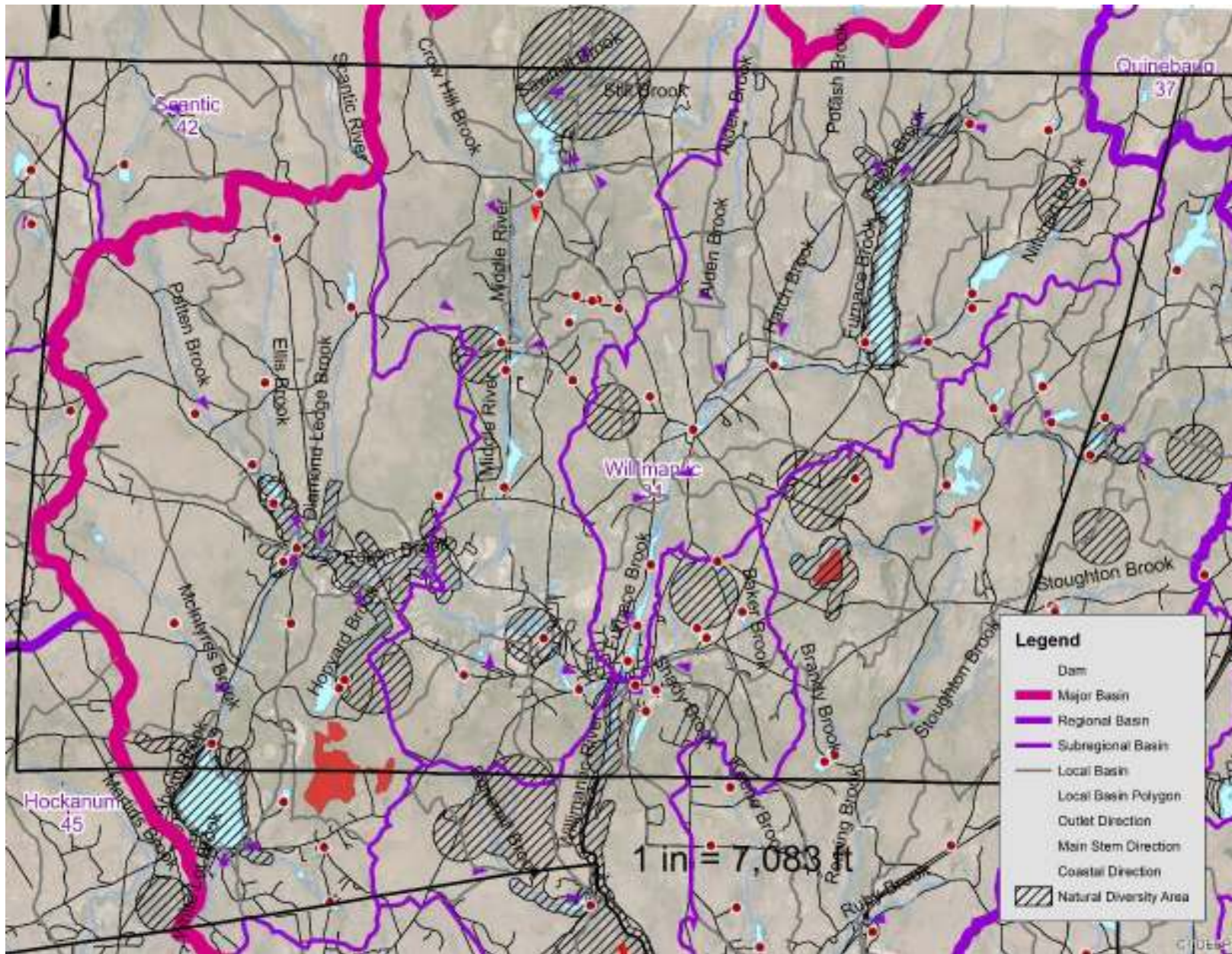
Climate change is taking place and the town needs to be prepared for erratic weather. Microbursts are now routine and regularly cause damaging flooding of roads and real property. The town

must maintain and enhance storm water infrastructure to protect the public.

The Natural Diversity Data Base maps represent approximate locations of endangered, threatened, and special concern species and significant natural communities in Connecticut. The locations of species and natural communities depicted on the maps are based on data collected over the years by DEEP staff, scientists, conservation groups, and landowners. In some cases, an occurrence represents a location derived from literature, museum records and specimens. These data are compiled and maintained by the Natural Diversity Data Base. The town should use the NDDDB to determine appropriate areas for development.

Two areas of town are critical habitat locations that are Acidic Atlantic White Cedar Swamps - Evergreen forested and /or shrub swamps dominated by Atlantic white cedar with stagnant or slow-moving water; in topographically defined basins; on decomposed peats and mucks. Subtypes include cedar, cedar/hardwood, cedar/great laurel, and other /unique.

There are 56 Dams in Stafford, 6 of which are flood control structures built in the 1960s. The town should continue to monitor and maintain the dams it owns, while assisting private dam owners with their needs.



AGRICULTURE

Though hilly and rocky, Stafford has remained true to its' agricultural roots.

About 200 acres are in the tillable land 490 category.

Over 30 farms creating Maple Syrup, beef, honey, vegetables, flowers, mums, goats, hay, blueberries, and equine exist in town. A map is available of farms in town and a list is kept on the Explore Stafford website. Down to Earth farm is a Community Supported Agriculture farm located on Michelec Road.

The Agricultural Commission advises the town on agricultural issues and host Farm Day annually.

New England Meat Company on Furnace Hollow Road processes and packages meat related products. There maybe possible synergies between New England Meat Company and local farmers as well as innovative businesses that may be able to use the meat company's byproducts to create additional products. The town should support these synergies.

Stafford hosts 2 farmers' markets in West Stafford during the growing season. A farmers' market in downtown Stafford would help elevate the current food desert situation.

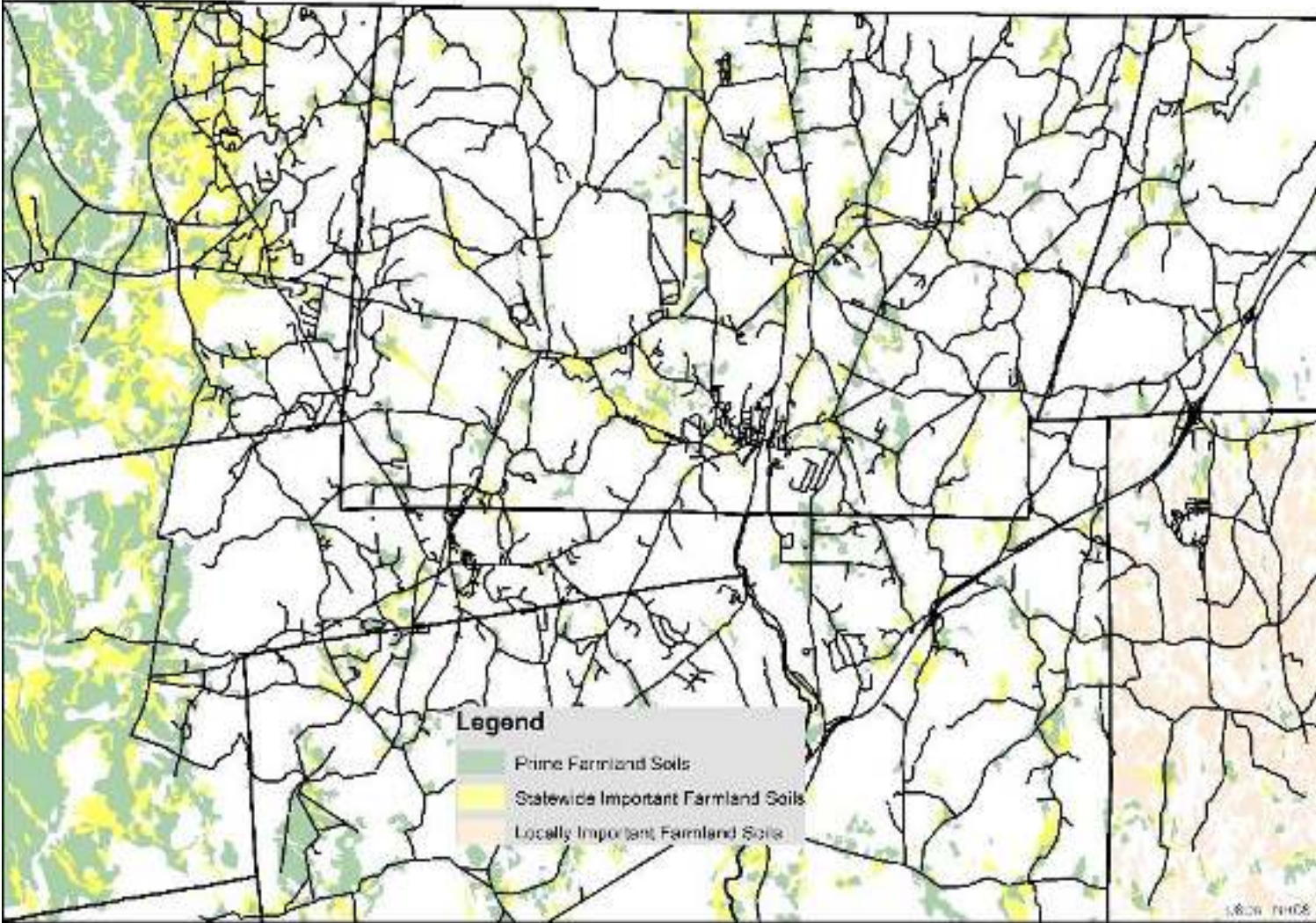
Small, medium and large road side stand for selling agriculture are allowed through the zoning regulations.

The use and reuse of farms for Agritainment to help support the income of farmers is permitted and encouraged.

Poultry may be kept in any zone according to the zoning regulation of that zone. Farms over 10 acres are not regulated.

Stafford is a Right to Farm Town by ordinance.

Note the paucity of farm land in Stafford compared to the Connecticut Valley



TASKS	Leader	Partners
Promote agriculture by allowing smaller farms	P & Z	assessor
Address the town PA 490 requirement for farms		
Address uses for Open Space in conjunction with State statutes	P & Z	DPW/parks
Spend open space funds on “recreation or agricultural purposes”		
Address quality of open space given for subdivisions. No more than 15% of land contributed may be wetlands or steep slopes and must have road access	P & Z	Conservation
Recommend a town-wide review of PA 490 land to ensure the land is compliant and being used for the purpose of agriculture	assessor	
Identify overgrown agricultural land, encouraging reclamation and creating incentives for doing so.	ag	P & Z
Use open space fund dollars to create land for agriculture.	P & Z	ag
Eliminate the Water Management and Open Space zones and discuss if such lands should revert to abutting zones	P & Z	
Consider an Agriculture Overlay Zone outlining benefits to both the town and local farmers; include open space development within the overlay.	P & Z	
Promote Agritainment	ag	
Promote the use of state and town owned public lands for recreational use.	conservation	
Create signage on town roads promoting Farm stands	ag	DPW
Encourage Community Supported Agriculture	ag	grants
Create Community Gardens – Expand gardens at Community Center	ag	
Low impact and sustainable stormwater management solutions should be promoted.	P & Z	Conservation
Reduce Nonpoint and Direct source water pollution	Conservation	DPW

PUBLIC INFRASTRUCTURE

TRANSPORTATION

Stafford is located along the Interstate 84 corridor. The New England Central Railway carries freight through Stafford primarily from Canada to Long Island Sound. There are no sidings or depots in Stafford. There are 6 train crossings: Orcutteville road, Cemetery Road, Tolland Ave, Spring Street, Crow Hill Road and River Road/Main Street.

The State of Connecticut Department of Transportation maintains approximately 30 miles of roads in Stafford including State Routes 32, 190, 19, 319, and 30. There are 4 signaled intersections in town. The state recently built a

modern roundabout at the intersection of routes 140 and 190. The classic rotary around the Holt Fountain is due for an upgrade into a modern roundabout in 2022. The railroad crossing at Spring Street is also due for an upgrade.

There is no public transportation, taxi service or dedicated bike lanes/trails in Stafford.

The town operates a small bus that provides free rides to Stafford seniors and disabled persons to some Senior Center events; in town post offices, banks, pharmacies, and grocery shopping; and out of town trips to larger shopping areas and social events.

INFRASTRUCTURE

Water: Served by Connecticut Water Company. New water tower being built on Chestnut Hill will bring water to Stafford from the Somers town line though to Main Street and all the existing areas to the east. Water resources on the east side of town will be abandoned.

Sewer: Water Pollution Control Authority handles about 1,000,000 gallons a day. Has capacity for 300,000 gallons more. There are over 27 miles of sewer line. Maintenance needs to continue. The facility is staffed by 6 workers and a superintendent. The Crystal Lake area is sewerd andthere is and agreement with the Town of Ellington WPCA to service their homes in this area..

Dams: The town owns four dams: the New City dam and another near it, the Staffordville dam and The Glenville dam. The town has committed money to maintenance plans for these dams. The town should investigate and apply for grants for financial resources for private dam owners.

Bridges: Budgets should be prepared to maintain our bridges. (See following page). Over \$20,000,000.00 of repairs will be needed over the following years.

Storm Drains: The town maintains many miles of storm drains and over 1200 catch basins and drainage structures. The town is not currently required to have a MS4 General Permit. The storm drain system should be mapped and a database created with maintenance needs in preparation for a MS4 mandate. An educational plan should be prepared to educate the public about where the storm water flows outlet. Interconnections between storm drains and sewers should eliminated. Low impact and sustainable stormwater management solutions should be promoted.

Electricity: The town should continue to work with Eversource to prevent storm damage to the electric grid. The town should review its emergency plans in regard to power outages. Solar and wind power and other environmentally friendly sources of power should be promoted in residential, municipal, and commercial uses.

Stafford Bridges - Under 20 Feet										
Bridge Number	Locations	Priority	Condition Rating	Rehab Cost	Expected Service Life Remaining	Replace Cost (2020)**	Comments	Funding ***	Action Year ****	Constructi on Year
134001	Crow Hill Road over Crow Hill Brook	7	Moderate	5 / Fair	\$80,000.00	< 15-years	\$300,000.00	SLBP	2030	1975
134004	Crooked S Road over Cedar Swamp Brook	4	High	4 / Poor	N/A	< 10-years	\$150,000.00	SLBP	2025	1980
134005	Upper Road over Furnace Brook	N/A	High	1 / Closed	N/A	N/A	\$1,000,000.00	SLBP	2026	1950
134006	Upper Road over Hatch Brook	3	High	4 / Poor	N/A	< 10-years	\$150,000.00	SLBP	2026	1985
134007	Westford Avenue over Baker Brook	1	High	2 / Critical	N/A	< 10-years	\$1,000,000.00	SLBP	2023	1935
134008	Willington Avenue over Baker Brook	8	Moderate	6 / Satisfactory	\$35,000.00	< 20-years	\$750,000.00	SLBP	2035	1930
134009	Williamson Road over Crystal Lake Brook*	N/A	Urgent	2 / Critical	N/A	mediate Action Re	\$875,000.00	SLBP	2020	2020
134010	Conklin Road over Crystal Lake Brook	9	Moderate	6 / Satisfactory	\$15,000.00	< 20-years	\$900,000.00	SLBP	2035	1970
	Bartlett Hollow Road over Stream	6	Moderate	4 / Poor	\$40,000.00	< 10-years	\$200,000.00	SLBP	2025	unknown
	Cooper Lane over Stream	2	Urgent	3 / Serious	N/A	< 5-years	\$250,000.00	SLBP	2024	unknown
	Handel Road over McIntyre's Brook	5	Moderate	4 / Poor	N/A	< 10-years	\$250,000.00	SLBP	2025	unknown
	Rocky Dundee Road over Rockadundee Brook	10	Moderate	6 / Satisfactory	\$60,000.00	< 20-years	\$600,000.00	SLBP	2035	unknown
							\$6,425,000.00			

Stafford Bridges - Over 20 Feet										
Bridge Number	Locations	Priority	Condition Rating	Rehab Cost	Expected Service Life Remaining	Replace Cost (2020)**	Comments	Funding ***	Action Year ****	Constructi on Year
4438	Stonehouse Road over Roaring Brook	3	Urgent	3 / Serious	N/A	< 5-years	\$900,000.00	FLBP	2023	1958
4774	Colburn Road over Furnace Brook	7	Moderate	6 / Satisfactory	\$210,000.00	< 20-years	\$500,000.00	FLBP	2035	1961
4775	New city road over new City Brook	13	Good	7 / Good	N/A	> 20-years	\$1,200,000.00	FLBP	2040	2008
4776	Hydeville Road over Furnace Brook	1	Urgent	3 / Serious	N/A	< 5-years	\$1,100,000.00	FLBP	2025	1935
4777	Brook	8	Moderate	6 / Satisfactory	\$285,000.00	< 20-years	\$550,000.00	FLBP	2035	1957
4778	Leonard Road over Furnace Brook	N/A	Urgent	1 / Closed	N/A	N/A	\$2,585,000.00	LOTICIP	2021	1976
4779	Spring Street over Middle river	6	Moderate	6 / Satisfactory	\$110,000.00	< 20-years	\$1,500,000.00	FLBP	2035	1912
4780	Center Street over Middle River	5	Moderate	5 / Fair	\$150,000.00	< 15-years	\$1,500,000.00	FLBP	2030	1939
4781	West Street over Middle River	9	Moderate	6 / Satisfactory	\$335,000.00	< 20-years	\$750,000.00	FLBP	2035	1956
4782	Cooper Lane over Edson Brook	10	Moderate	6 / Satisfactory	\$50,000.00	< 20-years	\$1,100,000.00	FLBP	2035	1940
4783	South Road over Roaring Brook	4	Moderate	4 / Poor	\$110,000.00	< 10-years	\$1,000,000.00	FLBP	2025	1960
6025	Krol Road over Ellis Brook	11	Moderate	6 / Satisfactory	\$90,000.00	< 20-years	\$1,100,000.00	FLBP	2035	1991
6198	Whispering Pines Road over Stream	2	Urgent	3 / Serious	N/A	< 5-years	\$925,000.00	FLBP	2025	1975
	Pine Road over Crystal Lake Brook	12	Good	7 / Good	\$30,000.00	> 20-years	\$800,000.00	FLBP	2040	unknown
							\$15,510,000.00			

* Reconstructed Williamson Road over Crystal Lake Brook is 22-feet long. Now becomes a Federal Local Bridge to be inspected bi-annually by CTDOT.

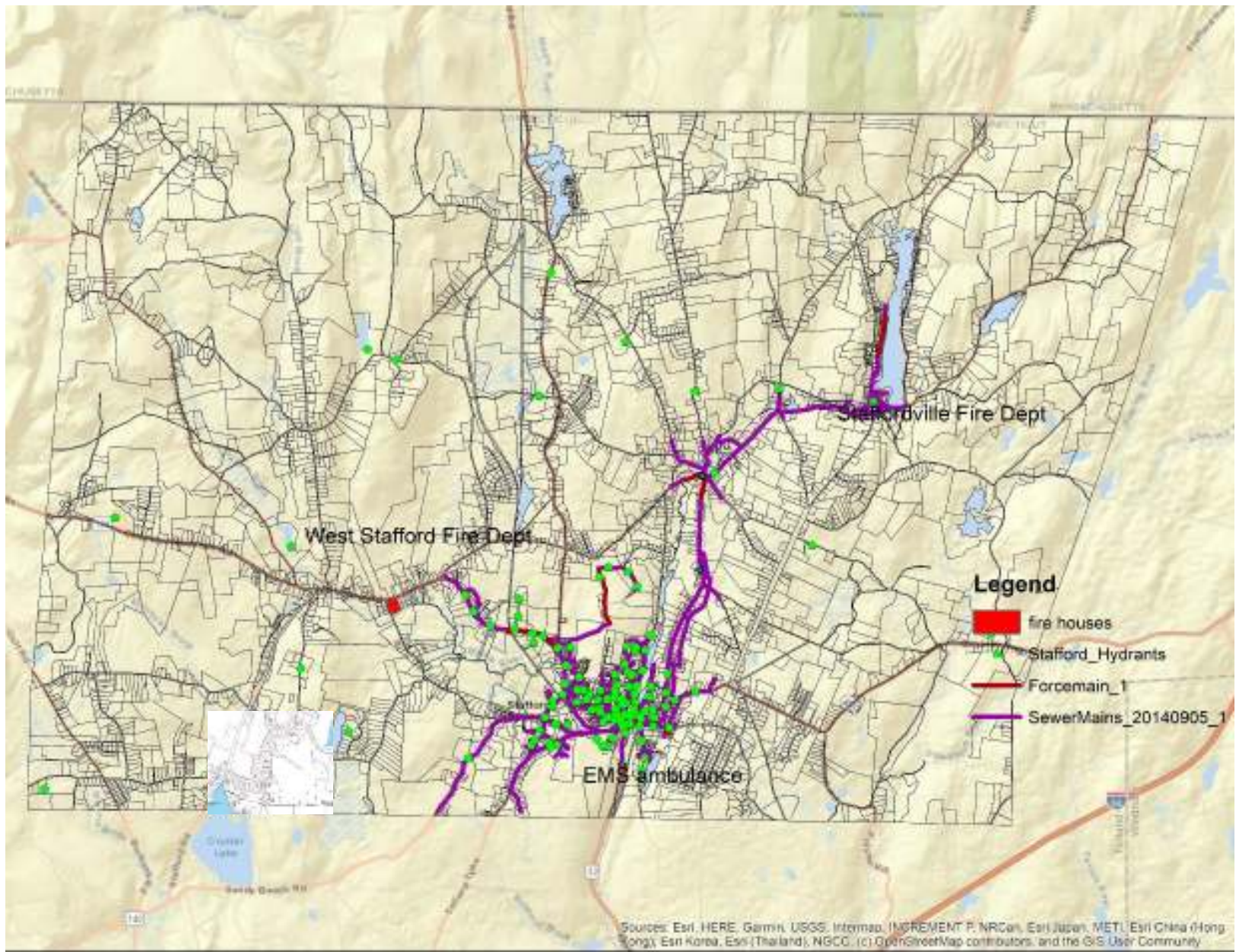
**Note: The above "Replace Cost" estimates are for construction only in 2020 dollars. They do not include engineering, rights-of-way, or utility work.

***NOTE: State Local Bridge Program (SLBP) funding is 50% State/50% Town, Federal Local Bridge Program (FLBP) funding is 80% State/2-% Town

****Note: Action years greater than 2025 are based on service life w/o rehab minus 5 years.

27: Bridges identified without bridge numbers have not been screened or inspected by CTDOT

Adjustable Constants	
Current Year:	2021
Estimated Annual Inflation (%):	2



TOWN OWNED PROPERTY

Transfer Station: The town should emphasize to its resident to recycle and conserve garbage. The price of transferring refuse from the residents is getting more and more expensive. Plans should be created to find new sources for the disposal of waste.

Emergency Services: Police Headquarters on Main Street are centrally located but lack enough parking spaces. The town should plan for a new police headquarters.

Stafford Ambulance Association. 27 Willington Ave. 3 ambulances. The town should support advancing the association to and ALS level.

West Stafford Fire 144 west Stafford Road. In 2020, the West Stafford Fire Department responded to 1019 calls for service. The calls were divided into approximately 65% EMS and 35% Fire/Rescue incidents. This equates to an average of 2.8 calls a day.

Stafford Fire Department #1 19 Colburn Road, Stafford Springs, Connecticut 06076, United States. There are 116 dry or wet fire hydrants in town.

Public Works: The salt domes on sawmill, the Highway Garage, and the transfer station should continue to be maintained.

Witt School: The property should be maintained so it does not fall into more disrepair. The town aims to transform the school into a vibrant community center with affordable housing. The first step of this effort has been the award of a \$650,000 Brownfields grant to clean the building of hazardous building materials and associated pollutants.

Staffordville School: The Senior Center should be moved here along with some town offices. Budget dollars should be allocated to replace the boiler and upgrade the air conditioning. Coordination with the parks department for their summer programming at the beach is important. More recreational programming should be created to use the gym/open space in the building. This building can also be used for evening meetings.

Borough school. This building has recently been returned to the town after efforts to develop it as housing for the blind failed. The town should seek alternative partners to use the developed plans to create affordable housing. Grants should be applied for to develop alternative reuse scenarios.

Family Services – This building should continue to be used as it is.

Senior Center: This structure is used for senior and community activities. It has room to house the Land Use, Fire Marshal, Health and DPW offices while continuing to use the larger space for meetings and public activities. Recreational programming should also take place here and be expanded in coordination with the Staffordville School.

Town Hall: Transfer the land use, grants and DPW to Community Center and abandon the third floor. Move the first selectman's office to land use area.

Old Transfer Station: Sellers Lane. This parcel should be developed for passive recreation, walking trails and possibly a dog park.

Parks: Hyde Park, Heritage Park, Olympic Fields, Dennis Pond, Kealy Field. Parks should continue to be maintained. Towns' people should be encouraged to use the parks and "adopt" them so that they are well used and kept up. Use open space funds to upgrade park equipment.

Animal Control: Maintain building

Town Library: Continue to maintain and support the goals of the library to educate the public.

Ambulance building: This Monson Road facility used by the police needs to be upgraded.

Old Town Hall: Primarily used for storage

Memorial Hall: Leased to VFW – Maintained by funds from the Annette Hyde Colton Fund. The building is to be used for "general meetings, social gatherings, entertainments and other public purposes". This building's uses should be promoted giving the town another facility for creative expression.

Stafford Historical Society: Maintained as a museum and depository for historical records. Wayfinding signs to the museum should be added to the walking tours map of Stafford. The hours of the museum should be extended.

Facilities Fully Maintained by the Town								
Building	Address	Building Valuation	Land Valuation	Total Valuation	ing Replacement	Year Built	Square Footage	Condition Rating
Resident Troopers Office	2 Main St.	\$128,750.00	\$21,560.00	\$112,770.00	\$189,610.00	2013/1900	2,154	5
Transfer Station	80 Upper Rd.	\$154,210.00	\$236,600.00	\$308,100.00	\$604,750.00	2014/1995	2,480	5
Stafford Public Library	10 Levinthal Run	\$2,116,660.00	\$144,830.00	\$2,304,120.00	\$3,023,800.00	2001	17,452	4
Hyde Park	Hyde Park Rd.	\$43,750.00	of Witt School	\$43,750.00	\$50,000.00	2006	750	4
Animal Control Building	80 Upper Rd.	\$97,300.00	Transfer Station	\$97,300.00	\$111,300.00	1995	1,020	4
Salt and Sand Domes-Upper Rd.	80 Upper Rd.	\$124,400.00	N/A	N/A	\$175,000.00	1995	8,199	4
Salt and Sand Domes-Sawmill Rd.	Sawmill Rd.	\$66,000.00	N/A	N/A	\$100,000.00	1995	5,278	4
Old Town Hall	221 East St.	\$78,820.00	\$22,190.00	\$101,010.00	\$112,600.00	1845	2,880	3
Kealy Field Batting Cage/Food Booth	305 East St.	\$77,000.00	\$37,240.00	\$132,370.00	\$110,000.00	2001/1980	3,600	3
Family Services	21 Hyde Park Rd.	\$118,230.00	\$281,960.00	\$404,390.00	\$168,900.00	1900	4,698	3
Memorial Hall	275 Orcuttville Rd.	\$208,040.00	\$32,060.00	\$246,960.00	\$297,200.00	1867	5,076	3
Stafford Historical Society	5 Spring St.	\$208,320.00	\$29,330.00	\$238,910.00	\$297,600.00	1900	4,385	3
Heritage Park Gazebo	1 Stafford St.	\$1,750.00	\$38,710.00	\$40,460.00	\$3,000.00	1990	150	3
Olympic Circle Gazebo	1 Olympic Circle	\$1,750.00	\$22,400.00	\$24,150.00	\$3,000.00	1990	150	3
Community Center	3 Buckley Highway	\$514,500.00	\$40,880.00	\$589,260.00	\$735,000.00	1930	14,692	2
Highway Garage	210 East St.	\$243,880.00	\$36,960.00	\$311,360.00	\$348,400.00	1955	18,668	2
Dennis Pond Building	5 Ice House Lane	\$15,470.00	\$42,700.00	\$58,940.00	\$22,100.00	1940	1,100	2
Town Hall	1 Main St.	\$549,430.00	\$22,470.00	\$579,250.00	\$784,900.00	1923	14,170	2
Olympic Field House	30 Olympic Ave.	\$28,140.00	\$7,490.00	\$35,980.00	\$40,200.00	1958	2,100	2
Witt School	20 Hyde Park Rd.	\$2,262,610.00	\$50,190.00	\$2,382,170.00	\$3,232,300.00	1939	44,498	1
Totals		\$7,039,010.00	\$1,138,690.00	\$9,470,470.00	\$10,409,660.00		153,500	Avg. 3

Facilities Partially Maintained by the Town								
WPCF	50 River Rd.	\$254,800.00	\$71,400.00	\$352,800.00	\$364,000.00	1971/2011	9,696	5
WPCF Pumping Station-Lakeshore	100 Lake Shore Blvd.	\$94,500.00	\$15,610.00	\$16,450.00	\$135,000.00	2014	250	5
WPCF Pumping Station-Orcuttville	256 Orcuttville Rd.	\$173,600.00	\$11,830.00	\$25,270.00	\$248,000.00	2014	250	5
West Stafford Fire Dept.	144 West Stafford Rd.	\$513,940.00	\$63,210.00	\$583,730.00	\$707,200.00	1995	12,974	4
Torrent Engine Co. #1	27 Willington Ave.	\$259,700.00	\$59,430.00	\$352,590.00	\$371,000.00	1992	6,000	4
Staffordville Fire Dept.		\$366,940.00			\$524,200.00	1976	7,950	3
WPCF Pumping Station-Rt. 190	50 West Stafford Rd.	\$173,600.00	\$31,780.00	\$35,630.00	\$248,000.00	1990	250	3
WPCF Pumping Station-Meadow	Meadow Lane	\$94,500.00	N/A	N/A	\$135,000.00	1977	250	3
Stafford Ambulance Building	11 Monson Rd.	\$56,560.00	\$35,140.00	\$98,560.00	\$80,800.00	1990	2,160	1
Totals		\$1,988,140.00			\$2,813,200.00		39,780	Avg. 3.6

Buildings 0 to 5 years old	1	2
Buildings 6 to 10 years old	1	1
Buildings 11 to 20 years old	7	6
Buildings 21 to 50 years old	14	2
Buildings 51 to 100 years old	7	7
Buildings over 100 years old	5	3

Stafford Town Roads



12/22/2021



STREETS AND PUBLIC WORKS

The town maintains over 90 miles of improved roads and 21 miles of unimproved Roads. In 2019 the town signed a contract with StreetLogix for software that allows us to analyze the quality of our paved roads and prepare budgets. The average “pavement condition index” level in towns should be 80 to be acceptable, Stafford’s current rating is 65 with a backlog of over \$26,000,000 worth of work in order to achieve the target PCI of 80. The town should continue to use the software for budgeting and strive to spend at least \$2,000,000 per year on street infrastructure.

DOT allocates funding for road maintenance to towns based on the miles of improved and unimproved roads the town maintains. Our funding in 2021 was almost \$400,000.

Local Capital Improvement Program (LoCIP). Projects are allocated to the town annually and may be carried over from year to year. The 2021 allocation for Stafford was \$106,297.00.

Federal dollars are also given to municipalities through

the LOTCIP Program administered by the Capital Region Council of Governments. 1.7 million dollars was awarded to the town from this fund to replace the Leonard Road Bridge. The Furnace Road rebuilding project is also funded and shovel ready.

DOT prepares a Statewide Transportation Improvement Program (STIP) annually that lists all highway and public transit projects proposed to be undertaken utilizing Federal Highway and Federal Transit Administration funding during a four-year period. The proposed modern roundabout at the Holt fountain and replacing the Culvert under East Street are part of this program.

The town should leverage any local money budgeted for street maintenance with state and federal allotments. The town should continue to invest in new equipment and technology to keep the Public Works Department running as efficiently as possible.

COMMERCIAL RELATED ISSUES

Stafford currently consists of several different types and levels of commercial development. The downtown area that once was the commercial center of town now features eclectic stores many of which are art and craft based. Along West Stafford Road are newer national chain stores, regional stores, and office complexes. Industrial uses can be found on Middle River Drive, and at the Industrial Park off Monson Road. Scattered throughout town are areas of small commercial development that generally provide services to local neighborhoods. Commercial development in each case should be encouraged that would meet the business needs of the community and be complementary with neighboring uses.

Zones created by the Planning and Zoning Commission were created along the roads of the town and followed the original development of the town's industrial, commercial and residential make up. Thus, we see old mills located in small industrial zones with local business and residential zones radiating out. Distances from streets and nearby

There still are areas for development and redevelopment in the town that should be promoted and marketed. Most of these areas are occupied by blighted or underutilized structures.

The town community is always asking for a second grocery store. The 2019 report from Dr. Donald Poland concluded that "the findings, while not in support of attracting an additional grocery store, are more positive than negative.

zones were used to determine the boundaries of zones. Today we see many commercial lots in town falling into two zones creating the ability to allow "any use allowed in either district shall be permitted on the lot; but in no case shall the uses allowed in one district but prohibited in the other be extended more than thirty (30) feet into the district prohibiting such uses." The planning and zoning commission should change this regulation so that zones follow lot lines.

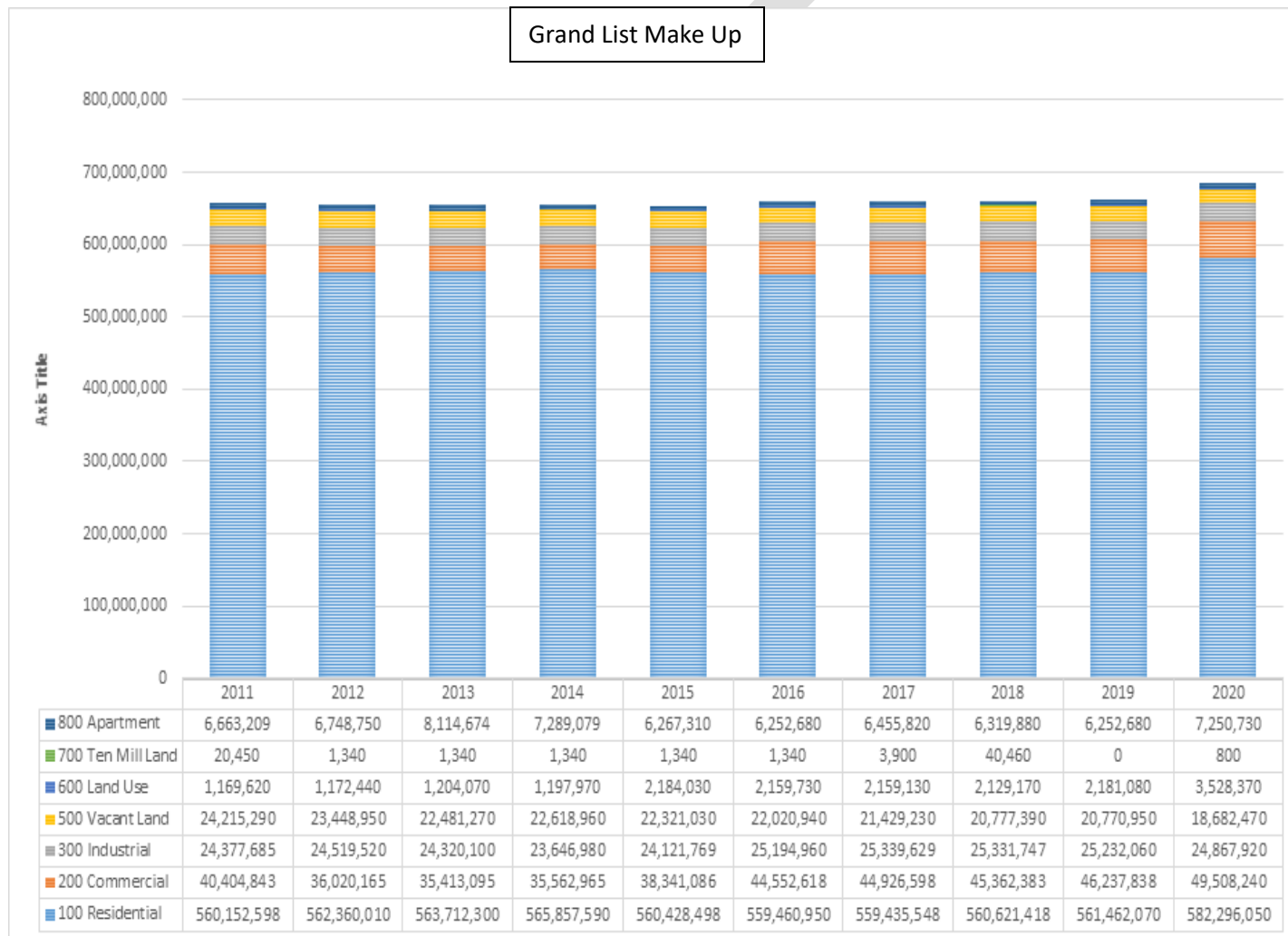
Stafford has seen a great deal of growth in the past 10 years. Cumberland Farms replaced an abandoned car dealership. Aubuchon Hardware and O'Reilly Auto Parts took over an underutilized bus warehouse. Tractor Supply replaced a blighted auto repair business, Dollar General replaced an aging bar in 2015, Fenton River Veterinary Hospital opened on an empty lot near the Big Y in 2021 as did Integrated Rehabilitation, Family Dollar opened in 2015, and the Big Y Gas Station opened in 2019. Stafford Veterinary Center has recently moved into the long-abandoned Baker's Furniture Store on West Main Street. You can see this change reflected in the grand list change over the past 10 years.

For example, Stafford's Zoning Regulations are not a barrier to retail (or other commercial) uses and development. In addition, Stafford (the town) as a market place (trade area) has positive demographic and socio-economic indicators that provide the community with the potential to retain and attract retailers and modest retail development. This is evidenced by recent retail development and approvals for additional retail and commercial development. Furthermore, Stafford's approximate population of 12,000 persons and nearly 5,000

households provide a critical mass that can support existing and some additional retail development.

The work-live zoning that permitted the conversion of the

B.P. Cooley building into a mixture of arts related businesses with small living spaces for residents is an example of the type of flexible redevelopment that should be encouraged.



ECONOMIC DEVELOPMENT

A mill use overlay zone should be created to enhance the marketability of these ageing buildings.

The town and community should continue to work with private and state groups such as EDC, CRCOG and the Main Street program to formulate plans and seek funding to improve the infrastructure of the town to further enhance the attractiveness and competitiveness of the town.

The 60,000 square foot cap on retain should be eliminated and replaced with a coverage ratio.

The town should concentrate their economic development plans on retaining and growing existing businesses.

The Town should investigate and promote areas where a rail siding would be appropriate

Support and promote complementary businesses to businesses such as the race track, the palace theatre, agriculture, and the campgrounds that make Stafford a destination town. This may include car racing businesses, agricultural businesses, entertainment, and the addition of a hotel.

Support, encourage and manage the continued growth of home-based business, but not to the detriment of the quality of life.

Stafford has a concentration of horse farms. It may be possible to capitalize upon this sector by establishing Stafford as an equestrian center.

Positives and Negatives of Economic Development	
Negatives	Positives
Low population Density	Sewer System
Lack of commercial property	Proximity to Highway Interchange
Low average income	Proximity to major Urban centers
Low traffic counts on major roads	Relatively inexpensive real estate
Low workforce education (21% BA or +)	Quick approval times from Land use office
Lack of Tax incentives	Tax rate
No public transportation	Proximity to UCONN
no town marketing plan	Rail Line
	Hospital



The **Central Business Zone** represents the historic commercial center of the Town of Stafford. It is surrounded by several mill buildings that are still in industrial use and high-density residential areas. At one time this center contained businesses that met all the commercial needs of Stafford residents. Any new development or redevelopment in this area should be required to conform to the historic character of this area. In most cases, the buildings in the Central Business Zone contain commercial spaces that can best be used for light retail, restaurants, historic uses, tourism related uses, professional offices, and services. The upper stories of these buildings contain apartments

TASKS	Leader	Partners
Promote renovating, rehabilitating, and reusing underutilized and blighted commercial structures.	EDC	P & Z
Establish a downtown business organization to promote commercial growth in the area.	EDC	
Continue and expand hosting events in the downtown area to attract business and create a vibrant community.	G & M	EDC
Investigate grants and opportunities to enhance the architectural uniqueness of downtown and to improve buildings' facades, paint color and signage.	G & M	
Create walking and bicycling paths that encourage the pedestrian use of the area and promote access to Hyde Park and the Middle River.	EDC	G & M
Create a comprehensive signage plan indicating parking areas and sites of interest.	EDC	G & M, DPW
Promote Pop Up uses and events in the small parks along Main Street.	G & M	EDC
Improve the town owned lot at the corner of Main and Church Street into a park as per the 2010 design.	DPW	G & M
Create more downtown parking areas.	DPW	BOS
Create a downtown Wi-Fi Hot spot.	BOS	
Extend the Central Business Zone up Furnace Avenue to include 72 Furnace Avenue	P & Z	DPW
Commercial uses in this zone should be limited to light retail, restaurants, art/antiques, historic uses, tourism, commercial recreation, offices, and services or repurposed for hospitality and mixed uses.	P & Z	EDC

Scattered throughout Town are areas of development that are currently zoned Local Business. The purpose of the **Local Business Zone** is to encourage developing small retail stores, restaurants, professional offices, and similar businesses that would provide services to local residents without generating a lot of traffic.

TASKS	Leader	Partners
Promote renovating, rehabilitating, and reusing underutilized and blighted commercial structures.	EDC	P & Z
Support interconnections between the industrial, residential, and commercial uses in this zone.	P & Z	
Support these neighborhoods as locally attractive areas with plantings and public amenities.	EDC	P & Z
Continue the zone further down west street to promote interactions and opportunities with the Stafford Motor Speedway	P & Z	
Entice the state and abutters to landscape the islands in the state right of way	P & Z	

The **Highway Business Zone** is located on both sides of Route 190 or West Stafford Road from the former Borough line to Cooper Lane with varying depths from the highway. In the area between the Central New England railroad tracks and Orcuttville Road, the Highway Business Zone extends northerly a considerable distance, to the rear of properties on Orcuttville Road. West of Orcuttville Road, the Zone extends two hundred feet deep from the highway.

TASKS	Leader	Partners
Promote renovating, rehabilitating, and reusing underutilized and blighted commercial structures.	EDC	P & Z
Require Sidewalks for all new development.	P & Z	
Expand the zone down Cooper Lane to its' intersection with Hopyard Road	P & Z	EDC
Entice the State and abutters to landscape the islands in the State right of way.	G & M	

In 2015 the **Highway Industrial Zone** was created by carving out of the HB zone the first two lots on Middle River Drive and the three lots bordered by the Middle River and the train tracks to the south

TASKS	Leader	Partners
Promote renovating, rehabilitating, and reusing underutilized and blighted commercial structures.	EDC	P & Z
Revisit the need for this zone and it's uses	P & Z	
Entice the State and abutters to landscape the islands in the State right of way.	EDC	P & Z

The **Industrial Zone** is concentrated in the village centers of Orcutt, Stafford, Staffordville, and Hydeville where industry has taken place for many years. There is also a new area of development from Orcutville Road north to Diamond Ledge Road between route 32 and the Middle River. A third large tract of land extends northeast from West Street almost to Cooper lane along the railroad tracks and the Middle River. There are also industrial zones along the watercourses in the old borough of Stafford Springs.

TASKS	Leader	Partners
Prepare and maintain list of vacant and underutilized industrial properties	EDC	
Market industrial sites as explained in Economic Development section	EDC	

The **Open Space Zone** is another restrictive zone that may be used as a land bank, or for recreational or educational purposes. Most of these properties are owned by the municipality. This zone should be reviewed to see if it is necessary.

TASKS	Leader	Partners
The need and criteria for inclusion in this zone should be studied	P & Z	
The name of this zone is confusing and should be changed	P & Z	

The **Water Management Zone** is a restrictive zone in wet, primarily undeveloped areas along watercourses and flood ways.

TASKS	Leader	Partners
Inland Wetland Regulations and Flood Plain regulations make the need for this zone obsolete	P & Z	
Some of these zones should become Industrial zone.	P & Z	

VILLAGES IN STAFFORD

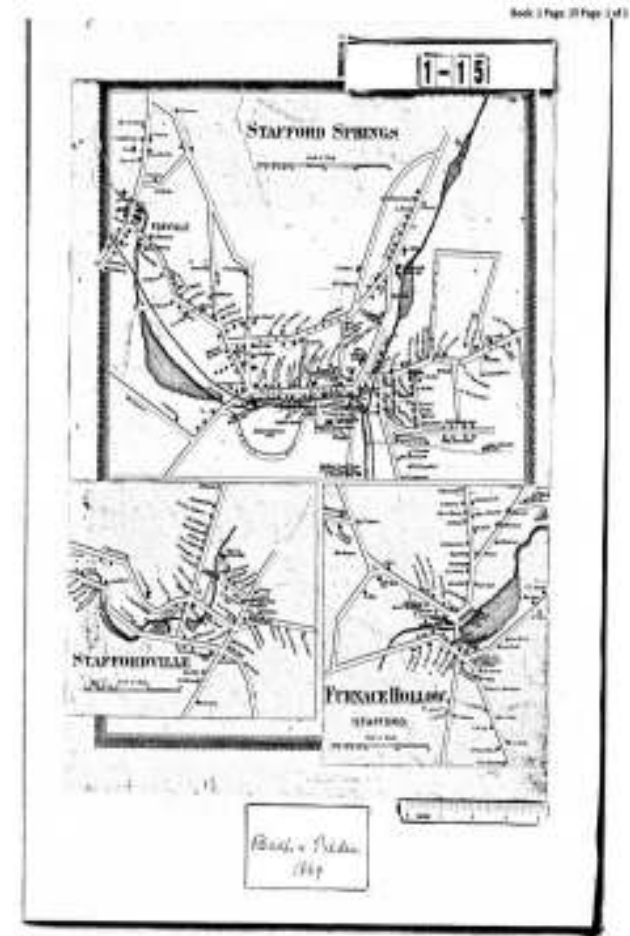
Stafford Hollow located at the intersection of state route 19 and 319 is a manufacturing location for TTM, home to the Mill pond general store and a post office. This is the site of the town's first town hall and Memorial Hall as well as the town's public works garage. An auto repair business is also here.

West Stafford near the intersection of routes 190 and 30 has a traffic a daily traffic count that exceeds 7,000 vehicles per day. It is home to Leonard's auto parts store and 2 small office complexes and Alpine Tree Service.

Hydeville on route 19 is home to the dilapidated Hydeville mill. The mill will need to be demolished. The owner of the property is deceased and back taxes are owed. The town should consider selling the property at a tax sale in order for it to be redeveloped. into housing, manufacturing, or retail. The lots is 2.99 acres in size. There is also an auto repair business and liquor store in the area.

Staffordville is home to another TTM plant, a post office and the decommissioned Staffordville School. The area also contains the town beach at the Staffordville Reservoir.

Stafford Springs: "Downtown" Stafford is the home of many shops and factories as well as much of the population.

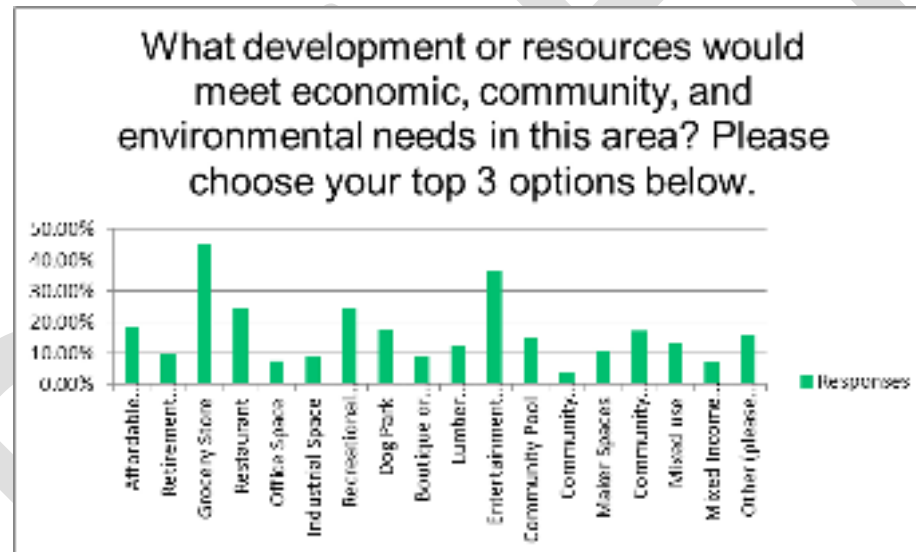




RETAIL DEVELOPMENT

The Planning and Zoning Commission in 1999 hired Dr. Donald Poland to present a market study of the feasibility of a new

grocery store in Stafford based on the perceived need as shown in a recent town wide poll answered by 330 people.



The report determined that another grocery store was not feasible based on low population density and low traffic counts, but his analysis resulted in positive findings for overall retail trade and food and drink. The analysis revealed that Stafford as a trade area for retail trade has a positive leakage factor of 17.9. This indicates opportunity for retail sales within Stafford that are now leaking out of the community. For example, the gap for food and drink in Stafford is even more positive, with a leakage factor of 45.3 and the potential for \$10,429,356 in food and drink sales in Stafford. Overall, these are positive findings and indicate that Stafford can support a greater number of retail stores and food and drink establishments. However, the greatest challenges for retail development that confront Stafford are low population density and low traffic counts within the town's commercial corridor (Route 190/32 west of the Center). Low population can only be overcome through new housing development and growth that may occur slowly over time. The same is true of traffic counts. As population growth occurs, as more businesses develop and create more jobs and trips to those businesses, traffic counts will increase over time. The town should expend its economic development time on expanding and retaining the current retail base.



TOWN CHARACTER

The character of the town as found by Tapestry Segmentation an ESRI product is explained below. It found that the top three population segments in Stafford are Green Acres (55.2% of households), Front Porches (26.4%), and Parks and Rec (18.3%).

The poll agrees with the tapestry analysis and other market related reviews by the study that Stafford is ripe for an expansion of dining, entertainment and retail catering to the groups mentioned below.

The **Green Acres** lifestyle features country living and self-reliance. They are avid do-it-yourselfers, maintaining and remodeling their homes, with all the necessary power tools to accomplish the jobs. Gardening, especially growing vegetables, is also a priority, again with the right tools, tillers, tractors, and riding mowers. Outdoor living also features a variety of sports: hunting and fishing, motorcycling, hiking and camping, and even golf. Self-described conservatives, residents of Green Acres remain pessimistic about the near future yet are heavily invested in it.

Purchasing choices reflect Green Acres' residents' country life, including a variety of vehicles from trucks and SUVs to ATVs and motorcycles, preferably late model. • Homeowners favor DIY home improvement projects and gardening. • Media of choice are provided by satellite service, radio, and television, also with an emphasis on country and home and garden. • Green Acres residents pursue physical fitness vigorously, from working out on home exercise equipment to playing a variety of sports. • Residents are active in their communities and a variety of social organizations, from charitable to veterans' clubs

Front Porches blends household types, with more young families with children or single households than average. This group is also more diverse than the US. More than half of householders are renters, and many of the homes are older town homes or duplexes. Friends and family are central to Front Porches residents and help to influence household buying decisions. Households tend to own just one vehicle but used only when needed. Income and net worth of these residents are well below the US average.

Go online for gaming, watching movies, employment searches, and posting pics on social media. • Prefer cellphones over landlines, and use their mobile devices for entertainment such as streaming movies and music. • Drink energy and sports drinks. • Participate in leisure activities including sports, playing board games and video games. • Watch Comedy Central, Nickelodeon, and PBS Kids Sprout

Parks and Rec - These practical suburbanites have achieved the dream of home ownership. They have purchased homes that are within their means. Their homes are older, and town homes and duplexes are not uncommon. Many of these families are two-income married couples approaching retirement age; they are comfortable in their jobs and their homes, budget wisely, but do not plan on retiring anytime soon or moving. Neighborhoods are well established, as are the amenities and programs that supported their now independent children through school and college. The appeal of these kid-friendly neighborhoods is now attracting a new generation of young couples.

Cost and practicality come first when purchasing a vehicle; Parks and Rec residents are more likely to buy SUVs or trucks over compact or subcompact vehicles. • Budget-conscious consumers stock up on staples at warehouse clubs. • Pass time at home watching documentaries on Animal Planet, Discovery, or History channels. For an outing, they choose to dine out at family-style restaurants and attend movies. Between trips to the casinos, they gamble on lottery tickets and practice their blackjack and poker skills online. • Convenience is important in the kitchen; they regularly use frozen or packaged main course meals. Ground coffee is preferred over coffee beans. • Residents here take advantage of local parks and recreational activities. Their exercise routine is a balance of home-based exercise; a session at their local community gym; or a quick jog, swim, or run

These profiles support the residents’ own feelings when asked in a survey monkey poll in 2020 to rank their favorite things about Stafford.

Your Favorite Thing About Stafford?		
Answer Choices	Responses	
Small town feel	44.24%	146
Rural landscape/Natural Resources	26.36%	87
Close proximity to work	1.82%	6
Family	5.45%	18
Open Space	3.64%	12
Low Crime	3.33%	11
Strong sense of community	10.61%	35
Other (please specify)	4.55%	15
	Answered	330
	Skipped	3

These profiles also confirm why new merchants such as Tractor Supply, O’Reilly’s Auto Parts, Dollar Tree and Dollar General chose to open in Stafford and why Cumberland Farms and Aubuchon Hardware have expanded. Marketing the town to retail trade that services our tapestry segments will benefit both the merchants and the population.

RESIDENTIAL ZONES

There are 5 Residential zones in Stafford. 3 of these zones; A, B, and C are in the densest part of Town and located in the former borough of Stafford Springs. Radiating out from these districts are the more rural zones, AA and AAA. The Bulk area requirements of the zones and the zoning maps are shown on the following pages. Multifamily housing is only allowed in the B and C zones. Single family homes may be built in the WM zone by special permit.

Single family homes in the AA and AAA may have in-law apartments. There is no minimum house size.

The zoning regulations allow for 55+ housing developments in buildings containing up to four living units clustered on lots of at least 5 acres. At least 35% of the developed land must remain “open space”.

Primary uses and accessory uses are regulated.

One Family Dwelling Lot Occupancy rates				
lots greater than:	occupied	vacant	total	% vacant
1 acre	2005	275	2280	12.06%
2 acres	1209	212	1421	14.92%
3 acres	732	145	877	16.53%
5 acres	423	107	530	20.19%
10 acres	212	68	280	24.29%
less than 1	1492	131	1623	8.07%
total	6073	938	7011	13.38%

Housing Stock	Town	County	State
Total Units	5308	59099	1507711
% single family	73.60%	69.20%	59.20%
Median Price	\$189,600	\$247,500	\$270,100
built pr 1950	38.20%	17.90%	29.30%
owner occupied	3399	39710	906798
as % Total Dwellings	72.50%	72.40%	66.60%
From CERC Town Profile 2019			

DIMNSIONAL STANDARDS FOR RESIDENTIAL DISTRICTS

Minimum Dimensions	AAA	AA	AA*	A	B****	C****	WM
Lot area – square feet	88,000	44,000***	30,000	15,000	40,000	44,000	88,000
Lot frontage – feet	200	175	150	100	250	100	200
Lot depth – feet	250	200	175	120	150	150	250
Front yard – feet	50	40	50	25	50	15	50
Side yard - feet							
Main building	30	20	20	20	30	10	30
Accessory building** (Effective November 15, 2003)	30	20	20	12	30	10	30
Parking area	10	5	5	2	5	5	10
Rear yard – feet							
Main building	50	35	35	35	50	25	50
Accessory building** (Effective November 15, 2003)	50	35	35	35	50	25	50
Parking area	10	5	5	2	5	5	10
Maximum height							
Main building – stories	2½	2½	2½	2½	2½	3	2½
Main building – feet	30	30	30	30	35	35	30
Accessory building – stories** (Effective November 15, 2003)	30	30	30	30	35	35	30
Lot area/dwelling unit							
Square feet	88,000	30,000	30,000	15,000	11,000	7,330	88,000
Lot coverage – all buildings							
Percentage	10	15	20	20	20	20	10

* Denotes AA District within the former Borough of Stafford Springs.

** Accessory buildings that are not more than two hundred (200) square feet in size and not more than twelve (12) feet in height shall comply with Section 3.17.

*** Minimum of 30,000 square feet needed per unit for two-family (2) dwelling.

**** Multi-family dwellings shall not exceed four (4) units/acre in Zone B and six (6) units/acre in Zone C.

ZONING

One of the clear purposes of the current Zoning Regulations is encouraging development in a residential corridor running northerly from the downtown area by designating it as the AA Zone. This zone allows development on one acre lots and has the least restrictive development requirements. The AA zone extends roughly from the Ellington town line bordered by Willington Ave to the west and Stafford Street Extension to the east north between Monson Road and Stafford Street north to Diamond Ledge and Sunset Ridge. It also incorporates the Staffordville Reservoir, Crystal Lake and Stateline Pond neighborhoods. There are also pockets along Cooper Lane, Route 190 and Tolland Ave.

AA zoning is not appropriate for the lake districts where lot sizes tend to be only 50 feet wide. The town should rezone these areas so that citizens do not need variances to use their properties as they were historically laid out.

The AA Zone should be extended into adjacent areas to further continue development. The area between Sunset Ridge and Old Monson Road, and between Old Monson Road and Leonard Road, as far as the Hillcrest Drive subdivision should be changed to AA Zone. This zoning is consistent with existing housing in the area and encourages additional development in an area that is close to several roads and sewers.

There are pockets of AA zoning in areas that are not particularly appropriate for concentrated residential growth. For example, there is an area of AA Zone that is northerly of the West Stafford School that is surrounded by state forest and adjacent to the Diamond Ledge Brook. This area should be rezoned as an AAA Zone.

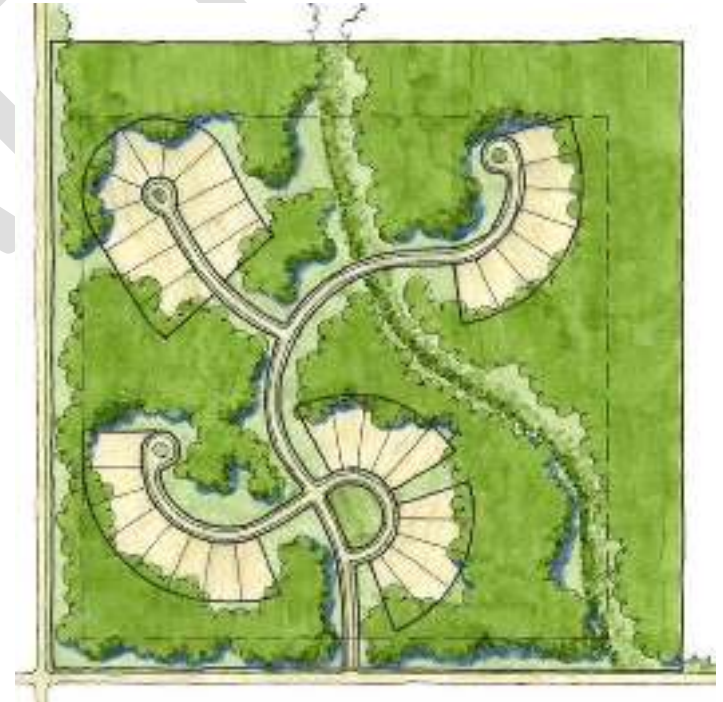
The area along East Main Street and north of Westford Avenue and also lower Grant Avenue and East Street consists mainly of large single-family residences and older wooden multi-family residences. The area is zoned C allowing multifamily residences on a minimum parcel size of 2 acres. The town should relax the minimum parcel size since few lots can meet this threshold. These large structures may then be converted into multifamily dwellings expanding affordable housing in the downtown area and allowing seniors to age in their homes with the help of rental income. However, the zoning regulations should require that facades of homes not be altered, and that any renovations are in accordance with the existing architectural style of the structure.

The area between Highland Terrace and Route 32 is zoned as Zone B that allows multi-family uses. The zoning of this area should be changed so as to allow for conversions of these large structures for 2 family use.

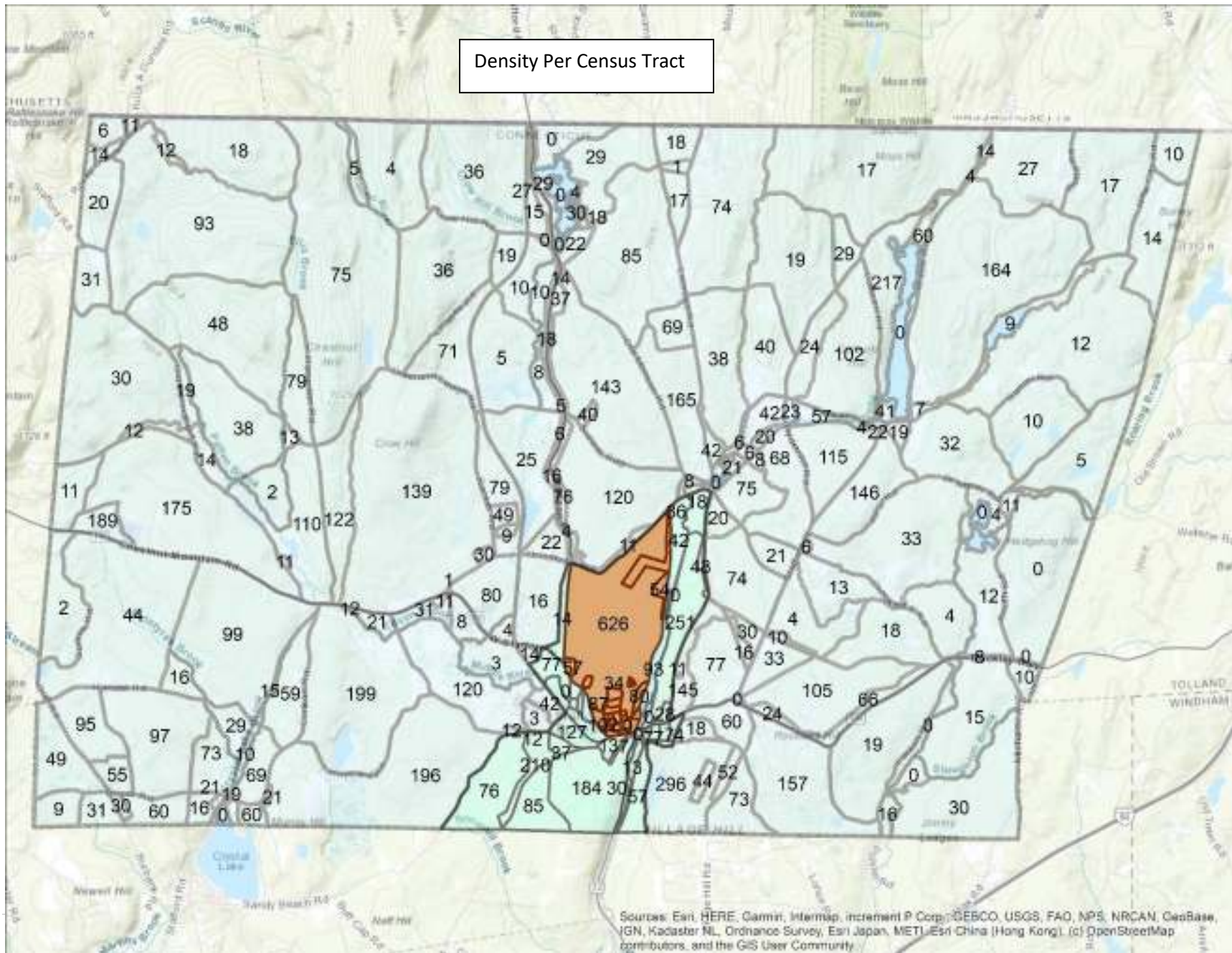
Zone C should be extended to the area between the Middle River and Park Street and south of Park Street. This will allow development of newer multi-family housing in an area that is adjacent to older properties and that has access to public sewers and public water.

Cluster housing, pocket neighborhoods, and/or an agricultural overlay zone should be allowed in the AA and AAA zones to save

farmland from being over developed based on the underlying zone. 35% of the land should be required to be open space. The town should investigate allowing accessory dwelling units either in an existing structure or in an accessory building on appropriately sized lots to increase affordable housing and to allow seniors added income and support to be able to “age” in their primary dwelling. Sustainable building practices should be rewarded.



Density Per Census Tract



Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), (c) OpenStreetMap contributors, and the GIS User Community

Stafford Fiscal Indicators 2017-2018

Stafford operates under a 3 Selectman form of Government and does not have a Charter. The Legislative body is the Town Meeting.

Municipal Revenue	
Total Revenue	\$43,257,962
Property Tax Revenue	\$26,553,111
<i>per capita</i>	\$2,227
<i>per capita, as % of state av</i>	74%
Intergovernmental Revenue	\$15,135,353
Revenue to Expenditure Ratio	100%
Municipal Expenditure	
Total Expenditure	\$43,368,479
Educational	\$31,619,806
Other	\$11,748,673
Grand List	
Equalized Net Grand List	\$1,189,185,893
<i>per capita</i>	\$100,066
<i>per capita, as % of state av.</i>	65%
Comm./Indust. Share of Net Grand List	9%
Actual Mill Rate	33.93
Equalized Mill Rate	22.25
Municipal Debt	
Moody's Rating	A1
Total Indebtness	\$33,178,442
<i>per capita</i>	\$2,792
<i>per capita, as % of state av</i>	108%
<i>as percent of expenditures</i>	76%
Annual Debt Service	\$1,866,867
<i>as % of expenditures</i>	4%

Key Employers
Johnson Memorial Hospital
TTM Technologies, Inc.
3M Company
Althena Health
American Sleeve Bearings
Warren Mills

COMBINED TOP 10 TAXPAYERS 2022	
CONN LIGHT+POWER	\$16,622,720
CONN WATER CO	\$7,516,080
TTM PRINTED CIRCUIT GROUP LLC	\$6,869,400
BIG Y FOODS INC	\$5,957,960
ATHENA STAFFORD SPRINGS LANDLORD LLC	\$5,851,440
PISCIOTTA WAYNE & JEAN LLC	\$4,682,440
AMERICAN WOOLEN COMPANY INC	\$3,455,830
ASPLUNDH TREE EXPERT LLC	\$2,556,840
3M WATER PURIFICATION INC	\$2,166,040
STAFFORD SPRINGS RETAIL LLC	\$2,000,180
TOTAL	\$57,678,930

STAFFORD'S COMPATABILITY WITH THE REGIONAL AND STATE POCD

The plan considered and addressed the following Goals for a Sustainable Capital Region matrix in their POCD:

Natural Resources Conservation – The plan promotes the protection of natural resources through promoting ecologically sound land use principals that protect air water and soil quality while also allowing for growth in harmony with natural resources.

Watersheds & Water Quality – The plan protects water quality by promoting low impact storm water management, active management of the sewer system, and the reduction of water pollution.

Open Space & Farmland Protection – The plan promotes agriculture and the protection of open space.

Climate Change – Storm water maintenance and enhancements are recommended to reduce flooding hazards from increased levels of precipitation. The plan reduces the need for carbon-based fuel.

Food Systems – the plan addresses food needs in food desert areas and promotes agriculture.

Land Use & Zoning – The plan proposes changes to address land use patterns that will promote the economic and residential needs of the community.

Public water and Sewer Service – Public water and sewer issues are discussed in the plan to ensure a healthy supply of water and reduce environmental impacts of sewage disposal

Transportation – The plan recommends continued maintenance and upgrades of the town's road system. The creation of a rail interconnection could entice new commercial development. Non-motorized transportation is promoted.

Housing – The plan encourages housing and neighborhoods that are affordable and sustainable for all socioeconomic groups.

Economic Development – The plan strives to support and improve the economic vitality of the town through promoting creative land use practices.

The plan considered the state Plan of Conservation and Development. We note that the plan considered and found no inconsistencies with the following growth principals:

GROWTH MANAGEMENT PRINCIPLE #1 Redevelop and Revitalize Regional Centers and Areas with Existing or Currently Planned Physical Infrastructure.

GROWTH MANAGEMENT PRINCIPLE #2 Expand Housing Opportunities and Design Choices to Accommodate a Variety of Household Types and Needs.

GROWTH MANAGEMENT PRINCIPLE #3 Concentrate Development Around Transportation Nodes and Along Major Transportation Corridors to Support the Viability of Transportation Options

GROWTH MANAGEMENT PRINCIPLE #4 Conserve and Restore the Natural Environment, Cultural and Historical Resources, and Traditional Rural Lands

GROWTH MANAGEMENT PRINCIPLE #5 Protect and Ensure the Integrity of Environmental Assets Critical to Public Health and Safety

GROWTH MANAGEMENT PRINCIPLE #6 Promote Integrated Planning across all Levels of Government to Address Issues on a Statewide, Regional, and Local Basis