

# **Tolland Plan of Conservation and Development**

## **June 2019**

---

**Supporting / Background Documents**

## **Section A: Goman + York Presentations**

Infrastructure & Community Facilities, April 2019 – **PAGE 4**  
A Commercial & Economic Development Strategy, February 2019 – **PAGE 29**  
A Vision for Tolland, February 2019 – **PAGE 40**  
Conservation, Character & Vision, January 2019 – **PAGE 47**  
Commercial & Economic Development, January 2019 – **PAGE 61**  
Tolland Economic Development, October 2018 – **PAGE 78**  
Tolland Village Area, October 2018 – **PAGE 115**  
Public Engagement Meeting, June 2018 – **PAGE 142**

## **Section B: Goman + York Reports**

Housing and Residential Development, 2019 – **PAGE 165**  
The Work of Economic Development, 2018 – **PAGE 190**  
The Practice of Economic Development, 2018 – **PAGE 199**  
Special Permit & Site Plan Criterion, July 2018 – **PAGE 207**  
A Discussion of Zoning and Use, July 2018 – **PAGE 210**  
Tolland Village Area Focus Group, July 2018 – **PAGE 213**

## **Section C: Surveys and Input**

Town of Tolland Connecticut, Resident Survey, December 2018, Greatblue – **PAGE 218**  
Telephone Survey Results by Age, January 2019, prepared by Staff – **PAGE 254**  
Question 10 from Town Manager Stakeholder Survey, 2019 – **PAGE 287**  
Community Engagement Notes (summary of June 2018 public workshop), June 2018 – **PAGE 294**  
Community Facilities Interview Questions (Town Manager, Resident Trooper, Public Works, Superintendent of Schools, Public Safety, Parks & Recreation) – **PAGE 299**  
Input forms from: Conservation Commission, Economic Development Commission, Tolland Water Commission, Board of Education, Water Pollution Control Authority, Recreation Advisory Board, Inland Wetlands Commission, Tolland Green Historic District Commission, a Town Council member, Agriculture Commission – **PAGE 332**  
Initial Scoping Survey, April 2018, prepared by Staff – **PAGE 356**

## **Section D: Data, Analyses and Staff Reports**

Natural Resources / Open Space, February 2019 – **PAGE 438**  
Historic, Archeological and Cultural Resources / Agriculture, January 2019 – **PAGE 443**  
Tolland Conditions & Trends, March 2018, prepared by Staff – **PAGE 445**  
Tolland Population Projects and Migration Analysis, Planimetrics, Inc. – **PAGE 503**

## **Section A: Goman + York Presentations**

Infrastructure & Community Facilities, April 2019 – **PAGE 4**

A Commercial & Economic Development Strategy, February 2019 – **PAGE 29**

A Vision for Tolland, February 2019 – **PAGE 40**

Conservation, Character & Vision, January 2019 – **PAGE 47**

Commercial & Economic Development, January 2019 – **PAGE 61**

Tolland Economic Development, October 2018 – **PAGE 78**

Tolland Village Area, October 2018 – **PAGE 115**

Public Engagement Meeting, June 2018 – **PAGE 142**



**Tolland Plan of C & D**  
**Infrastructure & Community Facilities**

April 2019



# Existing Plan Recommendations

## **Plan for and Coordinate Community Facilities Needs**

- Incorporate sustainability into Town practices?
- Consider adopting a Community Facilities Plan?
- Inventory state and town owned surplus properties to determine potential uses?
- Determine needs at Town Hall?
- Determine an approach for meeting animal control needs?
- Implement an electronic waste disposal program?
- Explore providing a “swap” and composting at the Transfer Station?
- Determine an appropriate location for DPW?

# Existing Plan Recommendations

## **Plan for and Coordinate Community Facilities Needs**

- Incorporate sustainability into Town practices?
- Consider adopting a Community Facilities Plan?
- Inventory state and town owned surplus properties to determine potential uses?
- Determine needs at Town Hall?
- Determine an approach for meeting animal control needs?
- Implement an electronic waste disposal program?
- Explore providing a “swap” and composting at the Transfer Station?
- Determine an appropriate location for DPW?

# Existing Plan Recommendations

## **Education Needs**

- Continue to monitor enrollment at each school and make space adjustments as needed?
- Explore options to consolidate BOE administrative staff in one building?

## **Public Safety**

- Investigate co-locating fire headquarters, EOC, Training Center with DPW at one site?
- Undertake upgrades of other fire stations?
- Provide the Resident Trooper with adequate space, preferably on the Town Green?
- Require cisterns for fire protection to be installed for new developments that do not have access to public water?
- Find space in an existing building for storage of emergency supplies or incorporate into plans for a new public safety complex?

# Existing Plan Recommendations

## **Community Amenities**

- Consider adopting a timeline for the expansion of the library?
- Determine an approach to address recreational field capacity issues?
- Address other recreation facilities needs?
- Continue to build more pathways?
- Plan for amenities for a growing senior population?

# Existing Plan Recommendations

## **Address Roadway Needs**

- Ensure that road improvements, upgrades, and expansions consider the needs of all users including bicyclists and pedestrians?
- On major collector roads, address capacity and access management?
- When the Route 195 Corridor Study is complete, evaluate the recommendations?
- Ensure improvements to state roads respect Tolland's character and overall community goals?
- On minor collectors and local roads, continue to fund and maintain the roads?

# Existing Plan Recommendations

## **Promote Transit Options**

- Advocate for public transit service to Hartford and UCONN. Work with CRCOG to include transit options for Tolland in the Regional Transportation Plan?
- Determine the highest priority gaps in current paratransit service?
- Work regionally to fill identified paratransit gaps?

## **Promote Walking and Biking as Viable Modes of Transportation**

- Continue to maintain the Town's sidewalks and pathways and build more as needed?
- Refer to the Pedestrian and Bicycle Plans during the development review process and implement the objectives when undertaking road work and share the maps with ConnDOT?
- Encourage existing businesses and local and state government facilities to provide bicycle infrastructure, such as bike racks and require them for new uses?
- Ensure that the site layout of new development is pedestrian-friendly?

# Existing Plan Recommendations

## **Limit Sewer Expansions**

- Ensure that sewer expansions are limited and consistent with this POCD?
- Ensure that if sewer extensions occur, they do not encourage undesirable growth; consider a sewer allocation program.?
- Coordinate with Vernon to ensure that economic development goals can be accommodated?

## **Address Other Utility Needs**

- Extend water service as needed to meet development goals?
- Ensure that proposals to interconnect water services with CT Water Company are in the best interest of the Town?
- Continue to maintain current drainage infrastructure and implement LID measures?
- Keep CL&P apprised of future development potential?
- Seek solutions to address wireless coverage gaps?

# Moving Forward Infrastructure & Community Facilities



# Infrastructure & Community Facilities

## What is Infrastructure and Community Facilities

In the simplest terms, infrastructure and communities facilities are the systems developed and maintained by local government (and public utilities) to provide for and meet the basic needs of the community. They include, but are not limited to:

- ***Transportation Infrastructure:*** Roads, Sidewalks, Commuter Lots, Bus Stops/Shelters, Bike Lanes/Trails, parking, etc.
- ***Utilities:*** Water, Sewer, Electricity, Natural Gas, Communications, etc.
- ***Public Buildings:*** Town Hall, Community Center, Library, Public Safety, Schools, etc.
- ***Public Facilities:*** Parks, Open Space, Conservation Areas, Trails, etc.

# Transportations & Mobility

## What is Transportation?

- The infrastructures that facilitate movements of people and goods between locations.
- Historically, in the context of moving people, has focused on commuting—moving people between home and work.
- **What is Mobility:** The need to shift the focus from commuting to movement—moving people for multiple reasons, between many locations, and through multiple modes of transportation.

How do we best serve mobility?

- Movement for work, leisure, personal needs, and recreation.
- Automobiles, buses, bikes, walking, etc.

# Road Classification

- The classification of roads is important to matching the design and utilization of roads to their location, adjacent land uses, and functions.
- Roads are typically classified based on their:
  - Function (through traffic versus access)
  - Major land use (commercial versus residential)
  - Traffic volumes (capacity)
  - Location (spatial context)
- Road Classification include:
  - Limited Access
  - Arterial
  - Major Collector
  - Minor Collector
  - Local (Neighborhood & Residential)
  - Private

# Road Classification

- An Arterial Road is a road primarily intended to carry regional and local traffic and serves major activity centers—especially commercial development and high-density residential development. Tolland's arterials roads include:
  - Route 30
  - Route 31
  - Route 74
  - Route 195
- Direct access to arterials should be restricted, requiring shared driveways, interconnected parking lots, and similar measures to reduce curb cuts and maximize the movement of through traffic. Acceleration, deceleration, and turning lanes should be required, whenever feasible, at access points to facilitate the efficient flow of traffic.
- A Collector Road (major & minor) is intended to serve business areas and/or distribute traffic between arterial roads and neighborhoods. Collector roads can provide both direct and indirect access to adjacent land uses but access management measures should be encouraged in commercial and industrial areas.

# Road Classification

- A Local Road (neighborhood & residential) is a road primarily intended to provide direct access to abutting properties and not serve major through traffic.

## **Road Considerations:**

- Matching the width, surface, geometry, and alignment of the road to anticipated traffic needs (access, volume, and speed) creates an efficient circulation system.
- Roads that are generally straight, flat, and overly wide encourage speeding, require excessive clearing and grading, and can potentially detract from the rural-suburban character of Tolland.
- Roads are a significant source of stormwater and non-point source pollution that must be dealt with under the National Pollutant Discharge Elimination System (NPDES) Phase II guidelines.
  - Reducing pavement widths on collectors and local roads, the volume of stormwater runoff generated by new development can be reduced.

# Parking and Parking Standards

- Zoning parking standards have traditionally been used to ensure that each use has sufficient parking to meet its own needs without impairing traffic, public safety, or the use of adjacent land.
- Changes in the way we engage in work (greater flexibility as to place and time of work) and life, have resulted in parking requirements created in years past, that are excessive today (the flattening peak-time parking demand).
- Excessive parking requirements drives up development costs, consumes land, creates environmental impacts, and detract from the aesthetic appeal of a community.
- **Recommendations:**
  - Examine the parking ratios for each use in the Zoning Regulation and reduce where possible,
  - Continue to promote shared parking and allow as an as-of-right approval.
  - Allow parking reductions when alternative modes are provided for (walking, bikes, bus, ride-sharing, and ride-hailing, etc.).
  - Require sidewalks and/or cycling trails in the Route 195 corridor.

# Public Building – Schools

## **Trends to consider:**

- Declining Enrollment – assume it will continue or remain flat for the duration of this plan.
- Decreased State Funding – assume this will also continue for the duration of this plan.
- Need for Diversity, School Safety, and Funding Mechanisms
  - Shift the focus of school improvement from being an ‘expenditure’ to being an ‘investment’ in Tolland.
    - Such investments are linked to the attractiveness of the community and the value of homes.
    - School quality drives home value—important for a community that is overwhelmingly single-family-detached housing and owner-occupied.
  - Multi-family housing can have a positive effect Tolland—can lessen the burden on single-family real property taxes.
    - Young professionals, empty-nesters, etc. can live/work in the area and keep Tolland attractive, competitive, and vibrant.

# Public Building – Schools

## **Trends to consider:**

- The crumbling foundation at Birch Grove School (and the fire house) need to be addressed and planned their repair planned for.
- Education building and field use?
- Declining enrollments are not enough to significantly reduce needs or costs.
- Are their potentials for regionalization or increased enrollment into LEAP or Business academy.
- The challenge of competing with Magnet and Charter schools.



# Recommendations Infrastructure & Community Facilities

# Existing Plan Recommendations

## **Plan for and Coordinate Community Facilities Needs**

- Incorporate sustainability into Town practices
- Consider adopting a Community Facilities Plan
- Continue the inventory of state and town owned surplus properties to determine potential uses.
- Continue the inventory of open space and conservation land and the development of an maintenance strategies.
- Invest in the amenities of place—those facilities and infrastructures to contribute to quality of life, sense of place, and community character.
- Create a town-wide community facilities plan.

# Existing Plan Recommendations

## **Education Needs**

- Continue to monitor enrollments
- Address the crumbling foundation at Birch Grove School.
- Support improvements to the Tolland Public Schools as investments in the community and as means of supporting the value of housing.

## **Public Safety**

- Evaluate public safety facilities as part of town-wide communities facilities plan.

# Existing Plan Recommendations

## **Community Amenities**

- Support improvements to the library as investment in the community.
- Evaluate the recreational field needs and capacity as part of a town-wide communities facilities plan.
- Continue to create more pathways—walking and biking trails.
- Provide sidewalks in suitable areas, including the Route 195 Corridor
- Assess and plan for the needs and amenities for a growing senior population as part of a town-wide community facilities plan.

# Existing Plan Recommendations

## **Address Roadway Needs**

- Ensure that road improvements, upgrades, and expansions consider the needs of all users including bicyclists and pedestrians.
- Continue to promote and require access management measures.
- Continue to ensure improvements to state roads respect Tolland's character and overall community goals.
- Continue to fund and fund and maintain local roads—when bond interest rates are low, fund an aggressive resurfacing program.

# Existing Plan Recommendations

## **Promote Transit Options**

- Continue to support the Hartford-UCONN bus service.
- As part of plans for the needs of seniors, evaluate the needs and gaps in current paratransit service.
- Work regionally to fill identified paratransit gaps.

## **Promote Walking and Biking as Viable Modes of Transportation**

- Continue to maintain the Town's sidewalks and pathways and build more as needed.
- Refer to the Pedestrian and Bicycle Plans during the development review process and implement the objectives when undertaking road work and share the maps with ConnDOT?
- Encourage existing businesses and government facilities to provide bicycle infrastructure, such as bike racks and require them for new uses.
- Ensure that the site layout of new development is pedestrian-friendly

# Existing Plan Recommendations

## **Limit Sewer Expansions**

- Limit sewer expansions to commercial and industrial areas and only allow sewer expansion in residential area when public health and safety require such expansion.
- Consider the establishment of sewer allocation program and the creation of a sewer avoidance area.

## **Address Other Utility Needs**

- Extend water service to meet the needs of commercial, industrial, multi-family, and mixed-use development.
- Continue to maintain current drainage infrastructure and implement LID measures—this includes implementation and compliance with MS4.



# Tolland POCD Infrastructure & Community Facilities



# GOMAN+YORK

## PLANNING AND DESIGN

Tolland Plan of C & D  
A Commercial & Economic Development Strategy  
February 2019

# A Commercial & Economic Development Strategy

## What is Economic Development

Economic development can be described in two parts, the work of economic development and the practice of economic development:

- ***The Work of Economic Development Defined:*** The work of economic development can simply be defined as *the process (including the practice) of creating wealth and attracting investment* into a community. In fact, *creating wealth and attracting investment* is not only the work of economic development, it is the work of community development, neighborhood and downtown redevelopment, urban planning, and place-making.
- ***The Practice of Economic Development Defined:*** The practice of economic development recognizes the *work of economic development* as a system, a complex adaptive urban ecosystem. Therefore, the practice of economic development focuses on the *activities and tools* that a community has or can create to engage in the work of *creating wealth and attracting investment*.



# A Commercial & Economic Development Strategy

## **What is Commercial Development**

Commercial development, while directly related to much of the work and practice of economic development, in the context of comprehensive plan (the Plan of Conservation and Development), is about commercial and industrial land uses. The appropriateness of location, use, density, massing, and intensity of commercial development.



# A Commercial & Economic Development Strategy

## What themes have been revealed about Commercial & Economic Development

- The community wants and is mostly willing to invest in '*appropriate*' economic development scaled to the '*needs*' and '*character*' of the community.
- The community struggles to agree on what is '*appropriate*' economic development or the specific '*needs*' of the community.
- The community is divided over the TVA and leaning more toward the *opposition* of the TVA than support for the TVA.
- With a decade of effort, the TVA has not materialized into any development.
- The community embraces its suburban qualities (commercial development patterns) but has a strong desire to balance those suburban qualities with the preservation of Tolland's rural qualities.



# A Commercial & Economic Development Strategy

## **What themes have been revealed about Commercial & Economic Development**

- The most common, recurring, and revealing theme that has emerged throughout our community outreach and discussion, is that the community (including PZC members) is concerned about existing vacancies, deferred maintenance, and the struggles of exist commercial development.
- The general theme that has been revealed is about *'the need to address existing development (what we already have) before addressing or working on new development.'* In some instances, it is evident that this perspective and feeling is a reaction to the TVA and lack of progress on the TVA.
- Regardless of what may be the motivations behind this theme, it is an important perspective and with how often it has come up, it needs to be recognized and should be addressed.
- From a market and planning perspective, this theme is real. Vacancies and deferred maintenance do exist. Soft- or weak-market conditions are evident. There does need to be a strategy to address.



# A Commercial & Economic Development Strategy

## **Recommendations: *Commercial Development and Land Use***

- There is little desire and little or no need to make substantial changes to Tolland's commercial development patterns or land uses.
- Minor changes to land use patterns to be considered:
  - Return the TVA area to its original zoning designation.
  - Consider a special permit process that would allow mixed-use (multi-family residential) development in re-zoned TVA area.
  - Rezoning the Technology Campus Zone to a flexible master plan zone that allows mixed development (including R&D, Office, Retail, and Housing) or create a specific mixed-use master plan provision within the Zoning Regulations that can be used in TCZ district.
- Amend the commercial zoning district(s) to allow, via special permit and specific standards, drive-thru facilities for banks, restaurants, and pharmacies.

# A Commercial & Economic Development Strategy

## **Recommendations: *Strategies Aimed at the Work of Economic Development***

- Embrace change and work to adapt to change rather than trying to prevent change.
- Also embrace economic development and the need to be proactively engaged in the *work and practice* of economic development and the role government can play in influencing and/or creating positive change.
- Create and nurture the economic-environment (an economic-ecosystem) that is conducive to investment (time, energy, and money) and (re)development.
- Intentionally and strategically invest—through the Town budget and CIP—in the required infrastructures that support economic development.
- Also invest, intentionally and strategically, in the *amenities of place* that support the economic-ecosystem.
- Build capacity in Town government and governance to support and implement economic development. Meaningful economic development will not occur without intentional and strategic investment and that begins with investing in yourself—your capabilities.

# A Commercial & Economic Development Strategy

## **Recommendations: *Strategies Aimed at the Practice of Economic Development***

- **Economic Development Training:** Economic development starts with quality customer service:
  - Implement an economic development training program for all Town staff, boards, and commission.
- **Zoning and Use – Encourage the Uses That Tolland Wants:** Investment often flows to the location of least resistance:
  - Encourage the uses and development that Tolland wants.
  - Implement the comprehensive permitted use review to allow more as-of-right (permitted uses) in the Zoning Regulations.
  - Allow drive-thru facilities via special permit for banks, restaurants, and pharmacies.
- **Business Outreach and Engagement:** Cultivate relationships with the business community:
  - Host quarterly meet & greet sessions at town hall with specific businesses sectors.
  - Conduct monthly business visitations (one or two a month).
  - Work with the Chamber of Commerce to host business after-hours networking events.



# A Commercial & Economic Development Strategy

## Recommendations: *Strategies Aimed at the Practice of Economic Development*

- **Celebrate Tolland Businesses:** Recognize and celebrate businesses investing in Tolland.
  - Implement a 'ribbon cutting' program for new businesses and existing business expansions.
  - Create a yearly 'Business Investment' award program. Possible awards: Business Expansion, New Business, and Property Maintenance.
- **Community Information Packet:** Many small and some large businesses don't have access to good demographic and socio-economic data—data that can be important to their business planning activities and investment decisions.
  - Create and maintain a Community Information Packet.
- **Economic Development Planning:** Create a comprehensive Economic Development Strategy focused on Tolland's image, community brand, and marketing.

# A Commercial & Economic Development Strategy

## Recommendations: *Strategies Aimed at the Practice of Economic Development*

- **Strategic Investments:** Town budgets, especially the Capital Improvements Plan (CIP), should be viewed as opportunities to strategically invest in Tolland and economic development.
  - Investments should aimed at place-making and quality of life (walking trails, sidewalks, bike lanes, and public/community space)
  - The CIP should also be linked to the Plan of Conservation and Development and implementing the Plan recommendations).
- **Capacity – Economic Development:** Economic development will not happen on its own. If Tolland is serious about economic development, Tolland must invest in economic development. Tolland does not have the capacity with existing staff to engage meaningfully in economic development.
- **Capacity – Economic Development Position:** Tolland should explore the various options as to how it can hire an economic development position.
  - Shared Position with Neighboring Community—two or more communities?
  - Part-Time Position?
  - Contract for Economic Development Services?
  - Full-Time Position?



# Tolland POCD Commercial & Economic Development

# GOMAN+YORK

## PLANNING AND DESIGN

### Tolland Plan of C & D

#### A Vision for Tolland

February 2019

# A Vision for Tolland

## What is a *Vision* Statement?

- A vision statement is the community's guiding statement for the future. The statement indicates what the community wants to be (or to become) in the future, while guiding the transformation.
- Another way of think about a vision, it is a statement of what Tolland wants to be when it grows-up.



# A Vision for Tolland

When asked about a vision for Tolland, this is what the Resident said:

Small close-knit community	More diverse	Culture & <b>diversity</b>
<b>Vibrant</b>	Resolution, crumbling foundations	<b>Historic character</b>
<b>Sustainable</b>	<b>Resilient</b>	<b>Intelligent growth, maintain character</b>
<b>Local</b> employment	Fiscally responsible, <b>affordable</b>	<b>Competitive</b>
<b>Healthy</b>	Educated, <b>proud</b>	<b>Welcoming</b>
<b>New England</b> character	<b>Supportive</b> students/youth	Local basic needs
Fun, <b>interesting</b>		Supporting <b>seniors</b>

The boldfaced words provide descriptive sentiments about Tolland and provide a framework for a possible vision.

# A Vision for Tolland

## **When asked about a vision for Tolland, this is what PZC members said:**

- A suburban town with rural character – a nice bedroom community with plenty of area for people to escape into "wilderness" and enjoy nature. The town should not actively be searching for more area to preserve, instead, it is time to grow and or encourage growth.
- A safe, affordable town where a family can put down roots and contribute to their community – a place where inventive small business can find a place to start and grow.
- A suburban-rural community with protected and maintained passive and active open space that will provide enjoyment now and in the future.
- A community that can maintain the best aspects of both suburban and rural life: excellent schools and services, historical character, and carefully controlled development.
- A place where it is (will be) possible for some residents to walk from their homes to schools and to shopping.
- Relatively intensive commercial development and multi-family affordable housing should be encouraged in areas where appropriate (near highway exits, in commercial zones along state roads).

# A Vision for Tolland

## **Other words and phrases that have been used to describe Tolland:**

- Historical, beautiful town green with historic homes, diversity, and excellent schools
- Beautiful town, safe, friendly, and laid back
- A great history and even better future
- Small rural community with a convenient location
- A small town that has the New England lifestyle



# A Vision for Tolland

## A Vision Statement for Tolland:

*Tolland is close-knit New England community that offers a unique balance of suburban amenities and lifestyle with a rural aesthetic and tranquility. As a community we seek to maintain the historic and small-town charm that we know, love, and enjoy. While our foundation rests in our past and present charm, we embrace our future. A future that is framed by our continued and strategic investment in what we are fortunate to already have and nurturing who we are as a community and place. Moving forward, Tolland will continue to invest in our history and rural charm—the foundations of our character and who we are—as we embrace the inevitability of change. We will do this thoughtfully with an eye toward incremental growth that maintains our unique balance of a rural-suburban aesthetic and lifestyle with our core community values into the future. To accomplish this vision and our future trajectory, we seek to nurture our sense of place through continuous improvement that builds community confidence, fosters community pride, and creates a predictable, vibrant, and prosperous Tolland.*



# Tolland POCD – A Vision for Tolland

# GOMAN+YORK

## PLANNING AND DESIGN

Tolland Plan of C & D  
PZC Meeting – Conservation, Character, & Vision  
January 28, 2019

# Conservation, Character, & Vision

## Tonight's Objectives

- Review 'where we are' and 'what we know'.
- To create a framework for Tolland's Vision for Conservation:
  - What is your vision for Tolland regarding Conservation?
  - What role does conservation play in Tolland's Community Character?
  - What is Tolland's Community Character?
- What strategies can Tolland employ to encourage and improve conservation and preservation?
  - What are your priorities conservation and preservation efforts aimed at encouraging and improving conservation and preservation?



# Conservation, Character, & Vision

## Open Space Conservation– What We Know

NUMBERS TO BE UPDATED PRIOR TO  
FEBRUARY 25, 2019 MEETING

Type	Types of Ownership	Acres	% of Total Land Area
Permanently Protected Open Space	Town, State, Land Trust	3,067	12%
Managed Open Space	Town, State, Utilities, Etc.	1,278	5%

### **Tolland & Open Space:**

- Recent purchases likely move the total protect to approximately 18%
- A reasonable amount of open space already protected
- A reasonable goal would be between 20% to 25% protected open space (7,000 acres).
- State open space goal is 21%.

# Conservation, Character, & Vision

## Community Survey – What We Know

- More than three-quarters of residents (**77.3%**) reported to “strongly agree” or “somewhat agree” that the Town should continue to purchase undeveloped land when it becomes available in order to preserve its natural state.
  - Only one-out-of-ten residents (10.3%) reported to “strongly disagree” with the statement.
  - Among those residents agreeing Tolland should continue to purchase undeveloped land to preserve its natural state, more than one-quarter (29.4%) reported they would pay “\$0 / nothing” in increased yearly taxes in order to fund the purchase of undeveloped land.
  - However, two-fifths of those residents (**39.8%**) indicated they would pay at least “\$11-\$100.”
- Three-fifths of residents (**60.3%**) reported to “strongly agree” or “somewhat agree” that Tolland should purchase land to use for new “recreational opportunities.”

# Conservation, Character, & Vision

## Community Outreach Meeting – What We Know

### How Tolland Residents Would Invest Their Tax Dollars

Budget Item	Total	Breakdown			
Public Schools	\$1,235	20 x \$50	8x \$20	2x \$10	11x \$5
Economic Development	\$1,035	13 x \$50	12x \$20	12x \$10	5x \$5
Community Facilities	\$395	2x \$50	3x \$20	18x \$10	11x \$5
Tolland Village Development	\$355	0x \$50	10x \$20	10x \$10	11x \$5
Parks & Recreation	\$215	0x \$50	0x \$20	11x \$10	21x \$5
Open Space Conservation	\$200	1x \$50	0x \$20	<b>12x \$10</b>	<b>6x \$5</b>
Historic Preservation	\$180	1x \$50	1x \$20	<b>8x \$10</b>	<b>6x \$5</b>
Agricultural Preservation	\$85	0x\$50	3x \$20	1x \$10	3x \$5

# Conservation, Character, & Vision

## Community Outreach Meeting – What We Know

### How Residents View Tolland's Strengths, Weaknesses, Opportunities, and Threats

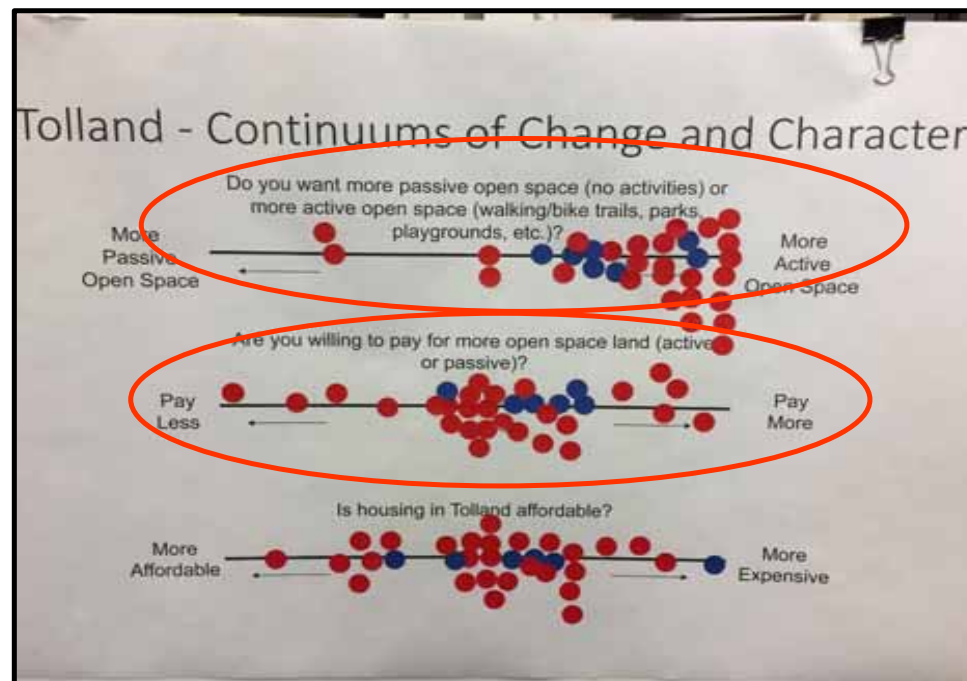
Strengths	Weaknesses	Opportunities	Threats
Safe place to live Small community Historic character Lots of open space Natural beauty outdoor recreation Far enough away but close enough to everything	No bike lanes, sidewalks High taxes Topography not conducive to development Lack of walkability	Town Green - tourism Community events Entertainment	'Opportunities' as threats to small town character Wants vs capacity Changing demographic + community culture



# Conservation, Character, & Vision

## Community Outreach Meeting – What We Know

### How Tolland Residents View Development



# Conservation, Character, & Vision

## Town Manager Search Survey – What We Know

- What do you think are ***the greatest selling points about living, working and raising a family in Tolland*** that we should convey to potential Town Manager candidates?
  - 1 ***Historical, beautiful town green with historical houses***, diversity, excellent school system, mixture of churches, good mixture of shopping, banks, medical services, etc.
  - 2 ***Beautiful town***, good schools, low crime, proximity to UCONN, Hartford and Boston.
  - 3 It's a safe, friendly, laid back town with a great history and even better future.
  - 4 Strong education system, volunteerism, ***land conservation***, proximity to UCONN, ***recreation/activity*** programming, accessibility to major highways, property values.
  - 5 ***Small community rural***
  - 6 Convenience of location to the highway. ***Small town feel*** with great schools and friendly neighbors
  - 7 Great schools, family-oriented community
  - 8 It is ***a rural community with great suburban appeal***.  
We are ***a small town that has the New England lifestyle***. The town offers programs, clubs and activities for families, multiple houses of worship, and is convenient to both excellent health care facilities and shopping. Positioned between New York and Boston, sports arenas are available, local college teams also have good sports programs. Good colleges are also close by.
  - 9
  - 10 ***Small town within close proximity to conveniences***

# Conservation, Character, & Vision

## Community Outreach Meeting – What We Know

### Tolland Resident Thought on a Vision for the Tolland’s Future

<b>Small close-knit community</b>	More diverse	Culture & diversity
Vibrant	Resolution, crumbling foundations	<b>Historic character</b>
<b>Sustainable</b>	<b>Resilient</b>	<b>Intelligent growth, maintain character</b>
Local employment	Fiscally responsible, affordable	Competitive
Healthy	Educated, proud	<b>Welcoming</b>
<b>New England character</b>	Supportive students/youth	Local basic needs
Fun, interesting		Supporting seniors

# Conservation, Character, & Vision

## PZC Discussion

- How do you define Community Character?
- How important are conservation/preservation (open space, agriculture, natural resources, historic properties and green) to Tolland's Community Character?
- What is Tolland's Community Character?
- How does Community Character (and Conservation/Preservation) inform a Vision for Tolland?
- What is vision for Tolland?

### Conceptualizing & Understanding Community Character:

- A Story about my father.
- Community Character as temporal and personal.
- Community Character and our struggle with change.
- Using themes as a means to defining Community Character.

# Conservation, Character, & Vision

## **Possible Conservation Efforts/Strategies - Historic, Archeological and Cultural Resources**

- The Tolland Green Historic District (national and local historic district)?
- Other identified historic sites? National Historic Place – 2 other structures are listed.
- Key Gateways –Should the POCD include strategies to enhance the gateway?
- CT Scenic Road -- the Historic District Commission recently succeeded in having DOT designate a stretch of state roadway as a state Scenic Road. Are there others to be designated?
- Scenic Views – The 2009 plan showed scenic views that were identified in the town's Open Space and Conservation Plan. This draft map eliminated some and added a few new ones.
- The town has a Scenic Road Ordinance. Are there roads to be designated—based on views and roads above?
- The Sustainable CT Program – Is 'certification' a priority? ("vibrant and creative cultural ecosystems")
- Promote local art / artists when undertaking municipal projects.
- Owners with vacancies could be encouraged to post student art in the windows.

# Conservation, Character, & Vision

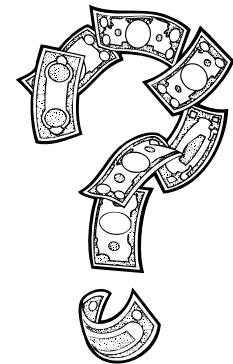
## Possible Conservation Efforts/Strategies - Agriculture

- Agriculture is also about economic development—not just about preserving “look” of farmland but also about preserving working farms. [**“If you don’t save the farmer, you will never save the farm.”**]
- Preserved Farms.
  - Oakridge Dairy: Tolland, with assistance from a federal program, purchased the development rights to the parcels along Shenipsit Lake. The parcels remain under the ownership of Oakridge, but easements restrict the use to only farming uses in perpetuity.
  - Campbell Peaceful Valley: The town purchased the parcel with its own funds and placed a restriction that only farming uses are allowed. The town leases the farm and the current lease terminates in October 2019—town will seek proposals.
- Prime (and Important) Farmland Soils. Should they be preserved? How?
- Local Important Farmland. Should they be preserved? How?
- Tolland Fresh: The Agriculture and Human Services voucher program for income-eligible Tolland residents to use at local farms. For the pilot year, two farms participated. It was successful and well-received by voucher-users and the farms and will expand this upcoming year.

# Conservation, Character, & Vision

## PZC Discussion

- What strategies can and should Tolland employ to encourage and improve conservation and preservation?
- What are your priorities for conservation and preservation?
- Compared to other priorities (Economic Development, Housing, Community Facilities, Infrastructure, etc.), how does conservation rate as a priority?





# Tolland POCD Conservation, Character, & Vision



# GOMAN+YORK

## PLANNING AND DESIGN

Tolland Plan of C & D  
PZC Meeting Commercial & Economic Development  
January 14, 2019

# Commercial & Economic Development

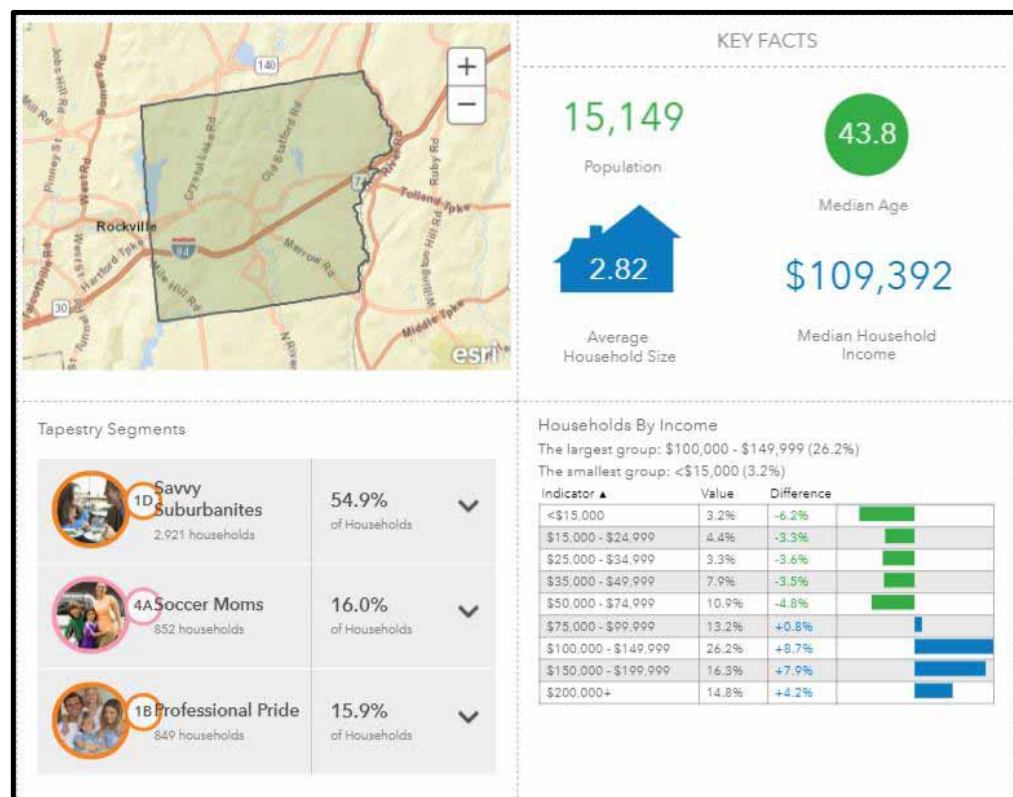
## Tonight's Objectives

- Review 'where we are' and 'what we know'.
- To create a framework for Tolland's Commercial and Economic Development Vision.
  - What is your vision for Tolland regarding commercial and economic development?
- What strategies can Tolland employ to encourage and improve economic development?
  - What are 3 to 5 things you believe Tolland should be doing to encourage and improve economic development?



# Commercial & Economic Development

## Demographics and Socio-Economic – What We Know



### Tolland is:

- Wealthy
- Educated
- *Creative Class*
- Consumers
- A bedroom (exurban) community

### Employment:

- Tolland Workforce: 8,229
- Work In Town: 776 or 9.4%

# Commercial & Economic Development

## Demographics and Socio-Economic – What We Know



# Commercial & Economic Development

## Community Survey – What We Know

- 44.0% reported to “strongly oppose” a proposed development located near Exit 68. 41.3% of residents would either “strongly” or “somewhat” support this proposal.
- 60.3% either “strongly” or “somewhat” agree Tolland should have a village-type “town center”, in a walking friendly setting with community gathering spots and shops.
- When presented with various development actions, 30.5% indicated the Town should “continue to pursue possible development options.”
- 44.5% do not believe the Town should do more to capitalize on its proximity to UConn.
- Dining options (“locally owned” (48.0%) and “chain” (26.8%) restaurants) were the types of businesses most frequently mentioned as offerings residents would like to see more of.
- The activities residents most frequently leaving Tolland to do, “shopping” (58.3%) and “restaurants” (42.8%).
- When new commercial development is being planned, 63.3% indicated the primary consideration should be “how much in taxes the development will generate.”
- 55.8% believe that allowing restaurants to have drive-thru windows would benefit Tolland.
- Among the 34.3% of residents that do not believe drive-thru windows would benefit Tolland, the primary reason for this belief is “too much traffic/congestion” (28.5%).

# Commercial & Economic Development

## TVA Stakeholder Focus Group – What We Know

- **Lack of a Vision for the TVA:** While plans and regulations frame a vision for the TVA, participants are not convinced that the Town (and community) know what they '*really*' want for the TVA.
  - There is a feeling that the vision for TVA is for Storrs Center, Blue Back Square, and/or Glastonbury Center—high-end communities/high-end developments, not realistic (or feasible) for Tolland and the TVA.
  - Also a belief that the TVA is a solution to a problem that does not exist—that there is nothing wrong with Tolland or the area that warrants the TVA and the plans for the TVA.
  - Concerns were also expressed regarding the 'grandiose scale' of the Town's plan for the TVA.
- **Development, Taxes, Fees, and Fiscal Impacts:** Agree that Tolland needs economic development—to grow the tax base. However, some expressed concerns regarding multi-family housing in the TVA and the cost of public school age children. Others believe multi-family housing is feasible for the TVA.
  - Additional concerns include the cost/assessments for public water and sewer.
- **Possible Development, Challenges, and Concerns:** Some believe private and market-rate development is feasible in the TVA, but also believe regulatory requirements create barriers and challenges (i.e affordable housing requirements and no drive-thru windows).

# Commercial & Economic Development

## Community Outreach Meeting – What We Know

### How Tolland Residents Would Invest Their Tax Dollars

Budget Item	Total	Breakdown			
Public Schools	\$1,235	20 x \$50	8x \$20	2x \$10	11x \$5
<b>Economic Development</b>	<b>\$1,035</b>	<b>13 x \$50</b>	<b>12x \$20</b>	<b>12x \$10</b>	<b>5x \$5</b>
Community Facilities	\$395	2x \$50	3x \$20	18x \$10	11x \$5
<b>Tolland Village Development</b>	<b>\$355</b>	<b>0x \$50</b>	<b>10x \$20</b>	<b>10x \$10</b>	<b>11x \$5</b>
Parks & Recreation	\$215	0x \$50	0x \$20	11x \$10	21x \$5
Open Space Conservation	\$200	1x \$50	0x \$20	12x \$10	6x \$5
Historic Preservation	\$180	1x \$50	1x \$20	8x \$10	6x \$5
Agricultural Preservation	\$85	0x\$50	3x \$20	1x \$10	3x \$5



# Commercial & Economic Development

## Community Outreach Meeting – What We Know

### How Residents View Tolland's Strengths, Weaknesses, Opportunities, and Threats

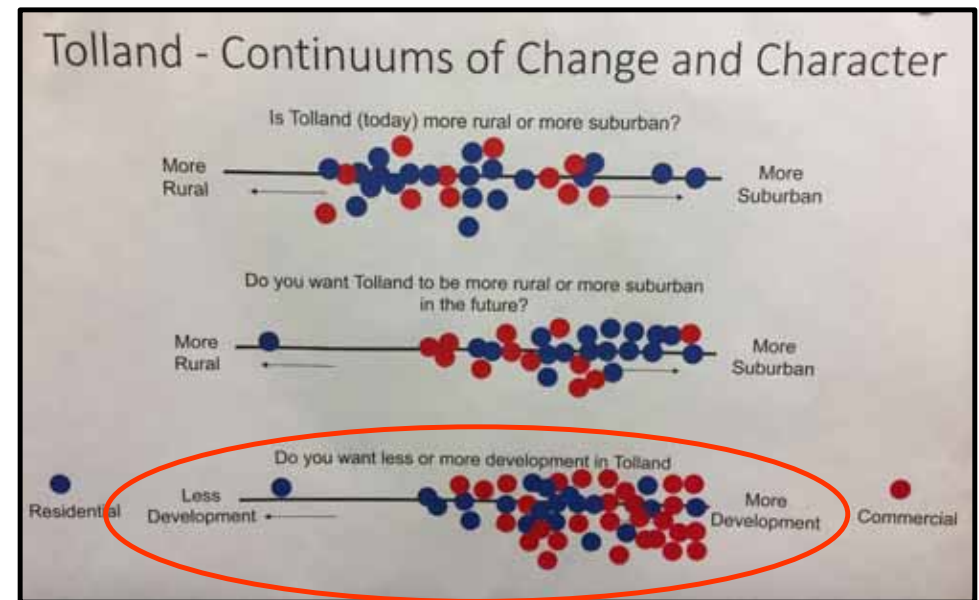
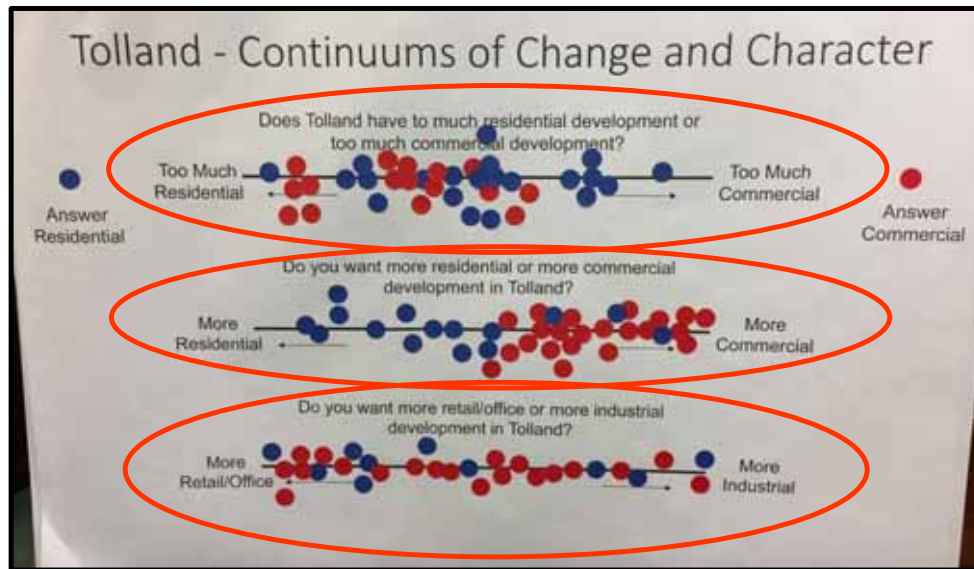
Strengths	Weaknesses	Opportunities	Threats
Location on I-84 between NYC & Boston Education Safe place to live Small community Historic character Lots of open space Natural beauty outdoor recreation <b>Proximity to UCONN</b> Access to an airport Far enough away but close enough to everything	No bike lanes, sidewalks Limited ADA Lack of diverse housing stock High taxes Lack of uniformity in development / cohesive image / pretty ugly / aesthetically challenged areas <b>Lack of business diversity</b> Barriers to commercial investment – 'people say no'	<b>Medical cannabis</b> , hemp production & distribution <b>I-84, UCONN traffic underutilized</b> <b>Key parcels for economic development</b> <b>Improved commercial image</b> Maintain/improve education <b>Better/more restaurants w/ outdoor seating</b>	Crumbling foundations 'Opportunities' as threats to small town character <b>UCONN/housing</b> Recession looming State of Connecticut Excess spending, lack of funding High infrastructure costs Losing population, demographic change



# Commercial & Economic Development

## Community Outreach Meeting – What We Know

### How Tolland Residents View Development



# Commercial & Economic Development

## Community Outreach Meeting – What We Know

### Tolland Resident Thought on a Vision for the Tolland's Future

Small close-knit community	More diverse	Culture & diversity
<b>Vibrant</b>	Resolution, crumbling foundations	Historic character
<b>Sustainable</b>	Resilient	Intelligent growth, maintain character
<b>Local employment</b>	Fiscally responsible, affordable	<b>Competitive</b>
Healthy	Educated, proud	Welcoming
New England character	Supportive students/youth	<b>Local basic needs</b>
Fun, interesting		Supporting seniors

# Commercial & Economic Development

## TVA Outreach Meeting – What We Know



Tolland wants to be a  
quality  
coffee shop community  
but  
is struggling with change



### G+Y General Thoughts & Perspective

- Tolland 'playing' below its grade—has potential and opportunity.
- Leakage is high, too high! This signals local potential and opportunity.
- Tolland is wealthy, educated, and cosmopolitan—key ingredients
- A great place to live and learn.
- New investment (time, energy, & money) needed.
- Capacity building is required.
- Leadership is required.
- Must be realistic about its capabilities (potential/opportunities) and capacity.

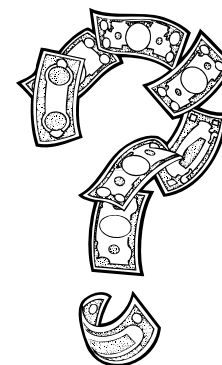
# Commercial & Economic Development

## PZC Collective Discussion

- Does Tolland have an economic development problem to solve? (If so, what is it?)
- Should Tolland be focused on Economic Development? Explain.
- What kind of economic development does Tolland want?
  - Office, Industrial, Retail, Hospitality, etc.
- Are you (the PZC and Town) willing to invest (time, energy, and money) in economic development?

## Individual PZC Member Thoughts

- What is your vision for Tolland regarding commercial and economic development?
- What strategies (3 to 5 things) can Tolland employ to encourage and improve economic development?





Tolland Plan of C & D  
PZC Meeting Commercial & Economic Development  
January 14, 2019

# Commercial & Economic Development

## Preliminary Short-Term Recommendations

- **Economic Development Training:** Economic development starts with quality customer service.
  - Implement an economic development training program for all Town staff, boards, and commission.
- **Zoning and Use – Encourage the Uses That Tolland Wants:** Investment often flows to the location of least resistance.
  - Encourage the uses and development that Tolland wants.
  - Implement the comprehensive permitted use review to allow more as-of-right (permitted uses) in the Zoning Regulations.
  - Consider a more flexible regulatory approach to the TVA area—replace the existing TVA Zone with a flexible Master Plan Zone.
  - Allow drive-thru for '*fast-casual*' restaurants (i.e. Panera style) and coffee shops (i.e. D 'n' D, Starbucks, independent).
- **Business Outreach and Engagement:** Cultivate relationships with the business community.
  - Host quarterly meet & greet sessions at town hall with specific businesses sectors.
  - Conduct monthly business visitations (one or two a month).
  - Work with the Chamber of Commerce to host business after-hours networking events.
- **Celebrate Tolland Businesses:** Recognize and celebrate businesses investing in Tolland.
  - Implement a 'ribbon cutting' program for new businesses and existing business expansions.
  - Create a yearly 'Business Investment' award program. Possible awards: Business Expansion, New Business, and Property Maintenance.
- **Community Information Packet:** Many small and some large businesses don't have access to good demographic and socio-economic data—data that can be important to their business planning activities and investment decisions.
  - Create and maintain a Community Information Packet.

# Commercial & Economic Development

## Preliminary Long-Term Recommendations

- **Economic Development Planning:** Create a comprehensive Economic Development Strategy focused on Tolland's image, community brand, and marketing.
- **Strategic Investments:** Town budgets, especially the Capital Improvements Plan (CIP), should be viewed as opportunities to strategically invest in Tolland and economic development.
  - Investments should aimed at place-making and quality of life (walking trails, sidewalks, bike lanes, and public/community space)
  - The CIP should also be linked to the Plan of Conservation and Development and implementing the Plan recommendations).
- **Intentional Development:** Don't be reactive to development. Intentional seek out and encourage the development Tolland wants.
  - Work with property owners and developers to design and development certain parcels and areas.
  - Provide incentives to encourage the development Tolland wants (i.e. Tax Increment Financing, Tax Abatements, Design Assistance, etc.)



# Commercial & Economic Development

## Capacity - Create and Economic Development Position

- **Economic Development** will not happen on its own. If Tolland is serious about economic development, it must invest in economic development. Tolland does not have the capacity with existing staff to engage meaningfully in economic development.
- **Economic Development Position:** Tolland has options as to how it can hire an economic development positions:
  - Shared Position with Neighboring Community—two or more communities.
  - Part-Time Position
  - Contract for Economic Development Services
  - Full-Time Position





# Tolland POCD Commercial & Economic Development

# GOMAN+YORK

## ADVISORY SERVICES

Tolland Plan of C & D  
Tolland Economic Development

October 2018

# Tolland & Economic Development

## Tonight's Objectives

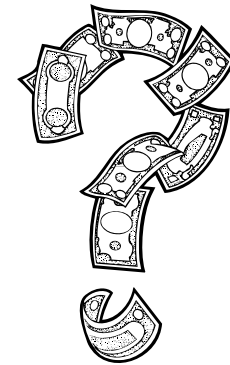
- Explore Economic Development
  - Review of market trends—real estate asset classes.
  - Explore demographic change and trends.
  - Evaluate Tolland's psychographics
  - Introduce the work of Economic Development
  - Engage the community (you) in a discussion about economic development and Tolland's needs, wants, passions, and enthusiasms
    - what you desire for Tolland's economic development future.



# Economic Development – Activity & Asset Class

## Community Sentiment and Appetite

- Should Tolland be focused on Economic Development?  
Yes or No
  - If yes, why?
  - If no, why?
- How do you define economic development?
- In the context of economic development, what problem are we trying to solve?
- What kind of economic development do you want in Tolland?
  - In an ideal world, what would you want to see here?
- What are your non-negotiables? What you don't want?



# Economic Development – Activity & Asset Class

## Retail

- Consumer confidence & spending = ↑
- Department Stores = ↓
- Uneven recovery across markets ↓ ↑
- Holidays 2016 – mixed results ↓ ↑
- Holidays 2017 – stronger ↑
- Holidays 2018 - stronger ↑
- Store closing continue ↓



# Economic Development – Activity & Asset Class

## Retail Development

1. New Construction: very little new construction
  2. Teardowns & Conversions of malls and strip centers
- Functional Obsolescence – buildings and locations
  - Excessive marginal properties



*It is not that we're overbuilt, we're under demolished!!!*

# Economic Development – Activity & Asset Class

## Retail – Factors to Watch

- Centers as “Place” or “Consumer Centers”
  - Shifting to service and experience:
    - Food & Drink
    - Entertainment
    - Leisure/Recreation
    - Healthcare
    - Education
- Showrooming
- Delivery/Pick Up locations
- Technology
- Good News:
  - Vacancies = ↓
  - CoStar = quoted rents ↑





# Economic Development – Activity & Asset Class

## Commercial Office

- Vacancy:

- Cities:*

- Hartford CBD: +/-30%
    - New Haven: 12%

- Suburbs:*

- Hartford: <20%
    - New Haven: 15% - 22%

- Lease Rates:

- Cities: \$19 - \$25
  - Suburbs: \$17 - \$28
  - Tolland: \$10 - \$18

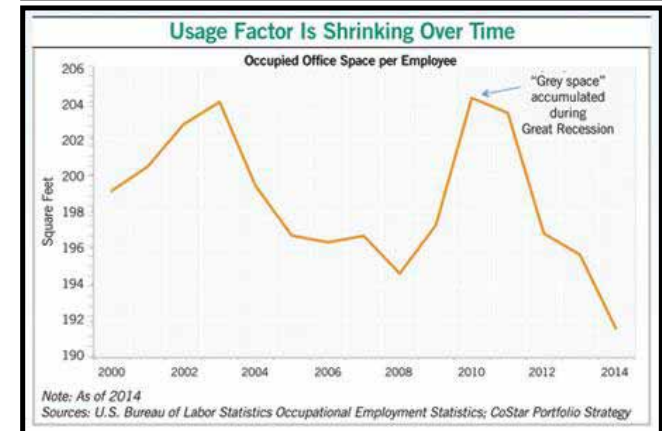
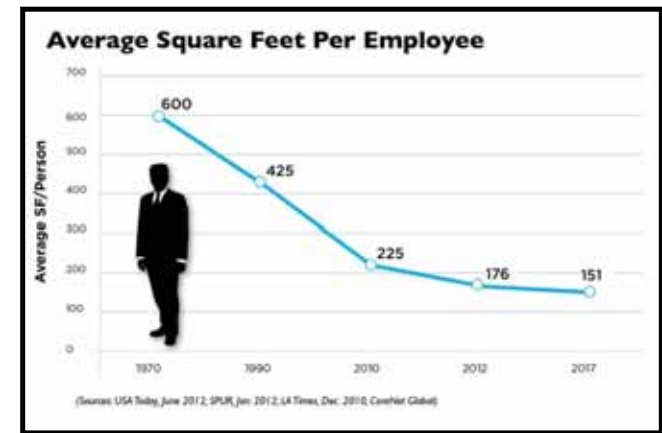




# Economic Development – Activity & Asset Class

## Commercial Office – Factors to Watch

- Job creation/growth
- Population growth
- Business formation
- Obsolete buildings
- Owners: tenants, operations, leasing & marketing
- Tenants: fewer large, more small, space per worker
- Co-Work and Maker-Space
- Non-traditional workforce—contract work and self-employed



# Economic Development – Activity & Asset Class

## Industrial Space

- Absorption = ↑
- Vacancies = ↓
- Lease Rates = ↑
- Flight to quality – new vs. pre-1980
- Redevelopment of older “B” properties
- Focus on location – highway access and distribution
- Large flat land
- Ceiling height are key
- Hartford Market \$4 - \$8/sf
- Tolland \$4 - \$5.50/sf



# Economic Development – Activity & Asset Class

## Multi Family Residential

- Substantial new development activity
- Solid interest from buyers/investors
- Strong rents & leasing activity for new product
- Flight to quality – Class “C” properties will struggle
- Redevelopment of older Class “B” properties
- At National scale, slowing down—CT ?



# Economic Development – Activity & Asset Class

## Connecticut Trends

- Decades of stagnant to slow growth:
  - Stagnant job creation since 1980s
  - Slow business formations
  - Slow population growth
- Aging population

## CT Housing Characteristics

- New Housing Starts Decline
  - 1.49 million total housing units
  - 67.3% owner occupied
  - 58.4% 3+ bedrooms (17% 4 br. & 4.6% 5+br)
- **0.364 students/housing unit**



# Economic Development – Activity & Asset Class

## Market Summary

- Challenging market:
  - Job creation/business formation - Flat
  - Substantial, persistent vacancy
    - Tenant concessions, shorter terms
    - Buyer's/Tenant's market
  - Absence of new retail/office development
  - Multi-Family residential & mixed-use development
- Projection: continued modest recovery

## Trends to Watch

- Increased public-private partnerships
- Office tenants: small company's/Co-Work
- New gov't regulations/policies/tax reform
- Tech-driven changes
- Adaptive reuse of older buildings
- Meds & Eds
- Media/Tech company's
- Crowd Funding
- Mixed-use
- Hospitality (food & drink)

# Economic Development – Demographic Change

## Demographics

- Quantitative tactic to measure factual information:
  - Population
  - Age
  - Gender
  - Households
  - Household Structure/Size
  - Income (Household, Family, Per-Capita)

## Psychographics

- Qualitative and quantitative tactic to measure subjective information:
  - Opinions
  - Religious Beliefs
  - Consumer Preferences
  - Consumer Spending
  - Personality Traits
  - Lifestyle Choices

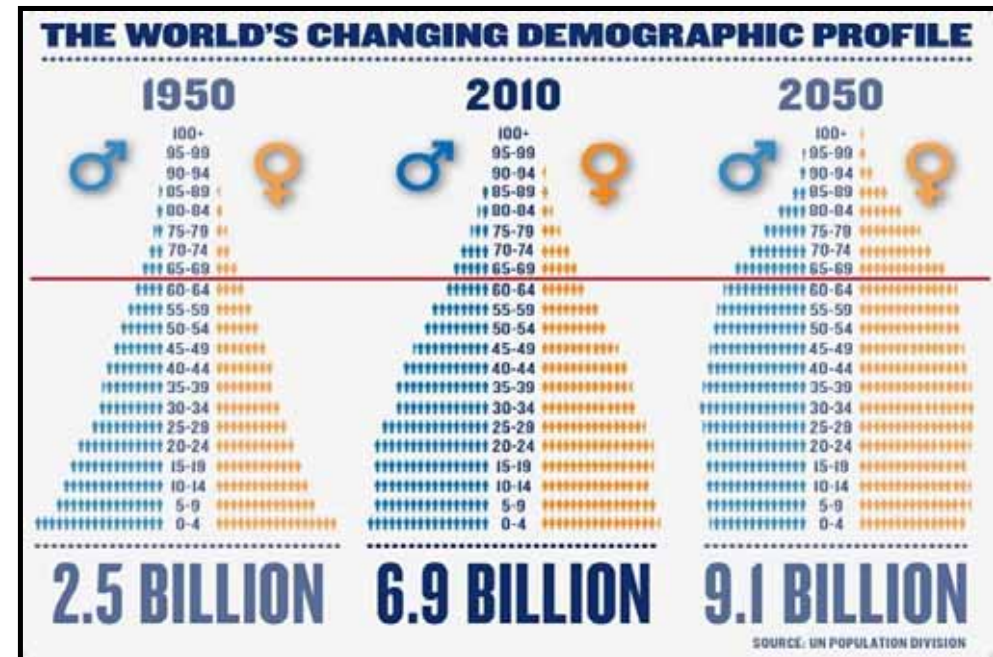
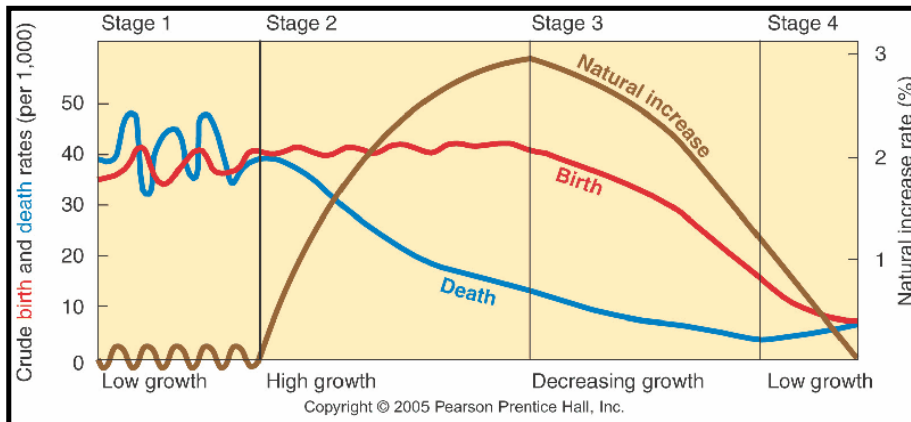
***Needs – Wants – Passions - Enthusiasms***



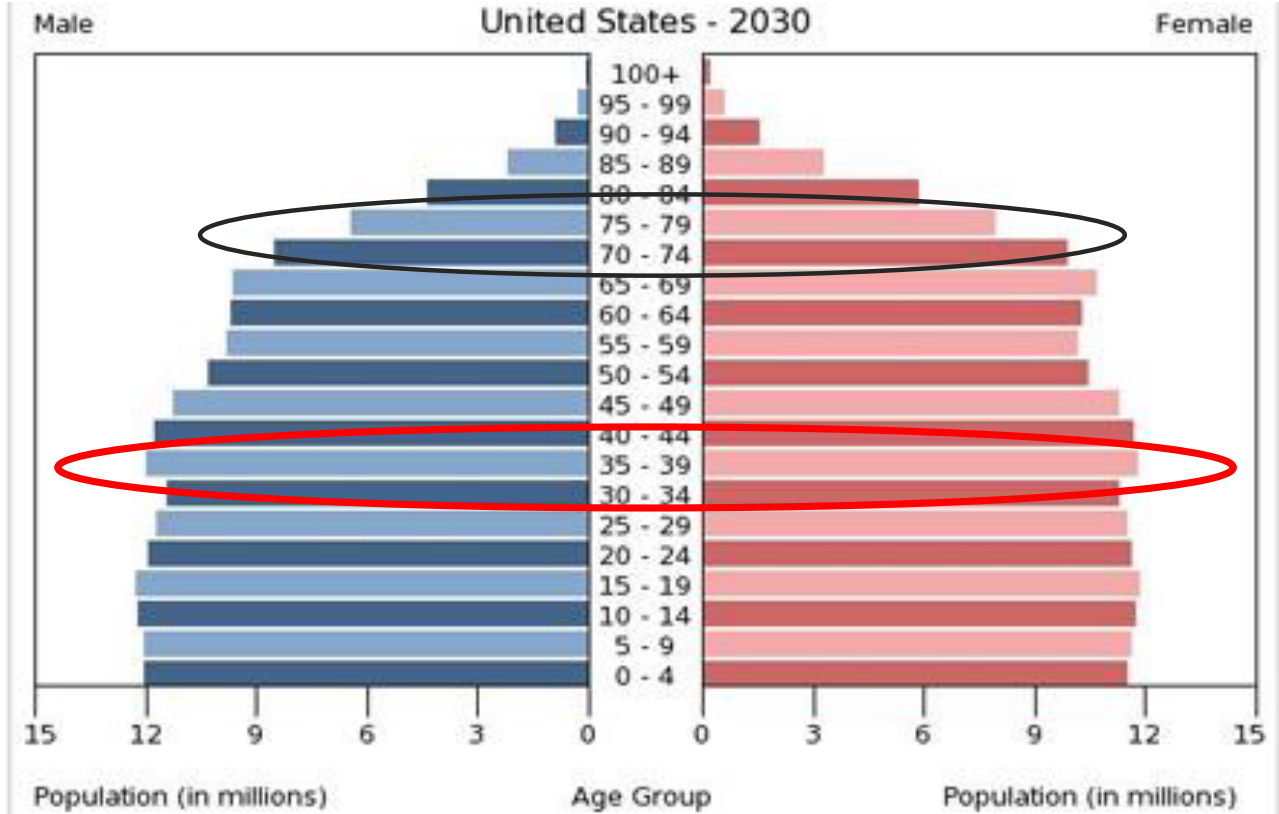
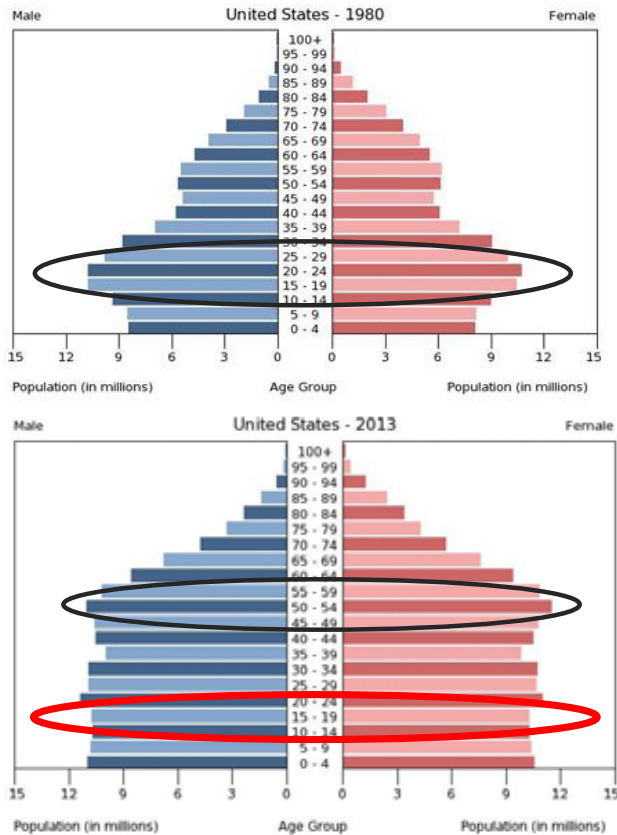
# Economic Development – Demographic Change

## A Couple of Things to Think About...

- Demographic Changes
- Impact of Technology
- Creation of spaces with “social value”

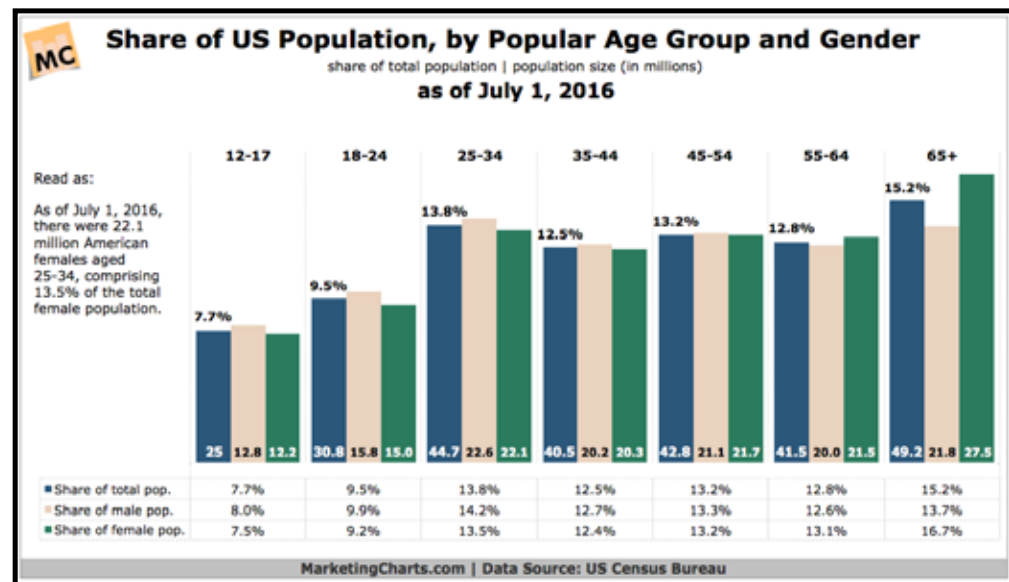
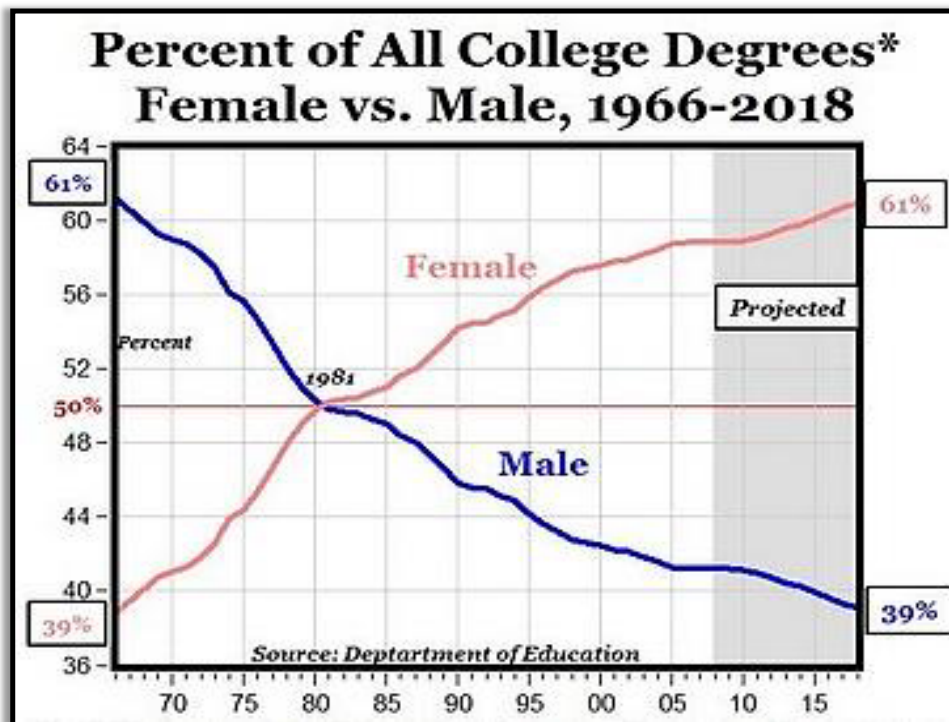


# Economic Development – Demographic Change



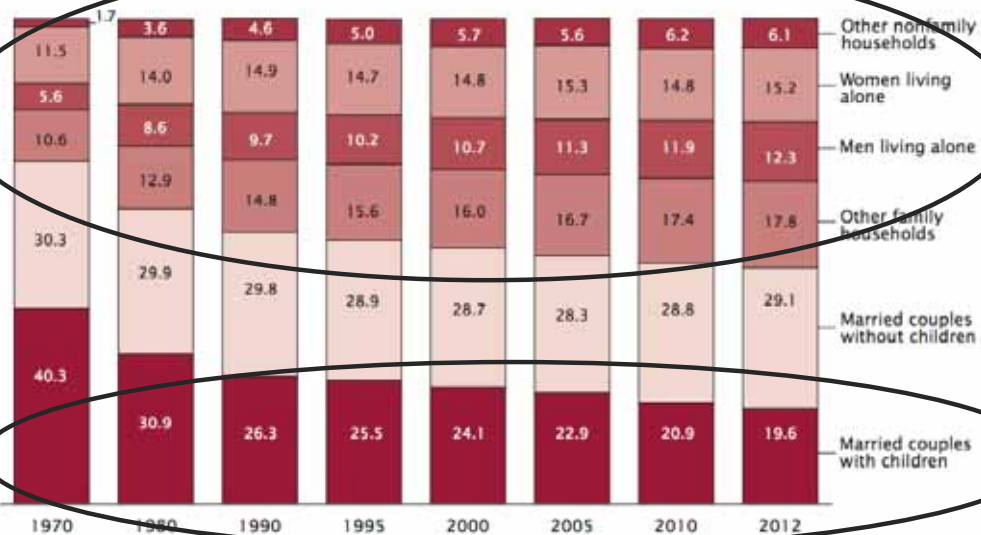


# Economic Development – Demographic Change



# Economic Development – Demographic Change

Figure 1.  
**Households by Type, 1970 to 2012: CPS**  
(in percent)



Source: U.S. Census Bureau, Current Population Survey, Annual Social and Economic Supplement, selected years, 1970 to 2012.



# Economic Development – Demographic Change

## Lessons Learned – Economic Development & Project Design:

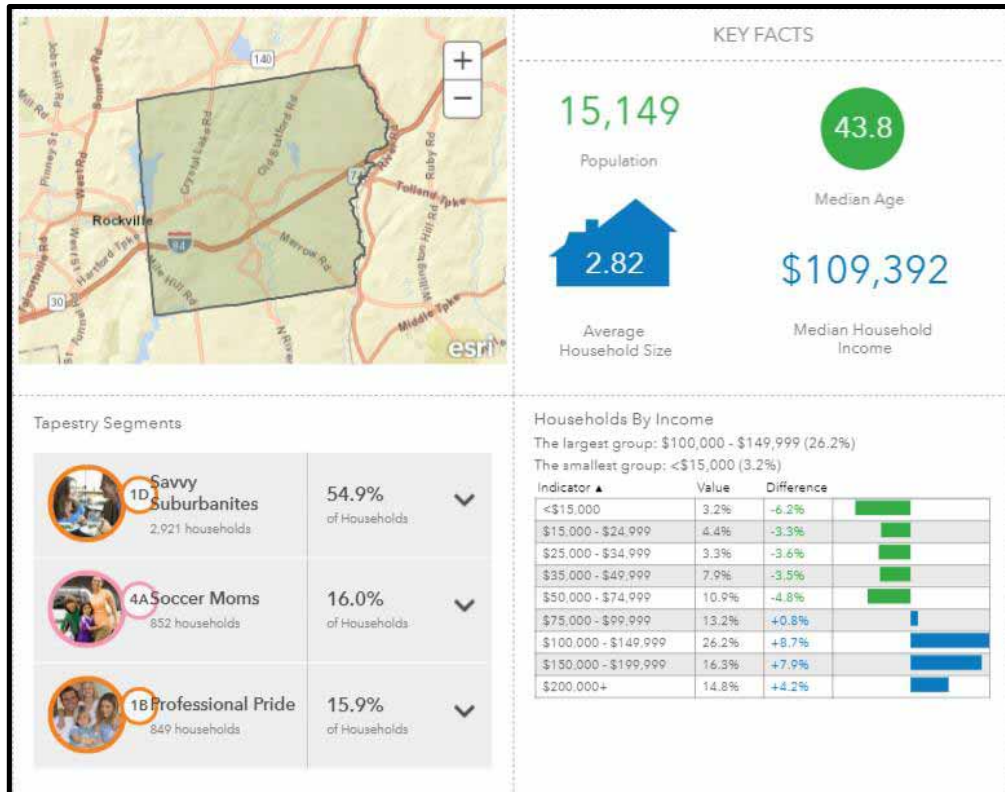
- create connections, provide experience
- add social value
- focus on single- and non-traditional-households
- create a more inviting atmosphere
- more flexible facilities (*to accommodate flexible lifestyles*)
- provide communication links
- hospitality (food, drink, leisure/recreation, and tourism)
- focus on place and placemaking

### What does this mean for Tolland:

- A more diversified workforce?
- More self-employed?
- More small businesses?
- The importance of place—a good place to live, work and recreate?

*Don't doubt the value of a physical presence...bricks and mortar*

# Economic Development – Tolland



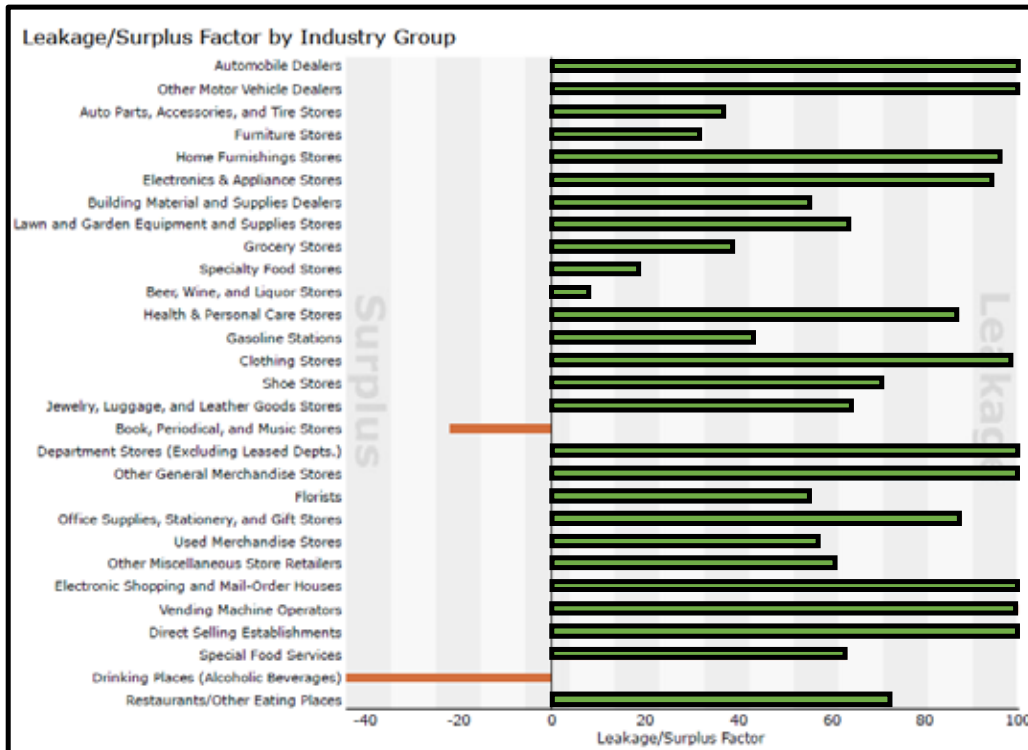
## Tolland is:

- Wealthy
- Educated
- *Creative Class*
- Consumers
- A bedroom (exurban) community

## Employment:

- Tolland Workforce: 8,229
- Work In Town: 776 or 9.4%

# Economic Development – Tolland



Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45, 722	\$317,015,722	\$63,173,011	\$253,842,711	66.8	70
Total Retail Trade	44-45	\$286,074,502	\$57,025,723	\$229,048,779	66.8	57
Total Food & Drink	722	\$30,941,220	\$6,147,288	\$24,793,932	66.9	13

**Data Note:** Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.



# Economic Development – Tolland

Total Businesses: 496

Total Employees: 4,634

Total Residential Population: 15,149

Employee/Residential Population Ratio (per 100 Residents): 31

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	3	0.6%	8	0.2%
Mining	0	0.0%	0	0.0%
Utilities	1	0.2%	50	1.1%
Construction	72	14.5%	363	7.8%
Manufacturing	27	5.4%	497	10.7%
Wholesale Trade	13	2.6%	65	1.4%
Retail Trade	55	11.1%	313	6.8%
Motor Vehicle & Parts Dealers	3	0.6%	14	0.3%
Furniture & Home Furnishings Stores	2	0.4%	21	0.5%
Electronics & Appliance Stores	2	0.4%	5	0.1%
Bldg Material & Garden Equipment & Supplies Dealers	10	2.0%	43	0.9%
Food & Beverage Stores	11	2.2%	155	3.3%
Health & Personal Care Stores	3	0.6%	10	0.2%
Gasoline Stations	3	0.6%	13	0.3%
Clothing & Clothing Accessories Stores	4	0.8%	8	0.2%
Sport Goods, Hobby, Book, & Music Stores	4	0.8%	22	0.5%
General Merchandise Stores	0	0.0%	0	0.0%
Miscellaneous Store Retailers	13	2.6%	22	0.5%
Nonstore Retailers	0	0.0%	0	0.0%
Transportation & Warehousing	4	0.8%	128	2.8%
Information	9	1.8%	358	7.7%
Finance & Insurance	9	1.8%	56	1.2%
Central Bank/Credit Intermediation & Related Activities	4	0.8%	25	0.5%

Securities, Commodity Contracts & Other Financial Investments & Other Related Activities	3	0.6%	23	0.5%
Insurance Carriers & Related Activities; Funds, Trusts & Other Financial Vehicles	2	0.4%	8	0.2%
Real Estate, Rental & Leasing	24	4.8%	51	1.1%
Professional, Scientific & Tech Services	42	8.5%	260	5.6%
Legal Services	1	0.2%	10	0.2%
Management of Companies & Enterprises	0	0.0%	0	0.0%
Administrative & Support & Waste Management & Remediation Services	28	5.6%	125	2.7%
Educational Services	15	3.0%	550	11.9%
Health Care & Social Assistance	47	9.5%	506	10.9%
Arts, Entertainment & Recreation	6	1.2%	46	1.0%
Accommodation & Food Services	17	3.4%	221	4.8%
Accommodation	4	0.8%	95	2.1%
Food Services & Drinking Places	13	2.6%	126	2.7%
Other Services (except Public Administration)	56	11.3%	288	6.2%
Automotive Repair & Maintenance	10	2.0%	108	2.3%
Public Administration	42	8.5%	545	11.8%
Unclassified Establishments	26	5.2%	204	4.4%
<b>Total</b>	<b>496</b>	<b>100.0%</b>	<b>4,634</b>	<b>100.0%</b>

Source: Copyright 2017 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2017.

## Where Tolland Works:

- Hartford = 1,124
- Manchester = 537
- Vernon = 481
- East Hartford = 455
- Mansfield = 326
- South Windsor = 310

## Home of Tolland Workers:

Vernon = 323  
 Manchester = 216  
 Stafford = 200  
 Ellington = 181  
 Coventry = 150  
 South Windsor = 149

# Economic Development – Tolland



## WHO ARE WE?

Savvy Suburbanites residents are well educated, well read, and well capitalized. Families include empty nesters and empty nester wannabes, who still have adult children at home. Located in older neighborhoods outside the urban core, their suburban lifestyle includes home remodeling and gardening plus the active pursuit of sports and exercise. They enjoy good food and wine, plus the amenities of the city's cultural events.

## OUR NEIGHBORHOOD

- Established neighborhoods (most built between 1970 and 1990) found in the suburban periphery of large metropolitan markets.
- Married couples with no children or older children; average household size is 2.83.
- 91% owner occupied; 71% mortgaged (Index 156).
- Primarily single-family homes, with a median value of \$311,000 (Index 175).
- Low vacancy rate at 4.5%.

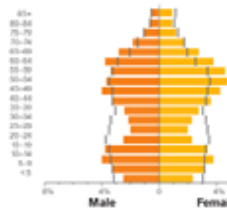
## SOCIOECONOMIC TRAITS

- Education: 48.1% college graduates; 76.1% with some college education.
- Low unemployment at 5.8% (Index 67); higher labor force participation rate at 68.5% (Index 109) with proportionately more 2-worker households at 65.4% (Index 122).
- Well-connected consumers that appreciate technology and make liberal use of it for everything from shopping and banking to staying current and communicating.
- Informed shoppers that do their research prior to purchasing and focus on quality.



## AGE BY SEX

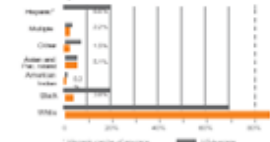
Median Age: 44.1 US: 37.6  
 1 Index: US



## RACE AND ETHNICITY

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 33.2 US: 62.1



## INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.



## AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



## OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



Source: The index research for 100 of the nation's cities by the US is published by Esri. Consumer preferences are estimated from data by Esri.

# Economic Development – Tolland



## MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Residents prefer late model, family-oriented vehicles: SUVs, minivans, and station wagons.
- Gardening and home remodeling are priorities, usually DIY. Riding mowers and power tools are popular, although they also hire contractors for the heavy lifting.
- There is extensive use of housekeeping and personal care services.
- Foodies: They like to cook and prefer natural or organic products.
- These investors are financially active, using a number of resources for informed investing. They are not afraid of debt; many households carry first and second mortgages, plus home equity credit lines.
- Physically fit, residents actively pursue a number of sports, from skiing to golf, and invest heavily in sports gear and exercise equipment.

## HOUSING

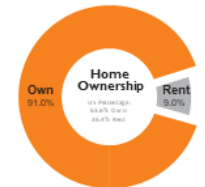
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



**Typical Housing:**  
Single Family

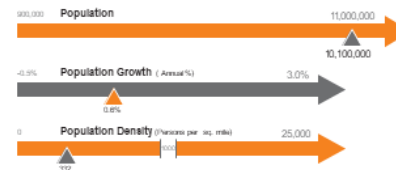
**Median Value:**  
\$311,000

US Median: \$177,000



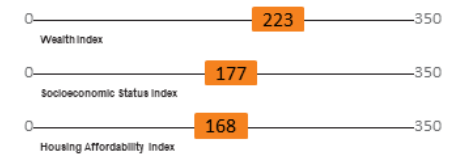
## POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



## ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





# Economic Development – Tolland



## WHO ARE WE?

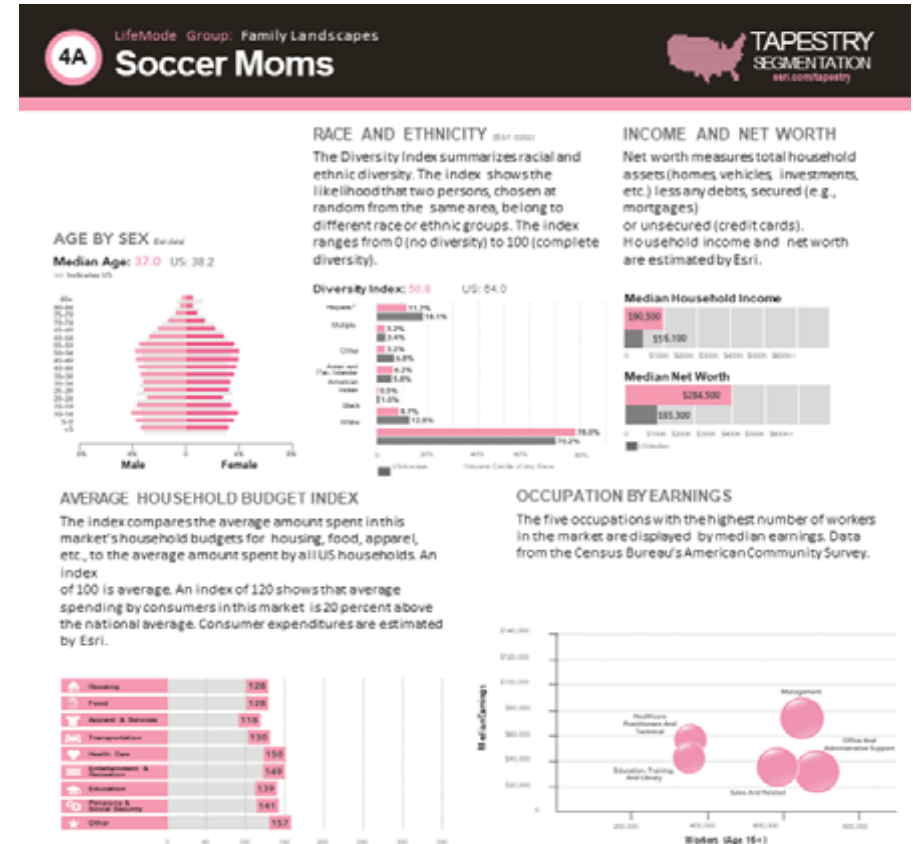
*Soccer Moms* is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.

## OUR NEIGHBORHOOD

- *Soccer Moms* residents prefer the suburban periphery of metropolitan areas.
- Predominantly single family homes are in newer neighborhoods, 34% built in the 1990s (Index 236), 31% built since 2000.
- Owner-occupied homes have high rate of mortgages at 68% (Index 164), and low rate vacancy at 4%.
- Median home value is \$257,400.
- Most households are married couples with children; average household size is 2.97.
- Most households have 2 or 3 vehicles; long travel time to work including a disproportionate number commuting from a different county (Index 132).

## SOCIOECONOMIC TRAITS

- Education: 40.5% college graduates; more than 72% with some college education.
- Low unemployment at 3.8%; high labor force participation rate at 71%; 2 out of 3 households include 2+ workers (Index 124).
- Connected, with a host of wireless devices from iPods to tablets—anything that enables convenience, like banking, paying bills, or even shopping online.
- Well insured and invested in a range of funds, from savings accounts or bonds to stocks.
- Carry a higher level of debt, including first (Index 149) and second mortgages (Index 154) and auto loans (Index 149).



# Economic Development – Tolland



LifeMode Group: Family Landscapes

## Soccer Moms

**Households:** 3,541,300

**Average Household Size:** 2.97

**Median Age:** 37.0

**Median Household Income:** \$90,500

LifeMode Group: Family Landscapes

## 4A Soccer Moms

esri.com/tapestry


### MARKET PROFILE

Consumer preferences are estimated from data by ESRI/ESR.

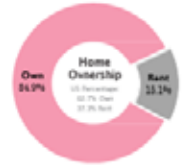
- Most households own at least 2 vehicles; the most popular types are minivans and SUVs.
- Family-oriented purchases and activities dominate, like 4+ televisions (Index 154), movie purchases or rentals, children's apparel and toys, and visits to theme parks or zoos.
- Outdoor activities and sports are characteristic of life in the suburban periphery. They attend sporting events, as well as participate in them like bicycling, jogging, golfing, and boating.
- Home maintenance services are frequently contracted, but these families also like their gardens and own the tools for minor upkeep, like lawn mowers, trimmers, and blowers.

### HOUSING

Median home value is displayed for markets that are primarily owner-occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



**Typical Housing:**  
Single Family  
**Median Value:**  
\$257,400  
US Median: \$207,000



### POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.

**Population** (Millions)

0 10,000,000 20,000,000

11,000,000

**Population Growth** (Annual %)

-0.5% 0.5% 1.0%

0.4%

**Population Density** (Persons per sq. mile)

0 100 20,000

100

### ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

**Wealth Index**

0 143 350

**Socioeconomic Status Index**

0 143 350

**Housing Affordability Index**

0 167 350

# Economic Development – Tolland



## WHO ARE WE?

*Professional Pride* consumers are well-educated career professionals that have prospered through the Great Recession. To maintain their upscale suburban lifestyles, these goal-oriented couples work, often commuting far and working long hours. However, their schedules are fine-tuned to meet the needs of their school-age children. They are financially savvy; they invest wisely and benefit from interest and dividend income. So far, these established families have accumulated an average of 1.5 million dollars in net worth, and their annual household income runs at more than twice the US level. They take pride in their newer homes and spend valuable time and energy upgrading. Their homes are furnished with the latest in home trends, including finished basements equipped with home gyms and in-home theaters.

## OUR NEIGHBORHOOD

- Typically owner-occupied (index 173), single-family homes are in newer neighborhoods; 59% of units were built in the last 20 years.
- Neighborhoods are primarily located in the suburban periphery of large metropolitan areas.
- Most households own two or three vehicles; long commutes are the norm.
- Homes are valued at more than twice the US median home value, although three out of four homeowners have mortgages to pay off.
- Families are mostly married couples (almost 60% of households), and more than half of these families have kids. Their average household size, 3.11, reflects the presence of children.

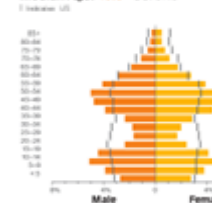
## SOCIOECONOMIC TRAITS

- Professional Pride* consumers are highly qualified in the science, technology, law, or finance fields; they've worked hard to build their professional reputation or their start-up businesses.
- These consumers are willing to risk their accumulated wealth in the stock market.
- They have a preferred financial institution, regularly read financial news, and use the Internet for banking transactions.
- These residents are goal-oriented and strive for lifelong learning and learning.
- Life here is well organized; routine is a key ingredient to daily life.



## AGE BY SEX

Median Age: 40.5 US: 37.0  
 7 October, US



## RACE AND ETHNICITY

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 41.2 US: 62.1



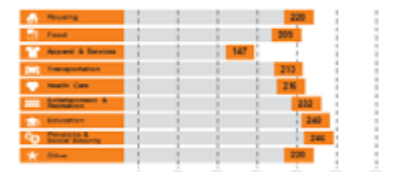
## INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.



## AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



## OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



# Economic Development – Tolland

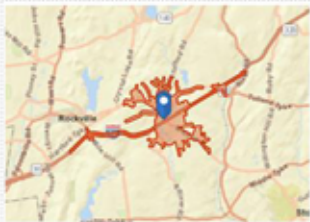




# Economic Development – Tolland

## Market Summary

5 min drive time trade area – 70 Merrow Rd, Tolland, CT



### KEY FACTS



### Tapestry Segments



### Households By Income

The largest group: \$100,000 - \$149,999 (25.3%)

The smallest group: \$25,000 - \$34,999 (3.8%)

Indicator	Value	Difference
<\$15,000	3.0%	-0.3%
\$15,000 - \$24,999	5.0%	-0.7%
\$25,000 - \$34,999	3.8%	-3.1%
\$35,000 - \$44,999	6.5%	-2.9%
\$45,000 - \$54,999	11.9%	-3.8%
\$55,000 - \$64,999	13.0%	+0.6%
\$65,000 - \$74,999	25.3%	+7.0%
\$75,000 - \$84,999	18.7%	+7.3%
\$85,000+	13.0%	+0.4%

Bars show deviation from Connecticut

### HOUSING STATS

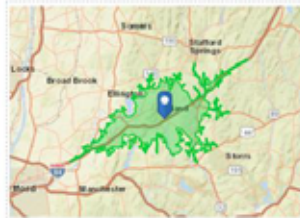


### ANNUAL HOUSEHOLD SPENDING



## Market Summary

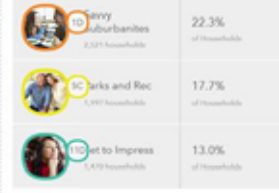
10 min drive time trade area - Tolland, CT



### KEY FACTS



### Tapestry Segments



### Households By Income

The largest group: \$100,000 - \$149,999 (20.4%)

The smallest group: \$25,000 - \$34,999 (6.1%)

Indicator	Value	Difference
<\$15,000	6.9%	-2.6%
\$15,000 - \$24,999	7.1%	-1.5%
\$25,000 - \$34,999	6.1%	-1.3%
\$35,000 - \$44,999	13.1%	+1.2%
\$45,000 - \$54,999	15.3%	-0.6%
\$55,000 - \$64,999	13.8%	+1.7%
\$65,000 - \$74,999	20.4%	+5.7%
\$75,000 - \$84,999	9.4%	+1.5%
\$85,000+	7.7%	-0.7%

Bars show deviation from Hartford County

### HOUSING STATS

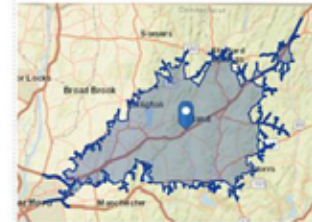


### ANNUAL HOUSEHOLD SPENDING



## Retail Market Gap Analysis

15 min drive time trade area - Tolland, CT



### KEY FACTS



### Tapestry Segments



### Households By Income

The largest group: \$100,000 - \$149,999 (19.4%)

The smallest group: \$25,000 - \$34,999 (6.3%)

Indicator	Value	Difference
<\$15,000	7.2%	-0.2%
\$15,000 - \$24,999	7.5%	-0.3%
\$25,000 - \$34,999	6.3%	-0.9%
\$35,000 - \$44,999	12.5%	+0.6%
\$45,000 - \$54,999	16.4%	+0.5%
\$55,000 - \$64,999	14.3%	+1.6%
\$65,000 - \$74,999	19.4%	+2.1%
\$75,000 - \$84,999	8.1%	+1.2%
\$85,000+	7.4%	-0.0%

Bars show deviation from Hartford County

### HOUSING STATS



### ANNUAL HOUSEHOLD SPENDING



# Economic Development – Tolland & Econ. Dev.

## What is Economic Development?

- **Economic Development:** is the work of *creating wealth* and *attracting investment*.
- **The (my) Desired Outcome of Economic Development:** to position (or re-position) a community (Tolland) to become a *socially and economically healthy, vibrant, prosperous, and resilient place that competes for wealth and investment*.

## The Words We Use Are Important!

- **Creating Wealth:** retaining and attracting jobs, increasing the quantity and quality of jobs, increasing wages/incomes, increasing rents and property values (growing the grand list), and creating equity.
- **Attracting Investment:** the willingness of outsiders, residents, and businesses to *invest their time, energy, and money* in the community.

# Economic Development – Tolland & Econ. Dev.

## The Words We Use Are Important!

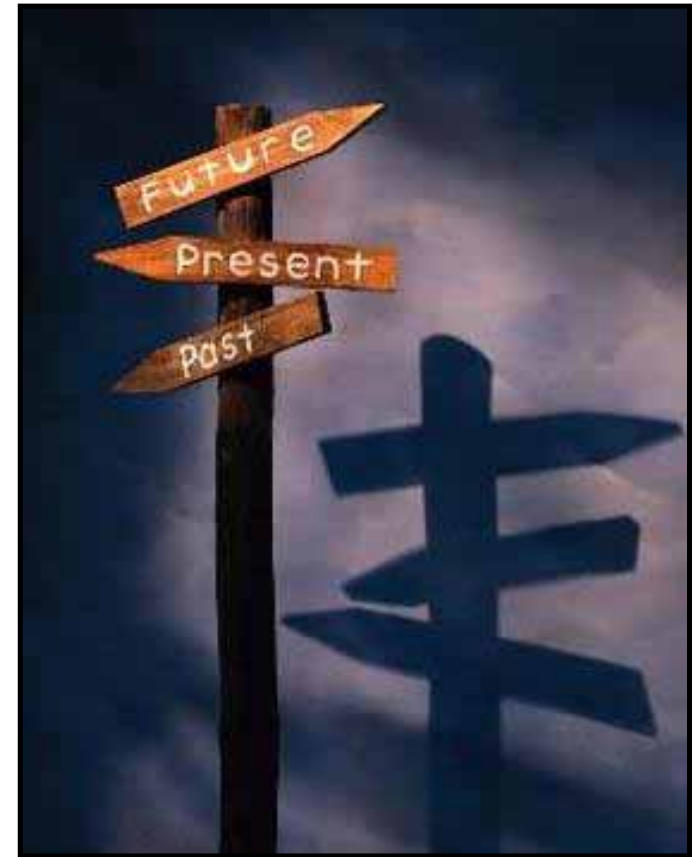
- **Socially and Economically:**
  - **Healthy:** full of strength and vigor.
  - **Vibrant:** energy, enthusiasm, and activity.
  - **Prosperous:** economic wellbeing, flourishing, and wealth.
  - **Resilient:** the capacity to absorb shock while retaining function and structure.

**Desired outcome of economic development:** “to position a community to become a *socially and economically **healthy, vibrant, prosperous, and resilient** place that competes for wealth and investment.*”

# Economic Development – Tolland & Econ. Dev.

## What is Planning? [Planning for Economic Development]

- A process of preparing for the future.
- A systematic approach to problem solving.
- A strategy for improvement.
- A continual process of learning and adjustment.
- A Prediction of the future with the risk of being wrong.





# Economic Development – Tolland & Econ. Dev.

## Planning for Economic Development

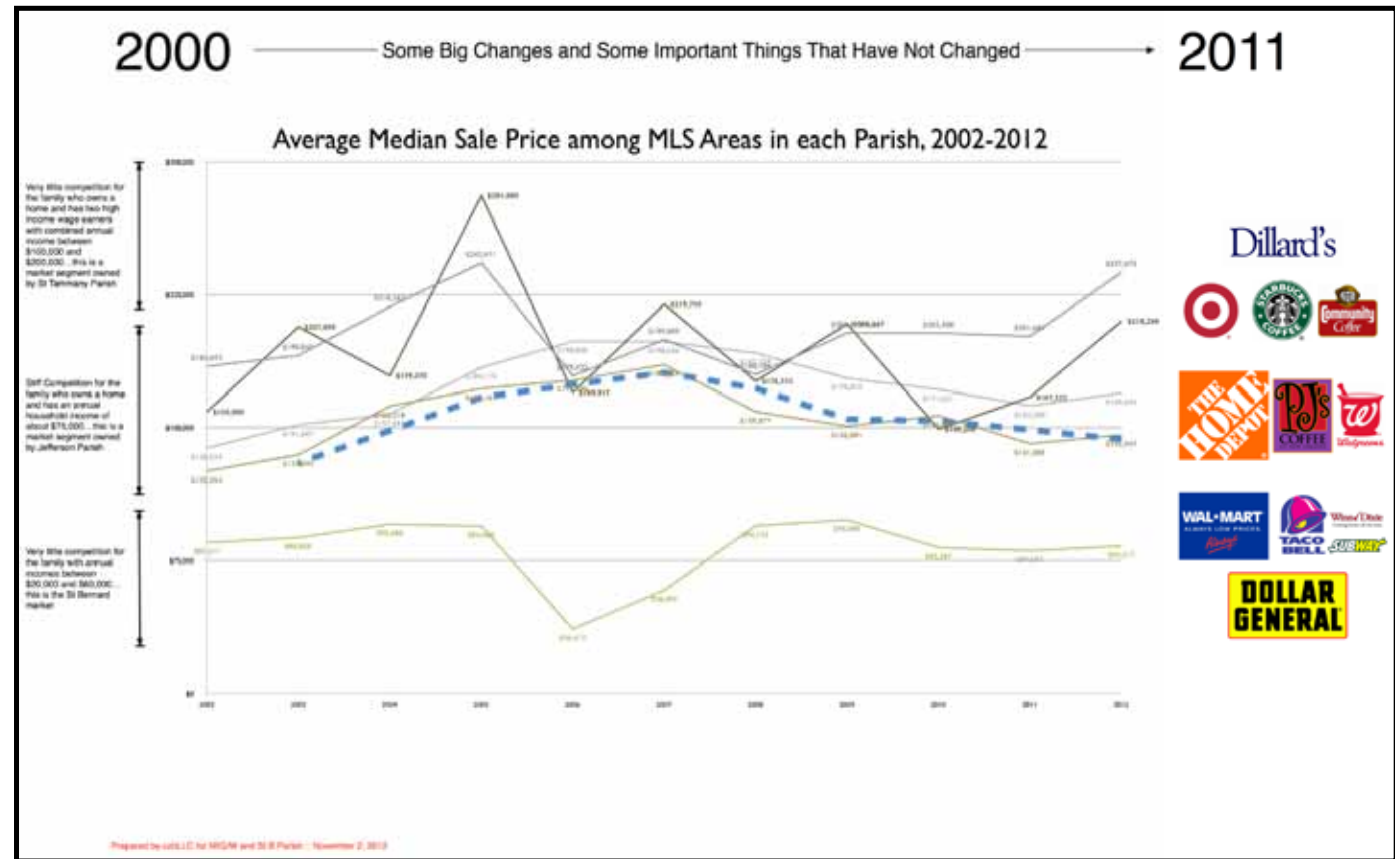
...should work to manage the complexities of (socio-economic) space and place...

- Understand the functioning of communities and governance.
- Integrate the social, cultural, and economic forces with the role of governance.
- Pay attention to the *slow-moving variables of change*.

UNDERSTANDING PLACE	
Market	Who and what is there
Capacity	What abilities and behaviors
Condition	How things look and feel
Image	What signals are being sent

# Economic Development – Tolland & Econ. Dev.

UNDERSTANDING PLACE	
Market	Who and what is there
Capacity	What abilities and behaviors
Condition	How things look and feel
Image	What signals are being sent



# Economic Development – Tolland & Econ. Dev.

## Understanding Place Through Coffee

<b>Market</b>	Who and what is there
<b>Capacity</b>	What abilities and behaviors
<b>Condition</b>	How things look and feel
<b>Image</b>	What signals are being sent

**Tolland: What kind of 'Coffee' Community Are You?**

Independent Community?



Starbucks Community?



D&D Community?

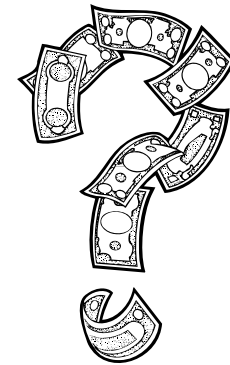


Gas Station Community?

# Economic Development – What Tolland Wants?

## Community Sentiment and Appetite

- Should Tolland be focused on Economic Development? Yes or No (and why?)
- How should Tolland define economic development?
- Does Tolland have an economic development problem to solve? (If so, what is it?)
- What kind of economic development does Tolland want?
  - More Office? If so, what kind?
  - More Retail? If so, what kind?
  - More Industrial? If so, what kind?
- Are you willing to invest (time, energy, and money) in economic development?
- What are your non-negotiables? What you don't want?



# Economic Development – What Tolland Wants?

## Community Sentiment and Appetite

- Should Tolland be focused on Economic Development? Yes or No (and why?)
- How should Tolland define economic development?
- Does Tolland have an economic development problem to solve? (If so, what is it?)
- What kind of economic development does Tolland want?
  - More Office? If so, what kind?
  - More Retail? If so, what kind?
  - More Industrial? If so, what kind?
- Are you willing to invest (time, energy, and money) in economic development?
- What are your non-negotiables? What you don't want?

## Preliminary Thoughts and Possible Findings

- Tolland 'playing' below its grade.
- Underperforming its economic development potential.
- Leakage is high, too high! This signals potential, opportunity.
- Is already wealthy, a great place to start.
- New investment is needed... attracting and creating investment should be the focus of economic development in Tolland.

# **GOMAN+YORK**

## **ADVISORY SERVICES**

Tolland POCD  
Economic Development

# GOMAN+YORK

## ADVISORY SERVICES

Tolland Plan of C & D  
Tolland Village Area

October 2018



# Tolland Village Area – Where We Are

## **Tonight's Objectives**

- Explore the Tolland Village Area
  - Establish a baseline—community sentiment and appetite.
  - Review how we got here and where we are.
  - Explore opportunities and options for the future—where we want to go?





# Tolland Village Area – Where We Are

## Community Sentiment and Appetite

- Were you for or against the 2016 proposed development? Yes or No
  - If yes, why?
  - If no, why?
- If the same or similar development was proposed today, how would you vote? Yes or No
- What problem are we trying to solve by planning for this area?
- Are we wasting our time planning for the TVA?
- In an ideal world, what would you want to see here?
- What are your non-negotiables? What you don't want?



# Tolland Village Area – Where We Are

## Tolland Village Area – A Historical Perspective

- 2009 Plan of Conservation and Development
  - Create a Town Center
    - Based on public input, studies, and reports



# Tolland Village Area – Where We Are

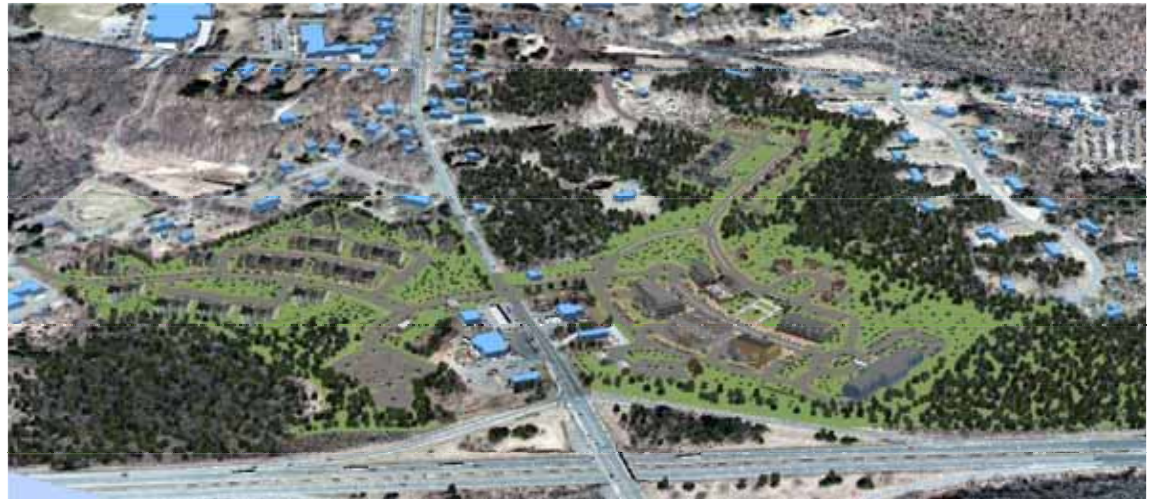
## **Tolland Village Area – A Historical Perspective**

- **2011 Zoning Regulations**
  - **Article 7: Tolland Village Area (TVA)**
    - Section 7-1. Preamble
    - Section 7-2. Purpose and Intent
    - Section 7-3. Reference Documents
    - Section 7-4. General
    - Section 7-5. Special Permit Uses
    - Section 7-6. Workforce Housing Required
    - Section 7-7. Consolidated Parcels
    - Section 7-8. Standards for Area Development Plans
    - Section 7-9. Procedures
    - Section 7-10. Conflicting Regulations

# Tolland Village Area – Where We Are

## Tolland Village Area – A Historical Perspective

- **2012 TVA Presentation to Town Council (Planimetrics)**
  - **Town Council Decisions (What is the role of the Town)**
    - Town as Developer?
    - Town as Seller?
    - Town as Partner?
    - Infrastructure Investment?
    - Incentives?



# Tolland Village Area – Where We Are

## Tolland Village Area – A Historical Perspective

- **2016 Development Proposal**
  - **Development Overview**
    - Residential Units – Up to 369 units
    - Commercial Space/Use – Up to 34,000 sq. ft.
    - Hotel – Up to 120 rooms
  - **Community Concerns**
    - Density of residential units
    - Height (up to five-stories)
    - Focus on UCONN students





# Tolland Village Area – Where We Are

## Tolland Village Area – A Historical Perspective

- **2017 Development Market Study (3<sup>rd</sup> Party Analysis)**
  - **Overview/Findings**
    - **Multi-Family:** Analysis indicates a market opportunity for multi-family development, but development cost limits feasibility.
    - **Restaurant/Retail:** There is opportunity for limited restaurant development on the TVA Site, but no traditional retail. If a residential component is developed, a convenience store is recommended.
    - **Hotel:** Analysis suggests an opportunity for hotel development.

## Goman+York Review and Findings

- Quicker Res. lease up. 15+ units per month.
- Stabilized vacancy rate of 7% is too high.
- Stabilized 50% expense ratio too high. 40%-45% reasonable. Used 44% (as conservative estimate)
- DSCR (Debt Service Coverage Ratio) was 1.3 of stabilized income. Typical DSCR is 1.2.
- Estimated FM rents of \$1.58 too low. \$1.70+ used.
- Gap too high.
- G+Y recalculated based on our numbers--including variable rents and construction cost estimates.
- Gap reduced to \$2M - \$7.5M
- We believe development is possible.
- But, will likely require density and incentives.

# Tolland Village Area – Where We Want to Go?

## **Tolland Village Area – Exploring Options**

- **We want to explore options—potential course of action.**
- **In doing so, we want to gage public sentiment and appetite.**
  - **Five Options We Will Explore:**
    1. Do nothing – Retain TVA Zoning and let the market drive when development will occur.
    2. Feasible Developments – The West Side and East Side
    3. Purchase the Land for Open Space (West or East or Both)
    4. Purchase for Future Development (West or East or Both)
    5. Return to Prior Commercial Zoning

# Tolland Village Area – Where We Want to Go?

## Option 1. Do Nothing

- Leave Existing TVA Zoning in Place
- Stop Planning for Development—'This Process Has Been a Waste of Time'
- Don't Offer Incentives (Town-Owned Land or Other/Taxes)
- Let the Market Drive Future Development—When and What Gets Developed (within the context of existing TVA Zoning).

**G+Y Perspective:** Most likely will not see any meaningful development for many years. Possible burden on the existing property owners.



# Tolland Village Area – Where We Want to Go?

## Option 2. Feasible Design West Side

- **Minor Amendments to TVA Zoning to Allow Greater Density**

- Residential – 300 to 350 Units at 3 to 5 Stories
- 20,000 Sq. Ft. Commercial (restaurant, pharmacy, etc.) & Hotel - 100+- rooms (50,000 Sq.Ft.)
- Phased Development (1. Residential, 2. Commercial, 3. Hotel)
- Existing TVA Zoning in Place

- **Provide Town-Owned Land for Free or a Fee**

- **Provide Tax Abatement**

- 100% Abatement Years 1 and 2
- 90% Year 3
- 80% Year 4
- 70% Year 5
- 60% Year 6
- 50% Year 7

**G+Y Perspective:** With density, Town providing land, and tax abatement, development is feasible and will occur.

# Tolland Village Area – Let's Talk About Density

## *Too many times*

we see people associating the term “**DENSITY**” with . . .

**“HARDSCAPE FROM PROPERTY LINE TO PROPERTY LINE & AS TALL AS POSSIBLE”**

. . . that is **NOT** the case in our process.

Part of our process is to help Tolland evaluate the types and levels of development necessary to best service your Community as well as to:

- minimize “spending leakage”
  - *Tolland residents’ dollars spent leaving town for lack of offerings at home;*
- increase tax roll contributions to mitigate future tax increases;
- anticipate, negotiate and provide for the necessary infrastructure to accommodate such growth.

**WE ESTABLISH THE BASELINE** that balances *those* considerations with . . .

**THE APPROPRIATE TRAFFIC COUNTS & “ROOFTOPS” THAT WILL SATISFY & ATTRACT THE TYPE OF DEVELOPMENT & SERVICE PROVIDERS NEEDED TO MAKE THAT VISION SUSTAINABLE.**

In doing so, we also address design guidelines to minimize negative impact and ensure the best possible integration into the existing Community:

- Preserve the green space and agrarian feel of the area
  - Necessary setbacks, buffers, green-space
  - Establish land banks for mitigation offsets
  - Requiring contributions of the developers to provide public/green space within their plans
- Plan and provide physical plant opportunities integrated with new development
  - Police substations, incremental/pro-rata assessments for utility, sidewalk, traffic control improvements etc.

# Tolland Village Area – Comparative “Heat & Levels”



PREVIOUS SCHEME

Place lower impact (less density and lower rise structures) adjacent to the existing residential development.

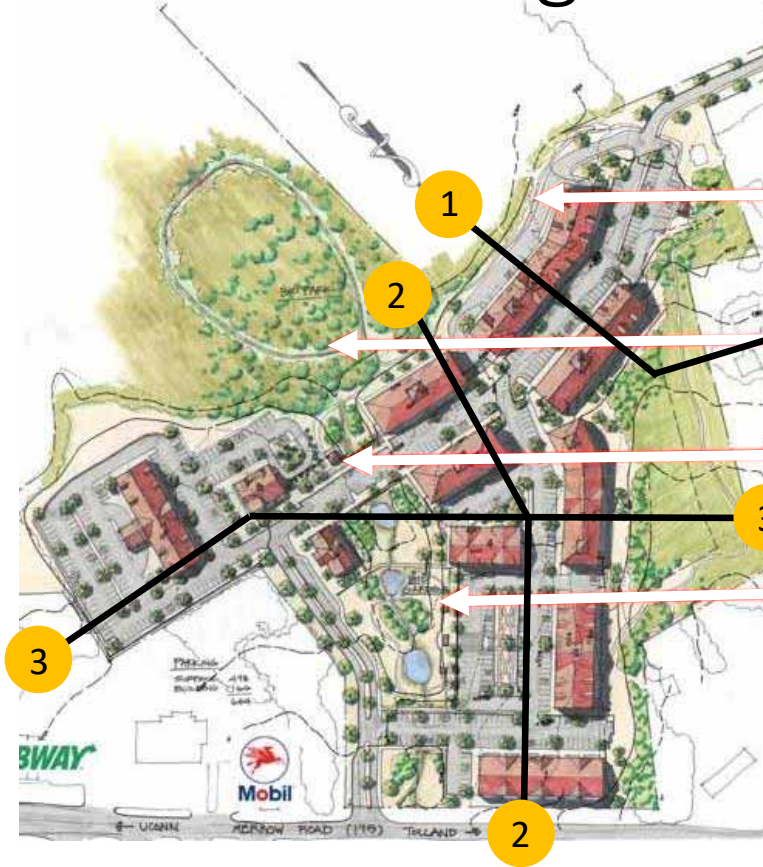
Place commercial and retail development in line with existing

Buildings only get taller and more dense as they go “down the hill” and away from existing residential



REVISED CONCEPT

# Tolland Village Area – Comparative Sections



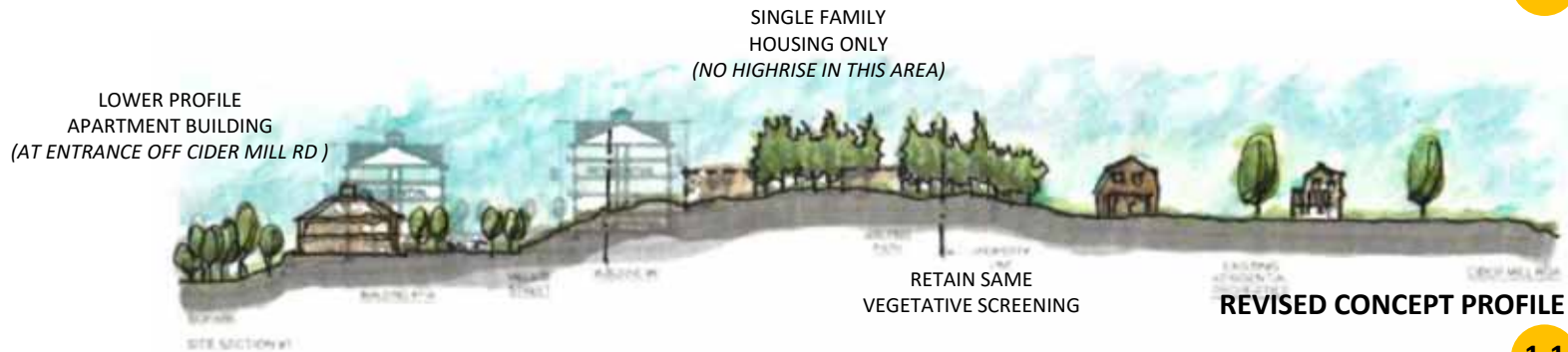


# Tolland Village Area – Comparative Sections



PREVIOUS SCHEME PROFILE

1-1



REVISED CONCEPT PROFILE

1-1

# Tolland Village Area – Comparative Sections



**PREVIOUS SCHEME PROFILE**

2-2



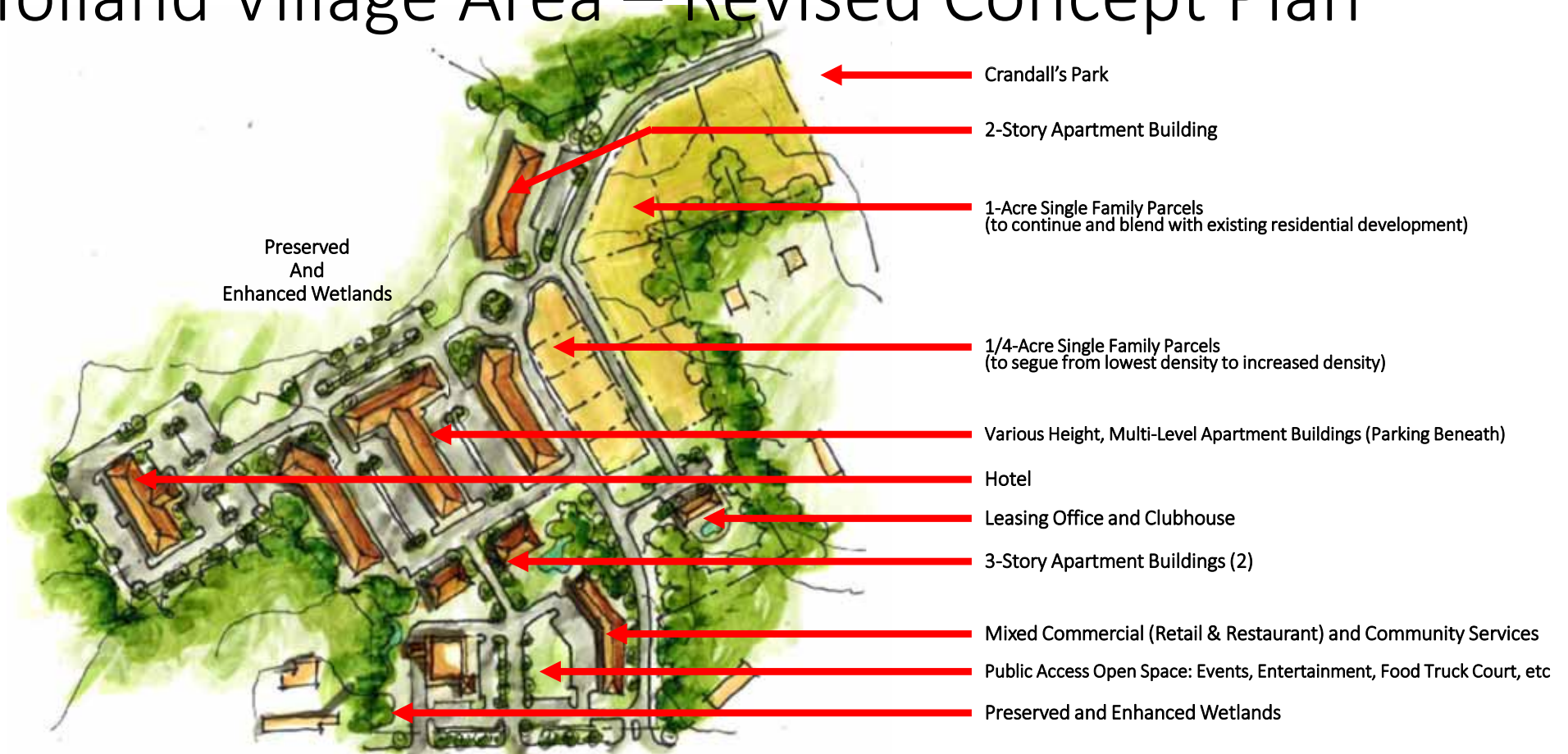
**REVISED CONCEPT PROFILE**

2-2

# Tolland Village Area – Comparative Sections



# Tolland Village Area – Revised Concept Plan





# Tolland Village Area – Where We Want to Go?

## Option 2 (Continued). Feasible Design (East Side)

- **Minor Amendments to TVA Zoning to Allow Greater Density**
  - All Residential – Minimal Grading, 3 to 5 Stories, and 150 to 300 Units
- **Provide Tax Abatement**
  - 100% Abatement Years 1 and 2
  - 90% Year 3
  - 80% Year 4
  - 70% Year 5
  - 60% Year 6
  - 50% Year 7

**G+Y Perspective:** With density and tax abatement, development is feasible and will occur.

# Tolland Village Area – Neighbors to the East



# Tolland Village Area – Potential Development Areas



This image represents those areas that have development potential.

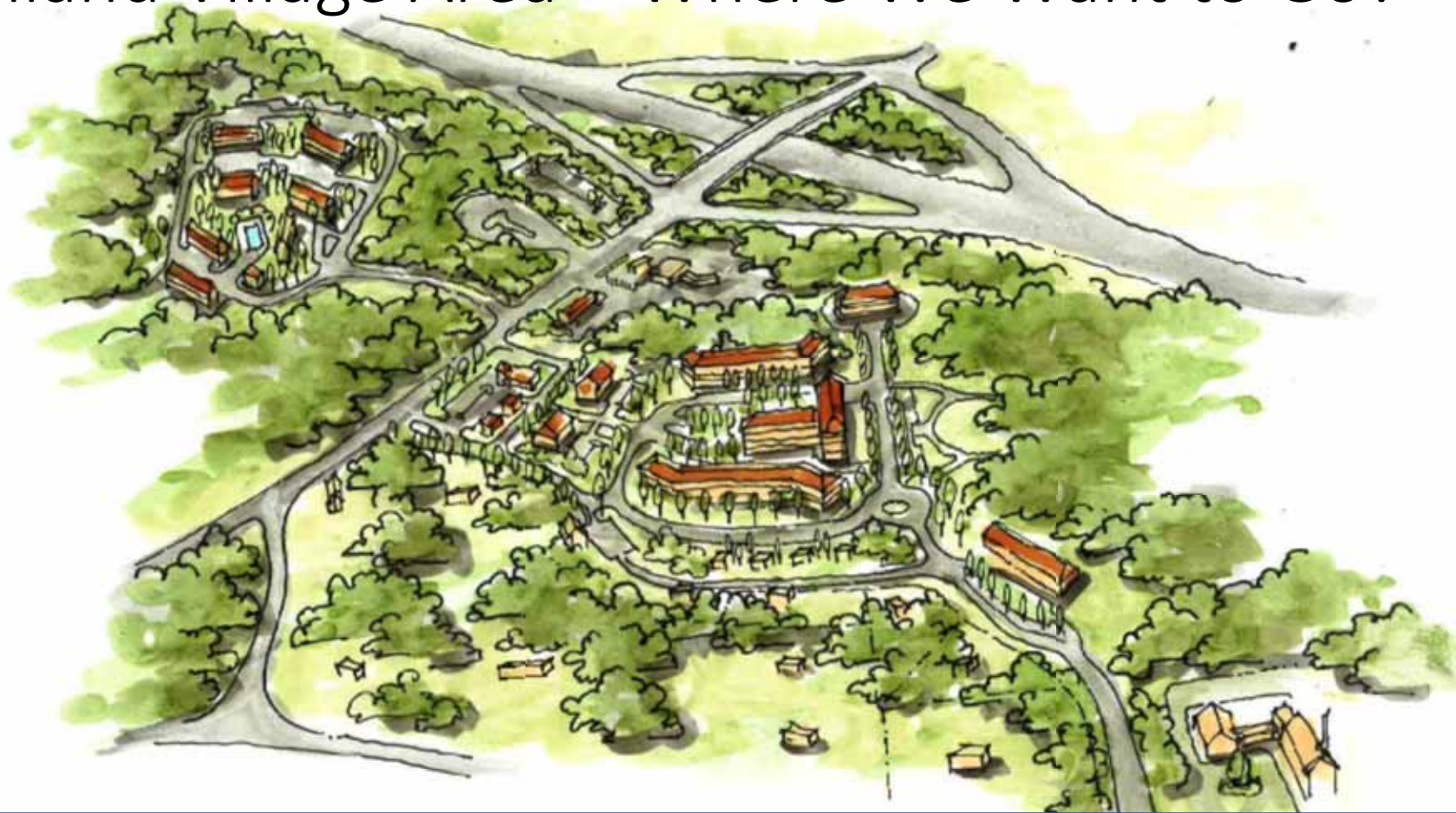
It is not to suggest at this time that all of this development is either desirable or necessary to achieve the economic goals of the Community.

## **NOTE. . .**

That said, it is a conceptual “fit-test” to better ensure that if in fact long-range planning and iterative development were to be considered, it could be done in a manner that would balance the overall scale and address infrastructure demands accordingly.



# Tolland Village Area – Where We Want to Go?



# Tolland Village Area – Where We Want to Go?

## Option 3. Purchase Land for Open Space

- One or Both Sides (West and East)
- Town Bonds \$2 - \$6 Million for Purchase
- No Future Tax Revenue

**G+Y Perspective:** Not convinced this is the best location for open space conservation and would remove taxable property and future tax revenue

# Tolland Village Area – Where We Want to Go?

## Option 4. Purchase Land for Future Development

- One or Both Sides (West and East)
- Town Bonds \$2 - \$6 Million for Purchase
- Hold Land for 10 to 20 Year
- See for Development When Demand is There
- Future Tax Revenue

**G+Y Perspective:** We always say, 'if you want to control your future, buy the land'. Costly today, possible good returns in the future, but no guarantees.

# Tolland Village Area – Where We Want to Go?

## **Option 5. Return to Previous Commercial Zoning**

- **Allow Prior Zoning to Dictate Use and Form**
- **Lower Density—Similar to What is There**
- **No Incentives from Town**
- **Market Determines What is Built**
- **Future Tax Revenue—Lower Density/Lower Taxes**

### **G+Y Perspective:**

Development will occur in a similar form and use to what is already there.

# Tolland Village Area – Where We Want to Go?

## **Tolland Village Area – Exploring Options**

- **What Option Would You Vote For?**

1. Do nothing – Retain TVA Zoning and let the market drive when development will occur.
2. Feasible Developments – The West Side and East Side
3. Purchase the Land for Open Space (West or East or Both)
4. Purchase for Future Development (West or East or Both)
5. Return to Prior Commercial Zoning



# GOMAN+YORK

## ADVISORY SERVICES

Tolland Plan of C & D  
Tolland Village Area

October 2018

# TOWN OF TOLLAND PLANNING & ZONING COMMISSION PLAN OF CONSERVATION AND DEVELOPMENT PUBLIC ENGAGEMENT MEETING

JUNE 11, 2018

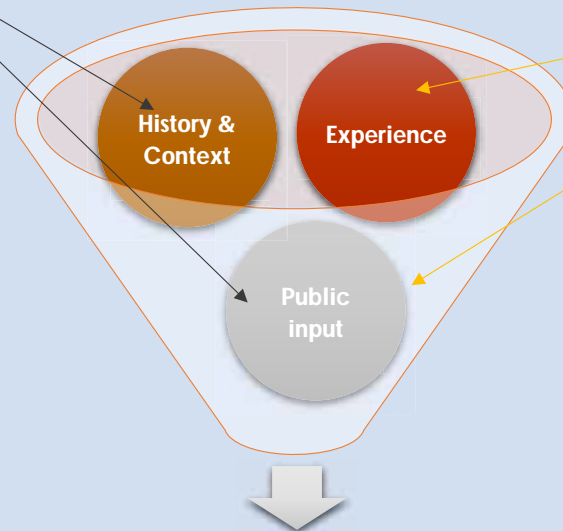


**GOMAN+YORK**  
PLANNING AND DESIGN

# POCD Update: Organization

## Town of Tolland

Town Staff  
Planning & Zoning  
Commission  
Other Boards &  
Commissions



## Goman+York

Don Poland, PhD, AICP  
Goman+York Staff &  
Resources

### Our Role

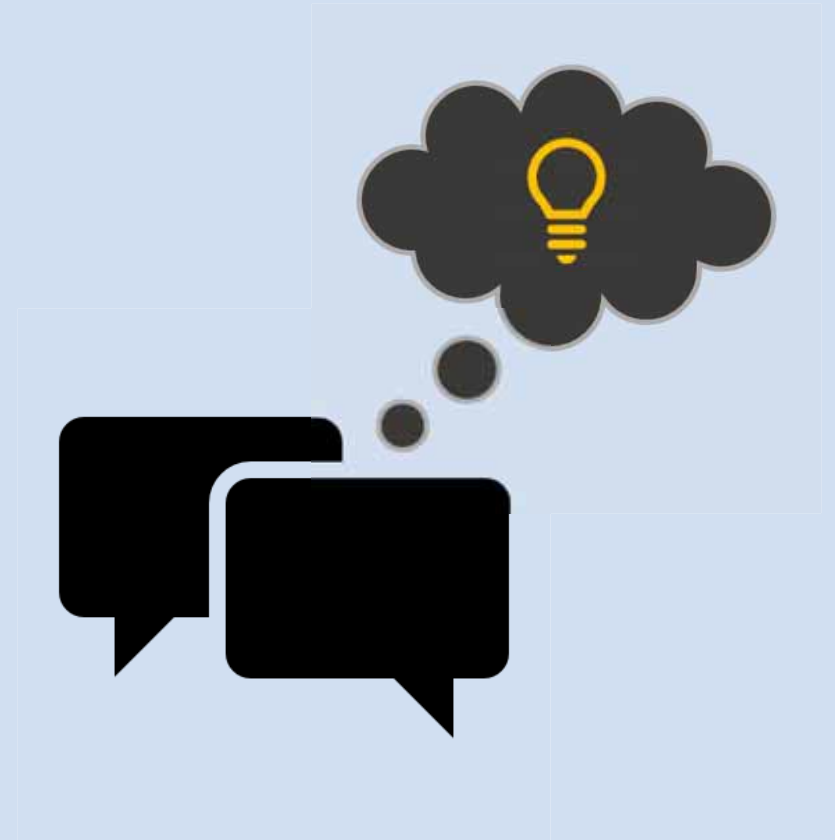
Economic Development  
Tolland Village Area  
Public Outreach

UPDATED POCD

# Program Outline

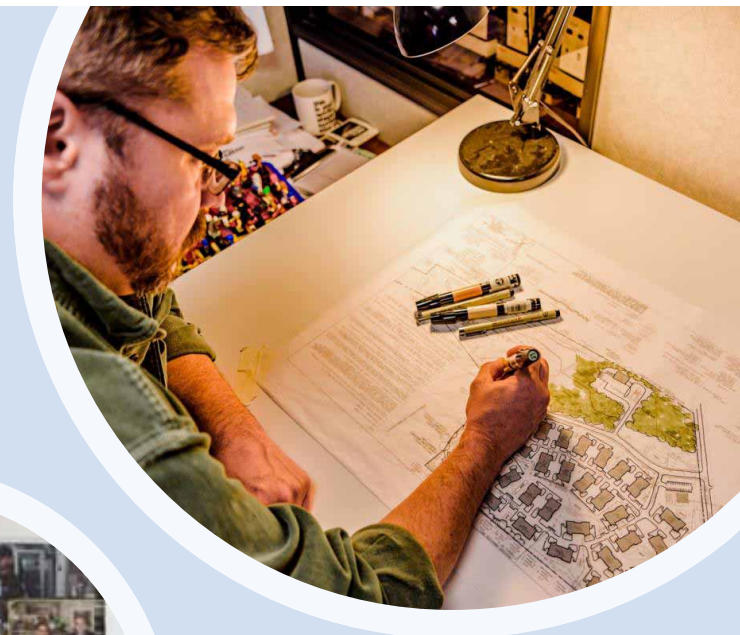
## *Tonight we will...*

- Engage in discussion about Tolland—Where we are and where we want to go
- Highlight the priorities of the community
- Examine Tolland's community character and envision its future
- Invest in Tolland's future



# Goman+York Overview

- Goman+York is a dynamic consulting firm focused around the areas of expertise of our team. Our team includes leading professionals in community planning, urban design, economic development, market research, financial feasibility, and real estate.
- Our work is based upon market realities and is capable of being taken from concept to physical implementation.
- We are focused upon results, and very attuned to identifying and avoiding those plans which are attractive but impractical—plans that can't be implemented or built.
- Our work includes master plans, economic investment strategies, comprehensive plans, economic development strategies and services, and fee-for-service development services.



# What is the Plan of Conservation & Development?

## C.G.S. 8-23 – Plan of Conservation and Development

The Plan:

- a statement of policies, goals and standards for the physical and economic development of the municipality...
- the commission's recommendation for the most desirable use of land within the municipality for residential, recreational, commercial, industrial and other purposes and for the most desirable density of population...
- be designed to promote...the coordinated development of the municipality and the general welfare and prosperity...

ECONOMIC DEVELOPMENT



NATURAL RESOURCES



HOUSING

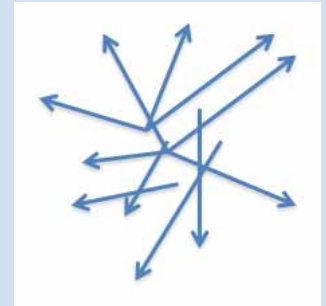


PUBLIC SERVICES

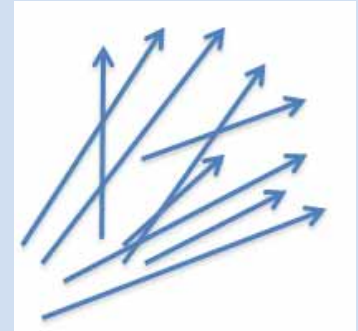
# Planning as a Process

1. **Where Are We Today?** (Market Research & Existing Conditions Assessment)  
The assessment of existing conditions (history, socio-economics, demographics, market analysis, land use analysis, etc.), including the inventory of economic, cultural, and conservation assets.
2. **Where Do We Want To Be in the Future?** (Outreach, Visioning, & Outcome Definition)  
Community aspiration. The community vision, goals, and desired outcomes for the community. What does Tolland want to be in the future?
3. **How Will We Get There?** (Strategies & Actions for Improvement)  
Strategies for getting what the community wants. How Tolland will move toward desired outcomes.
4. **How Will We Know We Are On the Right Course?** (Measuring for Improvement)  
Establishing measures. How will Tolland know it is on the right track.
5. **Implementation.** (Road Map & Action Agenda)  
An action agenda. Creating as road-map to the future for the community to follow, ensuring the plan is implemented.

Without Planning



With Planning





# The 2009 Plan of Conservation & Development

## Community Planning Concerns (Themes) from the 2009 Plan

- Residents want Tolland to remain a rural community.
- Tolland has been doing a good job protecting its natural resources, open space and character and should continue to do so. Protecting drinking water supplies is critical.
- The Town should increase the business portion of the tax base and it should occur in ways that respect the Town's character. The look, form and location of business development warrant careful attention.
- Housing needs and demands may change as the population ages and finding ways to help address needs will be important, especially since Tolland's housing stock predominantly consists of single family houses.
- Traffic issues on Route 195 should be addressed.
- There is a desire to be able to walk and bike to places in Tolland.
- Residents appreciate the level of services and amenities that the Town is able to provide. Continuing to do so will require a careful balance of the needs of many departments and the ability of the Town to afford upgrades and improvements.
- Town practices should become more sustainable.

# Understanding Change – Providing Context

## Understanding Change:

- Change is inevitable. Simply put, things change!
- Change is neither good nor bad. Change can have both *desirable or undesirable outcomes*.
- Change can also produce *surprises and opportunities*.
- The challenge is not *stop or resist change*, but to *embrace and manage change*.

## Planning in a World of Change:

- Known knowns – the things we know we know. (Easy to Plan for)
- Known unknowns – the things we do not know. (Hard to Plan for)
- Unknown unknowns – the things we don't know we don't know. (Impossible to Plan for)
- Newton's Third Law of Motion, "for every action, there is an equal and opposite reaction."
  - Planning and policy have *costs and consequences*—foreseen and unforeseen.
    - '*Desirable and undesirable outcomes*'.

# Planning for and Managing Change

- *Embrace the simple notion that things change.*
- Recognizing that communities are *always shifting and changing*.
- Understanding that change is not *continuous and gradual*, but *episodic*.
- Don't *presume sufficient [planning] knowledge, but recognition of our ignorance*.
- Keep *options open*, while embracing, not trying to *resist or constrain change*.
- Don't *assume that future events are expected, but that they will be unexpected*.
- *Embrace diversity*—diversity in land use, housing, economic development, etc.
- Pay close attention to *slow variables of change*.
- Embrace and encourage *redundancies and overlapping responsibilities*, and incorporate both *top-down* and *bottom-up structures*.
- Recognize the *regional context* and scale actions to fit the community.
- Don't focus on trying to *predict or preordain the future*, but to build *capacity to absorb and accommodate future events in whatever unexpected form they may take*.

# Tonight's Activities

## 1) SWOT

- Strengths
- Weaknesses
- Opportunities
- Threats

## 2) "Gives" and "Gets"



## 3) Continuums



## 4) Resource Allocation

- Breakdown of current resource allocation
- Investing \$100

# SWOT Analysis

**Strengths:** attributes and characteristics of the community that provide Tolland with a competitive advantage and are helpful in achieving desired outcomes.

- **What are Tolland's strengths?**

**Weaknesses:** attributes and characteristics of the community that place Tolland at a competitive disadvantage and are harmful to achieving desired outcomes.

- **What are Tolland's weaknesses?**

**Opportunities:** conditions (or things) that may be exploited to Tolland's advantage and that are helpful to achieving outcomes.

- **What are Tolland's opportunities?**

**Threats:** conditions (or things) which may cause harm or prevent Tolland from achieving desired outcomes.

- **What are Tolland's threats?**



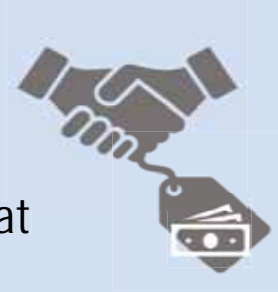
# 'Gives' and 'Gets'

In local government (in governance and in life), there are no free rides. Everything has a cost and consequence. Therefore, there will always be 'gives' and 'gets'.

- If we want to *get* something (conservation, development, tax base, etc.), then we have to *give* something (conservation, development, tax base, etc.).
  - Planning and policy decisions have *foreseen (known) and unforeseen (unknown) costs and consequences*.
  - Planning and decision have *desirable and undesirable outcomes*.
- Example: If you want preserve meaningful amounts of open space (*the 'get'*), then you will need to spend money/tax revenue (*the 'give'*) to purchase open space. The *desirable outcome*, preserving rural character, the *consequence*, removing property from the Grand List (future tax revenue).



# 'Gives' and 'Gets'



What are you (individually and as a community) willing to '*Give*' in order to '*Get*' what you want?

Are you:

- willing to pay more taxes to *get* more or better government services (ballparks, schools, senior services, etc.)?
- willing to encourage and allow more commercial development (increase the commercial tax base) to get more tax revenue to fund conservation and preservation aimed at protecting and maintaining Tolland's character?
- willing to encourage and allow more housing (affordable or not) to create the critical mass needed to support more commercial development?

Understanding '*Gives*' and '*Gets*' allows us to think critically about the interconnectedness of our community and the planning policies we adopt and employ to satisfy the *needs* (basic services) and *wants* (amenities) of our community.



# Continuums of Change and Character

The words we use to discuss and describe place and community are important.

Unfortunately, many of the words we use to discuss or describe place and community are often ambiguous, yet we tend to think of them in absolutes.

- For example, what does it mean to be *rural* or *suburb*? What are the differences between a rural community and a suburban community?

Few communities are simply one or other. Many communities display both *rural* and *suburban* characteristics—they are a kind of hybrid *rural-suburban* community. In addition, some communities may be moving from be more rural to more suburban.

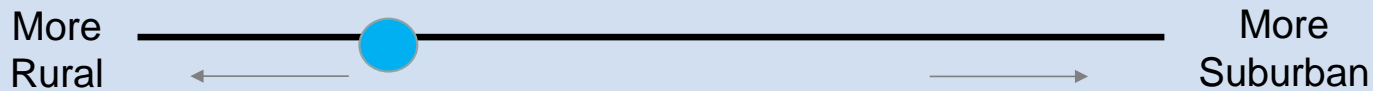
To recognize and embrace this hybrid-ness of place, I think of communities (and the challenges they face) as existing along continuums—allowing for a multiplicity of place, challenges, and change.

In this exercise, we will explore continuums of place.

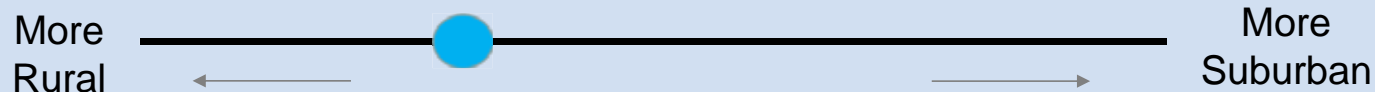


# Tolland - Continuums of Change and Character

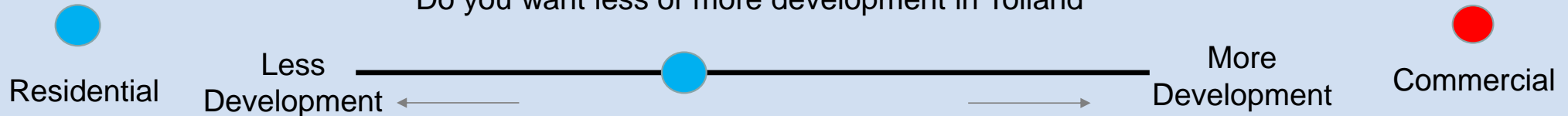
Is Tolland (today) more rural or more suburban?



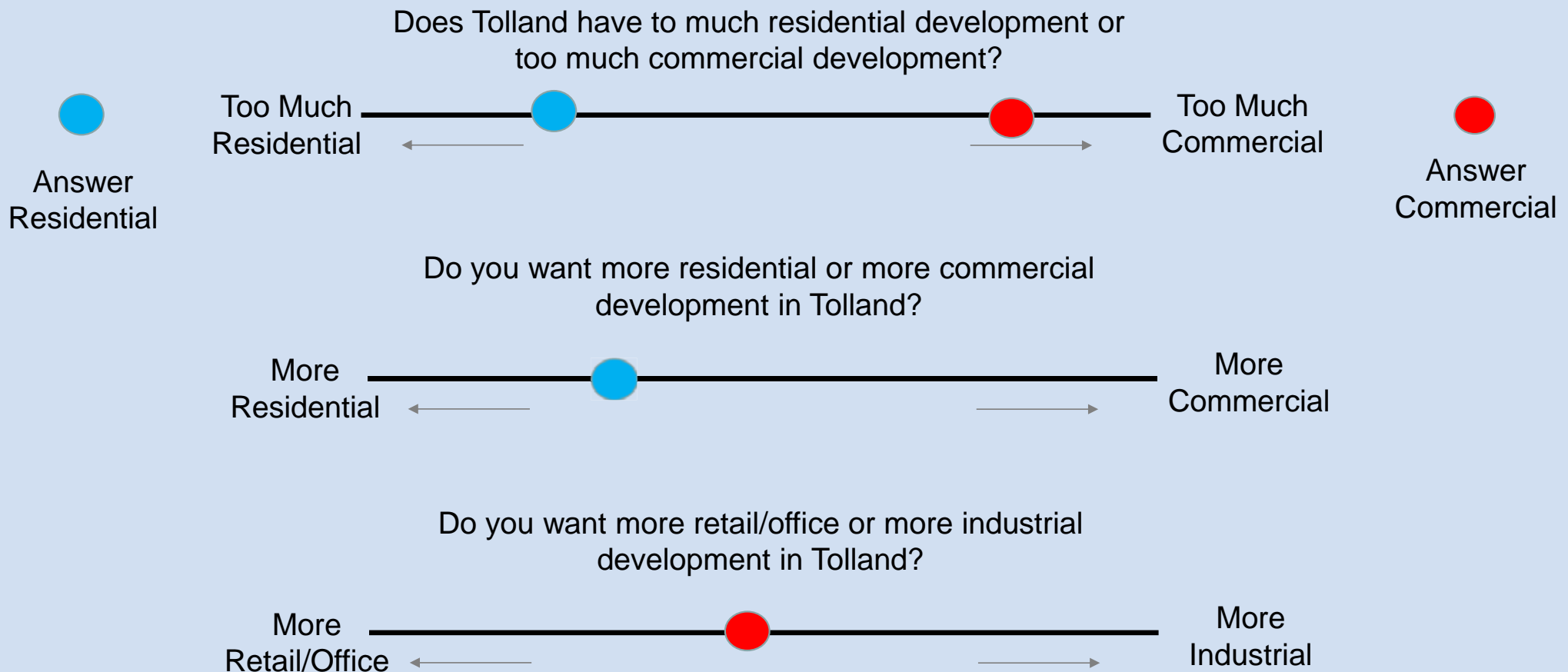
Do you want Tolland to be more rural or more suburban in the future?



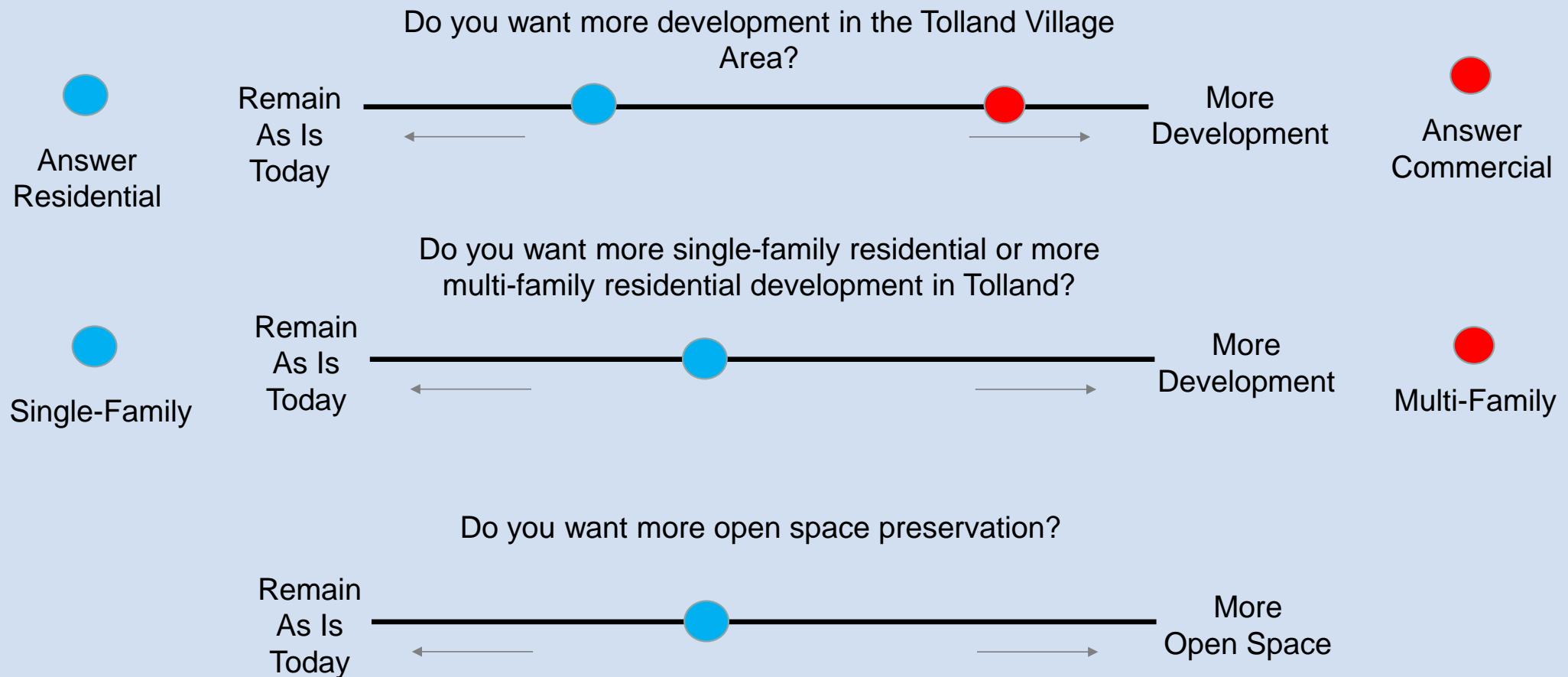
Do you want less or more development in Tolland



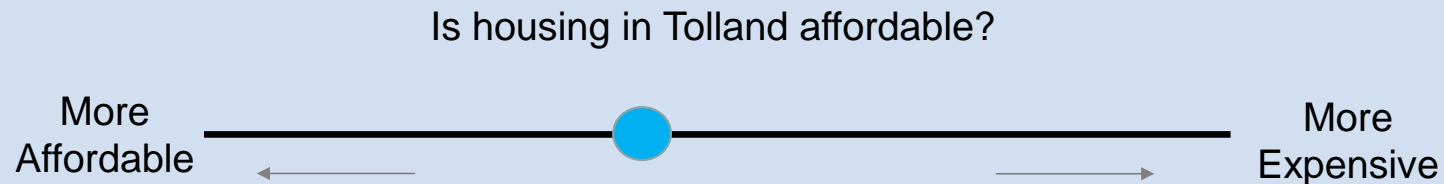
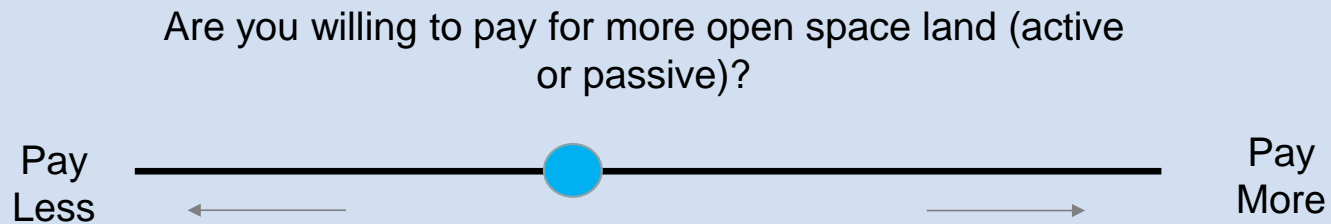
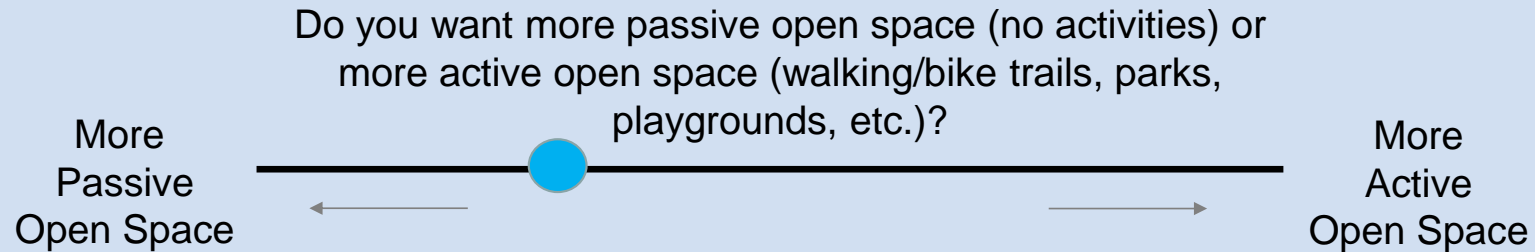
# Tolland - Continuums of Change and Character



# Tolland - Continuums of Change and Character

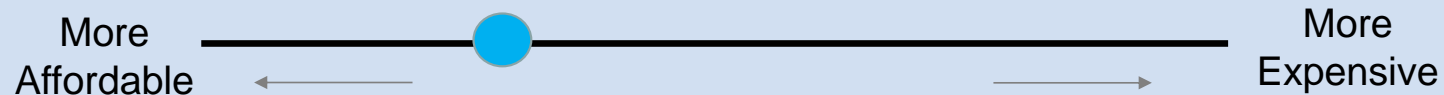


# Tolland - Continuums of Change and Character

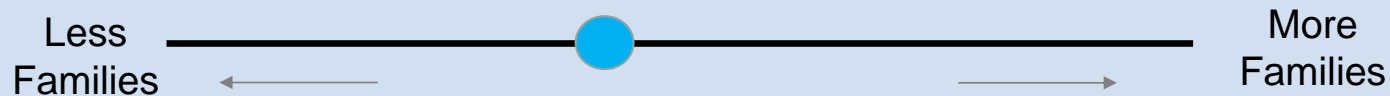


# Tolland - Continuums of Change and Character

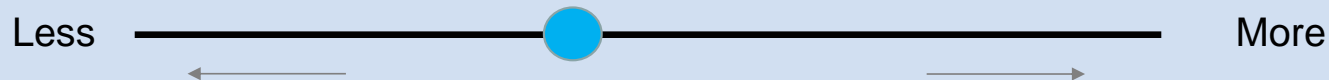
Should housing be more or less affordable in Tolland?



Should Tolland have more or less families (including children)?



Does Tolland need more or less senior housing?



# Resource Allocation

Your Tax Dollars:

BUDGET



- Education
- Public Safety
- Library, Recreation, Town Properties
- What's Left
- General Government
- Public Works
- Capital Improvements

How would you invest your \$100?



# A Vision Statement

## **What is a Vision Statement?**

A vision statement is the communities guiding statement for the future. The statement indicates what the community wants to become, while guiding the transformation.

Another way of think about a vision, it is a statement what Tolland wants to be when it grows-up.

With that in mind, what are some words, phrases, or statements that come to mind when you think about a vision for Tolland's future?





Thank You!

---

Good Night

GOMAN  
+YORK

## **Section B: Goman + York Reports**

Housing and Residential Development, 2019 – **PAGE 165**

The Work of Economic Development, 2018 – **PAGE 190**

The Practice of Economic Development, 2018 – **PAGE 199**

Special Permit & Site Plan Criterion, July 2018 – **PAGE 207**

A Discussion of Zoning and Use, July 2018 – **PAGE 210**

Tolland Village Area Focus Group, July 2018 – **PAGE 213**



## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

# Housing and Residential Development Report

[updated to March 27, 2019 by staff]

## Housing Overview

Residential development and housing play an important role in community, community character, and the community planning process. In the context of community, housing is where jobs go at night and where households and families live their lives. In addition, housing density, style, and tenure play a key role in contributing to community character. Furthermore, home ownership and housing equity have been a primary driver of wealth creation. Last, in the context of community planning, residential uses are the most predominate land use in a community and residential zoning typically dominates the land area of a town. Therefore, residential development patterns often frame the overall development patterns of a community.

As a community that is rural-suburban in character, approximately 95% of Tolland's land area is zoned residential, the overwhelming majority of which is zoned for single-family residential housing. This demonstrates how and why residential development, uses, and housing are key component of Tolland's community character and frame the overall development patterns of the community. In addition, residential land uses are important to consider and understand when planning for community facilities and infrastructure. For example, the kind of community facilities that are needed, where they are needed, and the infrastructures required to support them.

Single-family residential zoning dominates Tolland's land area and allowable uses. Tolland's housing stock is made up of only 93.8% single-family detached residential housing units and 1.5% single-family attached housing. Therefore, less than 5% of Tolland's housing stock is multi-family housing. In terms of resiliency—specifically, diversity, Tolland housing stock is not diverse and be viewed as being overly susceptible to disturbances in the market.

As a rural-suburban community, especially with substantial dedicated open space, it is reasonable to anticipate that Tolland will continue to maintain its rural-suburban community character throughout most of the community—a predominance of low-density single-family residential land uses. That said, what Tolland is missing from its residential and commercial development patterns and its housing mix are multi-family and mixed-use developments that provide greater diversity in housing options and other features or amenities such as public spaces and walkable communities.

Two challenges that face Tolland regarding residential land uses and housing are the crumbling foundations and housing affordability. Approximately 140 crumbling foundations have been identified—that is approximately 2.5% of Tolland's housing stock—at this time. However, it is reasonable to assume that the number may increase to 3% or 4% of the housing stock. Housing affordability, the lack of affordable housing, is the greatest housing issue facing Tolland. In addition, the lack of affordable housing is directly related to the lack of housing diversity and provides limited housing options for young persons, the elderly, and other non-family households.



## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

Since there does not appear to be any pressing need to change Tolland's overall residential development pattern, this plan recognizes and accepts that Tolland's rural-suburban residential development patterns, housing type, form, and density will continue, mostly as it is today—except for need for more multi-family development in the Route 195 corridor. Therefore, this Plan does not recommend any specific changes to the single-family residential zoning, but that the Planning and Zoning Commission continue to monitor market trends and demand to ensure that the existing zoning is in sync with consumer needs and wants. This Plan focuses on housing affordability, the needs for multi-family and mixed-use residential housing, and the crumbling foundations.

### Housing Needs Assessment & Housing Plan

As part of Plan of Conservation and Development update process, we conducted a comprehensive housing needs assessment to determine the extent to which there is a need for affordable housing in Tolland. This assessment is designed to comply with the requirements of Public Act 17-170 that local towns create a housing plan aimed at housing affordability. The assessment is also intended to comply with the Connecticut General Statutes Section 8-23 recommendation that towns plan for housing, including affordable housing.

This assessment primarily utilized U.S. Census data (2017) on the characteristics of housing, household income, and housing purchase and rent values in Tolland. In other words, household income is compared to the availability of housing types at corresponding sales value and rents to determine the affordability of housing and need for affordable housing at certain sales values and rents based on income.

Before getting into the specific data, findings, and recommendations, it is important to understand that housing affordability is a complex concept and challenging problem. One of the challenges regarding housing affordability, is that it can be defined in several ways. For example, affordable housing, as defined by the Connecticut General Statutes, Chapter 126a Affordable Housing Land Use Appeals, Section 8-30g narrowly defines housing affordability as:

**Assisted Housing:** means housing which is receiving, or will receive, financial assistance under any governmental program for the construction or substantial rehabilitation of low- and moderate-income housing, and any housing occupied by persons receiving rental assistance under chapter 319uu or Section 1437f of Title 42 of the United States Code;

**Set-aside development:** means a development in which not less than thirty per cent of the dwelling units will be conveyed by deeds containing covenants or restrictions which shall require that, for at least forty years after the initial occupation of the proposed development, such dwelling units shall be sold or rented at, or below, prices which will preserve the units as housing for which persons and families pay thirty per cent or less of their annual income, where such income is less than or equal to eighty per cent of the median income. In a set-aside development, of the dwelling units conveyed by deeds containing covenants or restrictions, a number of dwelling units equal to not less than fifteen per cent of all dwelling units in the development shall be sold or rented to persons and families whose income is less than or equal to sixty per cent of the median income



## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

and the remainder of the dwelling units conveyed by deeds containing covenants or restrictions shall be sold or rented to persons and families whose income is less than or equal to eighty per cent of the median income;

The 8-30g definition of housing affordability is narrow because it only considers and includes housing units and households receiving government assistance through specified programs or housing units that are specifically deed restricted as affordable through set-aside developments. For example, 177 housing units or 3.25% of Tolland's housing stock qualifies as affordable housing as defined by 8-30g (2018 Affordable Housing List). What 8-30g does not consider (or define) as affordable, are market rate housing units that are not subsidized or deed restricted as affordable, but that are affordable to low- and moderate-income households in the overall housing market. For example, since the early 1990s Tolland has allowed and permitted 83 accessory dwelling units (apartments) to be constructed within single-family homes. While such accessory dwelling units provide housing diversity and opportunities, most of which likely rent at affordable rates, such units are not included in the State's definition and calculation of qualified affordable housing. (Note, it is likely these accessory housing units may be missing from the U.S. Census data, since the Census shows no two-family dwelling units in Tolland). Unfortunately, the definition of qualified affordable housing distorts the discussion and understanding of housing affordability and need since 'affordable units' in the market are not deemed as qualified.

Connecticut Housing Finance Authority (CHFA) defines affordability based on a percent of area median family-income and the number of persons in the family/household. CHFA uses the Hartford Metropolitan Statistical Area (MSA), which Tolland is in, and the median family income at \$96,600. For example, moderate income would be 80% of median family income (\$96,600), or \$77,280. The Hartford MSA median household income is \$72,559, approximately \$40,000 less than Tolland's local median household income of \$112,740.

Other means of defining housing affordability include how much a household can spend to purchase housing or the percent of household income spent on housing—purchase or rent. Both approaches will be explained below and will be utilized as a means of calculating housing affordability, and ultimately, housing need in Tolland. In the form of a question, we can ask, is housing in Tolland affordable in comparison to household income?

To determine housing affordability and housing need—the aim of this assessment—we need to determine the overall affordability of housing in Tolland. The two common methods for calculating housing affordability, as discussed above, compare housing costs (purchase value and rent value) to household income. The first, typically applied to home purchase and home ownership, is to calculate what a household can afford to purchase—the maximum purchase price of house that household can afford. The commonly agreed upon metric is that a household can afford the purchase of a housing unit valued between 2.6 to 3.0 times their gross household income with the lower limits of affordability being 2.6 and the maximum limit of affordability being 3.0. For example, a household earning \$75,000 can afford to purchase a housing unit up to a value between \$195,000 (2.6 x income) and \$225,000 (3.0 x income). For this analysis and Plan, we split the difference and use 2.8 as the affordability multiplier on home purchases/ownership.





## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

The second method of calculating housing affordability is based on HUD's threshold of 30% of household income. From the perspective of this approach, if a household pays more than 30% of their income for housing, then housing is deemed to not be affordable—if the household pays less than 30% of their household income, then housing is deemed to be affordable. For example, if the same household earning \$75,000 per year is spending more than \$22,500 (30%) per year or \$1,875 (30%) per month on housing, then such housing is deemed to be unaffordable for said household. This 30% of household income threshold can be applied to both rental and ownership housing but will be used for rental housing in this report.

While these measures or thresholds provide a means for calculating the affordability of housing and will be utilized in the assessment of housing need, it is important to note that there are limits as to how these measures inform us about personal circumstances and housing costs. For example, the spending of 30% or more of household income on housing does not differentiate between those who spend such a high portion of their income on housing because of a lack of affordable housing and those who spend 30% or more out of their income on housing for reasons of personal choice—status, house size, access to education, etc. While the former household are burdened by lower incomes and high-cost housing, the latter households do not suffer from the same burden or hardship of those households of lesser means. So, while such measures of housing affordability provide a metric by which we can measure housing affordability, they fall short of informing us about the personal circumstances, choices, needs, and wants that are captured or assumed in the calculations and that affect housing affordability.

### **Tolland's Housing Stock Characteristics**

[This section could be moved to an appendix.]

It is important, first, to assess and discuss the characteristics of Tolland's housing stock. The characteristics of Tolland's housing stock are important because they provide context to understanding housing value, housing costs, and housing affordability. In addition, the characteristics of housing also inform us about demand and how demand is organized around housing products and location. Understanding the housing characteristics, their influence on demand, market strength, and housing affordability, provide insight into housing need and the strategies required to address housing need.

According to the U.S. Census (2017 estimates), Tolland has a total of 5,405 housing units, 94.2% (5,092) of which are occupied and 5.8% of which are vacant (Table 1.). Vacancy rates of less than 10%, especially in the rental housing market, typically indicate strong demand and often signal the need for additional supply. Vacancy of less than 5% in both the rental and homeownership markets indicate very strong market and that the vacancies are most likely the result of naturally occurring turnover. A rental vacancy rate of 0% indicates strong demand or limited supply in the rental housing market.



## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

Table 1. Housing Occupancy

Housing Occupancy	Tolland, Connecticut	
	Estimate	Percent
Total housing units	5,405	100%
Occupied housing units	5,092	94.1%
Vacant housing units	313	5.8%
Homeowner vacancy rate	3.3	---
Rental vacancy rate	0.0	---

Tolland's housing stock is dominated by single-unit detached housing—commonly known as single-family housing. Including single-unit attached housing, 95.3% of Tolland's housing stock is considered single-family housing—a housing stock that is most favorable to homeownership (Table 2). The remaining 4.7% of housing stock is in various forms of multi-family housing that include 3 to 20 or more units per building. Overall, Tolland's housing stock lacks a diversity of housing types and tenure.

Table 2. Units in Structure

Housing Units in Structure	Tolland, Connecticut	
	Estimate	Percent
UNITS IN STRUCTURE		
Total housing units	5,405	100%
1-unit detached	5,072	93.8%
1-unit attached	81	1.5%
2 units	0	0.0%
3 or 4 units	73	1.4%
5 to 9 units	132	2.4%
10 to 19 units	32	0.6%
20 or more units	15	0.3%
Mobile home	0	0.0%
Boat, RV, van, etc.	0	0.0%

The high percent (95.3%) of Tolland's single-unit (single-family) housing stock lends itself to homeownership and explains the 92.8% homeownership rate in Tolland—a near mirror image of the single-unit detached housing (Table 3.). The average household size of owner-occupied units is 2.92 persons per unit compared to 2.40 persons per rental unit. The difference in persons per unit between owner and rental housing is most likely driven by the number bedrooms available—single-unit owner-occupied housing typically has three or more bedrooms per unit, while rental housing typically has three or fewer—often one and two bedrooms—per unit. As a result, single-unit housing and owner-occupied housing typically attract more families and more school-age children than multi-family and rental housing.



## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

Table 3. Housing Tenure

Housing Tenure	Tolland, Connecticut	
	Estimate	Percent
Occupied housing units	5,092	100%
Owner-occupied	4,726	92.8%
Renter-occupied	366	7.2%
Average household size of owner-occupied unit	2.92	(X)
Average household size of renter-occupied unit	2.40	(X)

The median number of rooms per housing unit is 7.0 with 54.4% of Tolland's housing stock having six rooms or more (Table 4). More rooms typically indicate larger homes and more bedrooms per housing unit. 82.6% of Tolland's housing stock has three or more bedrooms and 36.7% of the housing stock has four or more bedrooms (Table 5).

Table 4. Rooms

Rooms Per Housing Unit	Tolland, Connecticut	
	Estimate	Percent
Total housing units	5,405	100%
1 room	0	0.0%
2 rooms	28	0.5%
3 rooms	123	2.3%
4 rooms	310	5.7%
5 rooms	671	12.4%
6 rooms	1,114	20.6%
7 rooms	962	17.8%
8 rooms	1,122	20.8%
9 rooms or more	1,075	19.9%
Median rooms	7.0	---

Table 5. Bedrooms

Bedrooms	Tolland, Connecticut	
	Estimate	Percent
Total housing units	5,405	100%
No bedroom	0	0.0%
1 bedroom	206	3.8%
2 bedrooms	733	13.6%
3 bedrooms	2,481	45.9%
4 bedrooms	1,745	32.3%
5 or more bedrooms	240	4.4%

Tolland's housing stock is relatively young, with 51.2% of the housing stock being built since 1980 and 14.1% of housing being built since 2000 (Table 6.). A young housing stock indicates that the housing product available has modern amenities that most likely make the housing product competitive in the overall market place. This may help to explain, at least in part, the low vacancy and strong occupancy rates.





## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

Table 6. Year Structure Built

Year Structure Built	Tolland, Connecticut	
	Estimate	Percent
Total housing units	5,405	100%
Built 2014 or later	0	0.0%
Built 2010 to 2013	52	1.0%
Built 2000 to 2009	706	13.1%
Built 1990 to 1999	1,190	22.0%
Built 1980 to 1989	815	15.1%
Built 1970 to 1979	908	14.9%
Built 1960 to 1969	997	18.4%
Built 1950 to 1959	563	10.4%
Built 1940 to 1949	73	1.4%
Built 1939 or earlier	201	3.7%

Tolland's householders are mostly new to the community. A total 88.4% of the householders moved into their housing unit since 1980 and 53.5% have moved in since 2000 (Table 7.). This is generally consistent with the age of the housing stock and overall movement patterns of householders.

Table 7. Year Householder Moved into Unit

Year Householder Moved into Unit	Tolland, Connecticut	
	Estimate	Percent
Occupied housing units	5,092	100%
Moved in 2015 or later	345	6.8%
Moved in 2010 to 2014	707	13.9%
Moved in 2000 to 2009	1,670	32.8%
Moved in 1990 to 1999	1,115	21.9%
Moved in 1980 to 1989	665	13.1%
Moved in 1979 and earlier	590	11.6%

### Tolland's Housing Stock Cost Characteristics

[This section could be moved to an appendix.]

To understand housing affordability and housing need, it is imperative to understand the cost of housing. This section reviews housing value and costs for owner-occupied and renter-occupied housing. Table 8 presents the value of owner-occupied housing, which can be assumed to be mostly single-unit (single-family) housing. Tolland's median value of housing is \$286,600 with 82% of owner-occupied housing valued above \$200,000. In addition, 46.1% or nearly half of the owner-occupied housing is valued above \$300,000.

To afford the median owner-occupied home at \$286,600 in Tolland, a household needs to have a household income of \$80,248 ( $\$286,600 \times 0.28$ ). [It should be noted, if we used  $0.30 \times \$286,600$ ,



## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

*the result would be \$85,980, well below Tolland's median household income of \$112,740.] Of the 4,726 owner-occupied housing units, 72.4% (3,421 units) have a mortgage (Table. 9).*

Table 8. Value – Owner-Occupied Housing

Value	Tolland, Connecticut	
	Estimate	Percent
Owner-occupied units	4,726	100%
Less than \$50,000	119	2.5%
\$50,000 to \$99,999	70	1.5%
\$100,000 to \$149,999	90	1.9%
\$150,000 to \$199,999	568	12.0%
\$200,000 to \$299,999	1,698	35.9%
\$300,000 to \$499,999	1,905	40.3%
\$500,000 to \$999,999	255	5.4%
\$1,000,000 or more	21	0.4%
<b>Median</b>	<b>\$286,600</b>	---

Table 9. Mortgage Status

Mortgage Status	Tolland, Connecticut	
	Estimate	Percent
Owner-occupied units	4,726	100%
Housing units with a mortgage	3,421	72.4%
Housing units without a mortgage	1,305	27.6%

Table 10 provides the Selected Monthly Owner Costs (SMOC) for housing units with a mortgage and Table 11 provides the SMOC for housing units without a mortgage. The SMOC, as explained by the U.S. Census, “are calculated from the sum of payment for mortgages, real estate taxes, various insurances, utilities, fuels, mobile home costs, and condominium fees.” The SMOC calculations provide a good estimate of total housing costs—the cost of buying and owning a home. The median SMOC for housing units with a mortgage is \$2,149 and \$792 for housing units without a mortgage.

Table 10. Monthly Owner Costs – With Mortgage

Selected Monthly Owner Costs (SMOC)	Tolland, Connecticut	
	Estimate	Percent
Housing units with a mortgage	3,421	100%
Less than \$500	0	0.0%
\$500 to \$999	60	1.8%
\$1,000 to \$1,499	446	13.0%
\$1,500 to \$1,999	922	27.0%
\$2,000 to \$2,499	946	27.7%
\$2,500 to \$2,999	509	14.9%
\$3,000 or more	538	15.7%
<b>Median</b>	<b>\$2,149</b>	---



## DONALD J. POLAND, PhD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

**Table 11. Monthly Owner Costs – Without Mortgage**

Selected Monthly Owner Costs (SMOC)	Tolland, Connecticut	
	Estimate	Percent
Housing units without a mortgage	1,305	100%
Less than \$250	62	4.8%
\$250 to \$399	34	2.6%
\$400 to \$599	233	17.9%
\$600 to \$799	339	26.0%
\$800 to \$999	323	24.8%
\$1,000 or more	314	24.1%
Median (dollars)	\$792	---

Table 12 below provides the Selected Monthly Owner Costs as a Percentage of Household Income (SMOCAPI). The U.S. Census explains, the SMOCAPI “is used to measure housing affordability and excessive shelter costs. For example, many government agencies define excessive as costs that exceed 30 percent of household income.” Based on the SMOCAPI, 20.4% of Tolland’s households with a mortgage and 11.7% of households without a mortgage are paying 30% or more of their household income on housing costs. Based on this SMOCAPI, approximately 32.1% (or 1,513) of Tolland’s owner-occupied housing is unaffordable. What these calculations do not inform us about is if the cost of housing in excess of 30% of household income is the result of need (and a burden on income) or want (a personal choice).

**Table 12. Monthly Owner Costs as Percent of Household Income**

Selected Monthly Owner Costs as a Percentage of Housing Income (SMOCAPI)	Tolland, Connecticut	
	Estimate	Percent
Housing units with a mortgage	3,421	100%
Less than 20.0 percent	1,674	48.9%
20.0 to 24.9 percent	643	18.8%
25.0 to 29.9 percent	405	11.8%
30.0 to 34.9 percent	219	6.4%
35.0 percent or more	480	14.0%
Housing unit without a mortgage	1,292	100%
Less than 10.0 percent	627	48.5%
10.0 to 14.9 percent	178	13.8%
15.0 to 19.9 percent	183	14.2%
20.0 to 24.9 percent	103	8.0%
25.0 to 29.9 percent	49	3.8%
30.0 to 34.9 percent	56	4.3%
35.0 percent or more	96	7.4%
Not computed	13	(X)



## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

Table 13 presents the Gross Rent paid for occupied rental units and Table 14 provides the Gross Rent as a Percentage of Household Income (GRAPI). The median gross rent is \$1,571 and 58.3% of the households pay more than \$1,500 per month for rent. However, 203 (or 61.3%) of the rental households are spending 30% or more of their household income on rent—the unaffordable housing threshold set by government standards. As noted above, what these calculations do not inform us about is if the cost of housing in excess of 30% of household income is the result of need (and a burden on income) or want (a personal choice).

Table 13. Gross Rent

Gross Rent	Tolland, Connecticut	
	Estimate	Percent
Occupied units paying rent	331	100%
Less than \$500	15	4.5%
\$500 to \$999	12	3.6%
\$1,000 to \$1,499	111	33.5%
\$1,500 to \$1,999	193	58.3%
\$2,000 to \$2,499	0	0.0%
\$2,500 to \$2,999	0	0.0%
\$3,000 or more	0	0.0%
Median (dollars)	\$1,571	---
No rent paid	35	---

Table 14. Gross Rent as Percent of Household Income

Gross Rent as a Percentage of Household Income (GRAPI)	Tolland, Connecticut	
	Estimate	Percent
Occupied units paying rent (excluding units where GRAPI cannot be computed)	331	2,211
Less than 15.0 percent	13	3.9%
15.0 to 19.9 percent	0	0.0%
20.0 to 24.9 percent	57	17.2%
25.0 to 29.9 percent	58	17.5%
30.0 to 34.9 percent	18	5.4%
35.0 percent or more	185	55.9%
Not computed	35	---

Based on owner- and renter-occupied housing unit costs and percent of household income being spent on housing costs, 1,716 (34.0%) of the 5,044 occupied housing units have households spending 30% or more on housing. This indicates that Tolland is faced with a housing affordability challenge. However, this does not inform us specifically as to housing need. To determine housing need, we need to do further analysis.



## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

### Tolland's Household Income

[This section could be moved to an appendix.]

To better understand and determine housing need, this section will further analyze household income and housing costs. The aim will be to determine, generally, what segments of the housing market are most challenged by housing affordability—at what incomes and price point is housing most needed. To accomplish this, household income, housing value, rent values, and types of household will be analyzed to determine what segments of the housing market are underserved by housing. This will help to inform us and help us better understand housing need.

Table 15 (Income by Household) presents a breakdown of households and household incomes by Total Households, Family Households, Married-Couple Family Households, and Non-Family Households. The Census defines each of these household categories as follows:

**Household [Total]:** consists of all the people who occupy a housing unit.

**Family Household:** contains at least one person related to the householder by birth, marriage, or adoption.

**Married-Couple Family:** is a husband and wife enumerated as members of the same household. The married couple may or may not have children living with them. The expression "married-couple" before the term "family" indicates that the household or family is maintained by a husband and wife.

**Nonfamily Household:** consists of a householder living alone (a one-person household) or where the householder shares the home exclusively with people to whom he/she is not related.

Table 15. Income by Household

Income	Tolland, Connecticut			
	Households	Families	Married-Couple Fam	Nonfamily
Total	5,092	4,152	3,685	940
Less than \$14,999	2.2%	0.3%	0.4%	10.4%
\$15,000 to \$24,999	3.2%	1.3%	1.2%	11.6%
\$25,000 to \$34,999	5.1%	2.7%	1.1%	15.6%
\$35,000 to \$49,999	5.0%	4.7%	4.8%	6.4%
\$50,000 to \$74,999	10.6%	12.1%	8.3%	12.0%
\$75,000 to \$99,999	16.5%	13.1%	12.5%	23.4%
\$100,000 to \$149,999	23.9%	26.4%	28.3%	18.8%
\$150,000 to \$199,999	17.0%	19.5%	21.9%	1.7%
\$200,000 or more	16.5%	20.0%	21.4%	0.0%
Median income	\$112,740	\$130,345	\$139,038	\$60,391

The breakdown of income by household groups reveals meaningful differences in household income. While the median household income in Tolland for all households is \$112,740, family median income is \$130,345, married-couple family median income is \$139,038, and non-family median income is \$60,391. For sake of comparison, households, families, and non-family



## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

households will be used. Married-couple families, since they are a sub-set with the families' category, will not be used. However, we should keep in mind that that married-couple families—as part of family-households—have the highest median household income.

Families or family-households account for 81.5% of households and non-family households 18.5% of households. Of the family households, 65.9% earn \$100,000 (the minimum income cohort nearest the median household income of \$112,740) or more per year compared to the 79.5% of non-family households that earn less than \$100,000 per year. This indicates that non-family-households are more likely to experience housing affordability challenges than family-households. However, it should not be assumed that non-family households are of lesser socio-economic status, since 18.5% (940) of Tolland's households (17.8% of owner-occupied and 26.5% of renter-occupied housing) are 1-person (or 1-income households).

This difference in family and non-family income by percent of households above and below median household income (\$112,740) is dramatic, but not surprising based on the number of 1-person households and the characteristics of Tolland's housing stock. For example, regarding housing characteristic, 93.8% (or 5,072 units) of Tolland's housing stock is single-unit detached housing—approximately 20% more than the 4,152 family households. The fact is, single-unit detached housing is commonly occupied by families. Basically, the housing market (historically and today) has been priced for two-income households.

At this point, it is fair to assume based on family and married-couple family median incomes (\$130,345 and \$139,038, respectively) that most, not all, family households can secure housing in Tolland that is affordable, even though some family households may be paying more than 30% of their household income on housing. It is possible that some or all the family-households paying more than 30% of their household income are doing so by choice, not out of need. It is also fair to assume that non-family households, based on a relatively lower median household income of \$60,391, face the greatest housing affordability challenges in Tolland. In addition, it is possible that some or many non-family households paying more than 30% of their household income are doing so out of need, not by choice. However, at this point, these assumptions are simply reasonable speculations based on what we know so far about housing costs and household incomes.

### **Assessing Tolland's Housing Need**

The aim of this assessment is to determine housing need. To accomplish that, this section will analyze household income by household type (total households, family-households, and non-family households) in comparison to Tolland's existing housing stock by tenure (owner-occupied and renter-occupied). The method employed, presents the Household Income (Table 15) data in eight cohorts ranging from less than \$15,000 per year to \$150,000 or more per year. Then, based on the higher end of each household income cohort, the affordable housing value is calculated at 2.8 times household income for owner-occupied housing and the affordable rent value is calculated at 30% of household income.

Census data (Table 15) on the percent (converted to a raw number) of household by income was utilized to determine the number of households in each income cohort. In addition, the Census

[illegible]





## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

Table 16-A compares all households in Tolland, by household income, to the owner-occupied housing stock by value. The table shows that there are more housing units available than household with incomes between \$35,000 and \$99,999, indicating that there is not a housing affordability issue or need for owner-occupied housing valued between approximately \$140,000 and \$300,000. At incomes above \$100,000 and housing valued over \$300,000 there are fewer housing units available than households that can afford such higher-priced housing. Therefore, at the higher-end of the Tolland's housing market, there is more than adequate household income to afford the available housing stock.

*It is the lower-income cohorts with household incomes below \$35,000 (approximately 31% of local median household income) where housing need is the greatest with 256 fewer ownership housing units available than the total number of households in this segment of the market who can only afford housing valued below \$100,000. Most concerning, the households at incomes below \$25,000 (approximately 22% of local median household income) total 86 more households than available ownership housing units. Overall, this signifies that the greatest need for housing—affordable housing—is at and below 30% local median household income or ownership housing valued below \$100,000. This may, in part, help to explain why 20.4% of Tolland's households with a mortgage and 11.7% of households without a mortgage are paying 30% or more of their household income on housing costs (Table 12). Approximately 11.3% of Tolland's households, in the lower-income cohorts, cannot afford owner-occupied housing in Tolland.*

It is, however, important to note that Table 16-A is focused on ownership housing (primarily single-unit/single-family housing) compared to all household in Tolland. This means that some of those 11.3% of lower-income household who can't afford owner-occupied housing, may be able to afford rental housing.

Table 16-B (below) provides the same comparisons and calculations as above but aimed at rental housing. The greatest housing affordability issue and need regarding rental housing is at incomes below \$50,000. In short, there are fewer rental housing units available than there are households at incomes below \$50,000. Specifically, there are 457 more households at incomes below \$50,000 than there are rental housing units available. In addition, at 30% of household income, the maximum affordable rent is \$1,250 per month, yet 58.3% of the rental housing available in Tolland is price at or above \$1,500 per month. Furthermore, only approximately 25% of the rental housing in Tolland is affordable to households below incomes of \$50,000.





## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

**Table 16-B. Households by Income Compared to Existing (Rental) Housing Stock by Value**

Household Income	<\$15,000	\$15,000-\$24,999	\$25,000-\$34,999	\$35,000-\$49,999	\$50,000-\$74,999	\$75,000-\$99,999	\$100,000-\$149,999	\$150,000+
Households @ Income	112	163	260	254	540	840	1,217	1,700
Est. affordable monthly rent Value (HH Income x 0.30)	\$375	\$625	\$875	\$1,250	\$1,875	\$2,500	\$3,750	\$3,750+
Existing Housing (Household) Units	15 (4.5%)	12 (3.6%)	111 (33.5%)	193 (58.3%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Households w/Adequate Income	112 (2.4%)	163 (3.4%)	260 (5.5%)	254 (5.4%)	540 (11.4%)	840 (17.8%)	1,217 (25.7%)	1,700 (36.0%)
<b>Units Available Vs Adequate Income</b>	<b>-97</b>	<b>-151</b>	<b>-149</b>	<b>-61</b>	<b>-540</b>	<b>-840</b>	<b>-1,217</b>	<b>-1,700</b>
Total Households	5,092	5,092	5,092	5,092	5,092	5,092	5,092	5,092

The issue and need for affordable housing are more evident when we recognize that 92.8% of Tolland's housing stock is owner-occupied and only 7.2% (or 366 units) are rental housing. This raises further concerns when we consider the make-up of Tolland's households and the median household income. As discussed above, Tolland's median household income is \$112,740, family median income is \$130,345, married-couple family median income is \$139,038, and non-family median income is \$60,391. Family-households total 81.5% of households and married-couple households total 72.3%. Family- and married-couple-households with higher median household incomes than Tolland's median household income are least likely to be challenged by a lack of affordable housing. Therefore, it is the non-family households whose median household income is \$60,391 or 54% of Tolland's median household income, who are most likely to be burdened by the lack of affordable housing. There are 940 non-family households and approximately only 969 housing units that are affordable to a household earning \$60,000 per year. Of those 940 non-family households 730 are living alone and 366 are householders over the age of 65 (Table 17).

**Table 17. Household Size, Type, and Children**

Household Type	Occupied Units	Occupied %	Owner Units	Owner %	Rental Units	Rental %
Occupied Housing Units	<b>5,092</b>	100%	4,726	100%	366	100%
1 – Person Household	730	<b>14.3%</b>	652	<b>13.8%</b>	78	<b>16.2%</b>
2 – Person Household	1,854	36.4%	1,687	35.7%	167	20.8%
3 – Person Household	997	19.6%	914	19.3%	83	22.7%
4-or-more– Person Household	1,511	29.7%	1,473	31.2%	38	10.4%
Family Households	4,152	<b>81.5%</b>	3,883	<b>82.2%</b>	269	<b>73.5%</b>
Married-Couple Family	3,682	<b>72.3%</b>	3,567	<b>75.5%</b>	115	<b>31.4%</b>
Household 65+	684	<b>13.4%</b>	665	<b>14.1%</b>	19	<b>5.2%</b>
Other Family	470	9.2%	316	6.7%	154	42.1%
Non-Family Households	940	18.5%	843	17.8%	97	26.5%
Household Living Alone	730	<b>14.3%</b>	652	<b>13.8%</b>	78	<b>21.3%</b>
Householder 65+	366	<b>7.2%</b>	333	<b>7.0%</b>	33	<b>9.0%</b>
Householder Not Living Alone	210	4.1%	191	4.0%	19	5.2%
Householder 65+	66	<b>1.3%</b>	66	<b>1.4%</b>	0	<b>0.0%</b>



## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: [dpoland@gomanyork.com](mailto:dpoland@gomanyork.com) – [www.gomanyork.com](http://www.gomanyork.com)

---

Based on the tables and calculations above, it is evident that Tolland has a housing affordability problem. That is to say, Tolland's housing is not affordable to many of its residents (and to many residents in the greater regional housing market). Therefore, Tolland has a need for more affordable housing at certain price points or incomes at or below \$70,000. While the \$70,000 median household income is 62% of Tolland's median household income, it is 72% of the Hartford MSA median household income. The point being, a median household income of \$70,000 is by no means low-income.

### **Understand Housing Need Versus Housing Demand**

[This section could be moved to an appendix.]

It is important to be clear that need and demand are not the same. Just because there is a need for affordable housing at certain price points, does not mean there is actual demand for the construction of new housing at such price points. Housing demand is driven by job growth, population growth, and ultimately, household formations—new households being formed from growth in jobs, growth in population, or splits of existing households into two or more households (e.g. divorce, adult children moving out of their parent's house, etc.). Connecticut and the Hartford Metropolitan Region have experienced stagnant job and population growth over the past 30-years. Therefore, housing demand-drivers overall are weak and housing demand—for new housing—has been driven mostly by household formations, functional obsolescence of existing housing units, and the replacement of demolished housing units.

To understand demand in Tolland, specifically the absorption of new housing into the Tolland housing market, we reviewed the Department of Economic and Community Development (DECD) housing permit data from 1997 to 2017 (a 21-year period). During this period, a total of 1,230 new housing units were constructed. Of these 1,230 units, 1,174 (95%) were 1-unit dwellings, 4 were 2-unit dwellings, and 52 were multi-family (5+) unit dwellings. A total of 12 units were demolished, resulting in a net gain of 1,218 housing units. This results in an absorption rate of 58 units per year over the 21-year period. The highest year was 2000 with 153 units constructed and the lowest year was 2016 with 7 units constructed. This 21-year history, which includes periods of economic growth, stagnation, decline, and recovery, provides confidence in projecting approximately 58 units of housing construction/growth per year over the next 10 years—the effective period of the new Plan of Conservation and Development.



## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

Table 20. Tolland Housing Permits by year

Permits	Total Units	1 Unit	2 Unit	3 & 4 Units	5 Units or More	Demo	Net Gain
2017	13	13	0	0	0	0	13
2016	7	7	0	0	0	2	5
2015	7	7	0	0	0	1	6
2014	17	13	4	0	0	3	14
2013	10	10	0	0	0	0	10
2012	8	8	0	0	0	0	8
2011	8	8	0	0	0	0	8
2010	10	10	0	0	0	0	10
2009	10	10	0	0	0	0	10
2008	18	18	0	0	0	0	18
2007	55	39	0	0	16	0	55
2006	57	57	0	0	0	0	57
2005	95	59	0	0	36	1	94
2004	87	87	0	0	0	1	86
2003	95	95	0	0	0	1	94
2002	98	98	0	0	0	0	98
2001	92	92	0	0	0	0	92
2000	153	153	0	0	0	1	152
1999	149	149	0	0	0	1	148
1998	137	137	0	0	0	0	137
1997	104	104	0	0	0	1	103
<b>Total</b>	<b>1,230</b>	<b>1,174</b>	<b>4</b>	<b>0</b>	<b>52</b>	<b>12</b>	<b>1,218</b>

This not only provides us with a forward-looking planning period of 10 years and new housing construction estimates of 58 units per year or 580 units over the next 10-years, but it also provides a means of estimating the market capacity for the creation of new affordable housing units aimed at addressing affordable housing need. To accomplish this, the first objective is to ensure that enough affordable housing is created each year to not decrease the percent (3.25%) of qualified affordable housing units in accordance with 8-30g. The second objective is to work toward meeting the 10% threshold of qualified affordable housing unit in accordance with 8-30g.

Today, the 3.25% of qualified affordable housing equals 177 housing units. *[Note: This does not include, nor do the following calculation include, the 37-affordable senior housing units that have been approved and are scheduled to be available later this year.]* To achieve 10%, based on the existing 5,405 total housing units, Tolland would need 541 qualified housing unit (or 364 more qualified units than exist today). However, keeping in mind that the numerator and denominator are moving targets, Tolland would need to create approximately 60 affordable qualified housing units per year over the next 10 years (or 598 total units), if 580 new housing units were built over that period. Adding 60 units of affordable-qualified housing per year or 598 such units over 10-years, exceeds the historical absorption rate over the past 21 years and that was the basis for the projected absorption rate of 58 units per year over the next 10 years.



## **DONALD J. POLAND, PHD, AICP**

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: [dpoland@gomanyork.com](mailto:dpoland@gomanyork.com) – [www.gomanyork.com](http://www.gomanyork.com)

---

It is unreasonable to assume that Tolland can add more affordable housing than the project absorption rate of all housing per year. Therefore, Tolland should seek to set a target or aspirational goal of 25% of new housing constructed be affordable—this would equal approximate 15 affordable qualified units per year. Realistically, Tolland should strive for approximately 20% (or 11 units) of new housing being qualified affordable housing per year. These targets would produce between 110 and 150 affordable qualified units over the next 10 years and would go long way to improving the available affordable housing in Tolland. Most important, the qualified affordable housing should target household incomes at or below \$70,000 (approximately 60% and below) of Tolland's median household income.

### **A Housing Strategy for Tolland to Address Housing Need**

The problem of affordable housing is as much a problem of income as it is a problem of housing. To say it another way, so long as there are households with lower or low incomes, there will be a need for affordable housing. To further complicate the problem of affordable housing is that fact that housing markets function at the regional or macro scale with definable local (micro) scale sub-markets. Therefore, the affordable housing problem cannot be solved simply at the local level or by any individual community. This does absolve individual communities from their role or responsibility to address affordable housing need but provides context to the challenge of doing so. As shown above, the overall local housing market in Tolland produces fewer housing units per year than the number of affordable housing units that would need to be produced in 10 years to achieve the 10% affordable housing required by 8-30g. In fact, the local housing market does not have the capacity to provide the needed affordable housing units in an extended 20-year period. In the context of this Plan and a strategy to address affordable housing, this shifts the focus away from trying to solve the problem of affordable housing—an unachievable goal in the 10-year span of this plan—to making a good-faith effort to provide much needed affordable housing.

The aim of the above introduction is intended to provide context to the challenge of addressing affordable housing need and to frame how Tolland can make a good-faith effort to provide affordable housing for those members of the community who are most challenged by the expense of housing. To intervene in the local housing market with the aim of addressing housing need, Tolland must be intentional and strategic in its efforts or interventions. Being intentional means that Tolland must want to address housing need and provide affordable housing. This means having the political will to embrace and help the most vulnerable households in the community. Being strategic means that Tolland must adopt strategies (policies and programs) aimed specifically at the outcome of improving housing affordability (or providing affordable housing).

To accomplish this, there are number of strategic interventions that Tolland can adopt and employ that will improve housing affordability, without creating the negative implications that are often assumed to be associated with affordable housing. Therefore, this Plan recommends strategies that target zoning, permitting, and taxes.



## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

### *Overall or Macro-Scale Strategy Considerations*

- **Affordable Housing Need:** Focus on housing need, more than housing tenure (owner vs renter) or type of housing (single vs multi-family). The desired outcome is to provide affordable housing, not to worry about what form it comes in. Therefore, Tolland should encourage and promote affordable housing opportunities in all of its forms.
- **Multi-Family Housing:** Tolland suffers from a lack of housing diversity and is over-reliant on single-family detached housing (93.8%). Tolland must encourage and seek to increase its multi-family housing stock to somewhere between 10% to 15% of total housing. In fact, multi-family housing provides the greatest opportunity to increase the number and percent of affordable housing units.
- **Multi-Family Unit-Mix:** Tolland should seek diversity within its multi-family units—unit mix. Decreases in household size and increases in single- and two-person households are creating the need for more 1- and 2-bedroom units. Tolland should seek to provide the following mix of units (as a general guideline) in multi-family housing developments:
  - 30% to 40% 1-bedroom
  - 40% - 50% 2-bedroom
  - 5% - 15% 3-bedroom units.

### *Zoning Strategies*

The following are zoning strategies designed to intentionally intervene in housing affordability and housing need aimed at encouraging and providing more affordable housing:

- **Inclusionary Zoning:** Create an inclusionary zoning provision that requires 5% of housing in any housing development of 5 or more units to meet the requirements of affordable housing under 8-30g.
  - This, at the very least, will encourage and provide affordable housing, while ensuring that the percent of qualified affordable units (3.25%) does not further decline.
  - At a rate of 5% of units in any housing development, the inclusion of affordable housing will not be noticeable, nor will it create any negative impacts. For small housing developments of 5 or 10 units, the actual effective percentage of units will be higher than 5% and ensure the increase of the existing 3.25% of qualified affordable units.
- **Affordable Housing Provisions:** Review, revise, and consolidate the Affordable Housing provisions contained in Sections 5.5 (Flexible Residential Development), 7.6 (Workforce Housing Required), and 9.6 (Multi-Family Developments). Such a provision should include:
  - Affordable Housing regulations that apply to all residential development, including single-family subdivisions of 5 or more lots.



## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

- Affordable housing requirements of 5% to 15% of units depending of the size, character, location, and availability of sewer and water.
  - Density bonuses for percent of affordable units, including additional bonuses for such units in excess of 15%.
  - Requirements for Housing Affordability Plans in accordance with 8-30g and other applicable State Statutes.
  - The elimination of provision that may be barriers to the inclusion or construction of affordable units.
- **Elderly Housing:** Allow private market elderly housing and include an affordability provision of 15% to 25% affordable compliant with 8-30g.
  - There is need, overall, for elderly housing in Tolland and the greater regional market. The Town can satisfy that need and at the same time provide affordable housing for a population that needs affordable housing options.
- **8-30g Application:** Create a 'friendly' 8-30g zoning regulation (preferably an overlay zone) that allows for and establishes a process for 8-30g development application.
  - The idea is to be proactive. Rather than having an 8-30g application forced upon the community, create an 8-30g zoning provision that allows an 8-30g compliant development designed by the Town, not the developer.
- **Mixed-Use Development:** Require affordable housing units as part of the housing allowed in mixed-use developments.
  - Mixed-use developments, specifically the housing in such developments, appeals most to non-family households. Therefore, such housing provides a good opportunity to provide affordable options.
  - For mixed-use housing, specifically those units above first floor commercial use, allow smaller unit sizes: studio = 500 sf, 1-bedroom = 650, 2-bedroom = 900 sf. Avoid, if possible, 3-bedroom units in mixed-use developments.
  - Consider a target range of 10% to 15% affordable housing units in such developments.
- **Accessory Dwelling Units:** Continue to allow and encourage accessory dwelling units in or associated with single-family housing units.
  - Do not attempt to address the 10% required affordable housing threshold set by 8-30g through the accessory dwelling unit provision. Such requirements and restrictions become barriers to accessory dwelling units. More important, Tolland will never solve the affordable housing problem through such units.
  - Recognize that these units provide housing opportunity, diversity, and market-rate affordability, helping those who need options and more affordable housing. Regardless of these not being required affordable units, they provide affordable housing alternatives.





## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

### *Permitting Strategies*

The following are permitting strategies designed to intentionally intervene in housing affordability and housing need:

- **Permitting Fees:** Provide reduced permitting fees for affordable housing units. This could include land use applications, zoning, and building permits.
  - Entitlements and permitting create real costs for housing development. The entitlement processes often run between 3% and 6% of the total development cost. While such percents sound low, they are meaningful when the return-on-investment (with high risk) run between 12% and 15%. Reducing fees can be a viable means of incentivizing affordable housing.

### *Tax Strategies*

The following are tax strategies designed to intentionally intervene in housing affordability and housing need:

- **Tax Incentives:** Provide tax incentives for affordable units in multi-family and mixed-use developments.
  - On the developer side, the barrier to providing affordable units is the reduced return-on-investment. The cost to construct such units, if they are to be the same or similar standard of market units, can be as much as the market units. Therefore, reduced sales value or rents can and do undermine the financial feasibility of affordable units and possibly the whole development project.
  - Tax incentives, as with reduced permitting fees discussed above, can provide a real incentive to constructing affordable housing units.
  - Tax incentives could range from 10% to 100%, from 1 to 10 years, and could be for the affordable units only or the whole development. Note, tax incentives have become common for multi-family residential development.
    - Possible Incentive Structure: 100% of post-occupancy real property taxes for the first two-years, 75% for year three, 50% in year four, and 25% in year five (or years 5 through 7).

The above strategies can produce between 6 and 12 units of qualified affordable housing each year—possible more (10-15 units per year) if Tolland encourages multi-family developments. With an aggressive approach including tax incentives aimed at elderly housing—Town-owned or private market—more units per year could be achieved. Such strategies would go a long way—beyond simply a good-faith effort—to provide affordable housing and move closer to the 10% affordable housing required by 8-30g.



## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

### Tolland and Mixed-Use Residential Development

As discussed above, the type of housing missing from Tolland's housing stock is housing multi-family housing, including housing in mixed-use developments. Based on changes in consumer housing preferences, market demand for higher density rental housing, walkable neighborhoods, and mixed-use commercial districts, mixed-use developments and the associated housing can provide Tolland with opportunities to forward housing, affordable housing, and economic development goals and objectives. For example, mixed-use development can provide economic development through the development of commercial properties, while providing multi-family and affordable housing options. In addition, site design requirements for mixed-use developments could include requirements public space, walking and biking trails, and other community amenities.

The location of mixed-use developments should be confined to areas serviced by sewers (or capable of being served by sewer), specifically within the Route 195 corridor. To encourage and facilitate such developments, the Planning and Zoning Commission should consider the creation of a 'Mixed-Use Master Plan Overlay Zone' that provides flexible standards for the development of housing as part of the mixed-use development. While further study is required and recommended, the following are some preliminary recommendations to provide a starting point for consideration and a framework for thinking about mixed-use housing provisions that could be beneficial to the creation of such developments:

- **Residential Density:** Allow multi-family residential density, by right, of 8 to 10 units per acre.
  - Allow density bonuses of an additional 2 to 4 units per acre (12 to 14 unit per acre total).
  - Allow a mix of housing unit types: single-family detached and attached, two-family, three-family, townhouse, and apartments buildings with up to 60 units per building.
- **Commercial Density:** Require a minimum of 1,000 square feet commercial space per 10 units of housing, excluding the density bonuses.
- **Site Design:** Allow flexibility in site design requirements aimed at favoring 'good' design over rigid standards and requirements. However, such provisions could require:
  - The commercial development/uses be placed nearest to or along the Route 195 frontage.
  - That 50% of ground floor commercial square feet have residential housing provided above on second floors or above.
  - Common public spaces and walking/biking trails with connections to neighboring properties and existing or future trail networks are provided.
  - Provide reductions for shared parking reductions.





## DONALD J. POLAND, PhD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

### Crumbling Foundations

Over a dozen communities in eastern Connecticut have experienced the issue of cracking and crumbling foundations in recent years. The cause of this issue has been traced to a specific quarry and the existence of a mineral called pyrrhotite in the stone aggregate that was used to mix concrete.

Since the discovery of this issue, many public agencies led by the State have been evaluating the issue and exploring how to best address the issue. This has included Federal and State funding, federal tax abatements, and other options. While it may take years for the overall issue to be resolved and for affected property owners to receive satisfactory relief, the financial implications for affected property owners are real and considerable. There are also financial implications for the Town of Tolland regarding the tax base and the ability of affected property owners to request that the municipality re-assess the property values. The re-assessment of property values will shift the tax burden to other property owners—all tax payers.

Another possible concern or threat to property values and tax base, are the impacts that the foundation issue is having on the overall housing market—sales value and the ability of property owners to sell their properties. To assess the potential impact, the sales value of property and days on the market of properties sold from 2002 to 2018 were evaluated in two affected towns (Tolland and Ellington) and compared to the sales value and days on the market in two similar unaffected towns (Canton and Simsbury) in the greater Hartford market and during the same period of time to see if property values and days on the market have suffered more in the affected towns (Tolland and Ellington). The days on the market are for properties that sold, not all properties listed.

The period of 2002 to 2018 was selected because it goes back before the over housing market crash of 2008, the recession and recovery periods, and prior to the discovery of the crumbling foundation issue. This provides a comparative baseline of property values pre-market crash and post-foundation issues. The tables and charts below provide the results of this assessment, providing the Median Close Price (Sales Price) and Median Days on the Market of each of the four communities.

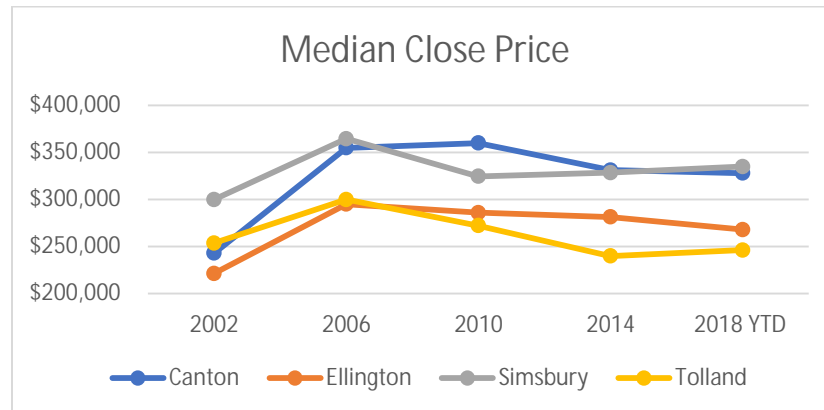
Median Close Price	2002	2006	2010	2014	2018
Canton	\$243,050	\$354,950	\$360,000	\$331,250	\$328,000
Ellington	\$221,400	\$295,000	\$286,000	\$281,500	\$268,000
Simsbury	\$300,000	\$364,500	\$324,625	\$328,500	\$335,000
Tolland	\$253,750	\$299,900	\$272,200	\$240,000	\$246,250



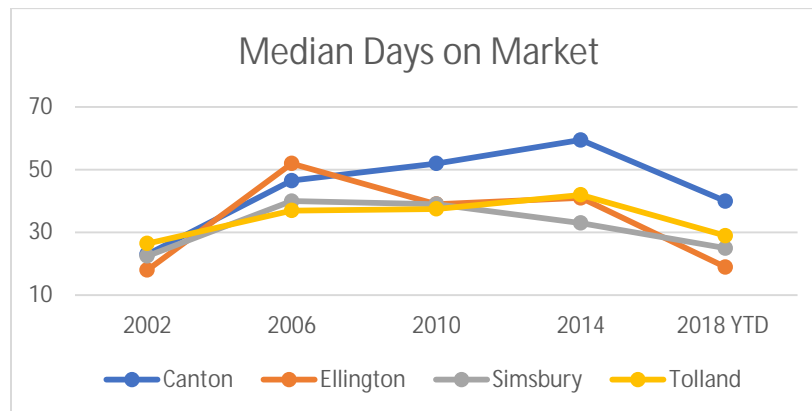
## DONALD J. POLAND, PhD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com



Median Days on Market	2002	2006	2010	2014	2018
Canton	23	47	52	60	40
Ellington	18	52	39	41	19
Simsbury	23	40	39	33	25
Tolland	27	37	38	42	29



Based on the data and results, Tolland's Sales value was the only community to decline between 2002 and 2018. However, days on the market for Tolland returned to almost the same days on the market in 2002. While this analysis is limited in scale and scope, for general planning purposes, it shows that the general trend lines for all four communities were similar, even though Tolland suffered the largest decline in value. While this can be view as negative, the return to less than 30-days on the market indicates a well-performing housing market—over 60-days on



## DONALD J. POLAND, PHD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

the market would be reason for some concern. It would be hard to say that the foundation issues have not impacted the decline in Tolland median sales value, but it would probably be unreasonable to place too much cause or weight on the foundation issues as the driver for the decline. Other factors, such as Tolland is the wealthiest community in the area, with some of the largest and most expensive homes in the area, is probably the primary driver of median sales value decline. In addition, the secondary driver is likely to be that the over-\$500,000 housing market suffered the most and has recovered the slowest since the market crash in 2008. Therefore, the foundation issues is probably the third and least significant driver of the decline in sales value.

Based on the contracted or flat median sales value, the days on the market is reflective of what is selling--properties at lower price points. In addition, it is likely that the softness in the higher-end market is more about the overall market than it is about the foundation issues. Simply put, the \$500,000 plus market is struggling throughout the region, including hotter/stronger markets than Tolland (i.e. Avon, Simsbury, West Hartford, etc.).

While there is little that the Plan of Conservation and Development can do by itself to alleviate or resolve this kind of situation, the Town of Tolland and the Planning and Zoning Commission can do some simple things to best manage this unfortunate situation and alleviate the challenges and cost of affected property owners. These include:

- Continue to waive the local portion of zoning and building permit fees for affected properties requesting permits for reconstruction and/or relocation.
- Review permitting procedures to see if the permitting process can be simplified for the permits related to the reconstruction, replacement, or relocation of affected foundations.
- Modify the Zoning Regulation to allow 'variation' or waivers to the yard setbacks (for affected buildings to be relocated to a new foundation on the property) without the need to demonstrate zoning hardship.
- Allow a 'reasonable accommodation' to the zoning requirements by staff review and the approval process.
- Allow temporary housing and/or temporary storage trailers on a site during reconstruction.
- Continue to support efforts at the regional, state, and federal level to address the foundation issues—including the need for state and federal funding to assist property owners.
- Consider adopting a property tax abatement program that reduces the property taxes of properties with replaced or repaired foundation by 10% for up to 10-years to off-set some of the cost of repairs or replacement.
- Continue to monitor the 'crumbling foundation' issue so that additional strategies can be implemented as appropriate.

## Town of Tolland

### Plan of Conservation and Development

### The Work of Economic Development

#### Introduction

This is the first of two documents aimed at providing the Planning and Zoning Commission and Town Council with an understanding of the *work of economic development* and the *practice of economic development*. This document focuses on conceptualizing and understanding the *work of economic development*. In doing so, the document provides a framework for thinking about economic development and how a community can intervene in the local economy to create improvement in economic development. To say it another way, this framework will assist the community to manage the local economic ecosystem and to create a culture of investment—an environment favorable to investment and wealth creation.

#### The Work of Economic Development

The work of economic development, as defined by the International Economic Development Council is *the process of creating wealth and attracting investment through the mobilization of human, financial, social, physical, and natural resources to generate marketable goods and services*. While this definition provides good context, it unfortunately, too narrowly defines the work of economic development as *marketable goods and services*. While this is understandable—that economic development regarding jobs (retention, attraction, and expansion) and commerce (commercial and industrial development and activity) is about marketable goods and services—the work of economic development in the context of community planning and community development needs to be defined more broadly. From the perspective of community planning, the work of economic development can simply be defined as *the practice and process of creating wealth and attracting investment*. In fact, *creating wealth and attracting investment* is not only the work of economic development, it is the work of community development, neighborhood and downtown redevelopment, urban planning, and place-making.

While *the mobilization of human, financial, social, physical, and natural resources* are important, limiting these resources simply *to generate marketable goods and services* constrains our understanding and limits the work of economic development. Jobs and commerce are important and very much a part of the work of economic development, but the *creation of wealth and attraction of investment* is not simply about *marketable goods and services*. Wealth can be created, and investment can be attracted in many ways and forms that are not simply about *marketable goods and services*. For example, wealth can be created through property improvement, infrastructure investment, and homeownership—especially when strategically aimed at increasing property value. In this regard *attracting investment* in housing—ensuring that a community's housing stock remains competitive—is also the work of creating wealth and attracting investment—the work of economic development. Therefore, if

we are to be successful in the work of economic development, we must broaden our understanding of economic development to include all forms of wealth creation and the attraction of all investment.

## Understanding Markets

To best understand the work of economic development and to broaden our understanding of economic development, we first need to understand markets, specifically how property markets organize and function. Markets exist and function at multiple spatial and temporal scales. Therefore, to analyze and understand the market (specifically the real estate market—a key indicator of investment and generator of wealth—) and to plan for change and improvement, we must begin by understanding how the market is organized and functions. That is, how do the multiple sub-markets organize and function at the metropolitan scale?

In metropolitan regions, sub-markets generally exist at the sub-regional, municipal, neighborhood, and block scale. All sub-markets compete within the greater metropolitan market for wealth and investment. All sub-markets display strength characteristics of being strong or soft (having varying degrees of demand and quality of property maintenance and continued investment), while others will display weakness characteristics of being weak or distressed (having varying degrees of little to no demand, low quality/standards of property maintenance and investment, and varying degrees of oversupply—vacancy and blight). Market strength (or weakness), the degree of demand and quality of property maintenance and investment are critical to understand when developing strategies to intervene in the market. Strategies that work in strong or soft markets typically will not work or result in similar benefits as strategies that are required or work in weak or distressed markets.

While many factors influence the strength of market and how demand and investment are organized at the multiple scales of metropolitan markets and sub-markets, it is important to understand demand and what typically drives demand (see Table 1).

**Table 1. Understanding Demand Drivers**

<b>Jobs and Employment:</b>	Growth in employment drives demand—including the other demand drivers below. Job growth directly influences commercial office and industrial space. In addition, population growth that typically follows job growth results in household formations that create demand for housing.
<b>Population:</b>	Growth in population drives demand for housing through household formations. In addition, growth in population and the resulting growth in housing and households drive demand for retail/service space.
<b>Household Formations:</b>	Growth in the number of households, new household formations, drives growth for housing and results in demand for retail/service space.
<b>Immigration:</b>	Growth in immigrant populations, often the result employment opportunities (jobs growth) adds to population growth and household formation.
<b>Income (Wealth):</b>	Growth in household (and per capita) income drives disposable income and capacity for consumer spending, which in turn drives demand for specific kinds or qualities of consumer spending, resulting in demand for retail/service space and specific types of housing.

Jobs are the primary driver of demand. For example, places that are growing jobs will also experience growth in population, household formations, and wealth. Places that are shedding jobs will typically experience a decline in population, household formations, and wealth. However, that does not mean that jobs are or should be the sole focus of economic development. Location, site, situation, access/mobility, qualities of place, and quality of life influence and affect the demand drivers. In addition, the labor market (jobs) functions at the metropolitan scale—not the sub-market scale. Thus, the work of economic development must be holistic, recognizing the symbiotic relationship between demographics, socio-economics, spatial organization, place-based characteristics, and quality of life.

Therefore, any review, analysis, and subsequent strategy for economic development—the creation and attraction of wealth and investment—must start with understanding demand and the spatial and temporal allocation and organization of demand (and investment). Are we dealing with a growth market—strong or soft—or are we dealing with stagnant or declining market—weak or distressed? In addition, at what scale is this growth or declining market occurring—at the metropolitan scale or at one more of the various sub-market scales within the metropolitan market? Furthermore, we also need to understand how demand (and investment) is being allocated and organized, and ‘why’ is demand being allocated and organized spatially and temporally within the metropolitan market and sub-markets. Why is wealth and investment flowing to some areas, but not to other areas?

To better understand how markets and sub-markets compete for investment, that is, how people (residents, businesses, and investors) behave in markets and make investment decisions, we need to understand (and consider) the contextual nature of investment behavior and market considerations regarding choice, competition, confidence, and predictability (see Table 2).

**Table 2. Market Considerations**

<b>Choice:</b>	Understanding that people (residents, businesses, and investors) make choices about where to buy, what to buy, when to invest, and how much to invest. For a property or sub-market to compete, to attract investment, it must appeal to those making choices to invest. The greater the numbers of those who will choose to invest here, the greater demand that will be realized.
<b>Competition:</b>	From other properties and sub-markets. It is not enough for a property or sub-market to be a good place to live, work, or play; it must be able to attract investment (time, effort, and money) even as its competitors continually change.
<b>Confidence:</b>	Investors (individuals, business, homeowners, and even renters) need to feel confident in their investment, today and also tomorrow. Therefore, the property and the sub-markets must convey a message and feeling of confidence. Unfortunately, older properties and sub-markets often portray a confusing mixture of conditions that challenge investor confidence. Confidence is the currency that real estate markets trade in.
<b>Predictability:</b>	Investors want predictability. Predictability is the foundation that confidence is built on. If the market is not stable and future value is unpredictable, then confidence in market and investment will not occur. A market is predictable when the existing and new investors notice and abide by the prevailing and improving norms. Zoning, the regulation of use, bulk and area, density, intensity, and the uniform applicability and enforcement provide and are critical to predictability.

Choice, competition, confidence, and predictability provide context and understanding to thinking carefully and critically about how communities (spaces and places) compete for wealth and investment. More important, they highlight the challenge of competing for wealth and investment. Metropolitan markets are complex adaptive systems, urban-ecosystems that are constantly shifting and changing. Changes in technologies, innovations in mobility, shifts in culture norms related to how we live and work, and changes in consumer preferences (to name a few slow-moving variables) impact how markets are organized—how demand and investment are allocated—both spatially and temporally. Yesterday’s trendy neighborhood or competitive community can become tomorrow’s neighborhood or community in decline. For example, a once well located and desirable industrial building from the not too distant past, today may sit vacant and deteriorating because the building and/or location has become obsolete, no longer satisfying the needs and wants of market. Complex adaptive systems (metropolitan regions) function in both space and time and neither is constant—they are forever shifting and changing.

To further understand the complexity of markets, it is also important to understand investment behavior and the investment decision-making process. In addition, it is critical to understand the importance of predictability and confidence (discussed above) and how they factor into investment decisions (see Table 3).

**Table 3. - Investment Behavior & Decision-Making Process**

<b>This is what people (residents, visitors, workforce), businesses, and investors like and want:</b>	<p>A market-based economic development strategy begins with understanding the investor’s decision-making process for investment:</p> <ul style="list-style-type: none"> <li>• Predictability.</li> <li>• From predictability they are willing to invest; that is, to take a calculated risk that their investment will be worthwhile and profitable.</li> <li>• They determine the extent of how predictable a place is by reading certain signs.</li> <li>• The signs are always right. That’s a key insight.</li> <li>• Then they act (invest or not).</li> </ul>
<b>Important Investment Factors:</b>	<ul style="list-style-type: none"> <li>• Once they find what “fits” with their risk appetite, they invest not just their money but their time and energy, and more importantly</li> <li>• They then seek to protect those investments; that is, to maintain predictability</li> <li>• They will pay attention to “clues” that those investment assumptions have changed—and change upsets predictability (confidence).</li> <li>• Risk appetite and how risk is determined and managed is the key to understanding settlement</li> <li>• Neither use, form, density, nor complexity impact predictability; however, all these elements contribute to risk appetite, risk signal definition, and risk management. Therefore, ‘ingredients’ of space that reflect and reward what makes people ‘feel good’ attract investment.</li> </ul>

The signs and signals that a market conveys are the behaviors and qualities of space/place and how we translate those behaviors and qualities into our understanding of market conditions—market strength and predictability. A simple way to think about this is to ask, “Are the signs and signals of this space/place (Tolland) conveying a message that is positive, vibrant, and prosperous and is the space/place (Tolland) clean, safe, and aesthetically pleasing?” While everyone has different degrees of risk appetite and tolerances for the quality of the conditions



they deem acceptable (or unacceptable) in a space/place, the degrees of difference are contextually small in mainstream society—the middle-, creative-, or prosperous-class that dominate and drive the overall metropolitan market. The fact is that most of society—even those outside of the dominant middle-class—want and seek out spaces and places that are clean, safe, and aesthetically pleasing. This is part of the reasons why themed, designed, or programed space and places such as shopping malls, lifestyle centers, affluent town centers, and even Disney World are so popular—vibrant and prosperous. These places are clean, safe, and aesthetically pleasing and provide confidence and predictability to the investor, producer, and consumer. In addition, these spaces and places provide a quality of experience that is further enhances the qualities of the space/place. Therefore, these spaces/places provide a lesson for communities that are trying to create wealth and attract investment. That is, for a community (spaces and places at various sizes and scales) to compete for wealth and investment, they must be predictable, create confidence, provide an experience, and a quality of life that satisfies the *needs, wants, passions, and enthusiasms* of investors, businesses, and consumers (residents). This is the challenge of economic development—the challenge of community development, neighborhood and downtown reinvestment, and urban/suburban/rural planning.

To strategically intervene in the market with the aim of (re)positioning a community to compete for wealth and investment, communities must work within the context of what are known as the Levers of Change. The Levers of Change provide a framework for thinking carefully and strategically about how we can influence change and create improvement—how we can position a community to compete for wealth and investment. The Levers allow us to intentionally target strategies, tactics, and investments—spatially and temporally—in ways that arrests decline, builds from strengths, leverages assets, move markets toward our desired, and grow demand (see Table 4).

**Table 4. The Levers of Change**

<b>Image</b>	<b>Sending what signals:</b> Image is the signal a place sends. They can be positive or negative. Every property is a billboard for image. They inform us about predictability and confidence. Image is also a feedback loop on market (above) as the image continually informs us about the market and what the market is.
<b>Market</b>	<b>Who is there and what is there:</b> Who and what is there explains the market for a given place at that moment in time. We can read market through image and the signals. For example, who is there in terms of income, ethnicity, and educational attainment? We can read market through socio-economic and demographic analysis and through observation.
<b>Condition</b>	<b>The way things look and feel to us and to others:</b> Condition is the product on display. This is not simply the aesthetics of a place, but also the quality and intensity of investment. Is the place well maintained? Clean? Free of litter and graffiti. Are the sidewalks clean? Street free of pot holes? Are homes and buildings well maintained? Are people, businesses, and government investing?
<b>Connections</b>	<b>The connectivity of space and place:</b> How people and businesses connect to the space or place—sense of place. How people and businesses connect to one another in the space or place. How the space or place is connected to other spaces or places—its site, situation, and transportation connections.
<b>Capacity</b>	<b>With what capabilities and behaviors:</b> Capacity is the formal and informal governance structures (capabilities and behaviors) that manage market. Capabilities may be organizations, government, management, or regulations. Behaviors may be relationships, practices, or leadership. How do these capabilities inform us about a community's capacity to manage change and improvement?



By understand the Levers of Change, we can begin to think about all we have learned above, collectively, as a framework for economic development, the work of economic development—*creating and attracting wealth and investment in our community*. Specifically, thinking carefully about creating and attracting wealth and investment in our community in the context of greater market and how our community is competing (or not) for wealth and investment within the greater metropolitan region. How does our commercial and industrial districts, neighborhoods, downtown, town center, or blocks compete within other similar areas throughout the metropolitan region? These questions (and others) need to be understood and answered if we are to develop a meaningful strategy for economic improvement, to reposition communities to compete for wealth and investment.

## Positioning Communities to Compete

So how can a community strategically intervene in the market to position or reposition the community to compete for wealth and investment? Utilizing the economic development framework presented above, we can systematically approach the work of economic development with the aim of growing market share and demand for our community. Table 5. provides an eight-step process to intervene in the market, aimed at moving the market toward improvement and positioning the community to compete for wealth and investment.

**Table 5. How to Move a Market**

Strategy Steps	Practice and Process
<b>Step 1. Read the Market</b>	Read and analyze market to determine what’s working and what’s not working in terms of people’s decisions to invest or not and why. (What is working and what is not working as related to image, market, condition, connections, and capacity?)
<b>Step 2. Set Outcomes</b>	Set outcomes for improvement—improving market. (What are the desired outcomes for an improving and improved market? related to improvement? How the Levers of Change will have changed?)
<b>Step 3. Strategy and Tactics</b>	Identify and choose the strategies and tactics that will best achieve the desired outcomes—move the community toward the outcomes.
<b>Step 4. Establish Measures</b>	Establish measures for improvement. How will we measure movement toward outcomes?
<b>Step 5. Capacity Building</b>	Assess and strengthen capacity to deliver revitalization strategies. (i.e. - governance structure, organization, partners, products, services, etc.).
<b>Step 6. Implement Strategy</b>	Strategy implementation.
<b>Step 7. Measurement</b>	Measure progress toward outcomes, not activities. Is the community improving? Are more property owners investing? Is the quality of property maintenance improving? Is downtown more vibrant? Is wealth being created? Not, how much money did we spend or how many building facades have been improved.
<b>Step 8. Adjustment</b>	Adjust strategies and tactics as needed. Develop new approaches when old ones are obsolete based on changes in the market.

## Constancy of Purpose

The work of economic development—creating wealth and attracting investment—and the work of improvement, positioning or repositioning a community to compete, and to move market is not easy, nor is it a one-time or short-term process. Communities do not (or did not) decline over night, nor will a community recover or improve overnight. More important, there are no simple and quick fixes, no free rides, and there are no guarantees of improvement. The only guarantee is that doing nothing (or maintaining the status-quo), which too often is not currently working, is not an option. For a community to improve, for a community to create wealth and attract investment, the community must adopt a new philosophy, a philosophy of continuous improvement. Improvement must become a community's constancy of purpose. Improvement needs to become part of everything the community does—as a government, as businesses, as neighborhoods, as residents, and as property/homeowners. The days of “avoiding issues”, “taking the easy path”, and believing “just good enough” will work are gone. If a community wants to compete, the community must commit to working toward improvement, every day, month, and year. The community must be willing to invest in itself—to strategically invest its limited resources in those things that will move the market and create wealth and attract investment. Communities must strive to be the best community they can possibly be.

To accomplish this, improvement must become a part of the culture of the community—a way of life. Improvement must become a part of governing, living, working, doing business, and investing. The community must create a culture of investment and improvement. For example, when the Town Council adopts a new budget or approves a new ordinance, the Council should be asking itself, “does this work toward our desired outcomes; does this create improvement?” To test these questions, the Council should be able to explain ‘why’ and ‘how’ this action is moving the community toward the outcome of improvement. The same is true for land use commissions, civic institutions, non-profits, the business community, property owners, and residents. Do our individual actions contribute to our shared community outcomes and move our community toward improvement?

Small, incremental investment, managing the mundane aspects of everyday life, and doing the little things well, is how a community improves. Small continuous steps aimed at improvement is how a community can and will become competitive.

The work of economic development, creating and attracting wealth and investment, is not easy for any community and will be more challenging soft, weak, or distressed market communities. The key is to not give up and to utilize the framework provided above. Always remain focused on the outcomes and working toward improvement, invest strategically, and continually measure and adjust strategies and tactics as needed. If a community can do this, the community can improve, and can compete more than it is now. How much a community will improve, how strong the market will become, and how competitive the community ultimately becomes will remain unknown and is in fact, unimportant. Improvement is what's important. Is the community improving? Is the community creating wealth? Is the community attracting investment? The aim is to be in a perpetual state of improvement, continually striving to be better tomorrow, than today and yesterday.

There are no pre-ordained or prescribed things a community should do that will create improvement. Each community must figure out for itself *what is working* and *what is not working*. Therefore, don't be distracted by the simplicity of *instant pudding approaches* and shiny new and cool things. Out-of-the-box plans, and flavor-of-the-day strategies rarely create meaningful improvement. Stay focused on the desired outcome, be intentional in your work and actions, and continually question the status-quo. Engage in continual education and professional development, seek assistance and advice when needed, resist yes and no answers, and favor '*how can we make this work*' as the answer and starting point to new ideas and opportunities.

## Resiliency – Embrace Resilience Thinking

Resilience and creating economic resiliency are about the ability of a community to absorb shock and change while maintaining structure and function. Communities are complex adaptive systems—ecosystems that are influenced by numerous variables and forever shifting and changing. Local government—planning, policy, and economic development—cannot simply control (or drive) the economic ecosystem through ridged, top-down, and bureaucratic systems of governance. Ecosystems need to be nurtured and managed, not controlled. Regarding the work of economic development (and community planning), this means a change in thinking and approach are needed. *Resilience Thinking* (Walker and Salt, 2006; Gunderson, 2010) provides a framework for guiding how we think about approach the work of economic development.

*Resilience Thinking* requires that we:

- Start with *embracing change* and the *simple notion that things change*.
- Recognize that socio-economic conditions are *always shifting* around multiple equilibria and that change is *neither continuous and gradual nor consistently chaotic*, but *episodic*.
- Not *presume sufficient knowledge*, but the *recognition of our ignorance*.
- *Keep options open*, fostering *novelty* and *experimentation*, while embracing, not trying to resist or constrain *change*.
- Not *assume that future events are expected*, but that *they will be unexpected*.
- *Embrace diversity* in all forms.
- Recognize the importance of and pay close attention to *slow moving variables of change*.
- Embrace and encourage *redundancies*, *overlapping responsibilities*, and incorporate both *top-down* and *bottom-up structures*.
- Recognize—in analysis, strategy development, and implementation—the importance of the *regional context*.
- Not focus on *capacities to predict or preordain the future*, but on the *capacity to devise systems that can absorb and accommodate future events in whatever unexpected form they may take*. (Gunderson, 2010; Walker and Salt, 2006)

## **Conclusion**

The work of economic development is about creating an environment and culture of investment by managing the processes of governance and nurturing economic-ecosystem of the community. This document has provided a means of thinking about the work of economic development and how communities can approach and intervene in their local economic ecosystem. In conclusion, what is most important in the work of economic development is that community embrace economic development. A community must want and be committed to economic development and improvement.

## Town of Tolland

### Plan of Conservation and Development

### The Practice of Economic Development

#### Introduction

The *work* of economic development is *the practice and process of creating wealth and attracting investment*. Said another way, the work of economic development begins with the question, *how can a community (Tolland) be (re)positioned to compete for wealth and investment?* The document seeks to explain the practice of economic development—the various programs, activities, and tools a community has and can utilize *to nurture and manage the local economic ecosystem*. To create an environment and culture of investment and wealth creation aimed at improvement.

#### The Practice of Economic Development

The practice of economic development recognizes the *work of economic development* as system, a complex adaptive ecosystem. Therefore, the practice of economic development focuses on the activities and tools that a community has or can create to engage in the work of *creating wealth and attracting investment*. The aim of this document is to provide a summary of both economic development activities and tools. In doing to so, this document will provide a summary of activities and tool. In addition, this document will provide a summary of recommendations for Tolland to consider—potential programs, activities, strategies, and tools that can be employed by Tolland to better position the community to compete for investment and wealth.

#### *The Economic Development Program*

Economic Development activities—the economic development work program—are the structures and strategies that a community can engage in and employ with the aim of fostering the work of economic development. Depending on the size and circumstance (site and situation) of a given community, some of the activities may not be applicable or appropriate.

- **Governance**

Governance addresses the organizational structure, authority, and role that a community can establish to administer an economic development program.

- o Economic Development Coordination

- Professional Economic Development Staff?
    - Chief Administrator as the leader of Economic Development?
    - Volunteer Commission(s) (EDC, PZC, TC, etc.)?

- Authority & Roles
  - Job Descriptions?
  - Bylaws?
  - Mission?
  - Objectives?
  - Outcomes?

- **Business Engagement**

Business engagement covers the governance activities or programs aimed at efforts to engage the business community in a dialogue about economic development and improvement. Business engagement includes business retention and attraction, visitation programs, networking events, and trade shows.

- Business Visitation
  - Relationship Building & Networking
  - Business Retention & Expansion
  - Local Business Ambassador Program
- Networking Events
  - After Hours Receptions
  - Mayor/Manager Meet and Greet
  - Local Business Appreciation Day/Awards
  - Roundtable Discussions
- Attraction
  - External Business Visitations
  - Trade Shows
  - Site Selector or Realtor Days
- Community Outreach & Research
  - Focus Groups
  - Surveys
  - Interviews

- **Community Information**

Community information is aimed at having, maintaining, and providing up to date demographic, socio-economic, sector analysis, taxes, and other meaningful information that is useful and helpful to existing and perspective businesses.

- Demographics: Population, Age, Housing Units, & Households.
- Socio-Economics: Household Income, Per Capita Income, Education, & Poverty
- Psychographics: Segmentations, Characteristics, Disposable Income, & Spending Behavior
- Housing – Characteristics, Costs, Availability, & Amenities
- Transportation - Traffic Counts & Transit Routes
- Budget/Taxes/Mill Rate
- Workforce Characteristics
- Commercial/Industrial Sectors Analysis and Data

- **Real Estate & Market Information**

Real estate and market information is aimed at having, maintaining, and providing up-to-date information on the real estate and space market, as means of understanding and monitoring the market and make the information available to existing and perspective businesses.

- Available Land Inventory (including approximate price per acre)
- Available Building Space Inventory (including approximate rents)
- Rental rates by Property Type (commercial office, retail, industrial, and residential) and Location
- New construction and renovation costs (per square foot estimates)
- Utility costs (electric, gas, oil, propane, sewer, and water (i.e. connection fees)
- Local Banks/Lending Institutions

- **Resources & Information**

Resources and information aimed having, maintaining, and providing up-to-date information about resources that are available to new and existing businesses. This includes state programs, regional initiatives, and other programs and services that may assist businesses.

- State Agencies – DECD
- Regional Agencies – Metro-Hartford, CROG
- Small Business Administration
- Utilities
- Merchant & Main Street Associations
- Chamber of Commerce
- Colleges & Universities



- Real Estate Brokers

- **Workforce Development**

Workforce development is aimed ensuring the business community has the workers they need, and that the workforce have the skills they need to gain and maintain employment.

- Education – Training & Professional Development
- Skills Building – Resume & Interviewing Workshops
- Networking – Job Fairs
- Partnerships – Trade Organizations & Colleges/Universities

- **Image, Brand, Marketing, & Public Relations**

Image, marketing, and public relations are those programs and activities that are aimed at improving community image, marking assets, and raising the community profile.

- Marketing – Image, Brand, & Services
- Media Relations – Press Releases, Ribbon Cuttings, and Special Interest Stories
- Intergovernmental Relations – Elected Officials & Agencies
- Strategic Partners – Chamber of Commerce & Merchants Associations

- **Place-Making**

Place-making is aimed at creating a sense of place and belonging. Focusing on quality of life and the amenities of place and community—meeting the needs, wants, passions, and enthusiasms of residents, workers, and businesses.

- Image – Ethos & Brand
- Experience – Activity & Way of Life
- Quality of Life – Character & Value
- Public Space – Third Spaces & Recreation
- Programing – Activities & Events

***The Economic Development Tool Kit***

The following are tools (or *tool kit*) that a community can utilize to engage in the practice and work of economic development.

- **Zoning & Land Use Regulations**

- Swift, Simple, and Certain Provisions and Permitting Procedures
- Encourage What You Want (as-of-right use & permits)

- Discourage What Your Don't Want (don't allow)
- Reserve & Limit Conditional Uses (unique, challenging, & concerning uses)
- Eliminate Subjectivity in As-of-Right Applications
- **Land Use Approvals and Permitting**
  - Predictable – Clear Expectations & No Surprises
  - Fair Treatment – Respect & No Good & Bad Developers
  - Timely Process – Keep Applications Moving
  - Competence – Staff & Commission
  - Reasonable Costs – Application Fee & Plan Requirements
- **Comprehensive Planning**
  - Plan of Conservation and Development (Update & Implement)
    - Vision: Setting Outcomes & Expectations
    - Land Use: Uses, Density, & Intensity
    - Strategic Investment: Community Facilities, Infrastructure/Utilities, & Transportation
    - Economic Development: Business, Jobs, & Image
    - Housing: Safe, Affordable, and Well Maintained
    - Conservation: Quality of Life and Amenities of Place
- **Special Area Planning**
  - Town Center (Tolland Village Area)
  - Neighborhoods
  - Redevelopment (Chapter 130) & Municipal (Chapter 132) Plans
  - Corridors and Strips
  - Special Studies (i.e. Main Street, Tourism, etc.)
- **Incentives & Programs**
  - Tax Abatements – Establish Policy & Process
  - Tax Increment Financing (TIF) – Establish Policy, Process, & Districts
  - Shovel-Ready Sites – Pre-Approve for Certain Developments
  - Enterprise Zones – Establish Policy, Process, & District
  - Opportunity Zones – Establish Policy, Process, & District
  - Capital Improvements – Strategic & Targeted Investments in Infrastructure

## Tolland Economic Development Action Agenda

### Preliminary Recommendations

Regarding economic development, Tolland is already utilizing some of the programs, tools, and strategies discussed above. The key to economic development—cultivating an environment and economic-ecosystem aimed at creating wealth and investment—for a smaller community is to do the little things and do them well. Basically, this is about managing and managing the town well. For example, cut the grass, pick up litter, do need maintenance in a timely manner, and focus on quality of life. Another key to economic development for smaller communities is to raise the level of public awareness around economic development. In this regard there are many small, inexpensive, and incremental things a community can do to build upon existing practices and grow its economic development capacity. For example, create a garden club/plant and pot flowers, fly flags, create and host events, and promote the community as good place to live and work.

The following preliminary recommendations are organized in both short and long terms strategies that Tolland may want to implement to improve the *work and practice of economic development*. The short-term recommendations are low-cost and easy to implement practices that elevate the work and importance of economic development. The long-term recommendations are more formal practices that have costs but would build upon the short-term recommendations/improvements and create capacity to build wealth and attract investment.

In the **short-term**, implement the following:

- **Economic Development Training:** Economic development is everyone's job. Economic development starts with quality customer service. Therefore, Tolland may want to consider implementing an economic development training program for all Town Hall staff, boards, and commissions.
  - For example, four session over the course of a year (two during the day for staff and two in the evenings for boards and commission) that focus on economic development for smaller towns.
- **Zoning and Use – Encourage the Uses That Tolland Wants:** Investment often flows to the location of least resistance. Therefore, if Tolland wants certain kinds of economic development (uses, design, and investment), it should encourage such uses.
  - Utilize the comprehensive review of permitted uses conducted as part of the Plan of C&D update as guide to changes in permitted and special permitted uses allowed in the Zoning Regulations—allowing more uses via site plan, not special permit.
  - Consider a more flexible regulatory approach to the TVA area. Replace the existing TVA Zone with a flexible Master Plan Zone.

- Allow drive-thru for ‘fast-casual’ restaurants (i.e. Panera style) and coffee shops (i.e. D ‘n’ Starbucks).
- **Business Outreach and Engagement:** Too often local government spends very little effort cultivating relationships with the business community. Tolland should consider proactively working to engage the business community. Some simple and time/cost effective ways to do this are to host quarterly meet & greet sessions at town hall with specific businesses sectors, conduct monthly business visitations (one or two a month), and work with the Chamber of Commerce to host business after-hours networking events.
- **Celebrate Tolland Businesses:** The Economic Development Commission, in association with Town Council and Town Manager, may want to consider celebrating Tolland businesses and their investment in Tolland. Some simple ways of doing this include the implementation a ‘ribbon cutting’ program for new businesses and existing business expansions. Another activity could be the implementation of a yearly ‘Business Investment’ award program. Three award categories could be: Business Expansion, New Business, and Property Maintenance.
- **Community Information Packet:** Many small and some large businesses don’t have access to good demographic and socio-economic data—data that can be important to their business planning activities and investment decisions. Providing such information is a simple way to assist and inform businesses—to help educate businesses and potential investors about your community.
  - Tolland may want to consider creating and maintain a Community Information Packet that can be made available on the Town’s website as a downloadable PDF.
  - The CERC Town profile can be a good starting point for demographic, socio-economic, and other community-based information. The Town Profile can be supplemented with detailed and robust community data and real estate market information.

In the **long-term**, implement the following:

- **Planning:** Create a comprehensive Economic Development Strategy. This should include a focus on Tolland’s image, community brand, and marketing.
- **Strategic Investment:** When developing budgets, especially the Capital Improvements Plan (CIP), conceptualize government budgets and projects as an opportunity and means of investing in economic development—investing in Tolland’s future. CIP investments aimed at place-making and quality of life, such as walking trails, sidewalks, bike lanes, public/community space will go a long way to creating the economic ecosystem that businesses and residents seek.
  - Link the CIP to the Plan of Conservation and Development (implementing the Plan recommendations) and the CIP process to the Planning and Zoning

Commission (start the process with recommendations from the PZC or refer the CIP to PZC for review and comment).

- **Intentional Development:** Most communities are reactive to development—allowing the market to propose developments that are then reviewed, debated, and approved or denied by the community (the land use approval process). Being intentional about the development Tolland wants, is about investing (time, effort, and money) in planning for development.
  - For example, regarding the TVA Zone/Parcels, Tolland may want to consider working with the property owners and assisting with the costs of creating concept plans for the development of this area. Such a process can be utilized to develop community buy-in and market the area to developers.

The above short- and long-term recommendations are not all inclusive, much more could be done to engage in the work and practice of economic development. However, they are a good start for creating economic-ecosystem, improvement, and capacity. If Tolland, now or later, wants to engage in a more robust economic development work-program, it may want to consider hiring a part- or full-time economic development coordinator.



**DONALD J. POLAND, PhD, AICP**

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

**Tolland Plan of Conservation and Development Update  
Planning and Zoning Commission Work Session  
Special Permit & Site Plan Criterion**

July 23, 2018

**Special Permit Criterion Provisions:**

- A. **Standards for approval.** Except as otherwise provided herein, a use allowed by special permit shall conform to all requirements of the zoning district in which it is proposed to be located and the standards contained herein. The Commission may grant a special permit after considering the health, safety and welfare of the public in general and the immediate neighborhood in particular, as well as the following factors:
1. The location and size of the proposed use; the nature and intensity of the operations associated with the proposed use; the size, shape and character of the site in relation to the proposed use; and the relationship of the proposed use and site to the adjacent and local land uses and sites.
  2. The location, type, size and height of buildings and other structures associated with the proposed use in relation to one another and in relation to nearby development.
  3. The impact of the proposed use on traffic safety and circulation on nearby streets and the ability of such streets to adequately accommodate the traffic to be generated by the proposed use.
  4. The existing and future character of the area in which the use is proposed to be located and the compatibility of the proposed use with the area.
  5. The impact of the proposed use on the natural characteristics of the site and the surrounding environment.
  6. The adequacy of and impact on water supply, sewer or septic facilities, drainage and other public facilities to accommodate the proposed use.
  7. Where the proposed use involves the conversion of a structure designed and built originally for other uses, the adaptability of the structure to the proposed use, particularly in relation to the public health and safety.
  8. The proposed use shall preserve important open space, views or vistas and other significant features of the natural environment.
- B. **Conditions and safeguards.** In granting a special permit, the Commission may attach such conditions and safeguards as may be required to protect the public health, safety and general welfare and to ensure continued compliance with these regulations. Such conditions and safeguards may include, but shall not be limited to:
1. A maximum number of employees;
  2. Hours of operation;
  3. Periodic review and renewal of the special permit by the Commission to determine continuing compliance therewith;
  4. A date of expiration of the special permit;



## DONALD J. POLAND, PhD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

5. Improvements to existing public facilities to accommodate the use allowed by the special permit;
6. Conservation restrictions necessary to protect and permanently preserve unique natural site features;
7. Soil erosion and sediment control measures in accordance with the provisions of Article IV; or
8. A bond in accordance with the provisions of Section 22-7.N.

### Site Plan Criterion Provisions:

#### A. Conformity with Section 1-1.

#### B. **Traffic considerations.** Vehicular access shall be provided to the lot in such a manner as to safeguard against hazards to traffic and pedestrians in the street and on the lot to avoid traffic congestion on any street. At least the following items of the site plan shall be evaluated to determine the conformity of the site plan with this standard:

1. The effect of the proposed development on traffic conditions on abutting streets.
2. The number, locations and dimensions of vehicular and pedestrian entrances, exits, drives and walkways.
3. The visibility in both directions of all exit points of the site and the visibility of a vehicle entering or exiting the site to the driver of a vehicle traveling on the street.
4. The location, arrangement and adequacy of off-street parking facilities.
5. Interconnection of parking areas via access drives within and between adjacent lots, in order to provide maximum efficiency, minimize curb cuts and encourage safe and convenient traffic circulation.
6. The location, arrangement and adequacy of truck loading and unloading facilities.
7. Patterns of vehicular and pedestrian circulation both within the boundaries of the development and in relation to the adjoining street and sidewalk system.
8. The location, arrangement and adequacy of facilities for the physically handicapped in accordance with state requirements.
9. The location, arrangement and adequacy of landscaping within and bordering parking and loading facilities.

#### C. **Environmental considerations.** For the protection of environmental quality and the preservation and enhancement values, at least the following items of a site plan shall be evaluated by the Commission to determine the conformity of a site plan with these standards:

1. The location, height and materials of walls, fences, hedges and plantings so as to ensure harmony with adjacent development, the screening of parking and loading areas and the concealment of storage areas, utility installations and other such features.
2. The prevention of dust and erosion through the planting of ground cover or installation of other surfaces.



## **DONALD J. POLAND, PhD, AICP**

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: [dpoland@gomanyork.com](mailto:dpoland@gomanyork.com) – [www.gomanyork.com](http://www.gomanyork.com)

---

3. The preservation of natural attributes and major features of the site, such as wetlands, easily eroded soils, historic structures, major trees, unique topographical formations, notable rock outcrops and scenic views both from the site and onto or over the site.
4. The design and arrangement of buildings and necessary facilities and the installation of proper shielding so as to minimize noise levels at the property boundary.
5. The use of Low Impact Development strategies to maintain the existing site hydrology to minimize downstream impacts while maintaining the pre-development water quality from the site.
6. The location, height and materials of walls, fences, hedges and plantings to minimize artificial light levels at the property boundary.

D. Preparer.

E. Architectural plans.

F. Off-site information.

G. Impact analysis.

H. Additional information.

I. Referrals.

J. Sites of Archaeological Significance.

K. Procedure. The Commission may hold a public information meeting on an application for site plan approval.

L. Additional standards for approval. In reviewing and acting upon an application for site plan approval, the Commission shall take into consideration the health, safety and welfare of the public in general and the immediate neighborhood in particular, as well as the following factors:

1. The general conformity of the site plan with the intent of the town's Plan of Development; however, the Plan of Development shall not take precedence over specific provisions of these regulations.
2. The arrangement of buildings, structures and uses on the site.
3. The adequacy of design of the interior vehicular circulation system to provide safe and convenient access to all structures, uses, parking spaces and loading spaces.
4. Provision for safe pedestrian movement within and adjacent to the site.
5. The adequacy of access for fire, police and ambulance services.
6. The adequacy of design of the storm drainage system to accommodate any increase in stormwater runoff and to minimize soil erosion and sedimentation.
7. The adequacy of water, sewage disposal/treatment and other public facilities to accommodate the development.
8. The location, intensity and direction of outdoor lighting and the proposed times for its use.
9. The size, location and type of any outdoor storage facilities, including dumpsters.
10. The size, location and type of signs and their appropriateness to the neighborhood.
11. The adequacy of the landscaping treatment, including any buffers and other screening.
12. The impact of noise, odors, lighting, dust and smoke.

M. Phasing.





## **DONALD J. POLAND, PhD, AICP**

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: [dpoland@gomanyork.com](mailto:dpoland@gomanyork.com) – [www.gomanyork.com](http://www.gomanyork.com)

---

### **Tolland Plan of Conservation and Development Update Planning and Zoning Commission Work Session A Discussion of Zoning and Use**

July 23, 2018

#### **Introduction:**

The intent of this document is to guide the discussion at the PZC Commission work session scheduled for July 23, 2018. The discussion will focus on zoning and uses, specifically permitted and conditional (special permit) uses in commercial zoning districts. The aim of my review of zoning uses and the work session discussion is to better what uses are allowed (as-of-right and conditionally) or not allowed in each district; why certain uses are allowed as-of-right (permitted uses) and others are conditional uses (special permit uses); how these uses (permitted and conditional) relate to economic development; and how adjustments to permitted and conditional uses may create opportunities for Tolland to encourage what is wanted, discourage (or disallow) what is not wanted, and create greater opportunities and potential for economic development.

To accomplish this, I have reviewed the allowable uses by zoning district and will go through my review with the Commission to discuss and determine why certain uses are permitted, not permitted, and conditionally permitted. My intent is to question the Commission to think carefully and critically about uses, how uses are allowed, and the zoning districts in which uses are allowed. This will enable us to discuss (and debate) certain uses, how such uses are permitted, and how to deal with and manage uses in the future. The desired outcome is to be intentional about uses—allowing and encouraging the uses Tolland wants (as-of-right), prohibiting the use Tolland does not want, and effectively regulating uses that require special considerations (conditional).

#### **Permitted and Conditional Uses:**

Permitted uses are uses that are allowed as-of-right (by staff zoning permit or by commission site plan) and by law do not require a public hearing. Permitted uses are (and should be) the uses we most want to encourage in our community—investment flows in the path of greatest certainty and least resistance. Permitted uses (by zoning permit or site plan) are as-of-right uses, which indicates that if the use



## **DONALD J. POLAND, PhD, AICP**

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: [dpoland@gomanyork.com](mailto:dpoland@gomanyork.com) – [www.gomanyork.com](http://www.gomanyork.com)

---

complies with the requirements of regulations (i.e. bulk, area, site design, etc.), then the use should be approved.

Conditional uses (special permits) are uses that are allowed via a conditional permitting process (by commission and by law require a public hearing. Unfortunately, my experience has informed me that conditional uses are often a misunderstood and/or misused area of zoning. Therefore, I want to take a moment to discuss and clarify the role of conditional uses. Section 8-2 of the Connecticut General Statutes (CGS) states that the zoning commission “may provide that certain classes or kinds of buildings, structures or uses of land are permitted only after obtaining a special permit...subject to standards set forth in the regulations and to conditions necessary to protect the public health, safety, convenience and property values.”

As stated above and authorized in statute, the law governing conditional uses (special permits) recognizes that while a use may be desired and acceptable in a certain zoning district, the use (the character and qualities of the use) may not be suitable in all locations within said district. Therefore, the Commission may establish specific standards in the regulation that must be demonstrated (by the applicant) and complied with before the conditional use (special permit) is approved. Special permit applications require a public hearing to ensure the public interest is served by the Commission’s decision-making process when evaluating the proposed use against the conditions established in the regulation.

When considering any application for special permit, the Zoning Commission “must determine that; (1) the proposed use of the property is expressly permitted under the zoning regulations, (2) the standards in the regulations are satisfied, and (3) any conditions necessary to protect public health, safety, convenience and property values as provided by Section 8-2 of the CGS can be established” (Robert Fuller, *Connecticut Practice Series: Land Use Law and Practice*, 1999: 136). If all three requirements are satisfied, the Commission must approve the application.

Regarding zoning in general and more specifically regarding economic development, conditional uses should be reserved for uses that may not be appropriate in certain locations due to specific characteristics of the use (intensity of use, significant traffic generation, etc.) and for those uses that pose a real threat to ‘the public health, safety, convenience, and property values.’ Conditional uses, special permits, should not be utilized as a way for the Commission to wield discretion—application-by-



## **DONALD J. POLAND, PhD, AICP**

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

application discretion—in their decision-making processes. Therefore, conditional uses should be reserved for those unique and challenging uses that pose real concerns and threats to neighboring properties and the character of the district.

### **Questions for Discussion**

To facilitate and guide this discussion, the following are sample questions that I may ask the Commission to consider regarding certain uses allowed in certain zoning district:

- Is this use suitable for this district? If so, why?
- Should this use be a permitted or conditional use?
- If the decision or recommendation is for the uses to be conditional, what are the characteristics of the uses that raise concerns and what threats does the use pose to neighboring properties and the character of the district that warrant the special permit process.
- Are there other uses, not allowed in the zoning district, that should be allowed?
- Do the criterion in the regulations designed to address conditional uses (special permit standards) relate to the concerns and threats of the use and provide adequate protection for neighboring properties and the district.

### **Included Documents**

Two additional documents are included as part of this document. The first is a Table of Uses by Zoning District document. The Second contained the Special Permit and Site Plan provision that the Commission considers when hearing applications.



## DONALD J. POLAND, PhD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

### Tolland Plan of Conservation and Development Update

#### TVA Focus Group

July 24, 2018

#### Introduction:

The intent of this this focus group was to explore and discuss the TVA through the perspective of property owners and businesses within the TAV. The aim was to gain a better understanding of how these key stakeholders conceptualize, understand, and support (or not) the TVA (past, present, and future). This report provides a summary of findings from this focus group.

**Facilitator Role & Introduction:** *[Context provided to the participants of the focus group.]* I am a consultant assisting the town with updating the Plan of Conservation and Development. I am hosting this focus group to better understand you, the stakeholders, and your perspectives. I have no preconceived notions of what the TVA should be or what should or should not occur regarding the TVA. My aim is to learn, understand, and to ultimately inform the Town on what I believe to be the 'best' and/or 'feasible' course of action moving forward. This focus group is one of many sources of information that I am utilizing to make and provide an informed decision to the Town. Other sources of information include the review of TVA documents (studies and plans), the TVA regulations, market research, site visits, maps, surveys, public meetings, and discussions with town officials.

The following questions are designed to provide a framework for the focus group discussion. Simply put, the questions are a guide to help facilitate the discussion aimed at gaining a greater understanding from these stakeholders. That said, the formal discussion will be open-ended, meaning I will allow the discussion wander around the topic of TVA, without focusing on specific questions.

- Tell me about who you are, your business, and how the TVA may or may not impact you?
  - Regardless of the TVA, tell me about the benefits and challenges of operating a business or owning land at this location?
- Did you support or oppose the last development proposal for the TVA, please explain why or why not?
  - Do you think it is possible to develop the TVA area today?
  - What are the challenges to developing the TVA?
- What would you like to see occur within the TVA?
- Are there other issues or concerns that you would like to share with me?



## DONALD J. POLAND, PhD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

### Focus Group Summary

Three property owners, a representative of a fourth property owner, and two business owners also attended the focus group. The meeting lasted approximately one hour and 25 minutes. The following are a summary of my notes from the discussion grouped into themes that the discussion focused around.

- **A Lack of a Vision for the TVA:** While there are plans and regulations that frame the vision for the TVA, the participants in the focus group are not convinced that the Town (and community) know what they *'really'* want for the TVA.
  - More specifically, there is a feeling that the vision for TVA is for something like Storrs Center, Blue Back Square, and/or Glastonbury Center—what the participants described as high-end communities and/or high-end developments, that the participants don't view as realistic (or feasible) for Tolland and the TVA.
    - This concern over the expectations for higher-end development was also expressed in the context of site development requirements (in the Zoning Regulations) and expectations—specifically landscape design requirements and expectations for landscape design. The concerns expressed were that the costs of such improvements exceed the economics of the area and are a barrier to investment and development.
    - The TVA zone, its provisions and requirements, is generally viewed as a barrier to investment and development.
  - There was also a belief expressed that the TVA is a solution to a problem that does not exist—that there is nothing wrong with Tolland or the Tolland Village Area that warrants the TVA and the plans for the TVA.
    - That said, in the context of a problem to solve, some of the participants agreed the TVA today was a *'pretty ugly entrance to the gateway of the community'*.
    - However, concerns were expressed that past designs (including a center median in the road and a round-about at the westbound interchange) were unrealistic and would possibly be detrimental to businesses.
  - Concerns were also expressed regarding the *'grandiose scale'* of the Town's plan for the TVA and past developer proposal. That such a scale of development is not realistic from a development standpoint and that as conceptualized and written, the TVA favors the large developments and large developers over the smaller scale, local developer, and incremental development.
  - The idea, relating back to the initial plan, that the TVA is a 30-year plan, now nearly ten years on, and nothing has happened (developed) other than continued studies and fees paid to consultants.



## DONALD J. POLAND, PhD, AICP

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: dpoland@gomanyork.com – www.gomanyork.com

---

- **Development, Taxes, Fees, and Fiscal Impacts:** The participants appeared to agree that Tolland needs economic development and to grow its tax base. However, some of the participants expressed concerns regarding high-density housing in the TVA and the cost of public school age children, while other participants believe that high-density housing is one of the most feasible uses for the TVA.
  - Other concerns included the cost of public water and sewer and the high assessments for water and sewer.
- **Possible Development, Challenges, and Concerns:** Some of the participants believe that private and market-rate development is feasible in the TVA. This includes multi-family housing, a hotel, and small amounts of retail (maybe up to 20,000 square feet) as pad sites on Route 197. Possible developments expressed included:
  - South-side 250 to 300 units of multi-family housing, hotel, and retail pad sites.
  - Northside, 100+- units of multi-family housing, hotel, selective retail (auto-parts store) on the site as-is or with minimal grading.
  - Northside Concerns:
    - Extensive excavation, extraction, and grading is needed to meet the vision/plan of the TVA. Long-term process of excavation, 5 to 10 years, and no way to tell what the market will be in the future for development/uses.
    - Additional sites, other owner, greater housing density—duplex and triplex. The grades to connect the interior site, the cost of grading, and cost of building a road, undermine the financial feasibility of the interior site being included in the TVA and/or any development approach.
  - Interested hotel operators want a development ready site.
  - The community has expressed uses such as Trader Joes and/or pharmacy as a want. Participants are not confident such uses are possible without development ready site, and even then, believe they are questionable.
  - Conditional use—the uncertainty in the land use approval process—is the greatest barrier to investment in the TVA. That too much subjectivity exists in the regulations and approval process, that this undermines investment. Simply put, no one is going to spend tens of thousands of dollars or more on design (site and building) and possibly be denied an approval. This is the case for all possible uses, housing, hotel, and retail.
  - Unresolved questions and issues still exist. For example, the commuter parking lot, its use and/or relocation. Town needs to be an active partner in the future of this lot.



## **DONALD J. POLAND, PhD, AICP**

SENIOR VP AND MANAGING DIRECTOR, URBAN PLANNING

PHONE: 860.655.6897 – E-MAIL: [dpoland@gomanyork.com](mailto:dpoland@gomanyork.com) – [www.gomanyork.com](http://www.gomanyork.com)

---

- The Town needs to be a willing collaborator—a partner—on infrastructure needs (e.g. traffic signal(s), pump station, sidewalks, road(?), etc). Town has been unwilling to fund infrastructure—work with owners/developers to address infrastructure.
- The requirements for workforce housing, specifically the 20% of housing being workforce housing, is problematic. The cost/returns on the 20% negatively impact the overall development financials. The paper work, reporting, and legal documents also increase costs. (One property owner, at a later date and conversation, said that the 20% affordability was not a barrier.)
- Sewer assessments are excessive and possible barrier—at the very least, increase the costs of development and financial feasibility.

## **Section C: Surveys and Input**

Town of Tolland Connecticut, Resident Survey, December 2018, Greatblue – **PAGE 218**

Telephone Survey Results by Age, January 2019, prepared by Staff – **PAGE 254**

Question 10 from Town Manager Stakeholder Survey, 2019 – **PAGE 287**

Community Engagement Notes (summary of June 2018 public workshop), June 2018 – **PAGE 294**

Community Facilities Interview Questions (Town Manager, Resident Trooper, Public Works, Superintendent of Schools, Public Safety, Parks & Recreation) – **PAGE 299**

Input forms from: Conservation Commission, Economic Development Commission, Tolland Water Commission, Board of Education, Water Pollution Control Authority, Recreation Advisory Board, Inland Wetlands Commission, Tolland Green Historic District Commission, a Town Council member, Agriculture Commission – **PAGE 332**

Initial Scoping Survey, April 2018, prepared by Staff – **PAGE 356**





Town of *Tolland*  
CONNECTICUT

# Town of Tolland, Connecticut Resident Survey



Report of Findings

14 December 2018  
Confidential & Proprietary

# Table of Contents

---

## SECTION ONE

### About GreatBlue

## SECTION TWO

### Project Overview

## SECTION THREE

### Key Study Findings

## SECTION FOUR

### Considerations

## EXHIBITS

Aggregate Data *(Provided Separately)*



# Evidence-based research across diverse industries

Our experience in instrument design affords our clients actionable analytics to help them identify, address, and improve offerings to, and the way they communicate with, their key constituents.

With nearly 40 years of experience in diverse markets, our consultative approach ensures our data serves as the basis behind important business decisions.

Cross-functional engagement teams ensure a complete view of the issues and solutions.



# Expertise in a diverse set of research methodologies

Having conducted millions of surveys and thousands of focus groups since 1979, our experience in instrument design, data collection and the presentation of those findings in manageable, actionable ways allows us to serve our clients across the spectrum of research studies.



## Telephone Interviews

In-house, multi-lingual interviewing capabilities



## Digital Surveys

Web + mobile-based survey programs



## Focus Groups

State-of-the-Art facility and capabilities



## In-Depth Interviews

Trained researchers allow us to dive deep in a 1:1 setting



# Solutions that focus on strategic and operational needs of clients

Whether direct to clients or through their agencies, we apply our core research methodologies, often applying a mixed methodology to ensure a study that captures both quantitative and qualitative information, to ensure our solutions exceed client expectations.

# Table of Contents



SECTION ONE

About GreatBlue

SECTION TWO

**Project Overview**

SECTION THREE

Key Study Findings

SECTION FOUR

Considerations

EXHIBITS

Aggregate Data *(Provided Separately)*

# Project Overview

- GreatBlue Research was commissioned by the Town of Tolland, Connecticut (hereinafter, “the Town” or “Tolland”) to conduct comprehensive research among its residents to gain a deeper understanding into satisfaction levels with town amenities and future development needs.
- The primary goal of this research study was to assess current perceptions of the Town, drivers and barriers to increased visitation or patronage, and priorities for future economic development initiatives.
- In order to service this research goal, GreatBlue conducted 400 telephone interviews among randomly selected residents; call-backs were set-up for respondents who could not complete the survey at the time of the call. GreatBlue also collected 415 online survey responses via a URL link provided to the Town and distributed through their various communication platforms.
- The outcome of this research will enable the Town of Tolland to a) more clearly understand the key elements that affect quality of life in the Town, b) uncover opportunities to drive economic growth and, c) identify near-term and long-term residential and commercial development initiatives for the future.



## Areas of Investigation

The Town of Tolland Residential Study leveraged a quantitative research methodology to address the following areas of investigation:

- Overall quality of life in the Town
- Opinions regarding the amount of open space in Tolland
- Desires for commercial development in the "Tolland Village" area
- Perceptions of the Town's character
- Residential housing needs in Tolland
- Types of commercial developments desired for the Town
- Desires for increased walking and biking opportunities in Tolland
- Satisfaction with various Town-related services
- Demographic profiles of respondents



# Research Methodology Snapshot

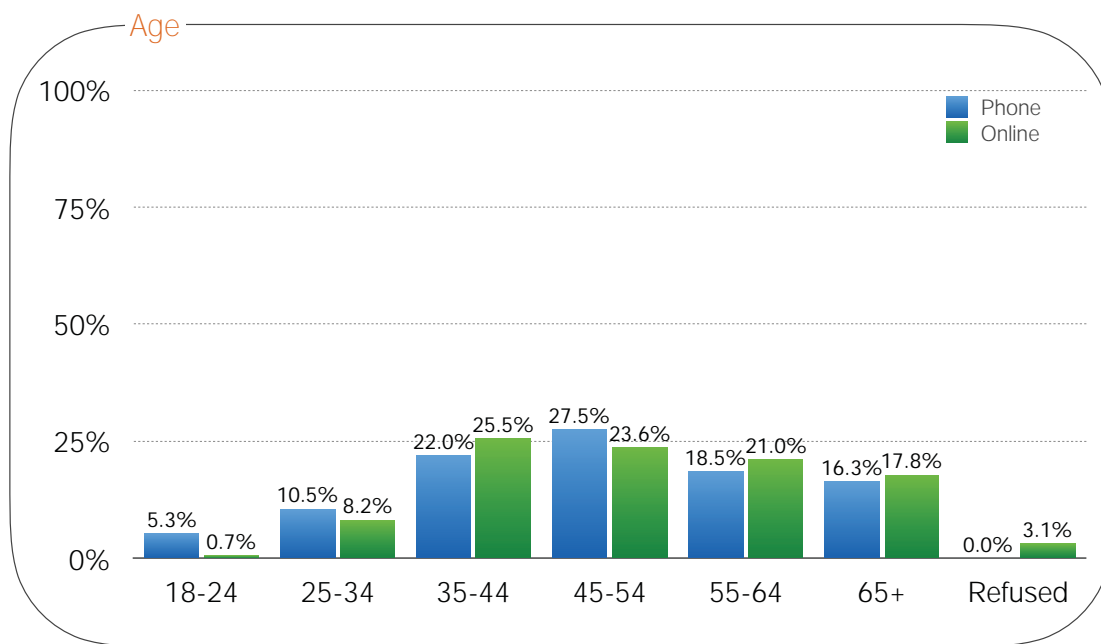
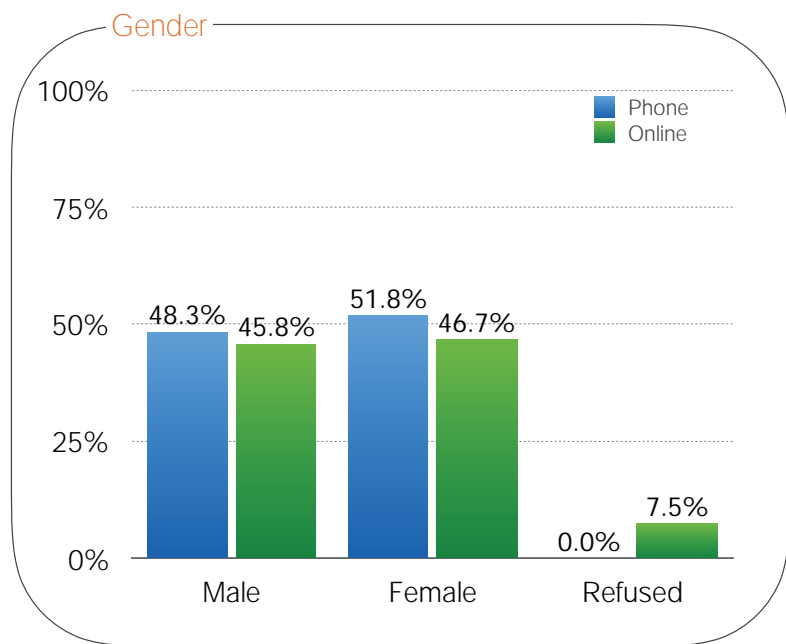
Methodology Telephone & Online	No. of Completes 400 Phone & 415 Online	No. of Questions 42*	Incentive None	Sample Procured residential phone records & URL link on Tolland's website
Target Residential	Quality Assurance Dual-level**	Margin of Error +/- 4.8%	Confidence Level 95%	Research Dates November 7 - November 28

\* This represents the total possible number of questions; not all respondents will answer all questions based on skip patterns and other instrument bias.

\*\* Supervisory personnel in addition to computer-aided interviewing platform ensure the integrity of the data is accurate.

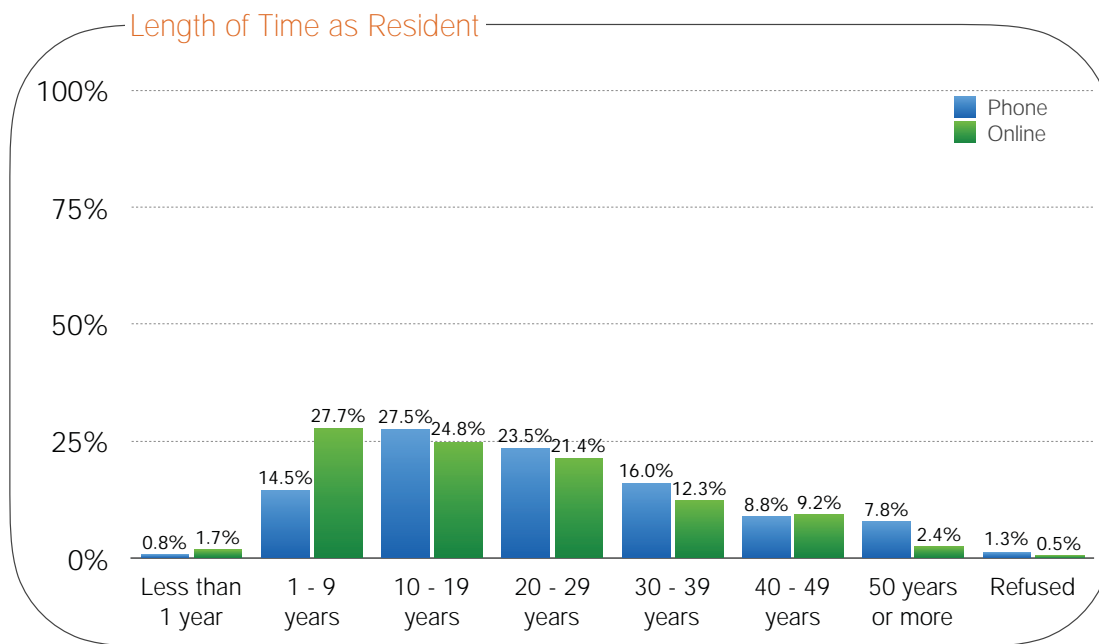
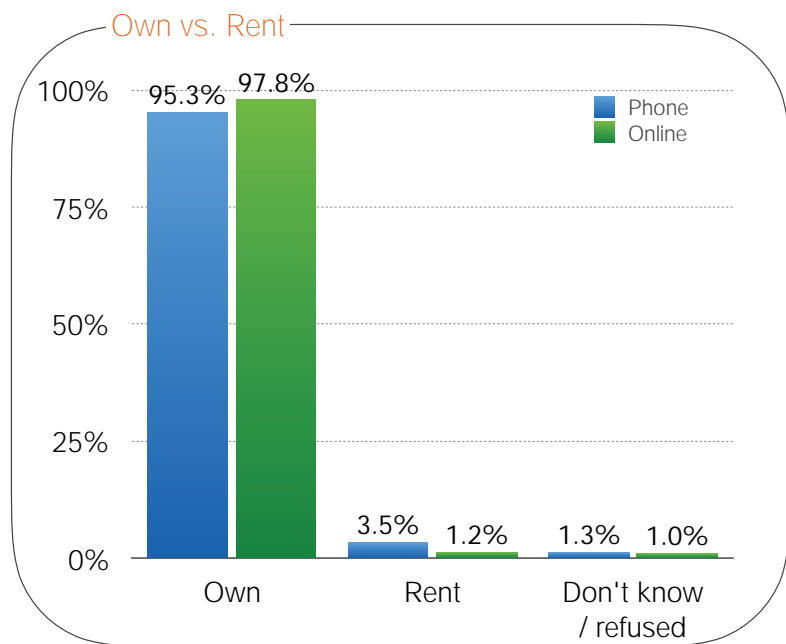
# Respondent Snapshot

This slide quantifies select data points to provide context for this research study. The data is not meant to be statistically significant, rather to provide an empirical view into the demographic profile of the participants.



# Respondent Snapshot

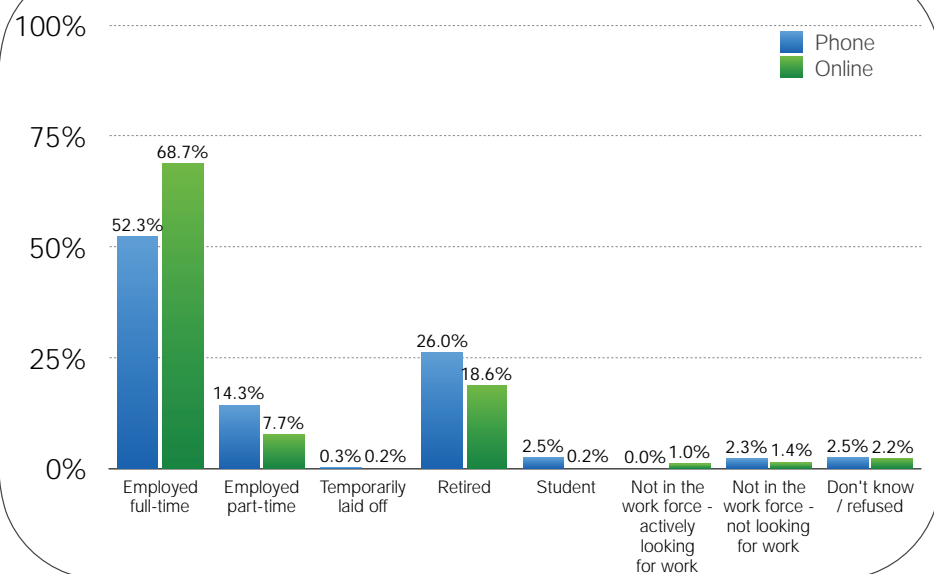
This slide quantifies select data points to provide context for this research study. The data is not meant to be statistically significant, rather to provide an empirical view into the demographic profile of the participants.



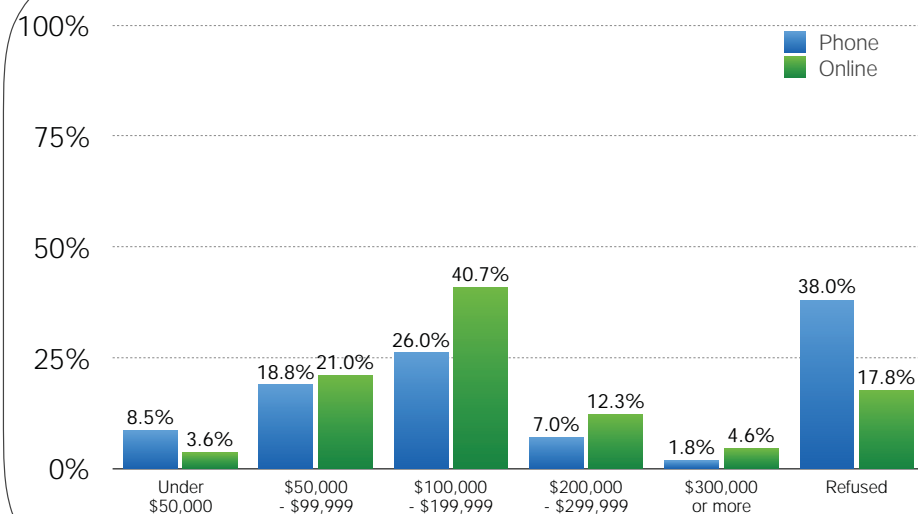
# Respondent Snapshot

This slide quantifies select data points to provide context for this research study. The data is not meant to be statistically significant, rather to provide an empirical view into the demographic profile of the participants.

Employment Status



Household Income



# Table of Contents

SECTION ONE  
About GreatBlue

SECTION TWO  
Project Overview

**SECTION THREE**  
**Key Study Findings**

SECTION FOUR  
Considerations

EXHIBITS  
Aggregate Data *(Provided Separately)*

71.5%  
would still purchase  
at an increased  
price point

5.4%

8.9%

2.8%

0.0%

Negative Impact

Boomers

# Key Study Findings

- The vast majority of residents (91.8%) rated the overall quality of life in Tolland as either “excellent” or “good.”
- With respect to the value of Town services received for the taxes paid, more than two-out-of-three residents (68.1%) reported to “strongly agree” or “somewhat agree” that Town services are a good value for the taxes paid.
  - Only one-out-of-seven residents (14.5%) reported to “strongly disagree” with the statement: *“Tolland is a good value for the taxes I pay and services I receive.”*
- When asked why they first chose to live in Tolland, nearly one-third of residents (31.8%) reported the “education system” as the primary reason, followed by “birthplace / family connections” (28.5%) and “location” (16.0%).
- More than three-quarters of residents (77.3%) reported to “strongly agree” or “somewhat agree” that the Town should continue to purchase undeveloped land when it becomes available in order to preserve its natural state.
  - Only one-out-of-ten residents (10.3%) reported to “strongly disagree” with the statement.
  - Among those residents agreeing Tolland should continue to purchase undeveloped land to preserve its natural state, more than one-quarter (29.4%) reported they would pay “\$0 / nothing” in increased yearly taxes in order to fund the purchase of undeveloped land.
  - However, two-fifths of those residents (39.8%) indicated they would pay at least “\$11-\$100.”

# Key Study Findings, (continued)

- Three-fifths of residents (60.3%) reported to “strongly agree” or “somewhat agree” that Tolland should purchase land to use for new “recreational opportunities.”
- More than two-fifths of residents (44.0%) reported to “strongly oppose” a proposed development located near Exit 68 that would include apartments, commercial space and a hotel, while a slightly lower frequency of residents (41.3%) would support (either “strongly support” or “somewhat support”) this proposal.
- Three-fifths of residents (60.3%) agree (either “strongly agree” or “somewhat agree”) Tolland should have a community focal point, similar to a village-type “town center”, in a walking friendly setting with community gathering spots and shops.
- When presented with various development actions the Town could take regarding the “Tolland Village Area,” nearly one-third of residents (30.5%) indicated the Town should “continue to pursue possible development options.”
- In the opinions of residents, more than three-fifths (61.8%) describe Tolland as a “rural” community, while one-third (33.8%) describe Tolland as a “suburban” community.
  - More than one-half of residents (57.0%) indicated they would like to see Tolland “stay the same” and not become more rural or more suburban.

# Key Study Findings, (continued)

- More than two-out-of-five residents (44.5%) do not believe the Town should do more to capitalize on its proximity to UConn.
  - “More development (commercial, business, small sized, family-owned)” (17.0%) and “more variety of restaurants (family, younger crowd, drive thru’s, fast food chains)” (14.0%) were the primary suggestions for actions the Town should take to capitalize on its proximity to UConn.
- Nearly one-half of residents (49.8%) indicated they think they will move out of their current home within the next ten years, while more than two-fifths of residents (41.8%) do not believe so.
  - Among the 49.8% or 199 residents indicating they might move, more than two-thirds (69.3%) reported they are more likely to “leave Tolland,” while only 19.6% would “stay in Tolland.” Additionally, more than one-half (52.8%) reported their next housing unit would be a “smaller single-family house.”
- Dining options such as “locally owned restaurants / dining” (48.0%) and “chain restaurants / dining” (26.8%) were the types of businesses most frequently mentioned by residents as offerings they would like to see more of in Tolland.
- When asked to indicate the types of activities they are most frequently leaving the Town of Tolland to do, nearly three-fifths of residents (58.3%) reported “shopping,” followed by “restaurants” (42.8%).

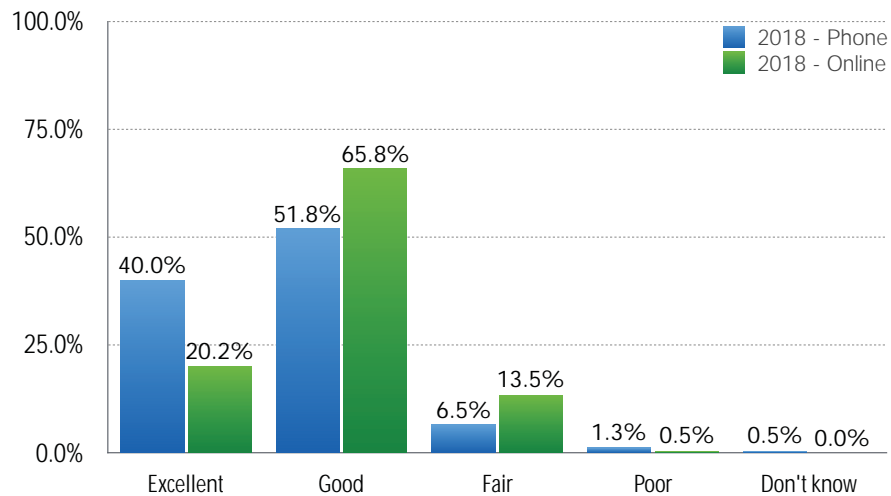


# Key Study Findings, (continued)

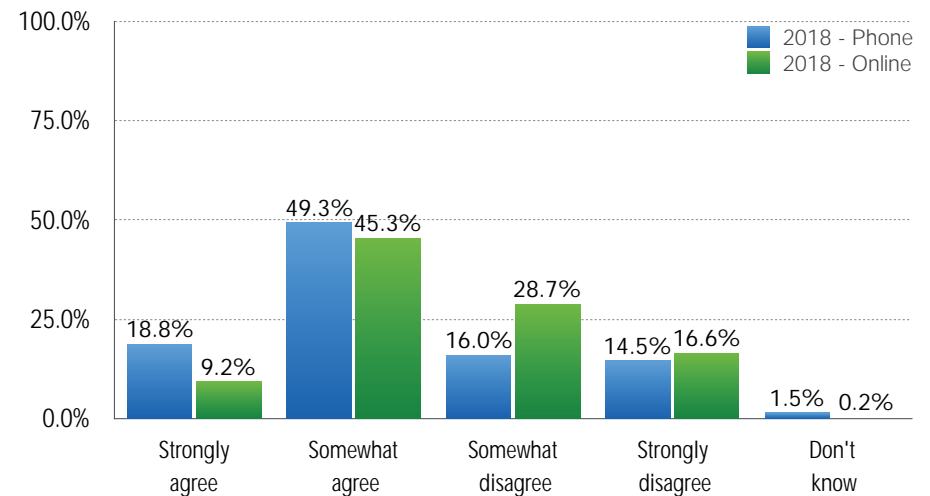
- When new commercial development is being planned in Tolland, more than three-fifths of residents (63.3%) indicated the primary consideration should be “how much in taxes the development will generate.”
- More than one-half of residents (55.8%) believe that allowing restaurants to have drive-thru windows would benefit the Town. Among the 34.3% or 137 residents that do not believe drive-thru windows would benefit the Town, the primary reason for this belief centered on “too much traffic / congestion” (28.5%).
- Nearly three-fifths of residents (58.6%) either “strongly agree” or “somewhat agree” they would like more opportunities to walk to places in Tolland, while more than one-half (53.3%) would like more opportunities to bike.
- When presented with a list of seven (7) Town services, residents provided the highest satisfaction levels for “fire and emergency services” (95.8%), followed by “public safety and police presence” (90.8%) and “town hall services” (88.0%).
  - Among those residents reporting to be dissatisfied with any Town service, the most commonly reported reason for dissatisfaction centered on “poor road conditions / not enough maintenance” (40.0%).

# Quality of Life High in Tolland

The vast majority of residents (91.8%) rated the overall quality of life in Tolland as either "excellent" or "good." Impressively, more than two-out-of-three residents (68.1%) reported to "strongly agree" or "somewhat agree" that services received from the Town are a good value for the taxes paid. Only one-out-of-seven residents (14.5%) reported to "strongly disagree" with the statement: *"Tolland is a good value for the taxes I pay and services I receive."*



How would you rate the overall quality of life in Tolland?



Please tell me how strongly you agree or disagree with the following statement:  
*"Tolland is a good value for the taxes I pay and services I receive."*

# Education System Draws Residents to Tolland

When asked to indicate the reason why they first chose to live in Tolland, nearly one-third of residents (31.8%) reported the “education system” as the primary reason, followed by “birthplace / family connections” (28.5%) and “location” (16.0%).

The types of residential housing offerings also served as a primary reason for choosing to live in Tolland, with 15.8% indicating “housing” and 8.5% reporting “neighborhood.”

Additionally, characteristics surrounding the “feel” of the Town were also prioritized, including the “community reputation” (10.5%) and “community appearance” (9.3%) of Tolland.

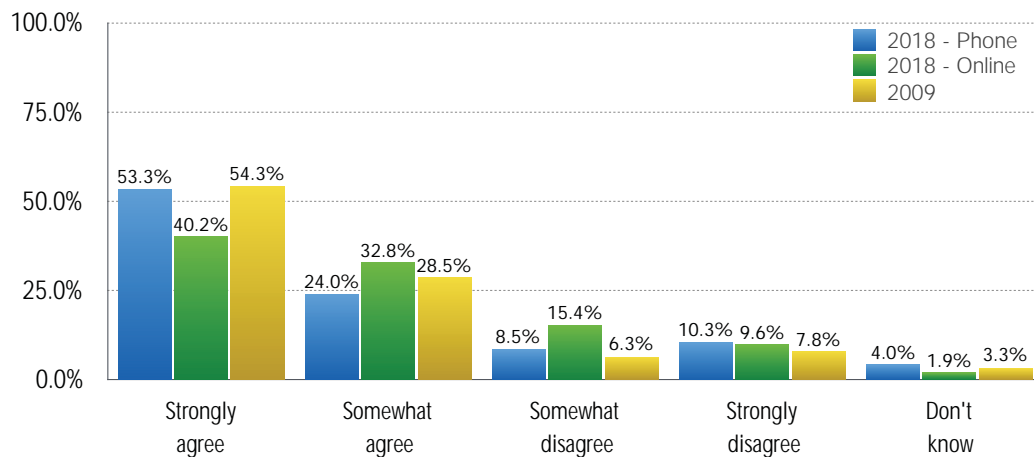


## Why did you first choose to live in Tolland?

Reasons...	2018 Phone	2018 Online	2009
Education system	31.8	46.7	16.5
Birthplace/family connections	28.5	20.2	18.3
Location	16.0	42.9	27.8
Housing	15.8	17.3	21.5
Community reputation	10.5	20.0	5.3
Work/employment	9.8	8.2	—
Community appearance	9.3	17.8	18.0
Neighborhood	8.5	20.2	13.0
Rural terrain / open space	2.8	1.0	—
Other	1.4	6.3	5.8
Don't know/unsure	1.3	1.2	1.8
Affordable price	1.3	0.2	—
Small town feel / quiet	0.3	0.5	—

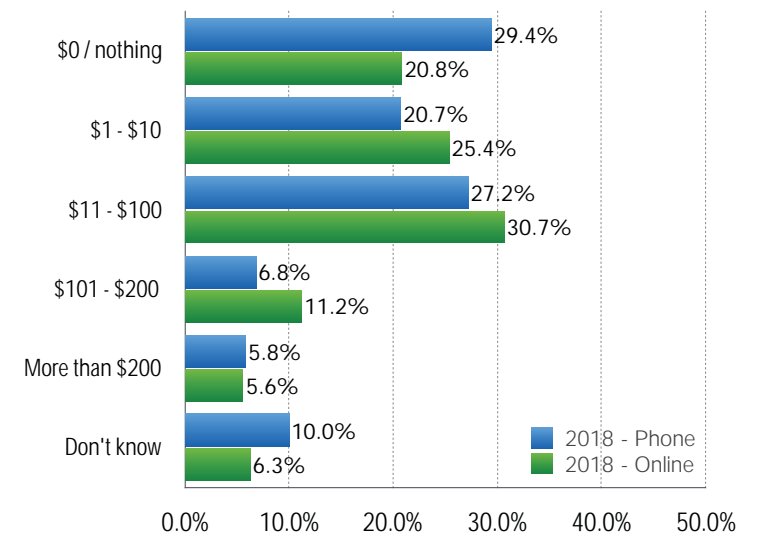
# Preserve Open Space When Available

More than three-quarters of residents (77.3%) reported to “strongly agree” or “somewhat agree” that the Town should continue to purchase undeveloped land when it becomes available in order to preserve its natural state, while only one-out-of-ten residents (10.3%) reported to “strongly disagree.” Among the 77.3% or 309 residents that agreed Tolland should continue to purchase undeveloped land to preserve its natural state, more than one-quarter (29.4%) reported they would pay “\$0 / nothing” in increased yearly taxes in order to fund the purchase of undeveloped land; however, two-fifths of those residents (39.8%) indicated they would pay at least \$11 per year.



Please rate your level of agreement or disagreement with the following statement:

*"The Town should continue to purchase undeveloped land when it becomes available in order to preserve its natural state."*

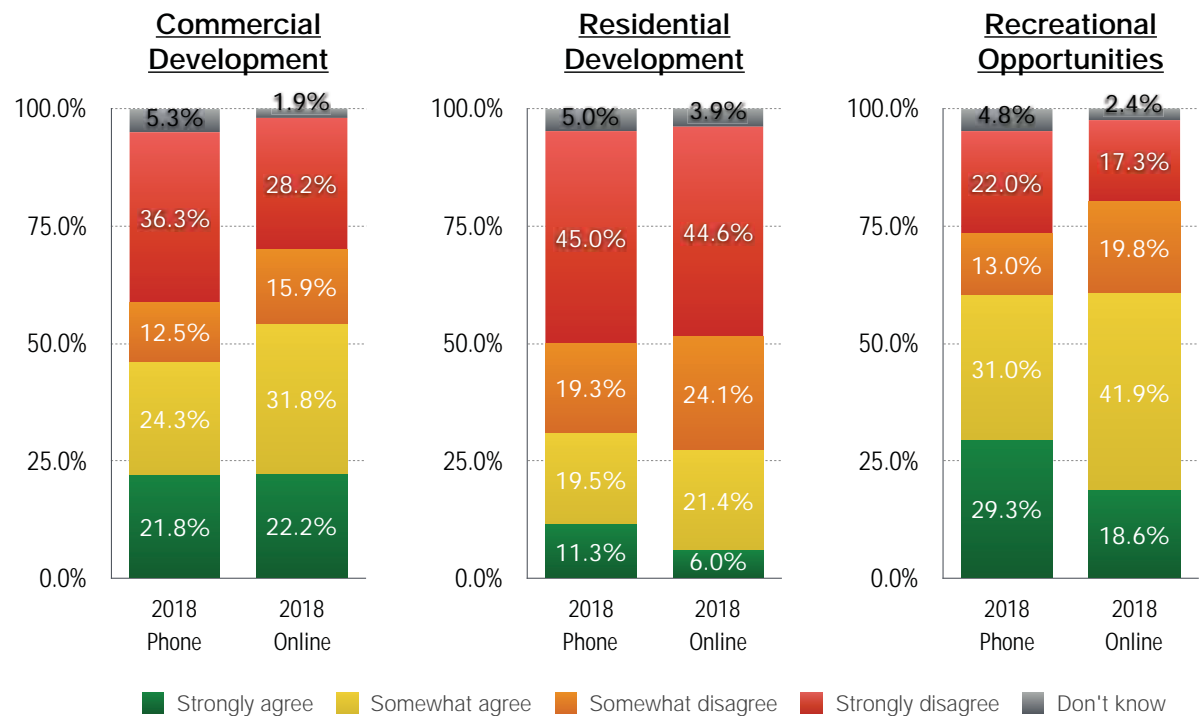


How much would you be willing to pay in increased yearly taxes in order to fund the purchase of undeveloped land?

# Recreation Prioritized for Land Use

When presented with the options of commercial development, residential development or recreational opportunities as potential uses for land purchased by the Town, three-fifths of residents (60.3%) reported to “strongly agree” or “somewhat agree” that Tolland should purchase land to use for new “recreational opportunities.”

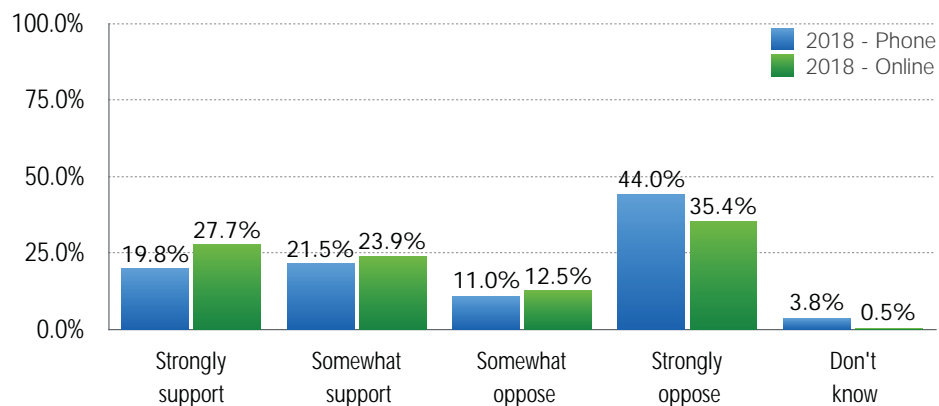
Slightly less than one-half of residents (46.1%) agree the Town should purchase land to use for “commercial development,” while only 30.8% agree land should be purchased for “residential development.”



Please tell me how strongly you agree or disagree with each of the following statements:  
*"The Town should purchase land to use for new..."*

# Opposed to Exit 68 Development Proposal

More than two-fifths of residents (44.0%) reported to “strongly oppose” a proposed development located near Exit 68 that would include apartments, commercial space and a hotel, while a slightly lower frequency of residents (41.3%) would support (either “strongly support” or “somewhat support”) this proposal. Among those supporting this proposal, one-third (33.3%) indicated the primary reason for their support was creating a “larger tax base / more tax revenue.” Those opposing this proposal expressed a belief this development is “not needed” (18.6%) and that it “changed town character” (18.2%) or would result in “increased traffic” (14.5%).



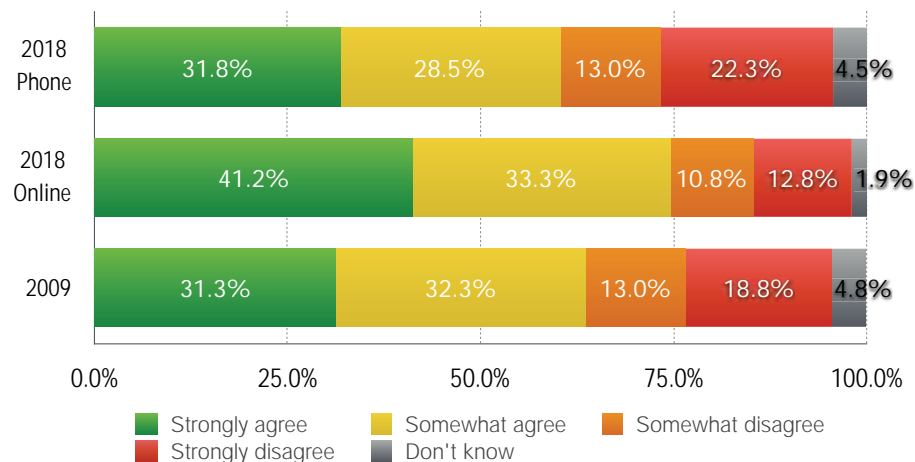
Please tell me how strongly you would support or oppose the following proposal located near Exit 68 on land either behind Dunkin Donuts or behind Subway and Papa T's: *"A development that entailed 350 apartments, 20,000 square feet of commercial space and a 100-room hotel and was designed so that visibility from local roads and Merrow Road was minimal."*

## Please tell me why:

Top Reasons for <b>Support</b> ...	2018 Phone	Top Reasons for <b>Opposition</b> ...	2018 Phone
Larger tax base / more tax revenue	33.3	No more development / not needed	18.6
Only need commercial / businesses	17.0	Changes town character	18.2
Town could use development / good for the Town	12.7	Increased traffic	14.5
Increase in Town growth	7.3	Do not want commercial / real estate use in Town	10.5
Location is optimal / near the exit	4.2	Too big for the location / bad location	10.5
Need more apartments / more options to live or lodge	3.6	Not economically stable	4.5
		Over-populated / over-crowded	4.1

# Develop a Village-Type Town Center

Three-fifths of residents (60.3%) agree (either “strongly agree” or “somewhat agree”) Tolland should have a community focal point, similar to a village-type “town center”, in a walking-friendly setting with community gathering spots and shops. When presented with various development actions the Town could take regarding the “Tolland Village Area,” nearly one-third of residents (30.5%) indicated the Town should “continue to pursue possible development options.” Other actions also supported by one-fifths of residents include “purchase the land and preserve it as open space” (19.8%) and “stop doing anything – let the marketplace determine what will happen” (19.5%).



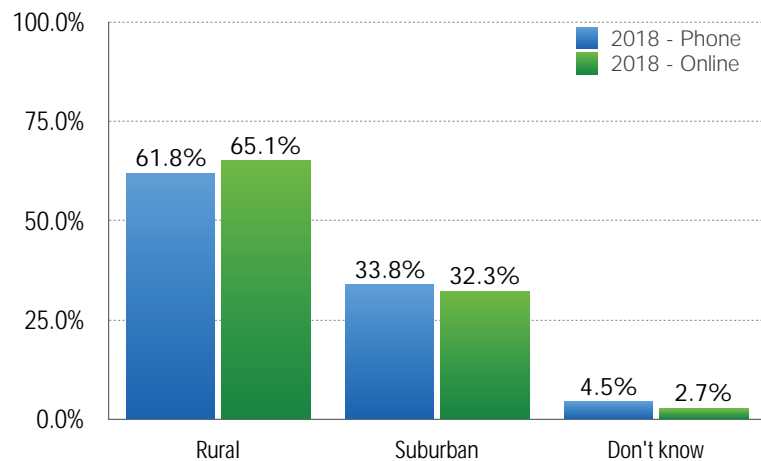
Actions...	2018 Phone	2018 Online
Continue to pursue possible development options	30.5	48.0
Purchase the land and preserve it as open space	19.8	13.0
Stop doing anything – let the marketplace determine what will happen	19.5	20.0
Purchase the land and hold on to it for future development	14.8	9.6
Don't know / unsure	14.5	6.0
Purchase the land for commercial development	0.5	1.0
Other	0.3	2.2
None / nothing	0.3	0.2


Some residents have expressed a desire to have a community focal point, similar to a village-type “town center”, in a walking friendly setting with community gathering spots and shops. Thinking about this concept for a moment, please tell me if you...

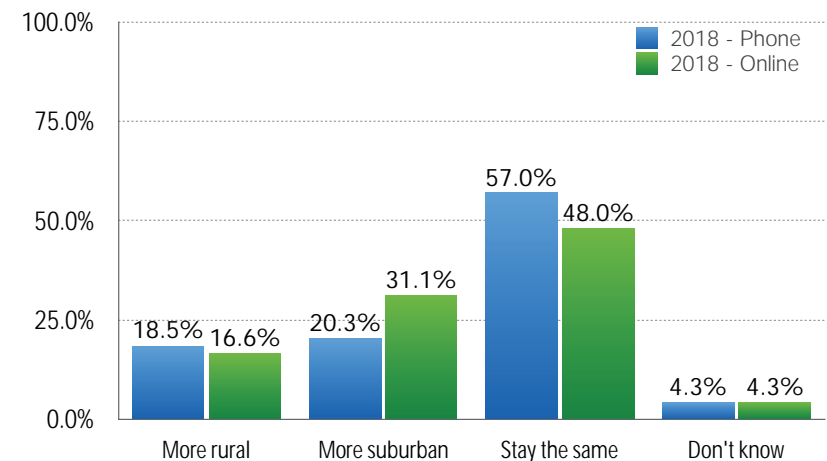
Which of the following actions should the Town take next regarding this area known as the Tolland Village Area?


# Keep Tolland Rural

In the opinions of residents, more than three-fifths (61.8%) describe Tolland as a “rural” community, while one-third (33.8%) describe Tolland as a “suburban” community. Importantly, more than one-half of residents (57.0%) indicated they would like to see Tolland “stay the same” and not become more rural or more suburban. Those desiring a change in town character expressed a slight preference in seeing Tolland become “more suburban” (20.3%) as opposed to “more rural” (18.5%).



 In your opinion, would you describe Tolland as a rural or suburban community?

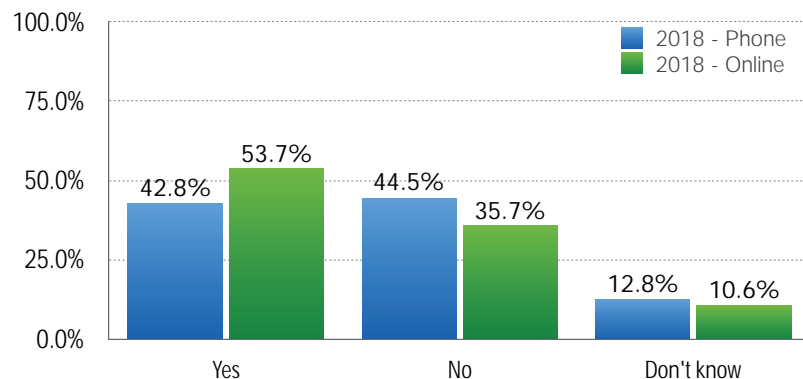


 Would you like to see Tolland become...



# Residents Divided on UConn Relationship

Residents were divided on their belief whether the Town should do more to capitalize on its proximity to UConn; while 42.8% believe more should be done, a slightly increased frequency (44.5%) disagree. “More development (commercial, business, small sized, family-owned)” (17.0%) and “more variety of restaurants (family, younger crowd, drive thru’s, fast food chains)” (14.0%) were the primary suggestions for actions the Town should take to capitalize on its proximity to UConn.



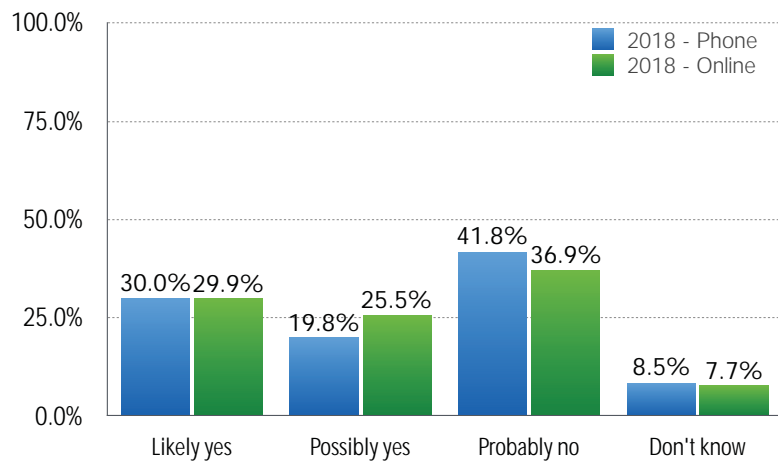
Should the Town do more to capitalize on its proximity to UConn?

Suggestions...	2018 Phone	2018 Online
Don't know / unsure	18.1	14.3
More development (commercial, business, small sized, family-owned)	17.0	20.2
More variety of restaurants (family, younger crowd, drive thru's, fast food chains)	14.0	23.3
Opportunity to build a hotel	10.5	13.9
More variety of shopping	8.2	17.9
Affordable housing / more apartments for students	6.4	18.4
Build up the I-84 corridor	6.4	4.9
Public transportation / buses / shuttles	5.3	1.8
None / nothing	3.5	—
More attractions (theaters, sports, nightlife, concerts, etc.)	2.9	7.6
More tax revenue / financial benefit to Town	2.3	0.9
Attract tech companies to provide internships / businesses interested in UConn students	2.3	5.8
Exit 68 proposal	2.3	0.9
Other	11.3	25.2

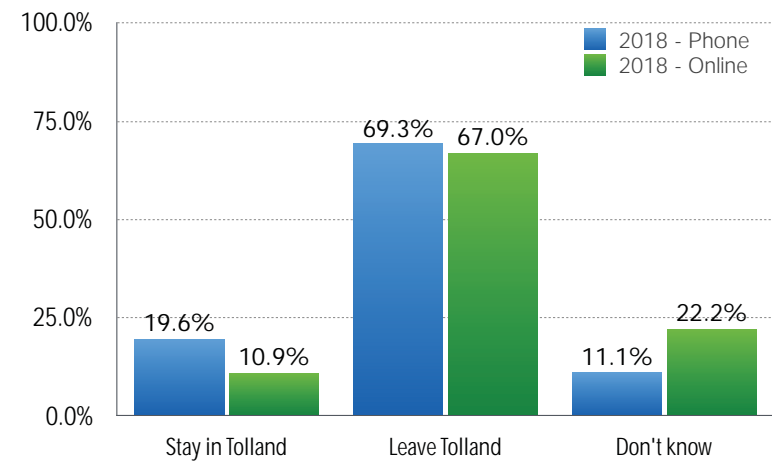
What actions do you suggest the Town take to capitalize on its proximity to UConn?

# Potential for Residents to Leave Tolland

Nearly one-half of residents (49.8%) indicated they think they will move out of their current home within the next ten years, while more than two-fifths of residents (41.8%) do not believe so. Among the 49.8% or 199 residents indicating they might move, more than two-thirds (69.3%) reported they are more likely to “leave Tolland,” compared to the 19.6% that are likely to “stay in Tolland.”



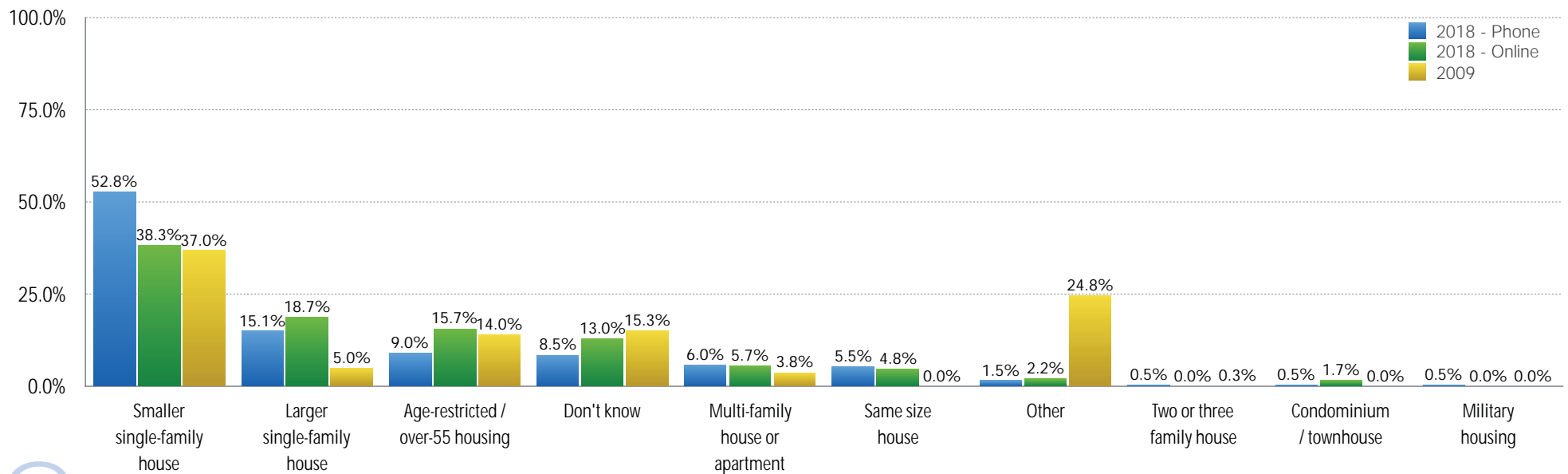
In the next ten years, do you think you will move out of your current home?



Are you more likely to stay in Tolland or move out of Tolland?

# Looking for Smaller, Single-Family Homes

Among those residents likely to move within the next ten years (49.8% or 199 residents), more than one-half (52.8%) reported their next housing unit would be a “smaller single-family house,” while 15.1% would likely be moving into a “larger single-family house.” One-out-of-ten residents likely to move (9.0%) would potentially be looking for “age-restricted / over-55 housing.”



Would you say that your next housing unit will most likely be:

# Residents Looking for Dining Options

Nearly one-half of residents (48.0%) stated they would like to see more “locally owned restaurants / dining” in Tolland. Additionally, more than one-quarter of residents (26.8%) indicated they would like Tolland to have more “chain restaurants / dining.”

Additional business development options residents would like to see more of in Tolland include “retail - small / medium stores” (23.3%) and “grocery stores / supermarkets” (11.8%).

Businesses...	2018 Phone	2018 Online
Locally owned restaurants / dining	48.0	74.0
Chain restaurants / dining	26.8	31.8
Retail - small / medium stores	23.3	55.2
Don't know / unsure	18.0	3.9
Grocery stores / supermarkets	11.8	14.5
Nightlife / leisure time locations (bars, taverns, clubs)	7.5	22.9
Arts & entertainment	6.8	35.7
Recreation	6.8	35.4
Retail - big box stores	6.3	8.4
Nothing / none	6.0	2.4
Office space	5.8	17.6
Medical services (Doctor office, Dentist office)	5.8	17.1
Manufacturing	5.8	16.1
Professional services	3.8	22.4
Beauty services (barber shop, salon)	3.8	5.8
Pharmacy	3.3	4.3
Family-owned small businesses / shops	1.0	0.2
Technology / software development	0.8	0.2
Entrepreneurs / micro-businesses	0.5	—
Hotel	0.5	0.7
Anything that generates revenue	0.5	0.2
Sports / activity center	0.3	0.5
Activities for children	0.3	0.2
Other	1.5	2.2



Are there any types of businesses you want to see **more of** in Tolland?

# Leaving Tolland for Shopping and Dining

When asked to indicate the types of activities they are most frequently leaving the Town of Tolland to do, nearly three-fifths of residents (58.3%) reported “shopping,” followed by “restaurants” (42.8%).

Additional activities that at least one-fifth of residents will leave Tolland for include “employment” (21.5%), to “visit family” (21.0%) or to “visit friends” (20.0%).

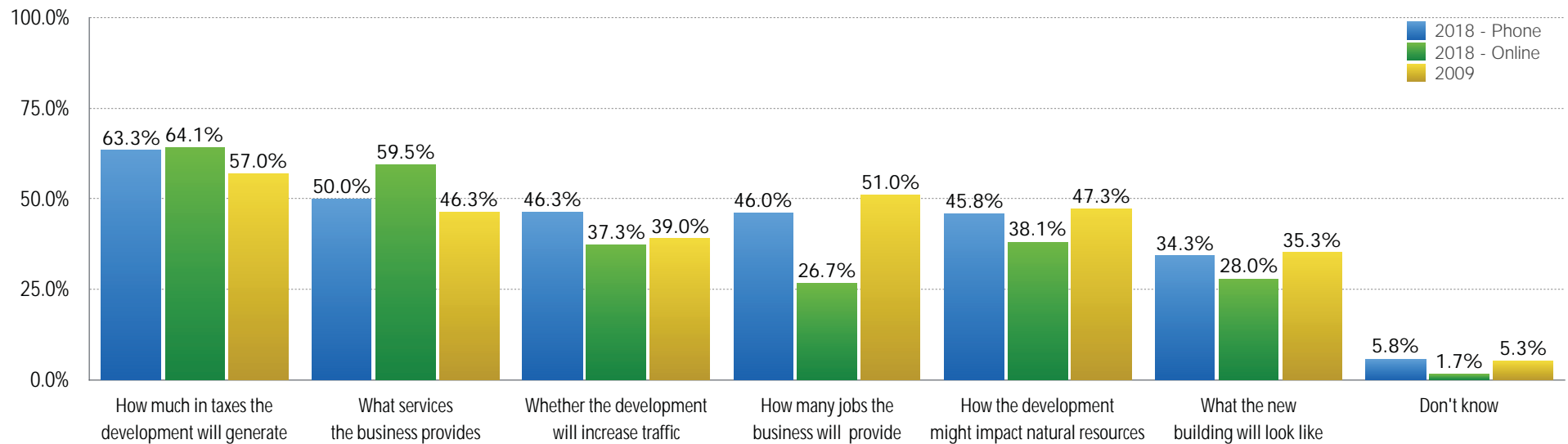
Of note, 17.5% of residents reported they will leave Town for “recreation” activities.

Activities...	2018 Phone	2018 Online
Shopping	58.3	80.2
Restaurants	42.8	83.6
Employment	21.5	56.4
Visit family	21.0	47.7
Visit friends	20.0	35.7
Recreation	17.5	27.7
Appointments (Doctor, Dentist, etc.)	13.5	61.7
Outdoor activities	11.3	18.3
Family activities	10.0	34.7
Nightlife	8.5	38.8
Conduct business	5.0	22.7
Banking	4.5	30.1
Parks	3.8	7.5
Entertainment	3.0	0.2
Attend school	2.8	5.3
None / nothing	2.8	—
Library	2.3	2.9
Guests for attractions	2.3	22.7
Vacation / travel	1.5	0.5
Senior center	1.3	0.7
Sports / activities centers	1.3	0.2
Everything / all of the above	1.3	0.5
Spiritual events	1.0	0.5
Pharmacy	0.8	0.5
Town Hall / Town Services	0.5	0.2
Other	1.4	2.6

What kinds of activities are you most frequently leaving the Town of Tolland to do?

# Tax Revenue is Primary Consideration

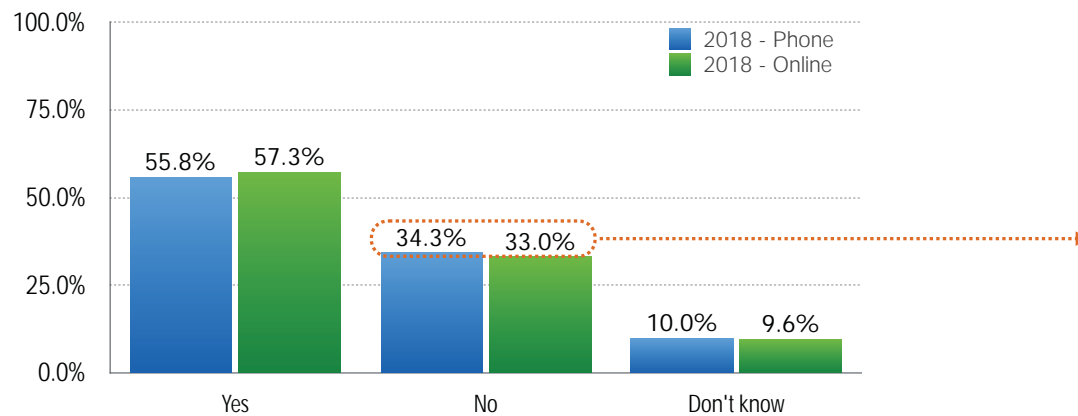
When new commercial development is being planned in Tolland, more than three-fifths of residents (63.3%) indicated the primary consideration should be “how much in taxes the development will generate”, while one-half (50.0%) noted “what services the business provides” should be the most important consideration. While still prioritized by one-third of residents (34.3%), “what the new building will look like” was a consideration of lower importance for future commercial developments in Tolland.



When planning for new commercial development in Tolland, which of the following considerations should be most important?

# Majority Support Drive-Thru Windows

More than one-half of residents (55.8%) believe that allowing restaurants to have drive-thru windows would benefit the Town. Among the 34.3% or 137 residents that do not believe drive-thru windows would benefit the Town, the primary reason for this belief centered on “too much traffic / congestion” (28.5%). Additionally, more than one-in-ten of those residents believe there is “no need / fine without them” (16.8%) or they “don’t want fast food / chain restaurants” (11.7%).



In your opinion, would allowing restaurants to have drive-thru windows benefit the Town?

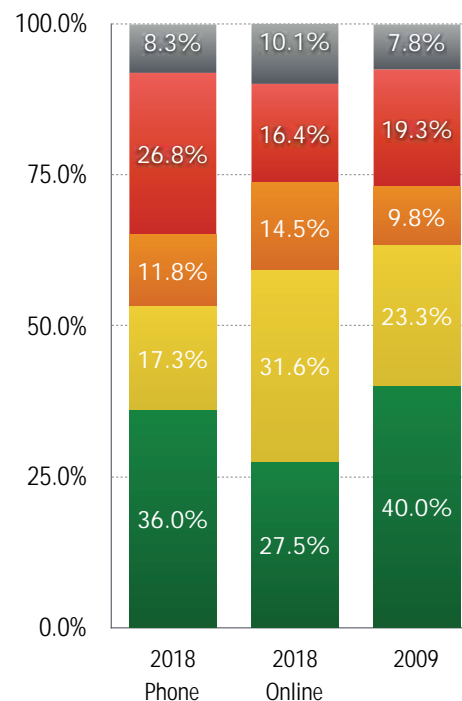
Reasons why not...	2018 Phone	2018 Online
Too much traffic / congestion	28.5	33.1
No need / fine without them	16.8	8.8
Don't want fast food / chain restaurants	11.7	13.2
Changes Town character (rural terrain, small town feel, lower/cheap quality, etc.)	7.3	14.7
No benefit for the Town / wouldn't provide more revenue	6.6	6.6
Would increase litter / trash	5.1	10.3
Neither benefits nor hurts the Town / doesn't matter	5.1	—
Town needs more variety of restaurants (sit down, family style, etc.)	4.4	7.4
Don't know / unsure / refused	4.4	2.2
Only benefits lazy people / young people	3.6	5.9
Town has restaurants with drive-thrus / available in other towns	2.9	5.9
Pollutes the environment (air, noise, etc.)	2.9	4.4
Already have enough restaurants	1.5	—
Supports drive thrus / good idea	1.5	—
No more changes in Town	1.5	—
Depends on location	0.7	0.7
Promotes big restaurants to come to Town	0.7	—
Prefer to get out of the car and walk / see other Tolland residents	—	4.4
Will have too many short-term residents of Tolland / too transient	—	5.9
Encourages more (have one and more will follow)	—	7.4
Other	—	7.5

Please tell me why not:

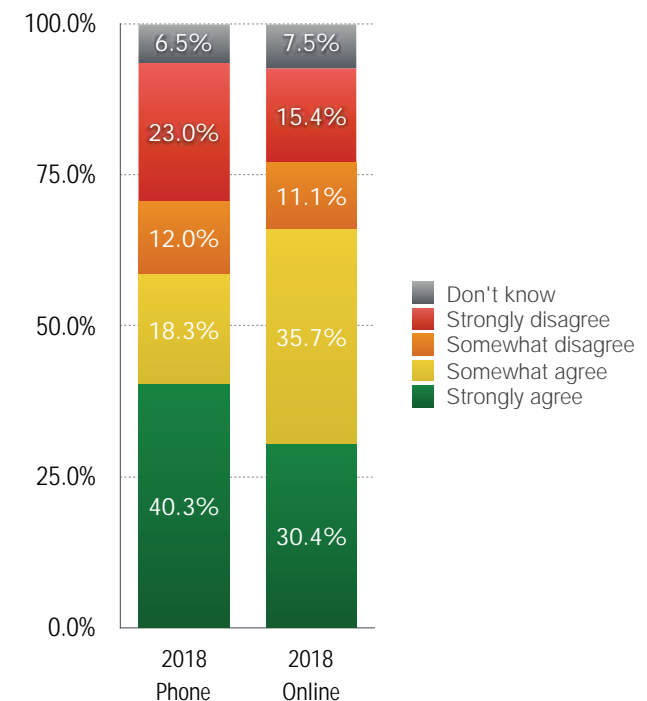
# Walking and Biking Opportunities Preferred

A similar frequency of residents agreed they would like more opportunities to bike or walk in Tolland, as opposed to drive. More than one-half (53.3%) either “strongly agree” or “somewhat agree” they would like more opportunities to bike, while nearly three-fifths (58.6%) would like more opportunities to walk to places in Tolland.

Generally, one-out-of-four residents “strongly disagree” and would not like more opportunities to walk (23.0%) or bike (26.8%) to places in Tolland.



I would like more opportunities to bike, rather than drive, to places in Tolland.

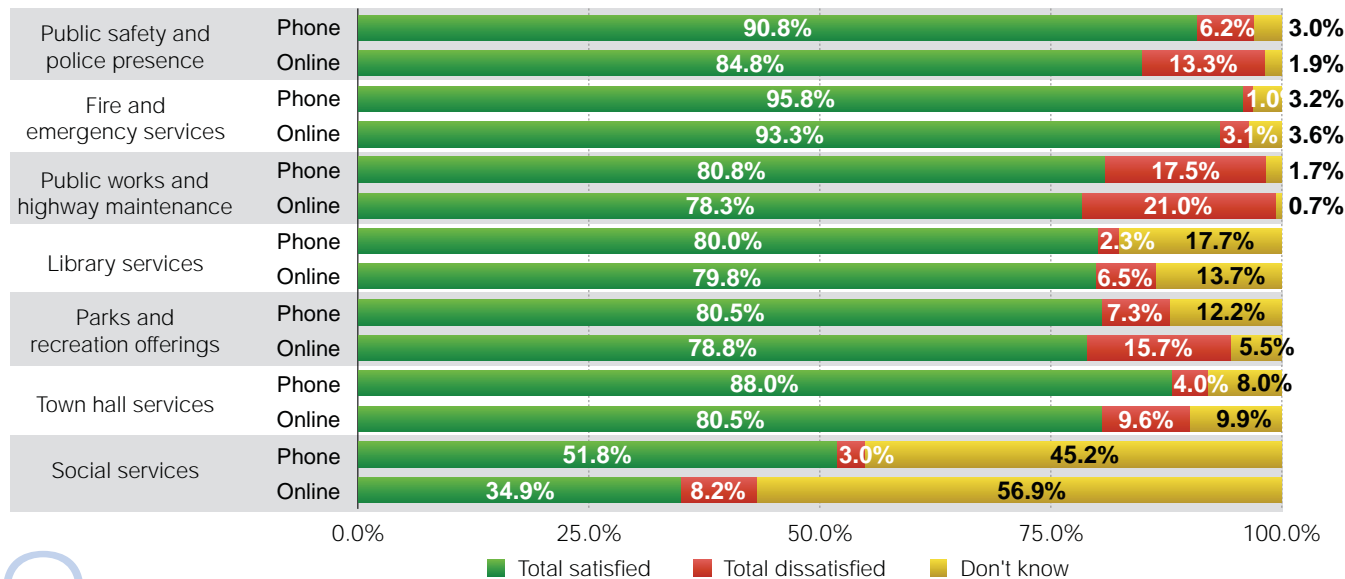


I would like more opportunities to walk, rather than drive, to places in Tolland.



# Residents Most Satisfied with Fire & Police

When presented with a list of seven (7) Town services, residents provided the highest satisfaction levels for “fire and emergency services” (95.8%), followed by “public safety and police presence” (90.8%) and “town hall services” (88.0%). Among those residents reporting to be dissatisfied with any Town service, the most commonly reported reason for dissatisfaction centered on “poor road conditions / not enough maintenance” (40.0%).



Please tell me how satisfied you are with the Town of Tolland's ability to serve its residents in each of these areas.

Reasons for dissatisfaction...	2018 Phone	2018 Online
Poor road conditions / not enough maintenance	40.0	24.6
Not enough police presence	12.2	14.4
Poor snow removal / need more plows	8.7	4.2
Overall more activities / programs	8.7	13.2
Poor customer service	5.2	3.6
Poor response time / slow on maintenance	5.2	0.6
None / nothing	5.2	1.8
Not enough options in Town	4.3	1.8
Poor hours of operation	4.3	9.0
Wasteful spending / poor budgeting	2.6	2.4
Don't know / unsure / refused	0.9	10.2
Overall poor library	—	6.0
High crime rate / break-ins	—	6.6
Poor speed enforcement	—	4.8
Other	22.6	31.2

You mentioned you were dissatisfied with one or more of the town services listed above. Could you please explain why?

# Table of Contents



---

## SECTION ONE

About GreatBlue

## SECTION TWO

Project Overview

## SECTION THREE

Key Study Findings

## SECTION FOUR

**Considerations**

## EXHIBITS

Aggregate Data *(Provided Separately)*

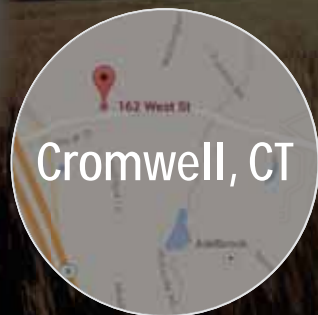
# Considerations

- **Preserve open space for recreational opportunities.** More than three-quarters of residents agreed the Town should continue to purchase undeveloped land when it becomes available in order to preserve its natural state. Additionally, three-fifths of residents agreed that Tolland should purchase land to use for new “recreational opportunities,” which outweighed support for purchasing land for commercial or residential development. With nearly one-fifth of Tolland residents reporting to leave town for “recreation,” it is recommended the Town explore future opportunities to purchase open space to either leave in its natural state or develop for recreational opportunities; additionally, future research could be considered which would focus on the recreational offerings desired by Tolland residents.
- **Continue to explore Tolland Village Area.** Residential support for a proposed Tolland Village Area outpaced support for the Exit 68 development plan. Additionally, when asked which actions the Town should take next regarding the Tolland Village Area, nearly one-third of residents indicated Tolland should “continue to pursue possible development options.” As a result, it is recommended that the Town consider future research to explore potential commercial development options for the Tolland Village Area.
- **Consider new dining options, including drive-thru’s.** When asked to indicate the types of businesses they would like to see more of in Tolland, the top-2 most frequently provided suggestions centered on restaurants: either “locally owned restaurants / dining” or “chain restaurants / dining.” This is important, considering that “restaurants” was the second most frequently mentioned activity residents will leave Tolland for. Additionally, more than one-half of residents believe that allowing restaurants to have drive-thru windows would benefit the Town. Therefore, it is recommended that Tolland assess the current restaurant options in Town to determine any gaps in current offerings versus those desired by residents (whether locally-owned, nationwide chain, or drive-thru’s).

**Dan Quatrocelli** Senior Director, Research

(860) 740-4000

[Dan@GreatBlueResearch.com](mailto:Dan@GreatBlueResearch.com)



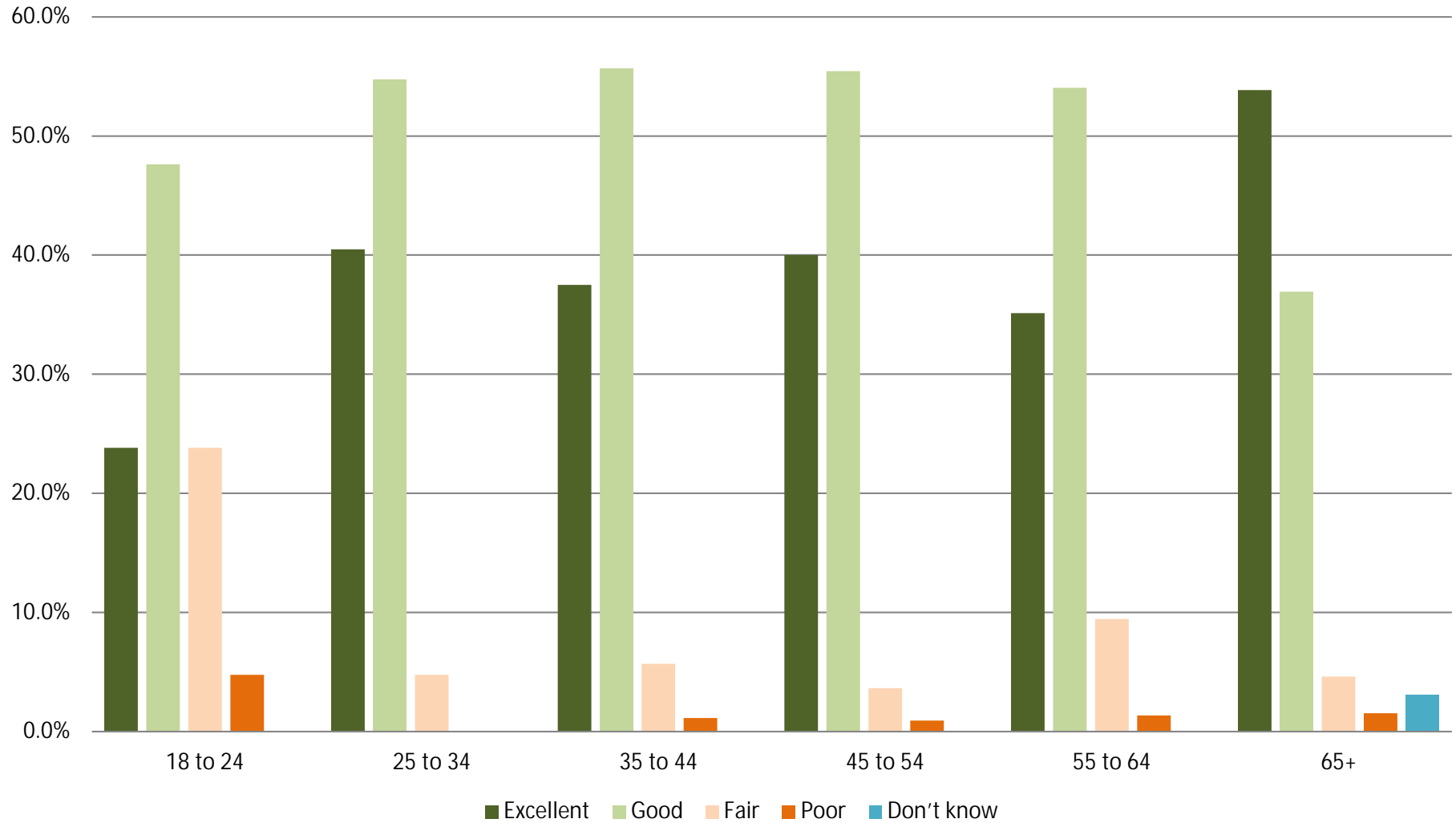
Draft for PZC Review – 1/3/2019

# Telephone Survey Results By Age

This document **only contains the results from the telephone survey** since the on-line survey was not quota-based (i.e., not representative of all age groups).

Charts and tables prepared by Town Staff using data provided by GreatBlue Reseach.  
Data from November 2018 survey.

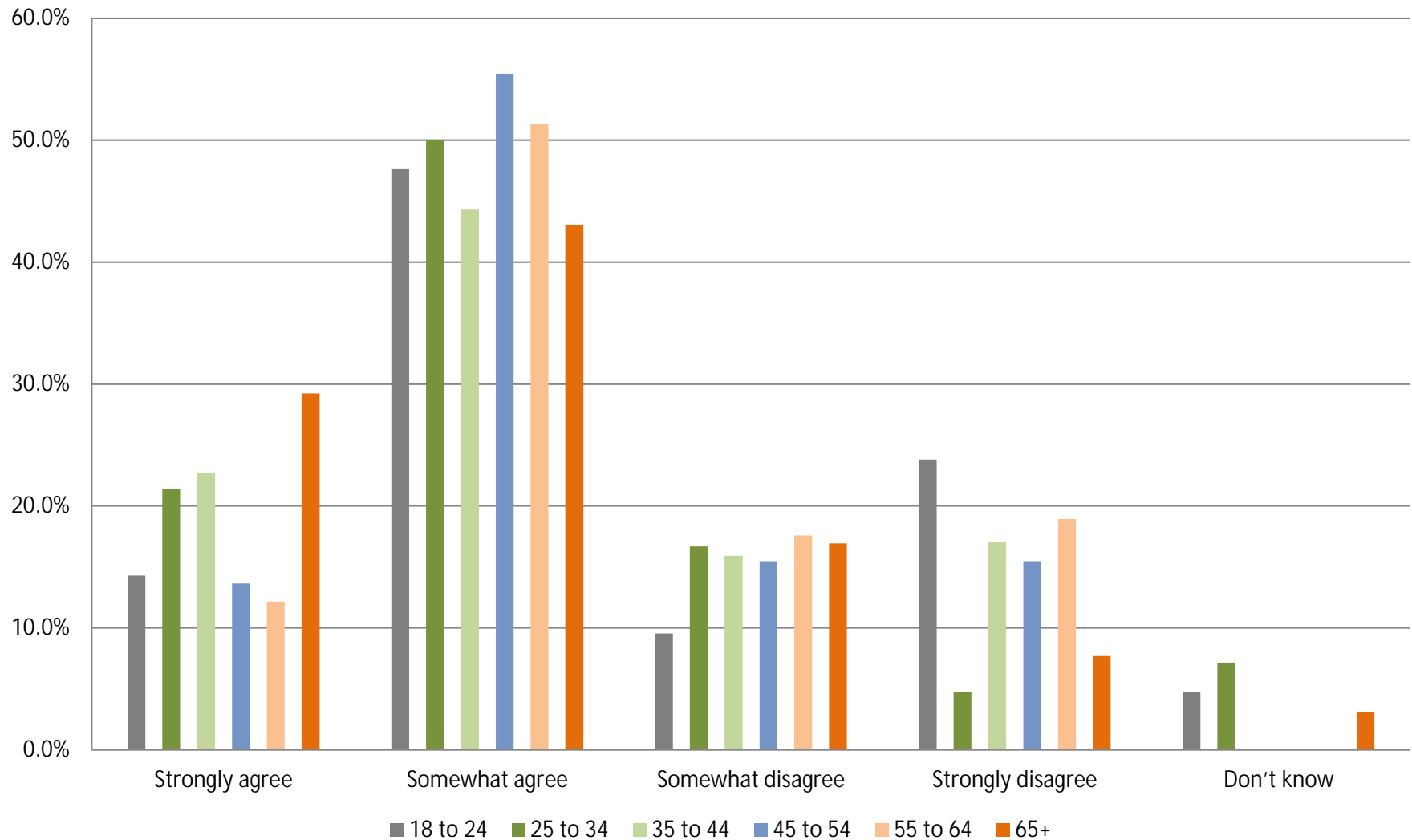
## How would you rate the overall quality of life in Tolland?



**Why did you first choose to live in Tolland?**

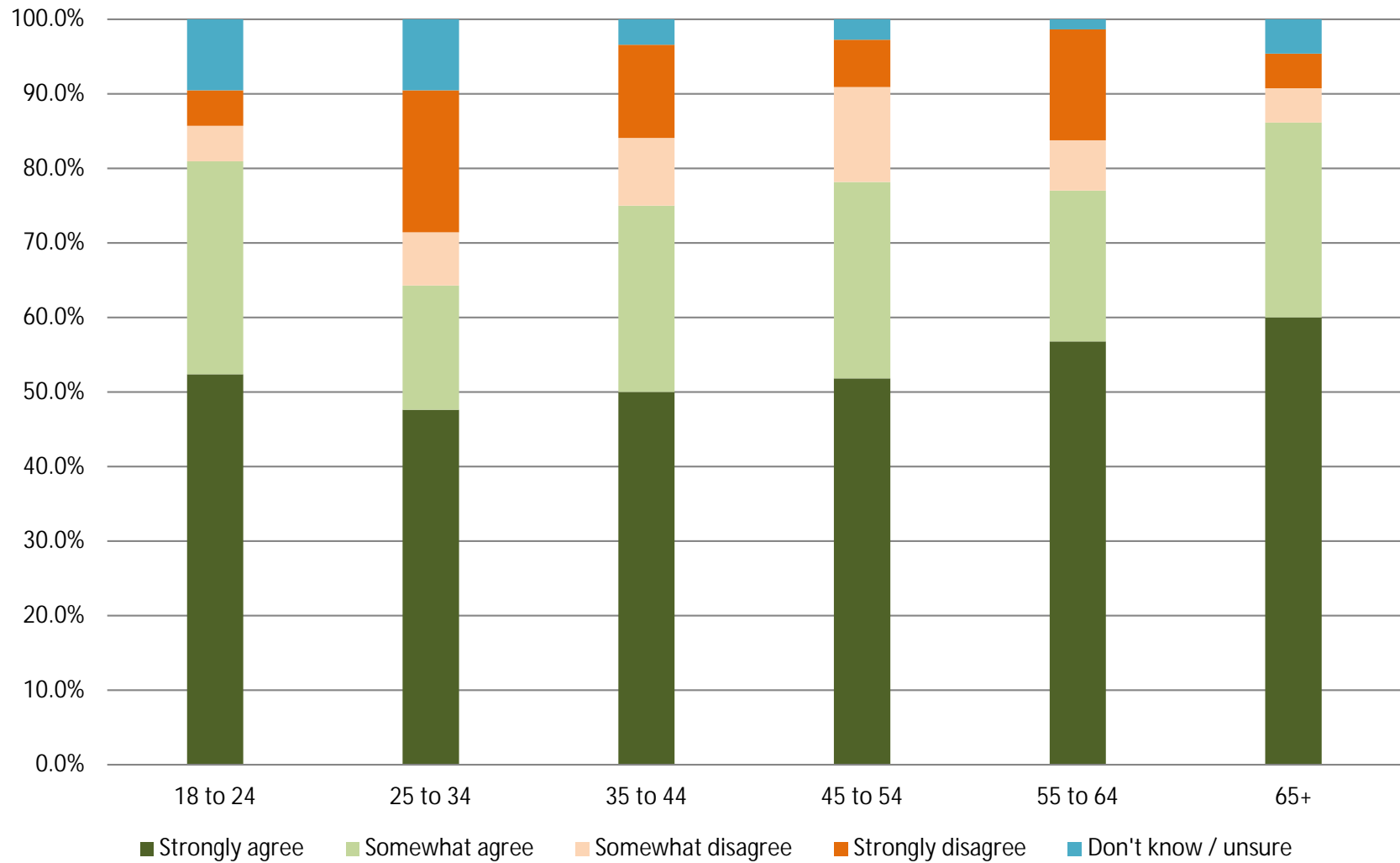
	<b>18 to 24</b>	<b>25 to 34</b>	<b>35 to 44</b>	<b>45 to 54</b>	<b>55 to 64</b>	<b>65+</b>
<b>Location</b>	4.2%	13.6%	13.0%	10.1%	10.9%	14.3%
<b>Housing</b>	0.0%	10.6%	13.0%	7.4%	11.9%	20.2%
<b>Birthplace / family connections</b>	62.5%	16.7%	19.5%	21.5%	17.8%	16.7%
<b>Community appearance</b>	0.0%	3.0%	5.7%	8.7%	6.9%	9.5%
<b>Education system</b>	25.0%	24.2%	29.3%	24.8%	25.7%	7.1%
<b>Neighborhood</b>	8.3%	9.1%	4.1%	8.7%	3.0%	6.0%
<b>Community reputation</b>	0.0%	6.1%	7.3%	7.4%	7.9%	11.9%
<b>Work /employment</b>	0.0%	10.6%	6.5%	7.4%	7.9%	6.0%
<b>Don't know/unsure</b>	0.0%	3.0%	0.0%	0.7%	2.0%	0.0%
<b>Rural terrain/open space</b>	0.0%	3.0%	0.0%	2.0%	3.0%	3.6%

## Tolland is a good value for the taxes I pay and services I receive:

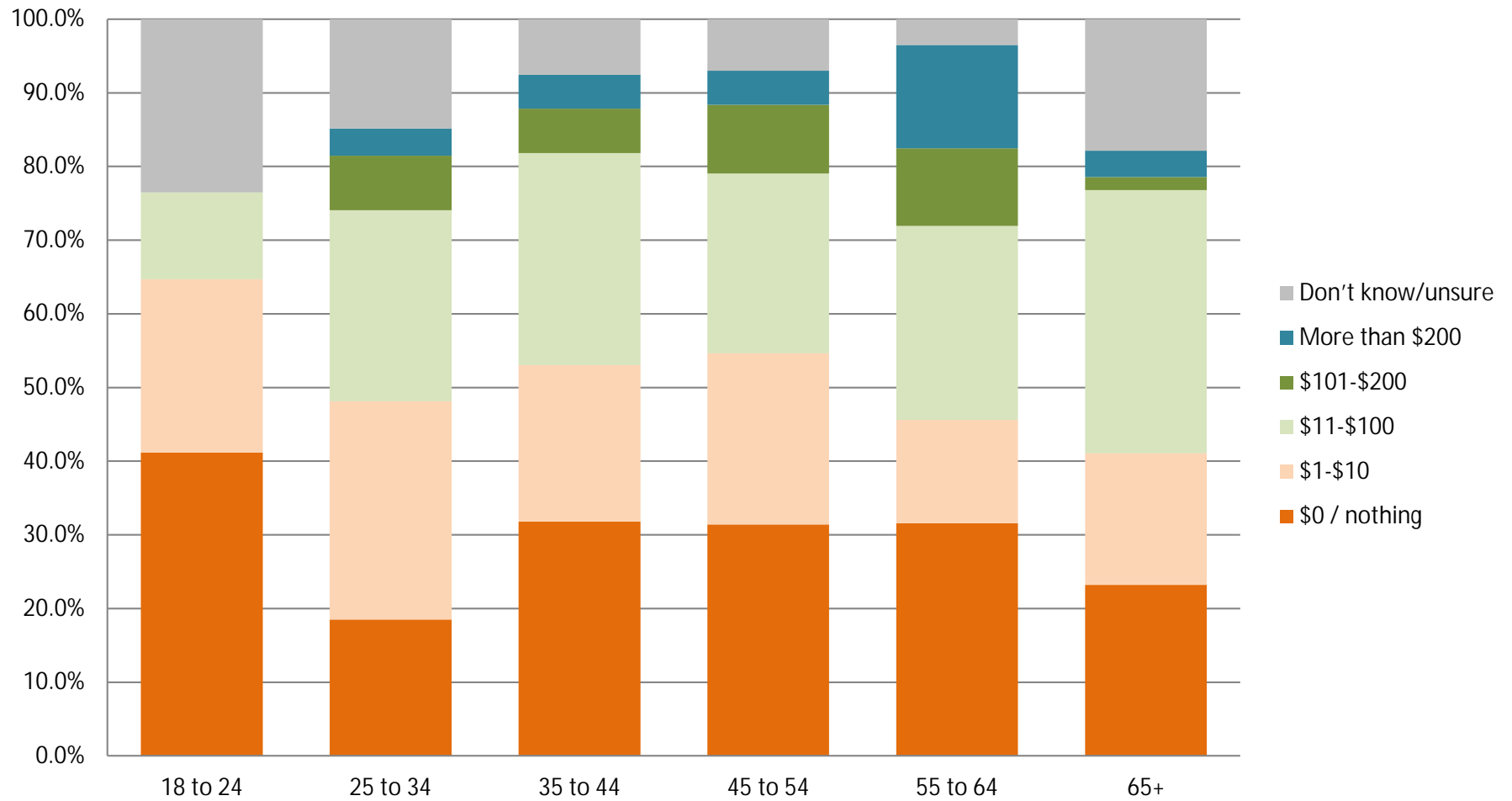




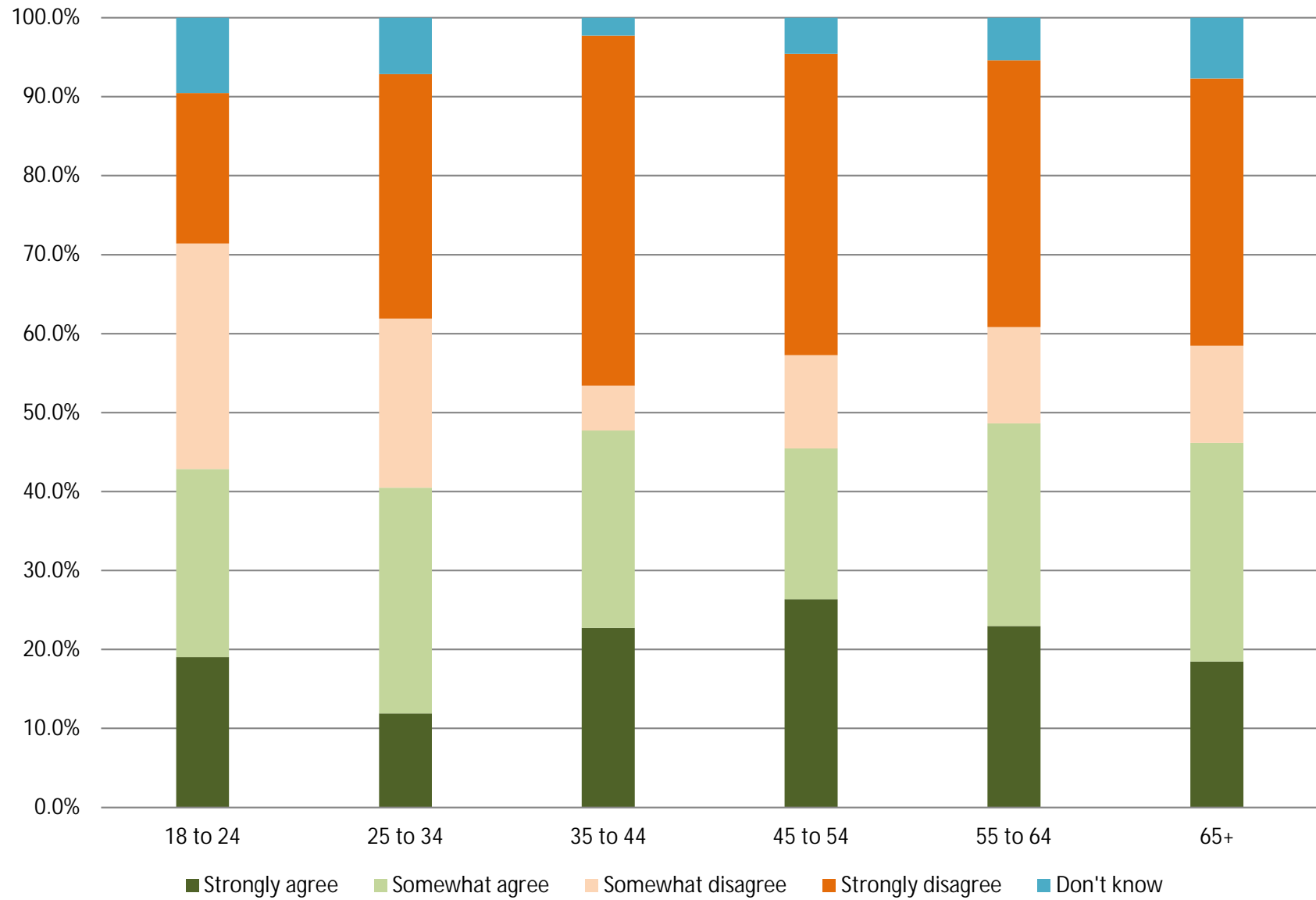
The Town should continue to purchase undeveloped land when it becomes available in order to preserve its natural state.



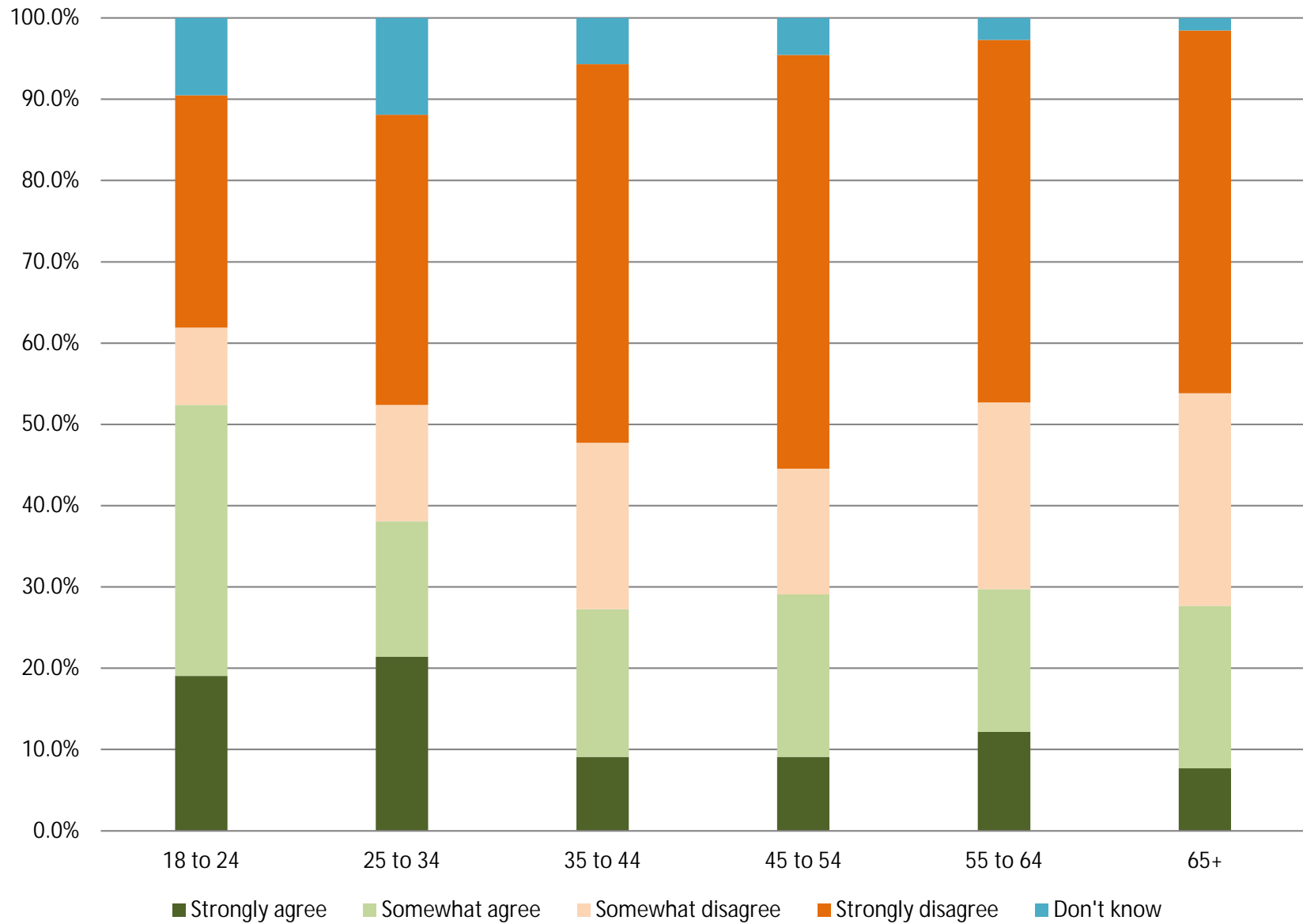
How much would you be willing to pay in increased yearly taxes in order to fund the purchase of undeveloped land in order to preserve its natural state?



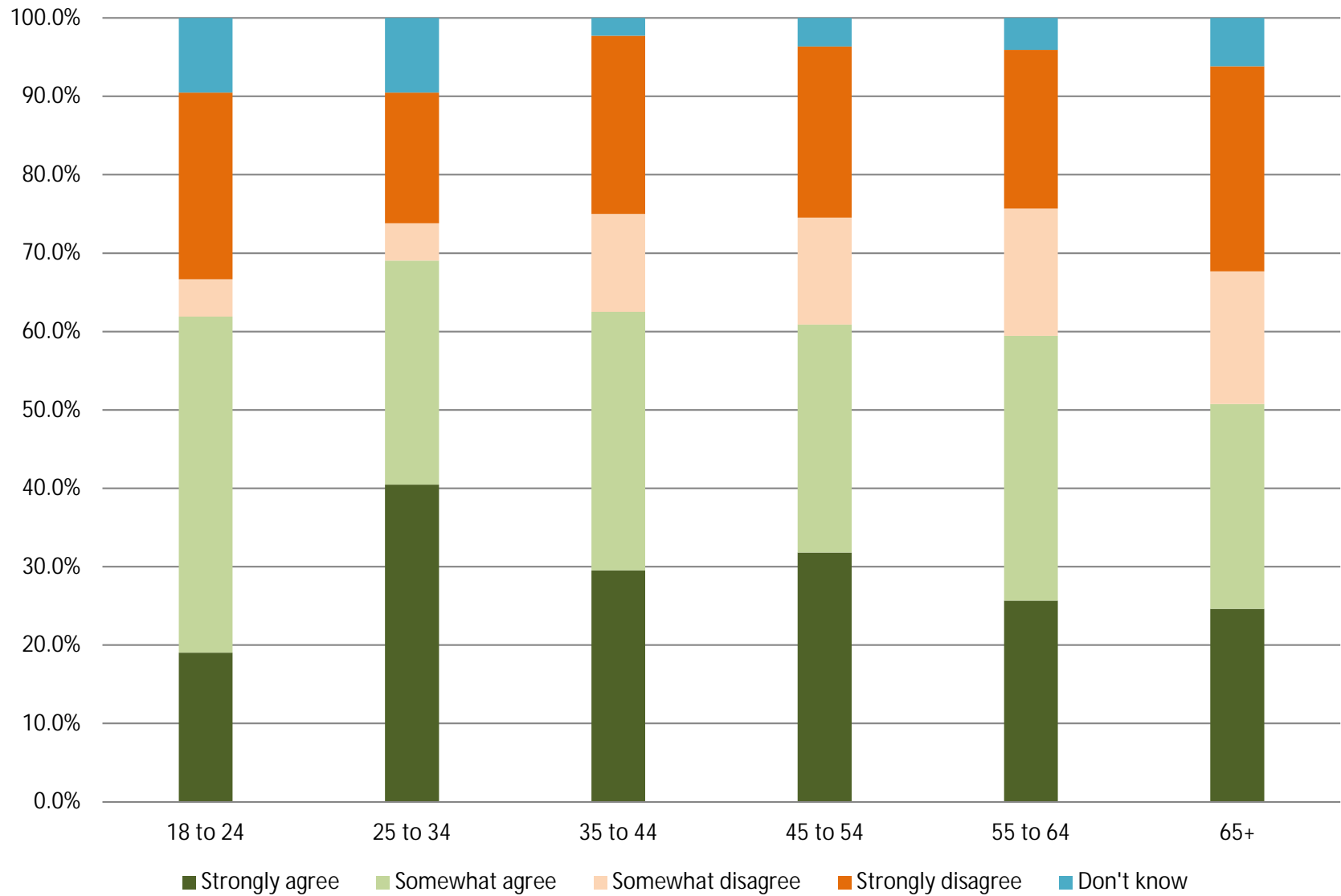
The Town should purchase land to use for new commercial development.



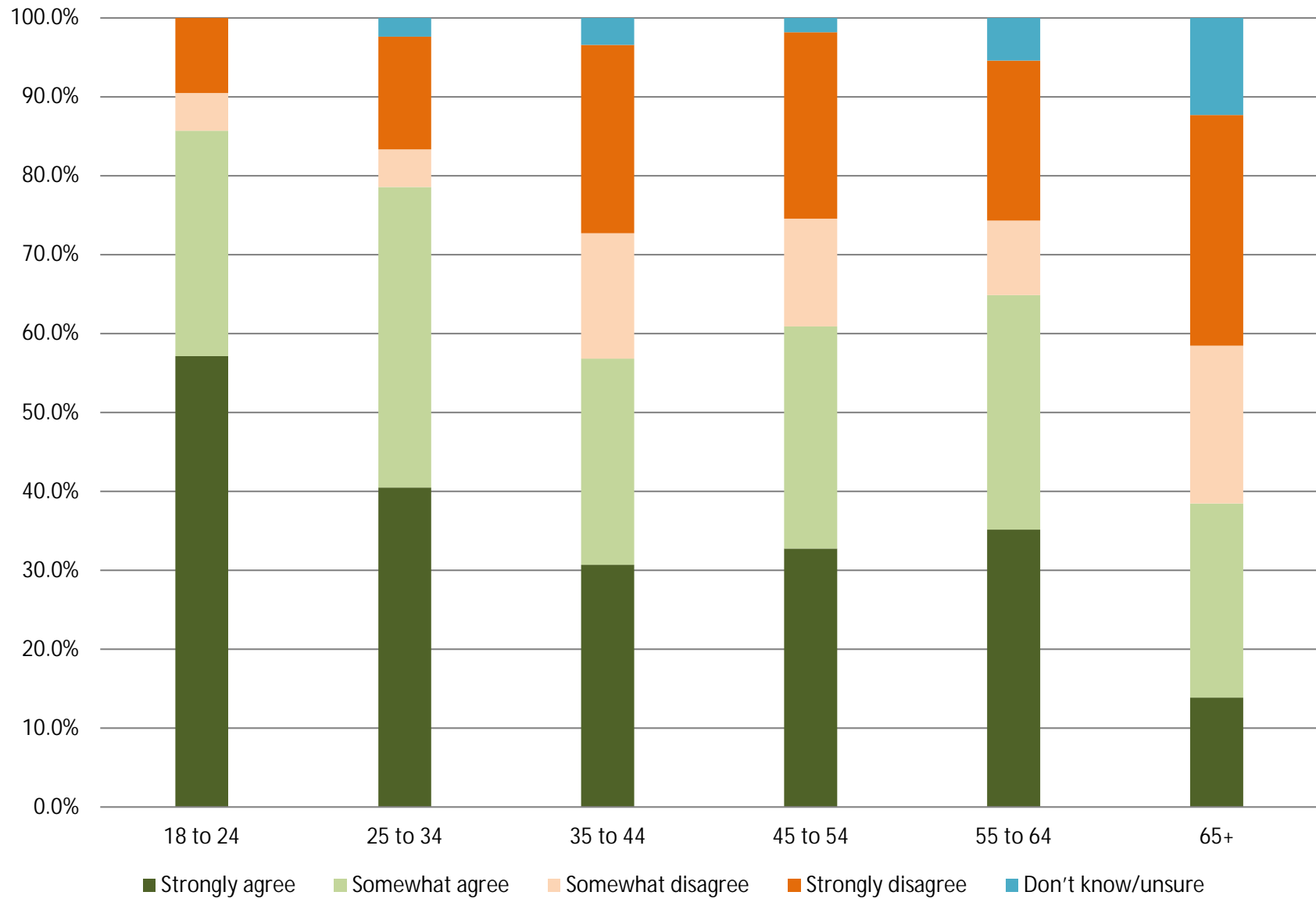
The Town should purchase land to use for new residential development.



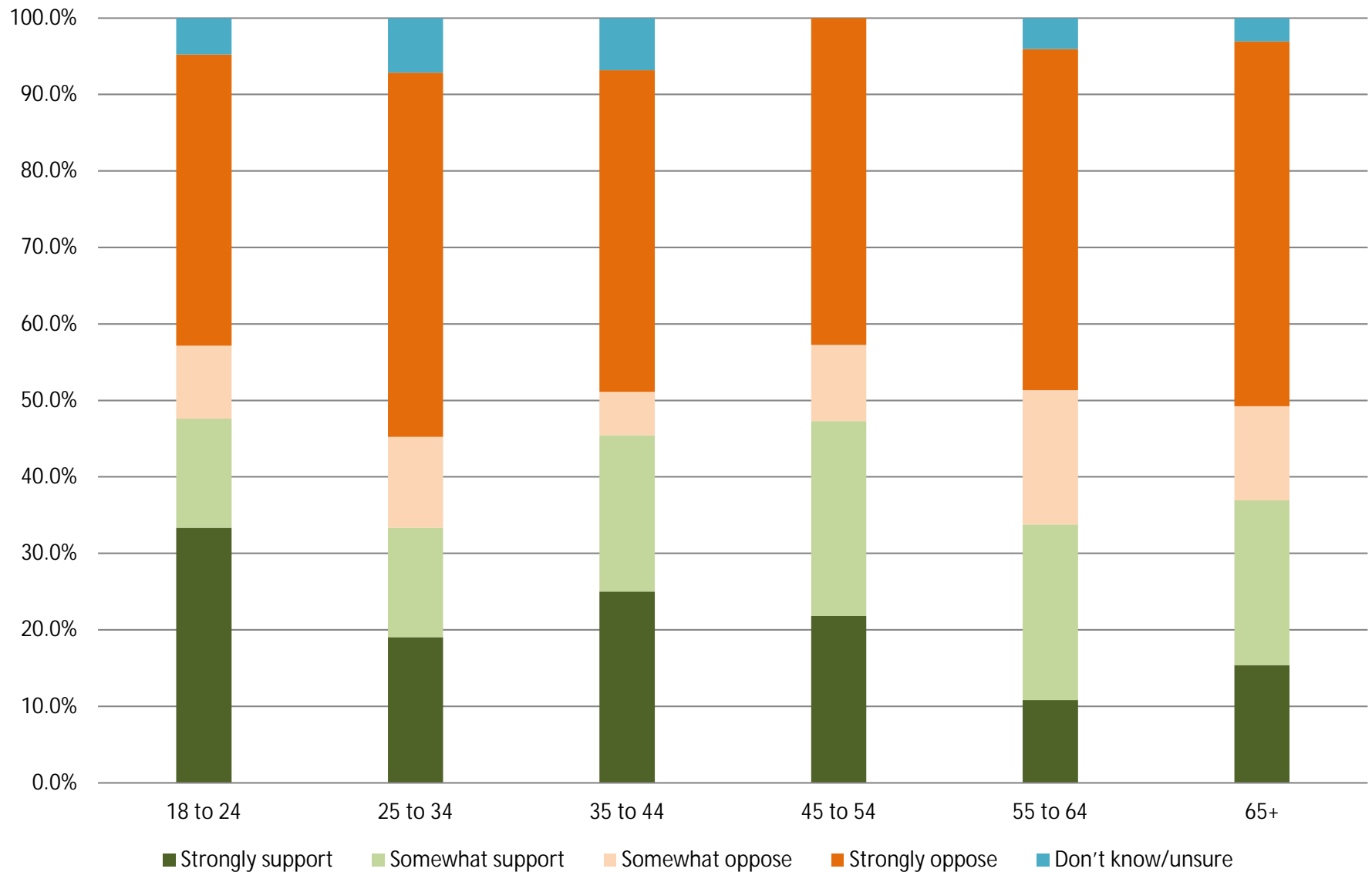
The Town should purchase land to use for new recreational opportunities.



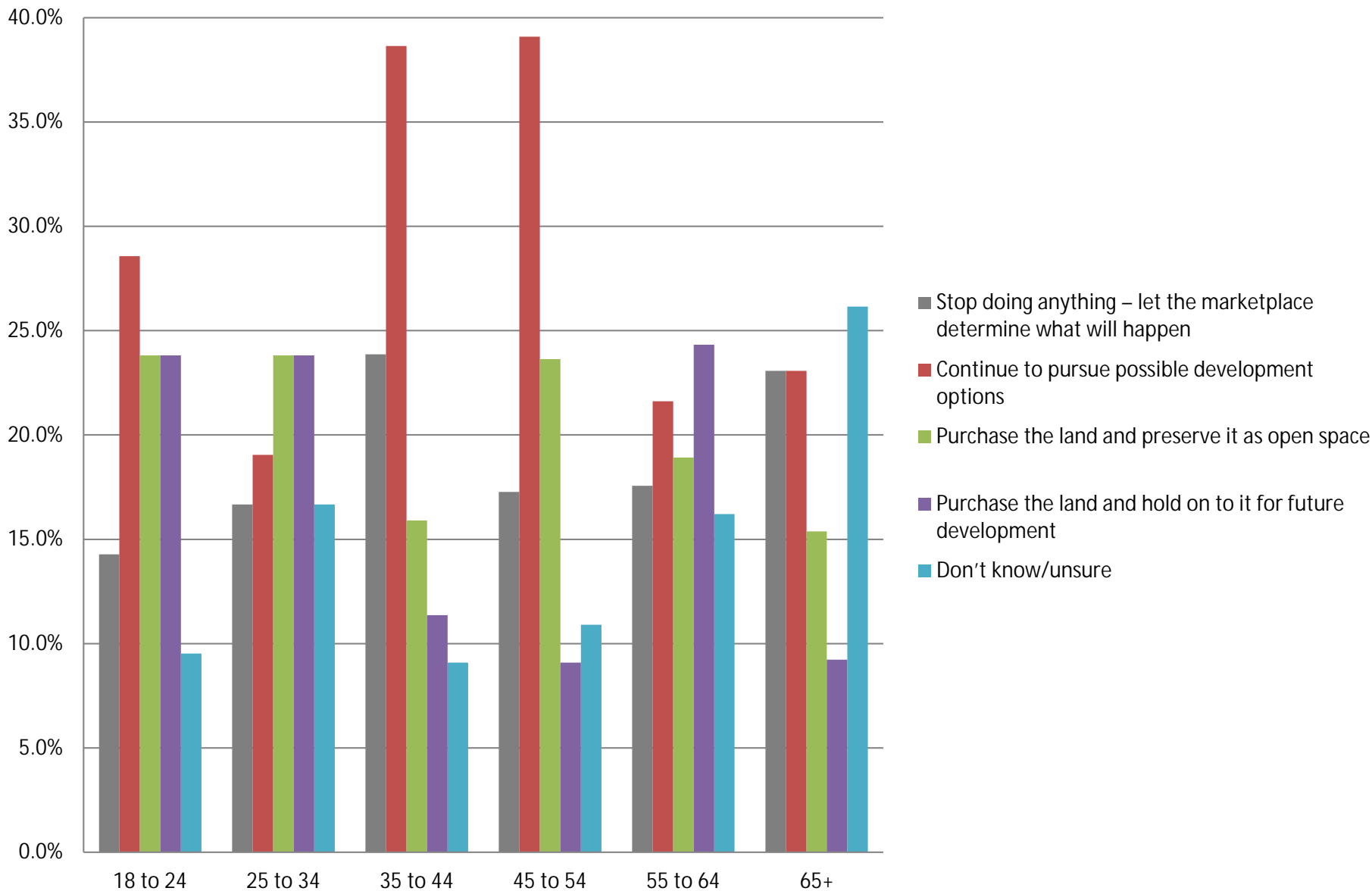
Some residents have expressed a desire to have a community focal point, similar to a village-type... Thinking about this concept for a moment, please tell me if you...



Please tell me how strongly you would support or oppose the following proposal located near Exit 68 on land either behind Dunkin Donuts or behind Subway and Papa T's: ``A development that entailed 350 apartments, 20,000 square feet of commercial space

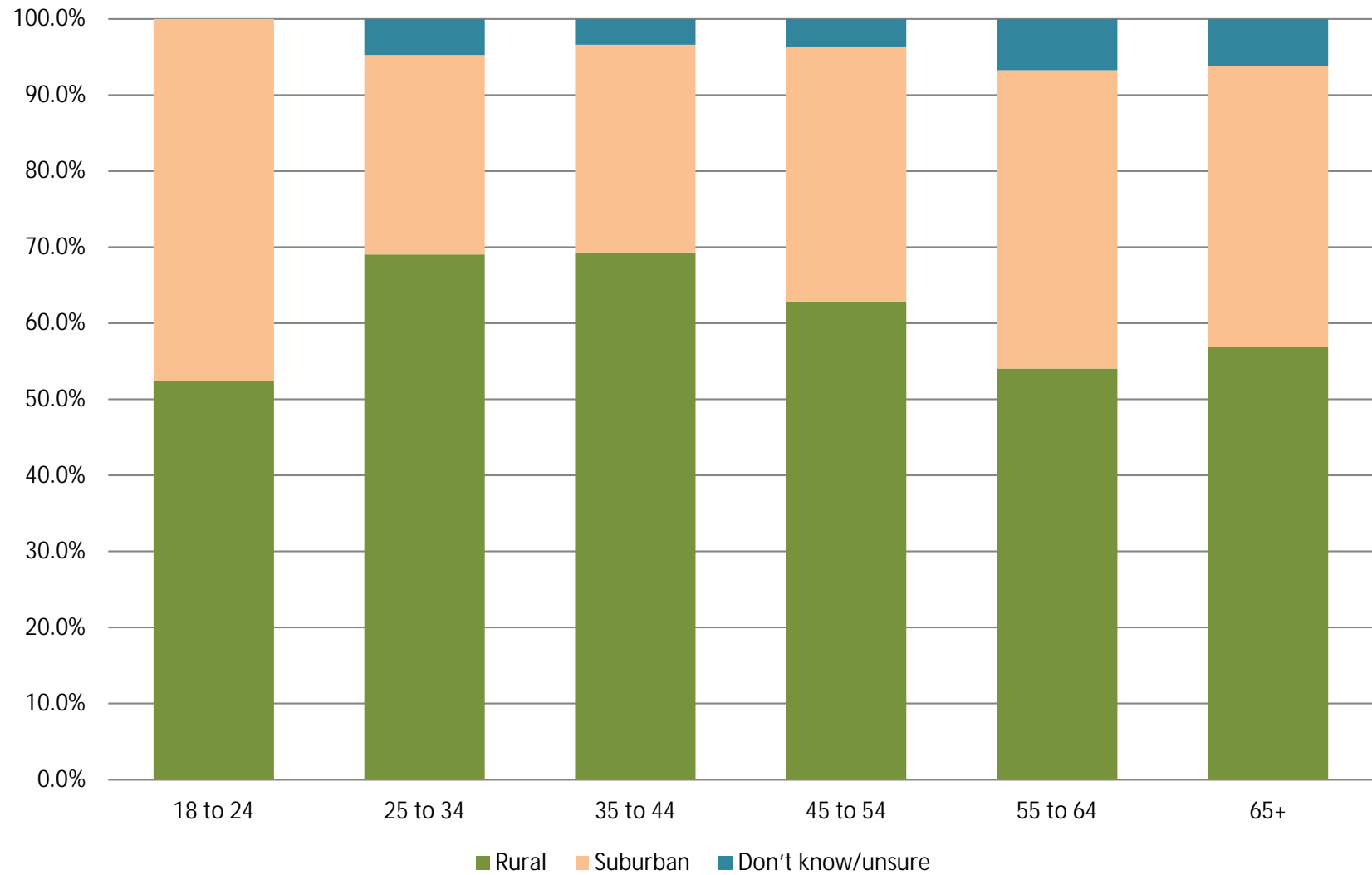


Which of the following actions should the Town take next regarding this area known as the Tolland Village Area?

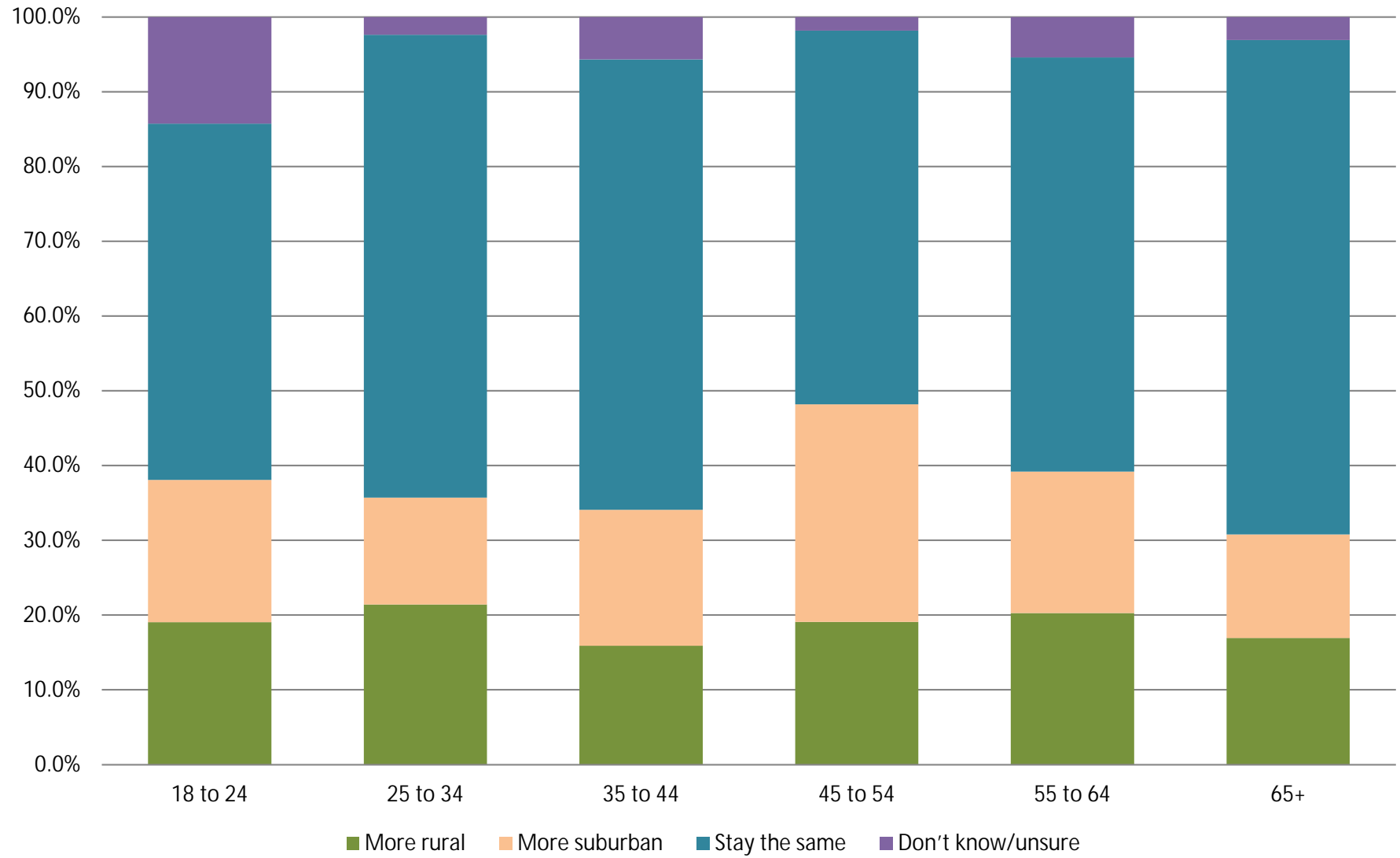




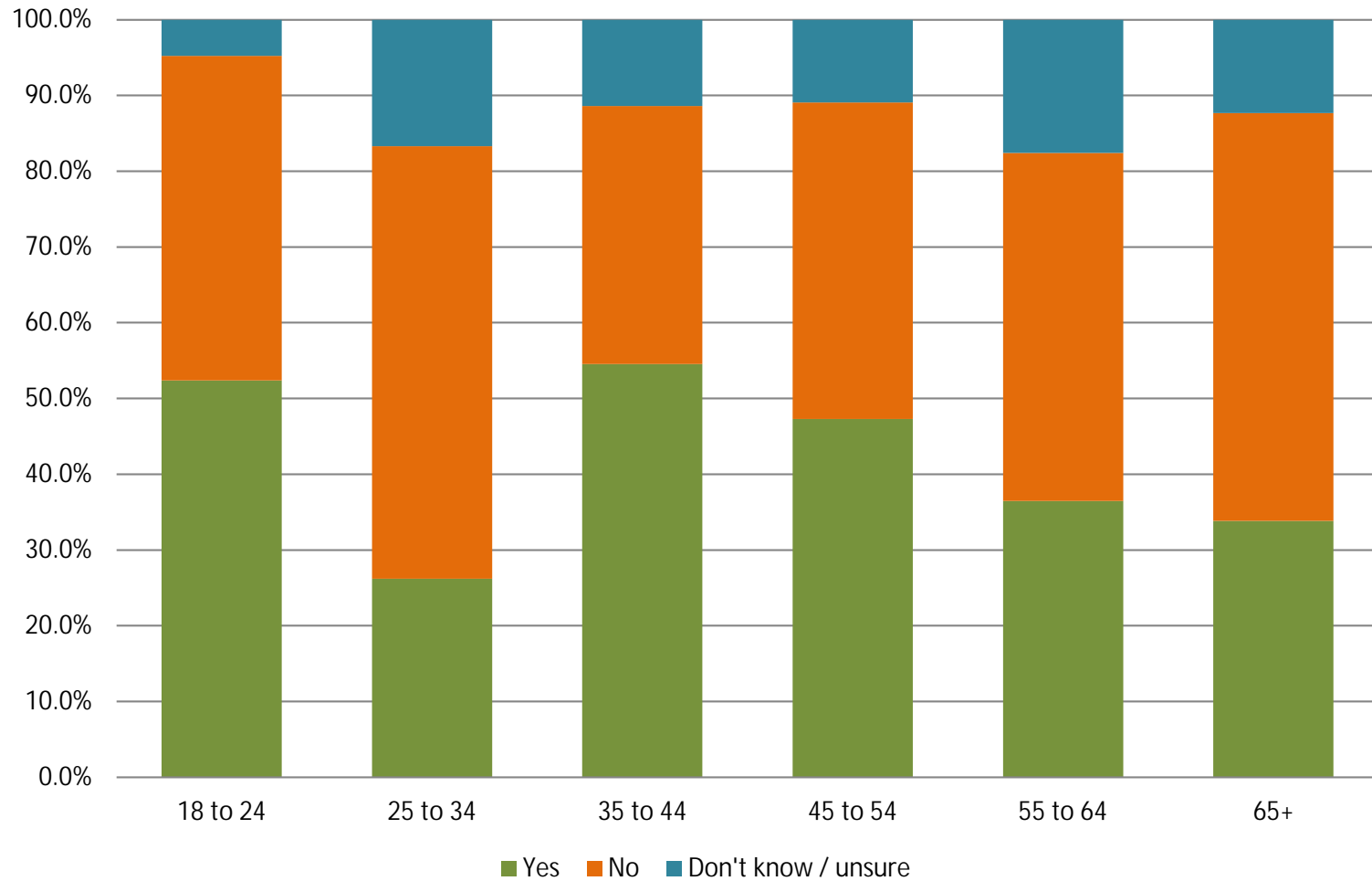
In your opinion, would you describe Tolland as a rural or suburban community?



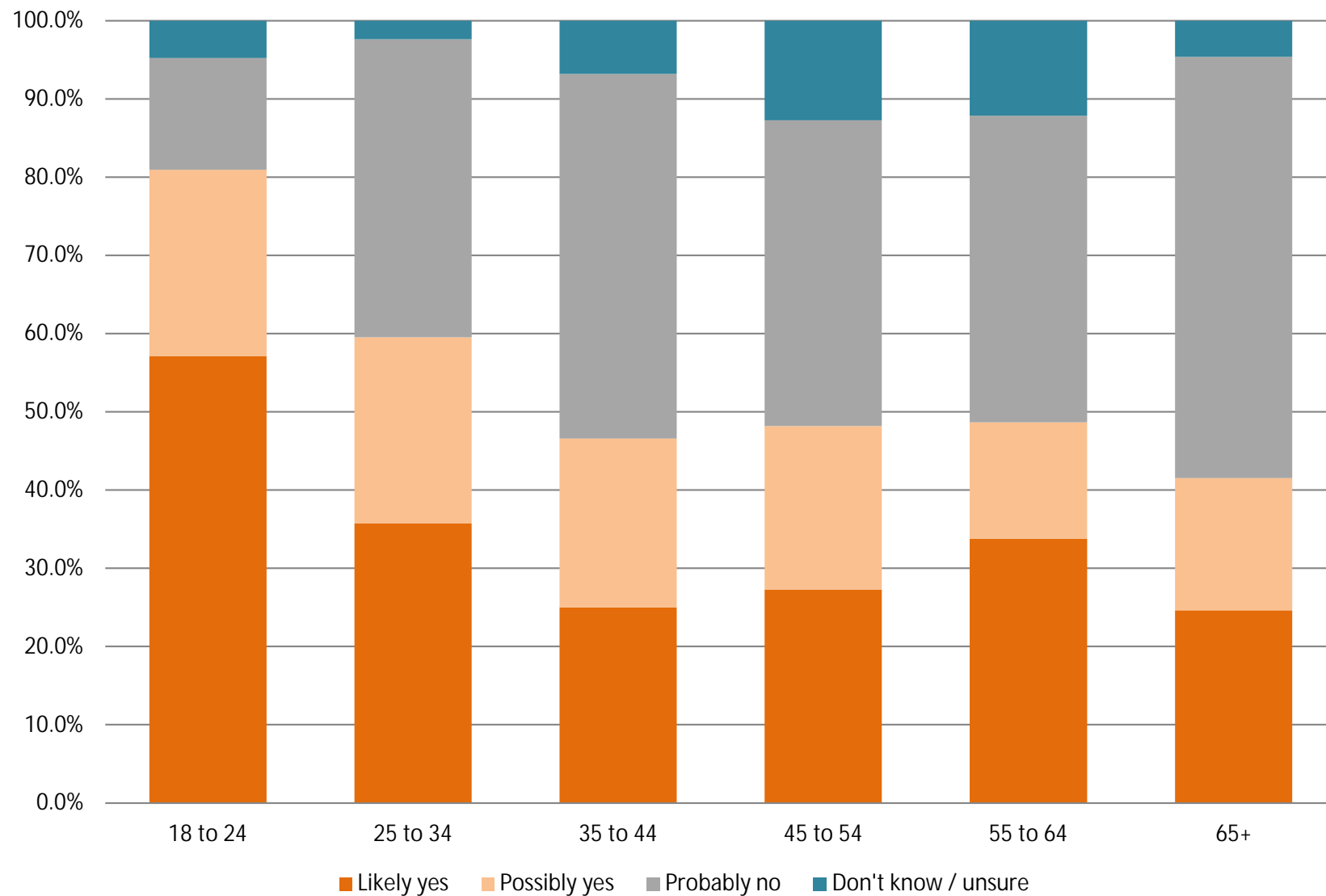
### Would you like to see Tolland become:



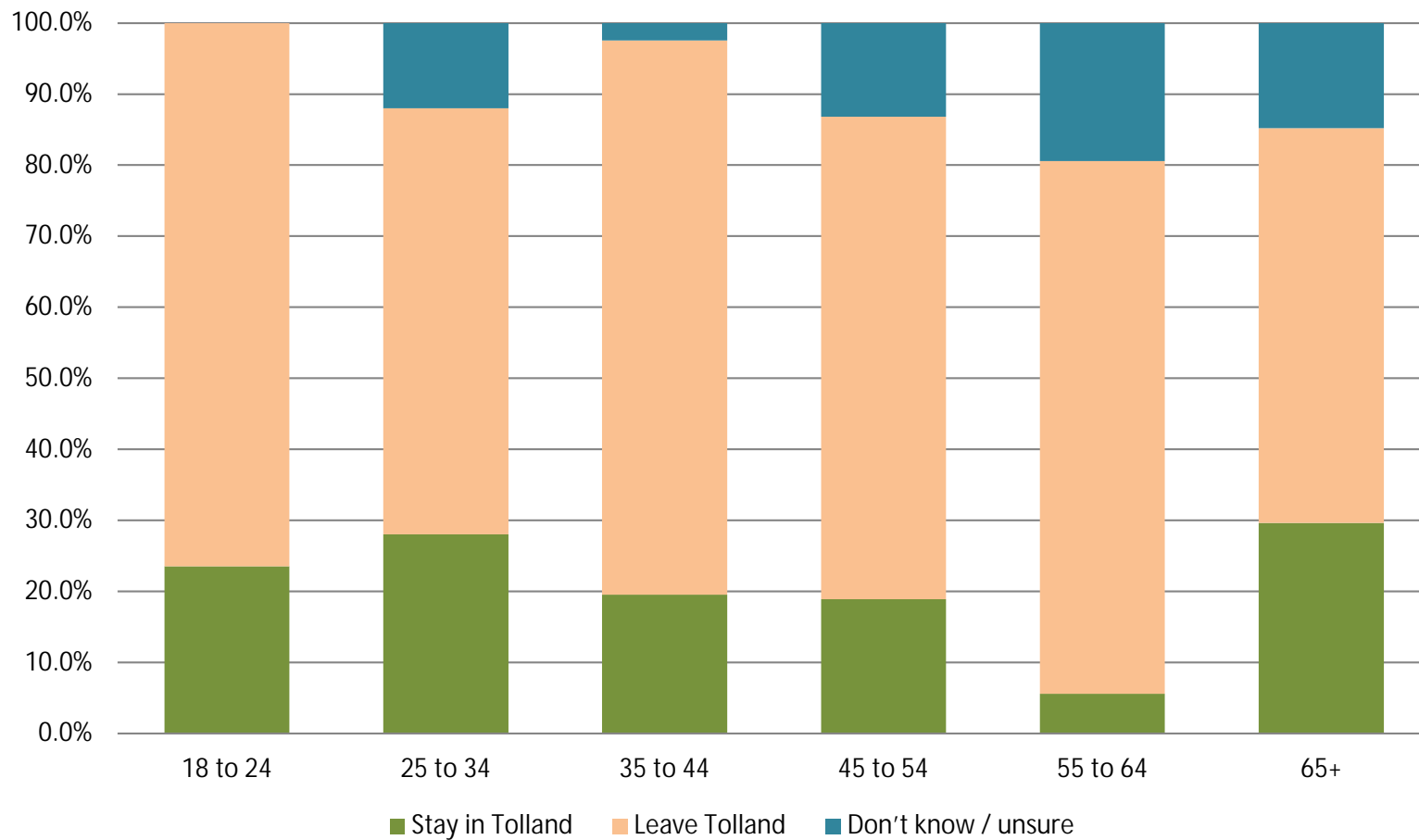
## Should the Town do more to capitalize on its proximity to UConn?



### In the next 10 years, do you think you will move out of your current home?



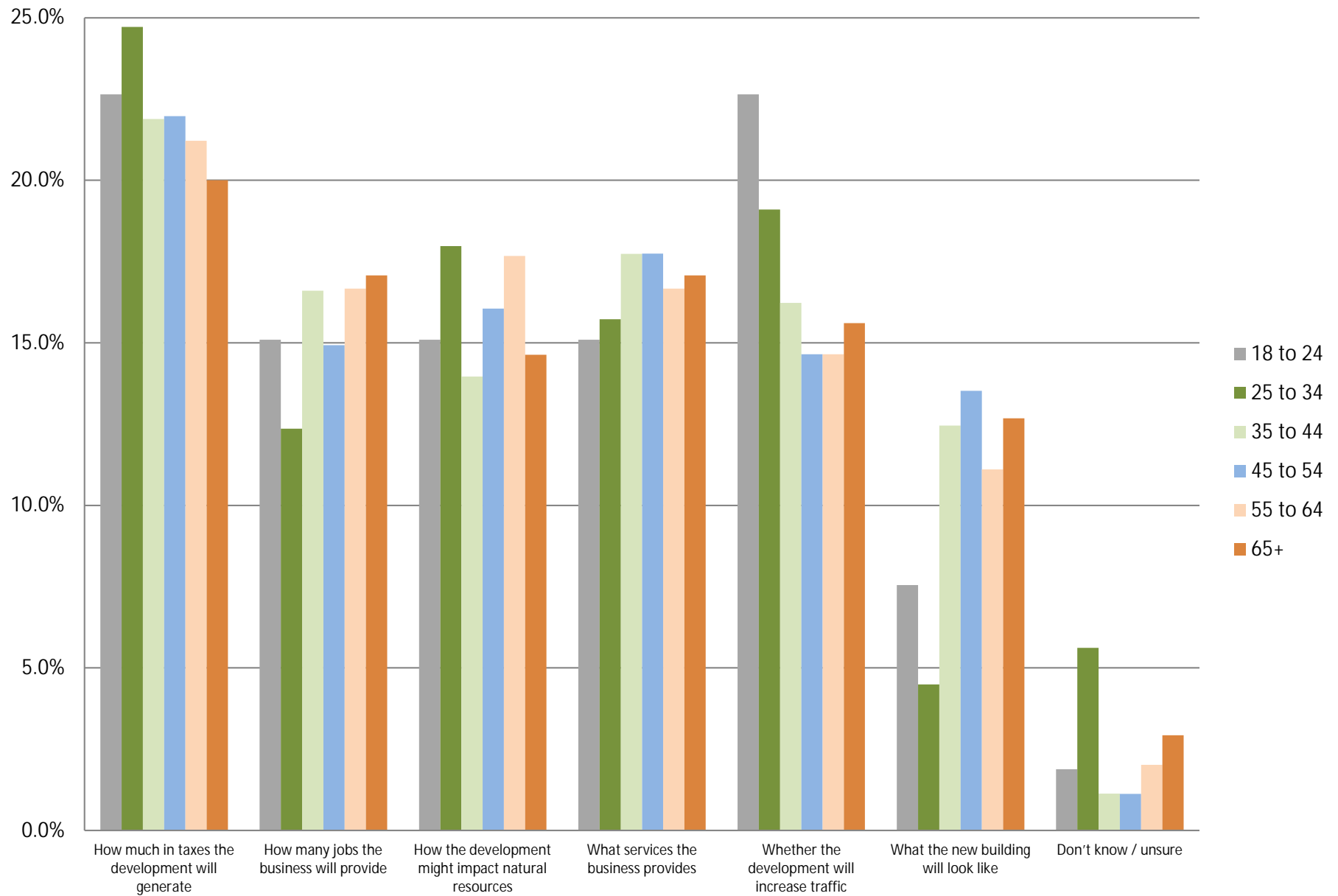
For those who are moving within 10 years, are you more likely to stay in Tolland or move out of Tolland?



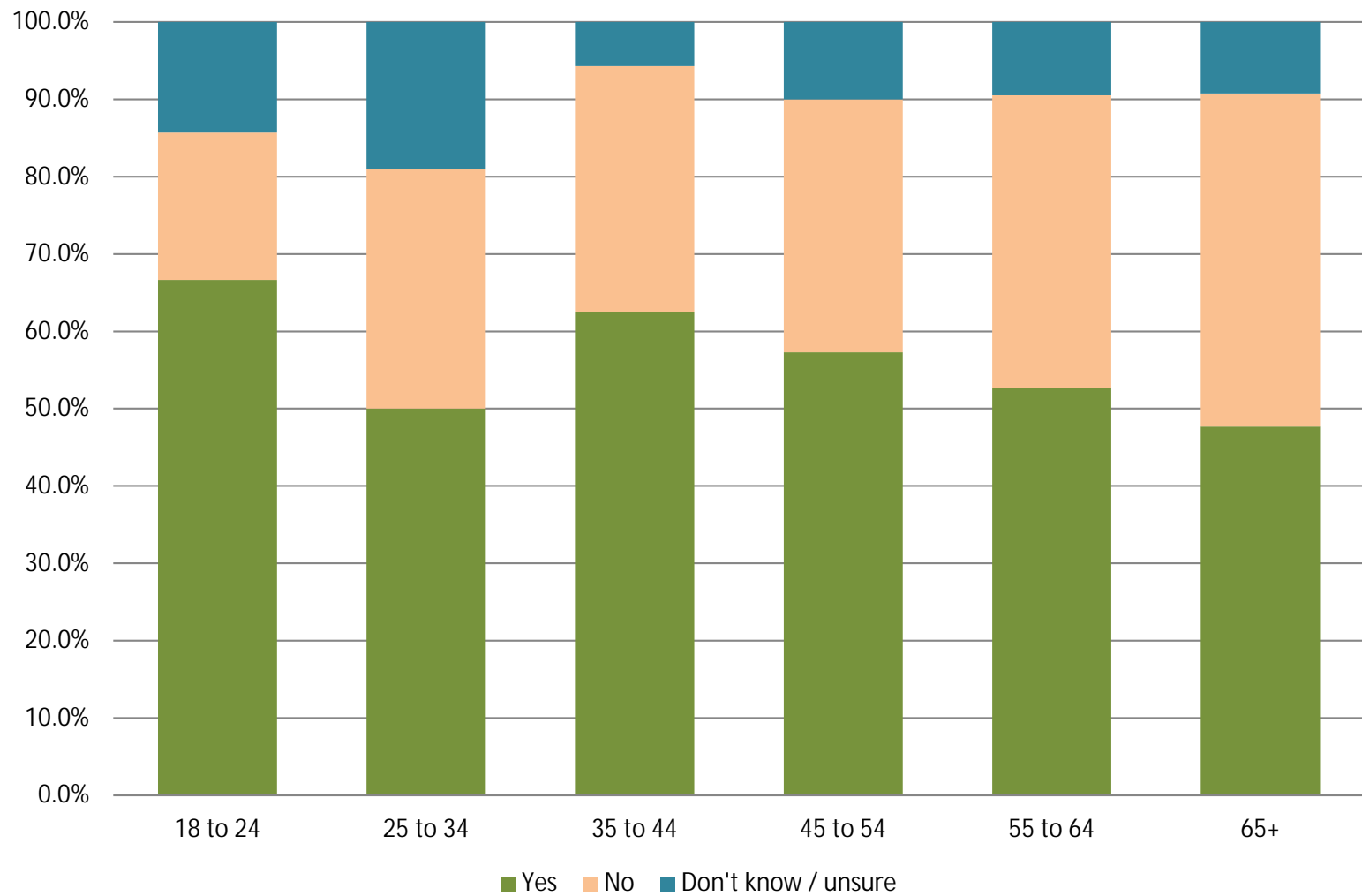
Would you say that your next housing unit will most likely be:

	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65+
Smaller single-family house	35.3%	20.0%	56.1%	69.8%	66.7%	37.0%
Larger single-family house	17.6%	40.0%	26.8%	9.4%	0.0%	3.7%
Two or three family house	0.0%	0.0%	0.0%	0.0%	0.0%	3.7%
Multi-family house or apartment	29.4%	4.0%	0.0%	7.5%	2.8%	3.7%
Age-restricted / Over 55 housing	0.0%	0.0%	2.4%	3.8%	11.1%	40.7%
Other	0.0%	4.0%	2.4%	0.0%	0.0%	3.7%
Don't know / unsure	11.8%	12.0%	9.8%	5.7%	13.9%	0.0%
Same size house	5.9%	16.0%	2.4%	3.8%	5.6%	3.7%
Condominium	0.0%	0.0%	0.0%	0.0%	0.0%	3.7%
Military housing	0.0%	4.0%	0.0%	0.0%	0.0%	0.0%

When planning for new commercial development in Tollnad, which of the following considerations should be most important?

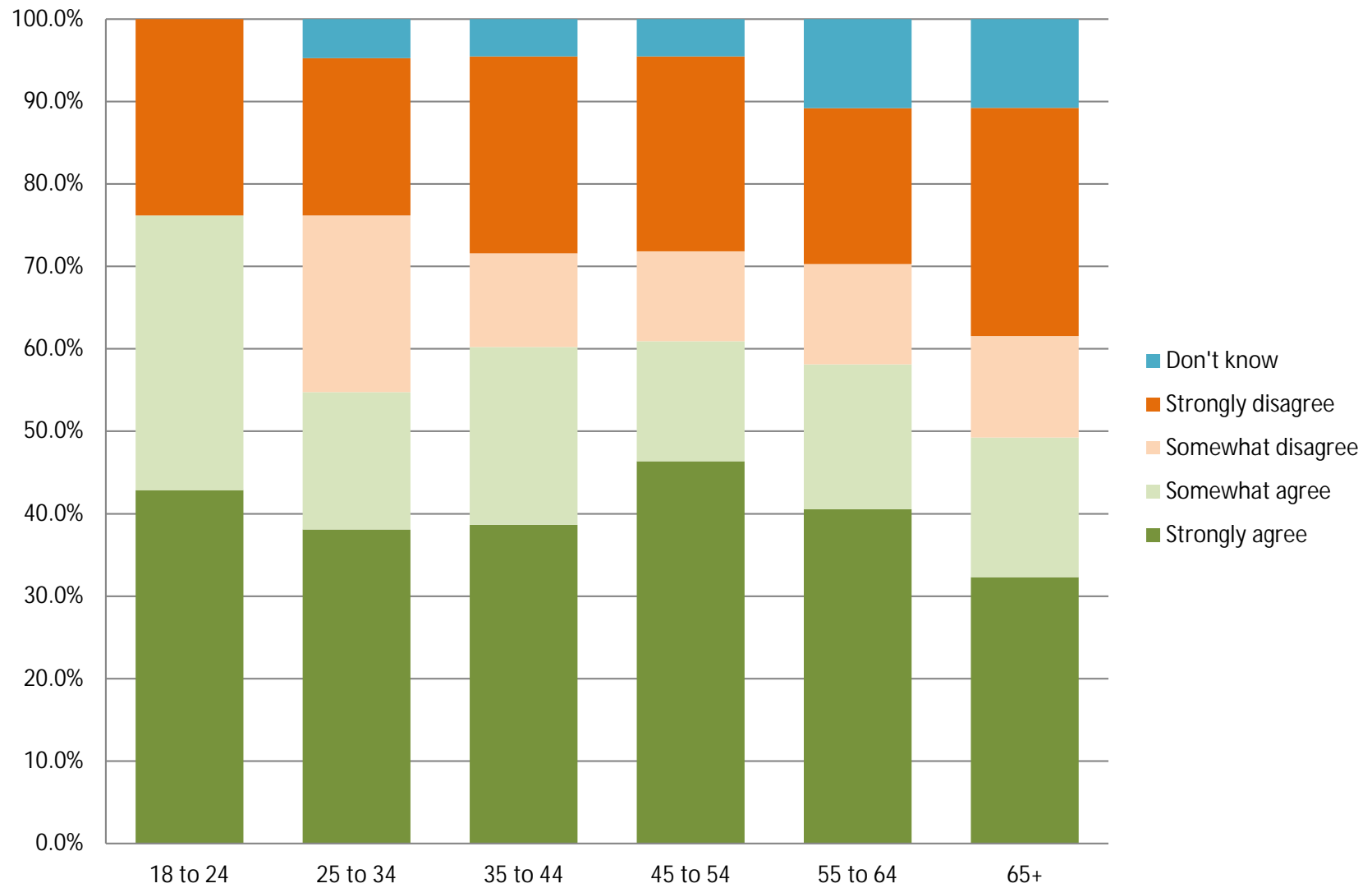


**In your opinion, would allowing restaurants to have drive-thru windows benefit the Town?**

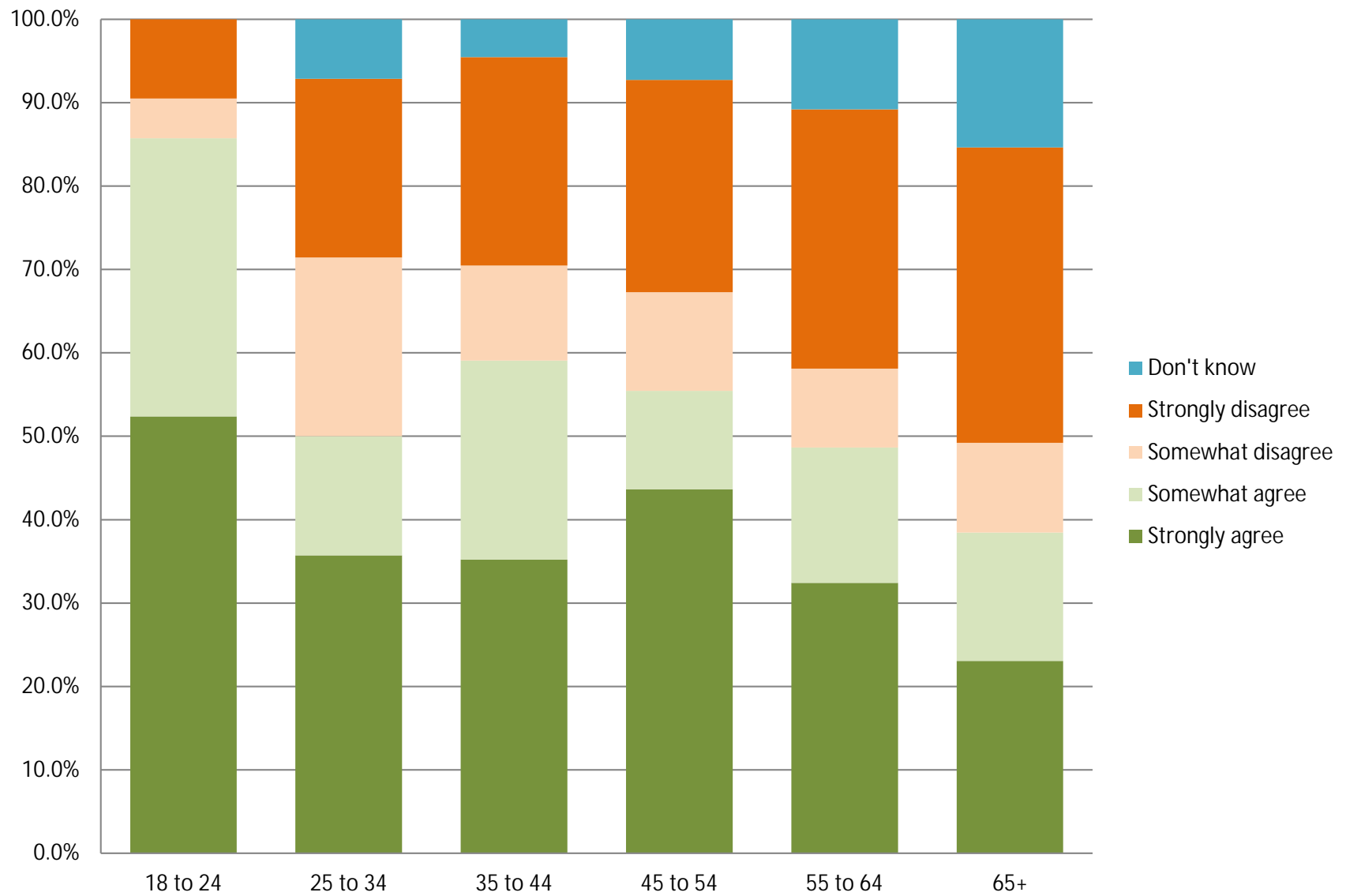




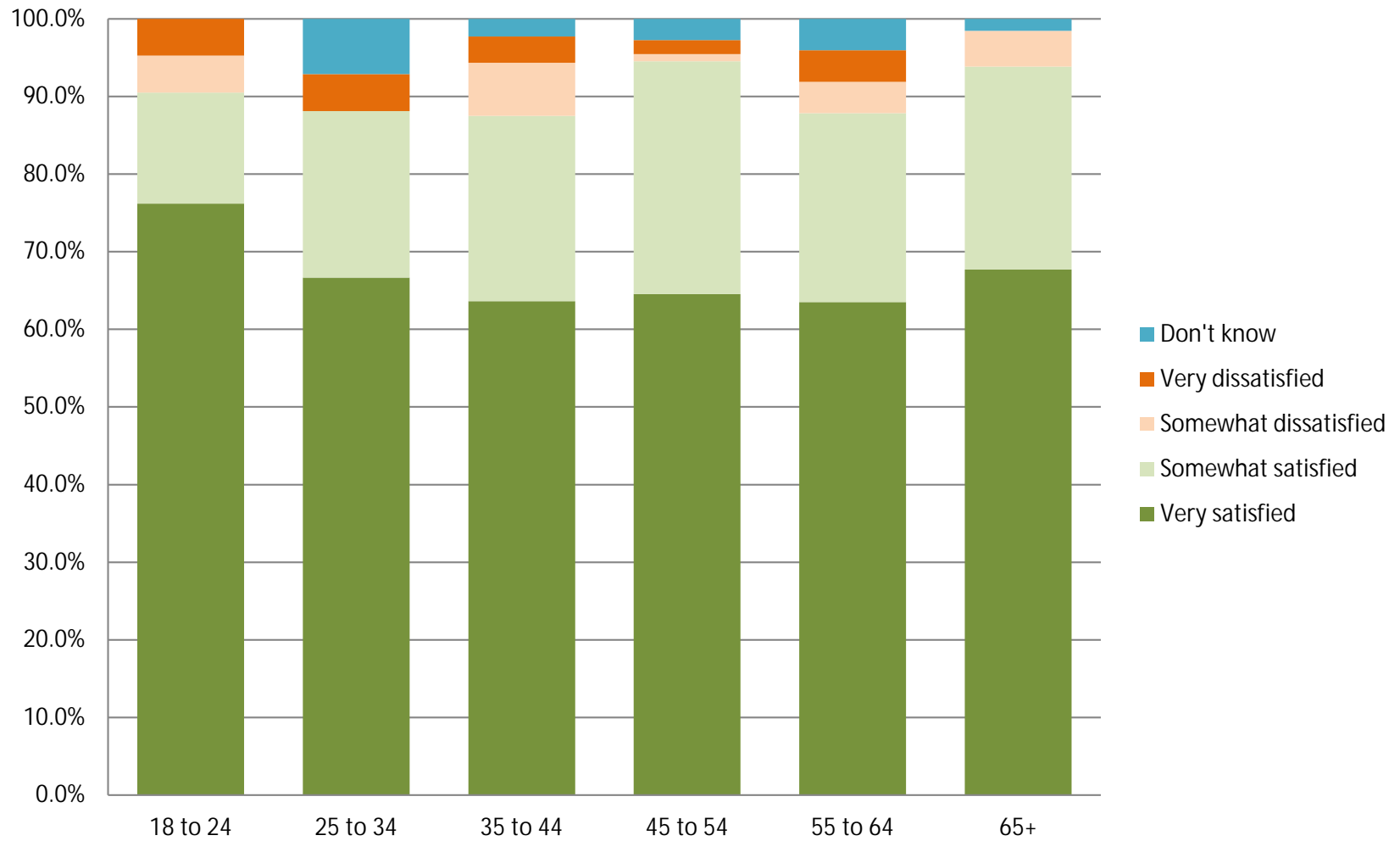
I would like more oppourtunities to walk, rather than drive, to places in Tolland



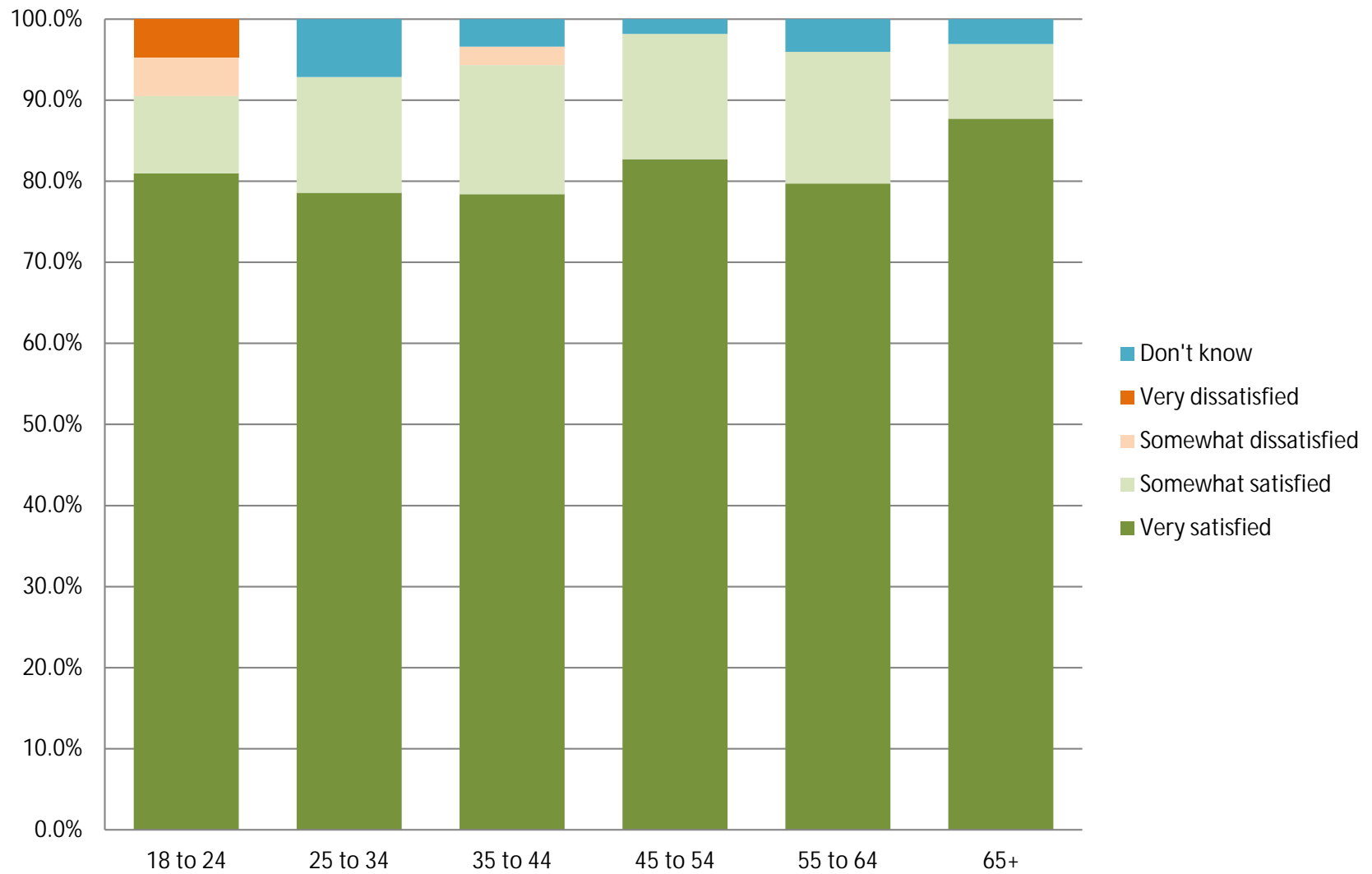
I would like more opportutunities to bike, rather than drive, to places in Tolland



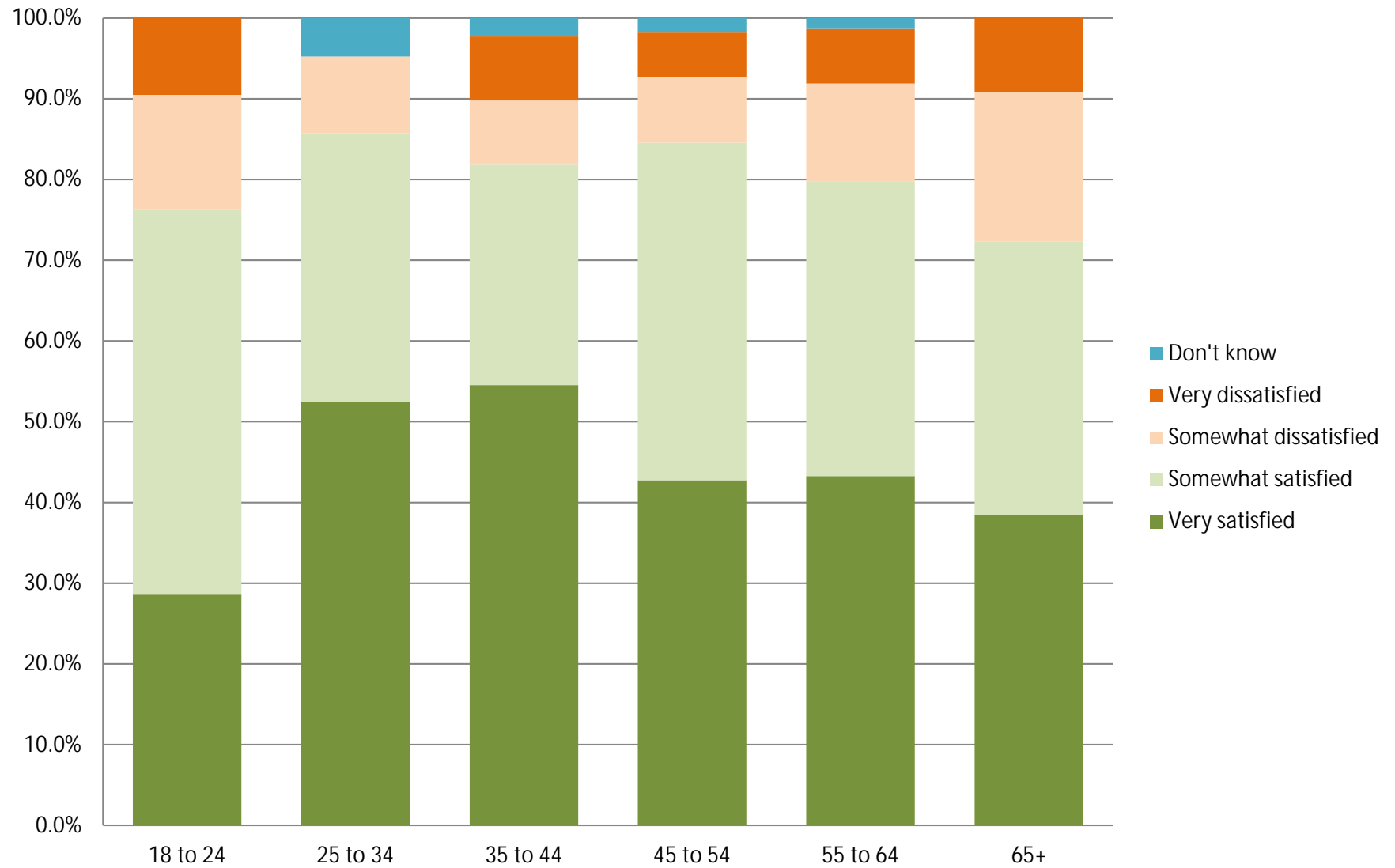
How satisfied are you with town public safety and police presence?



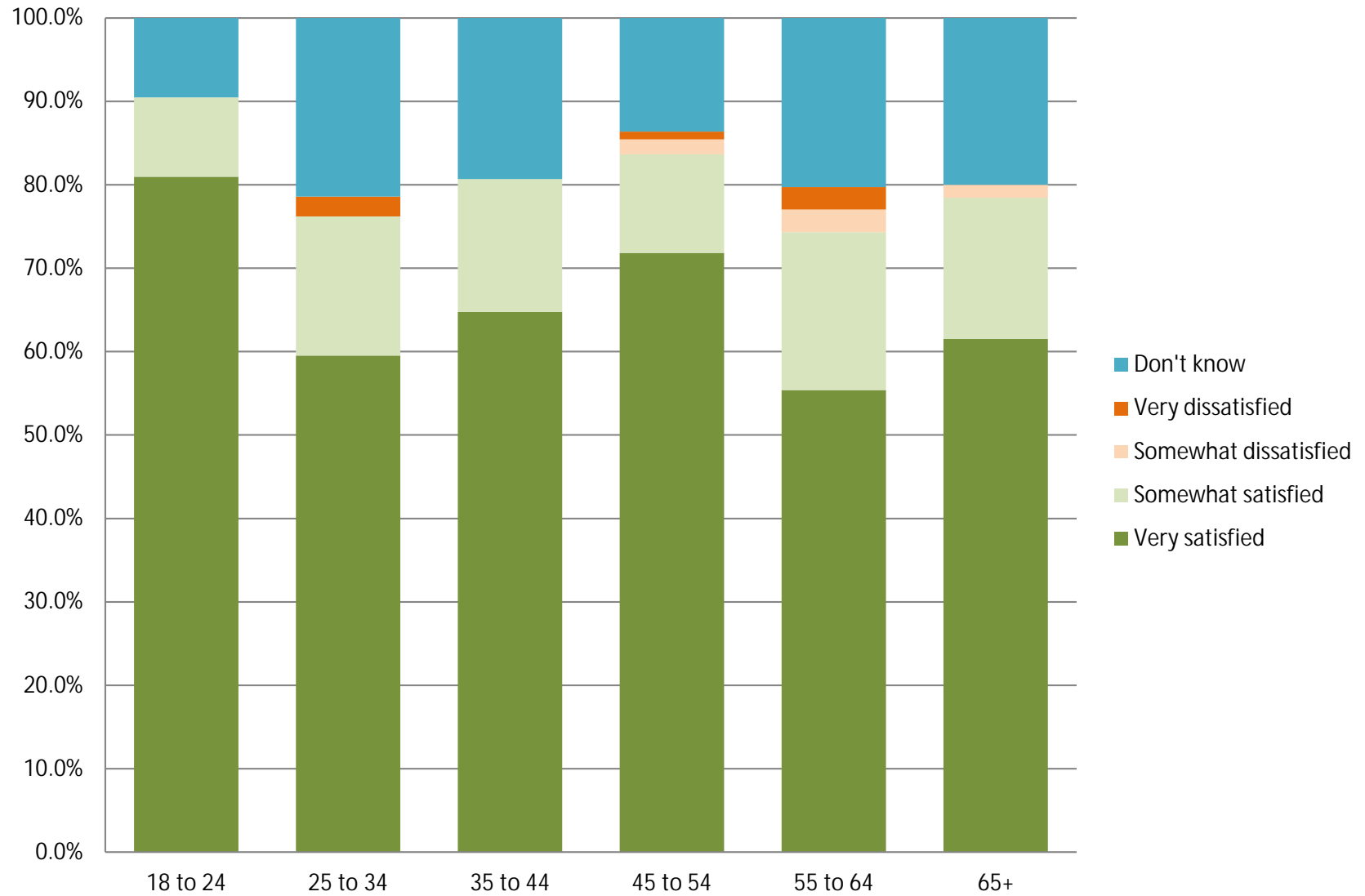
How satisfied are you with town fire and emergency services?



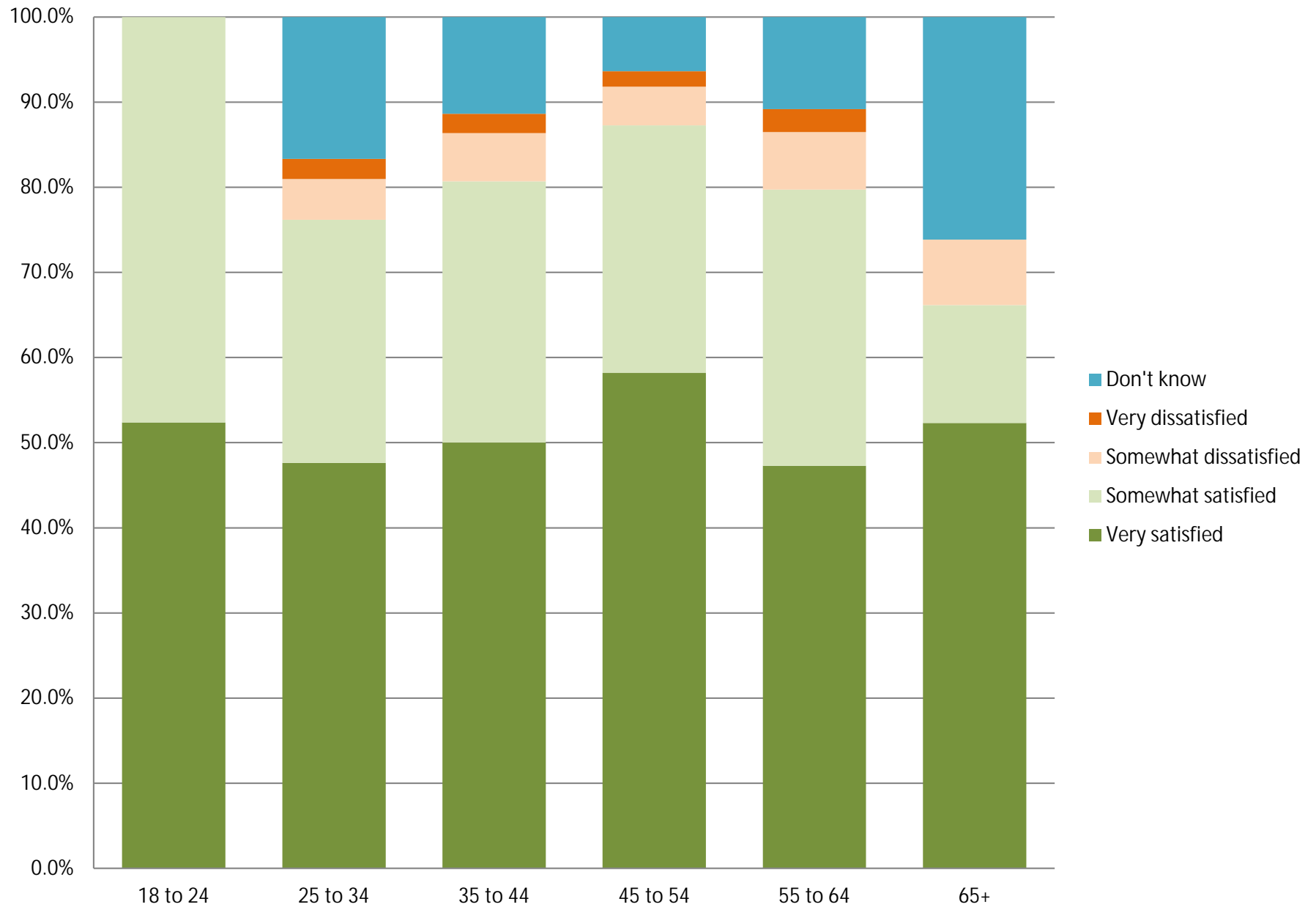
### How satisfied are you with town public works and highway maintenance?



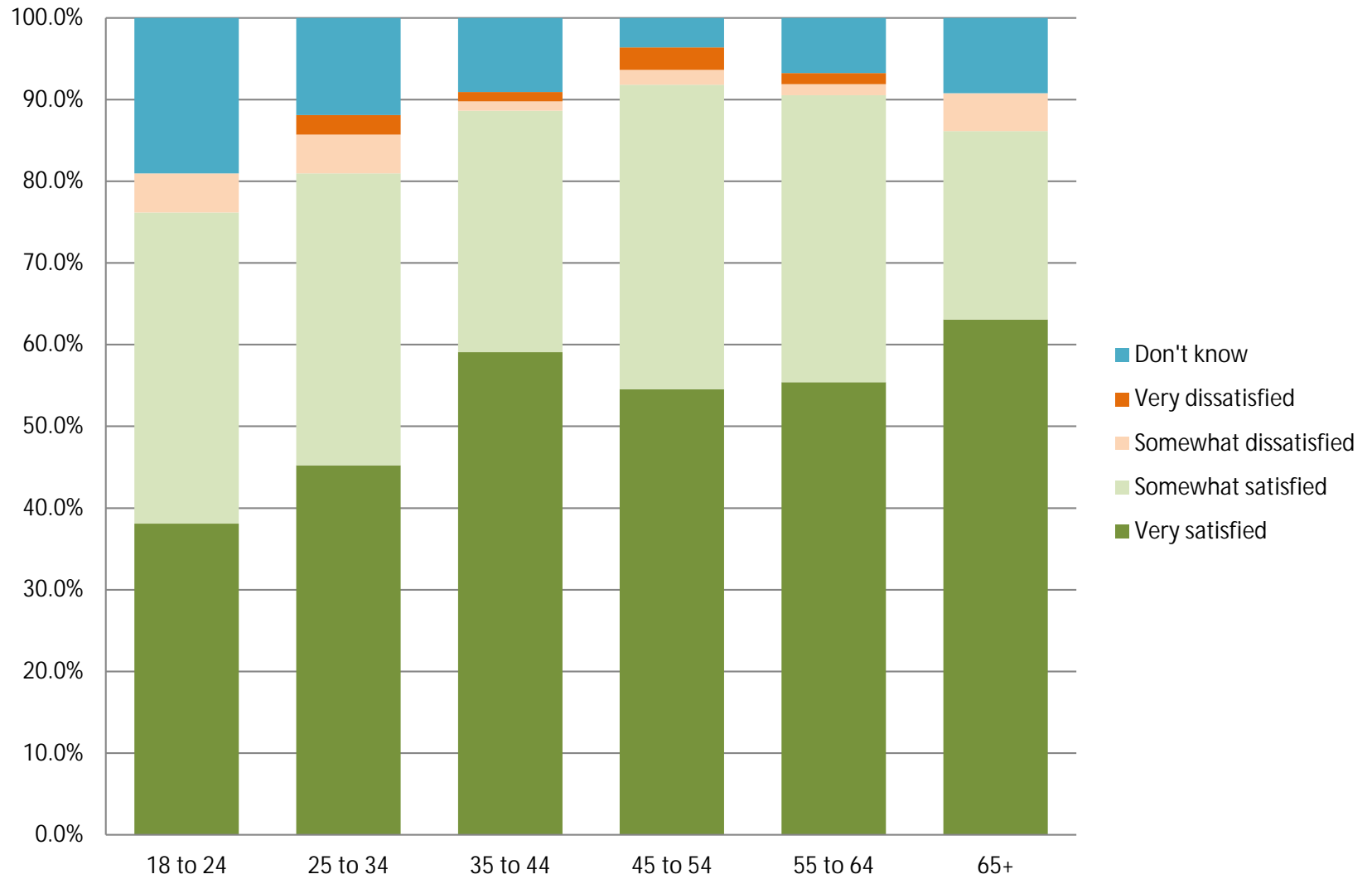
How satisfied are you with town library services?



How satisfied are you with town parks and recreation offerings?

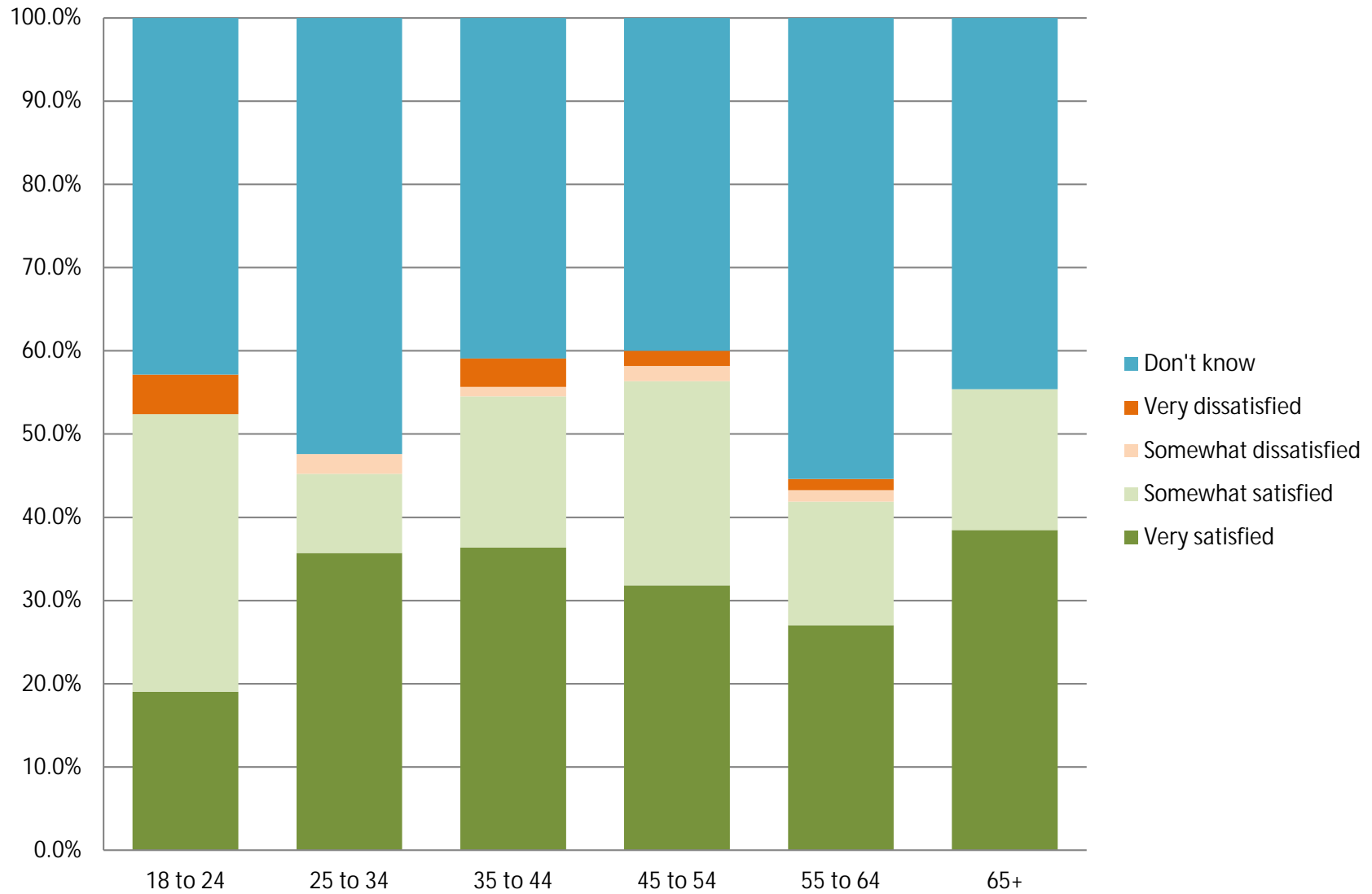


How satisfied are you with town hall services?

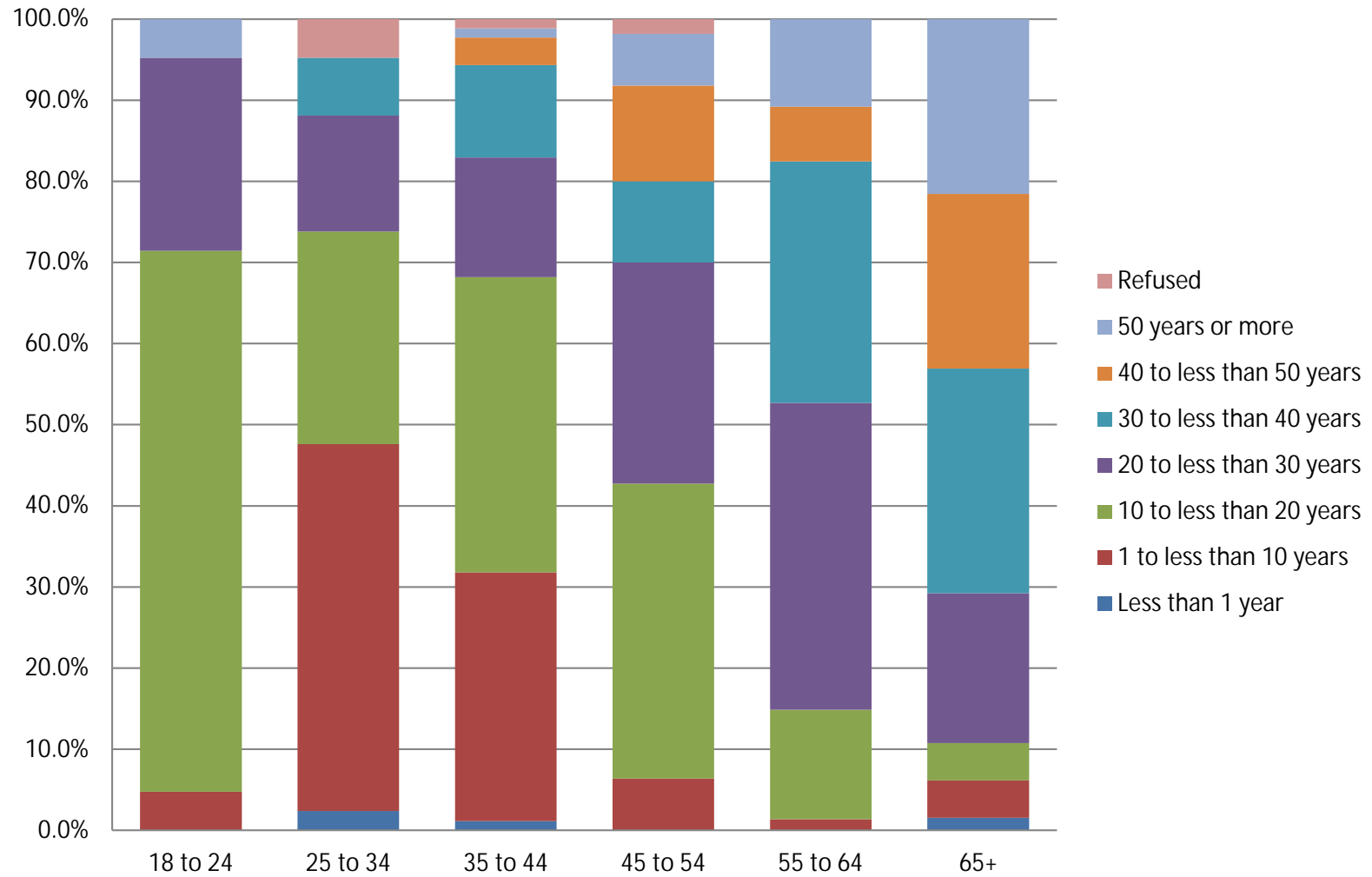




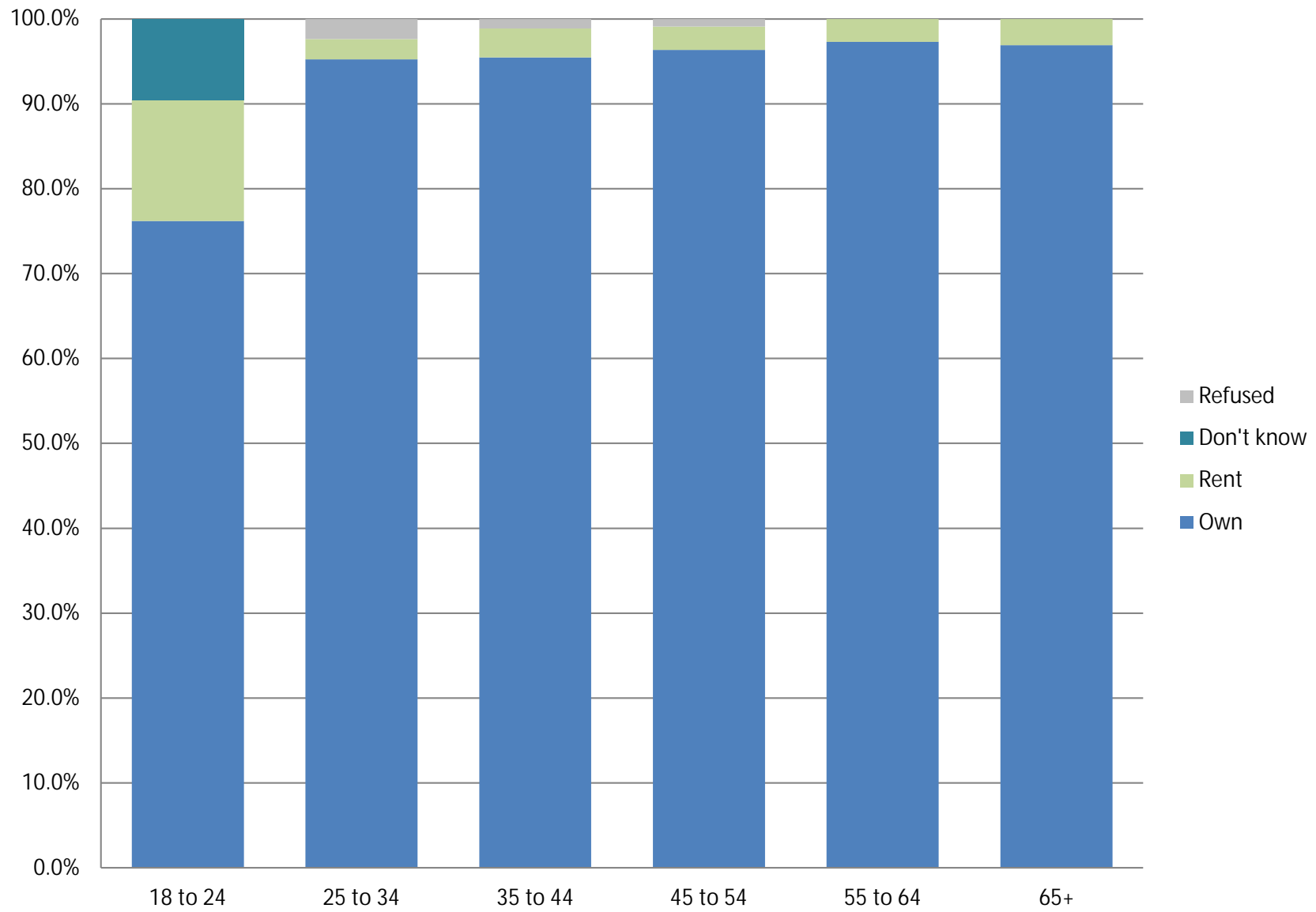
How satisfied are you with town social services?



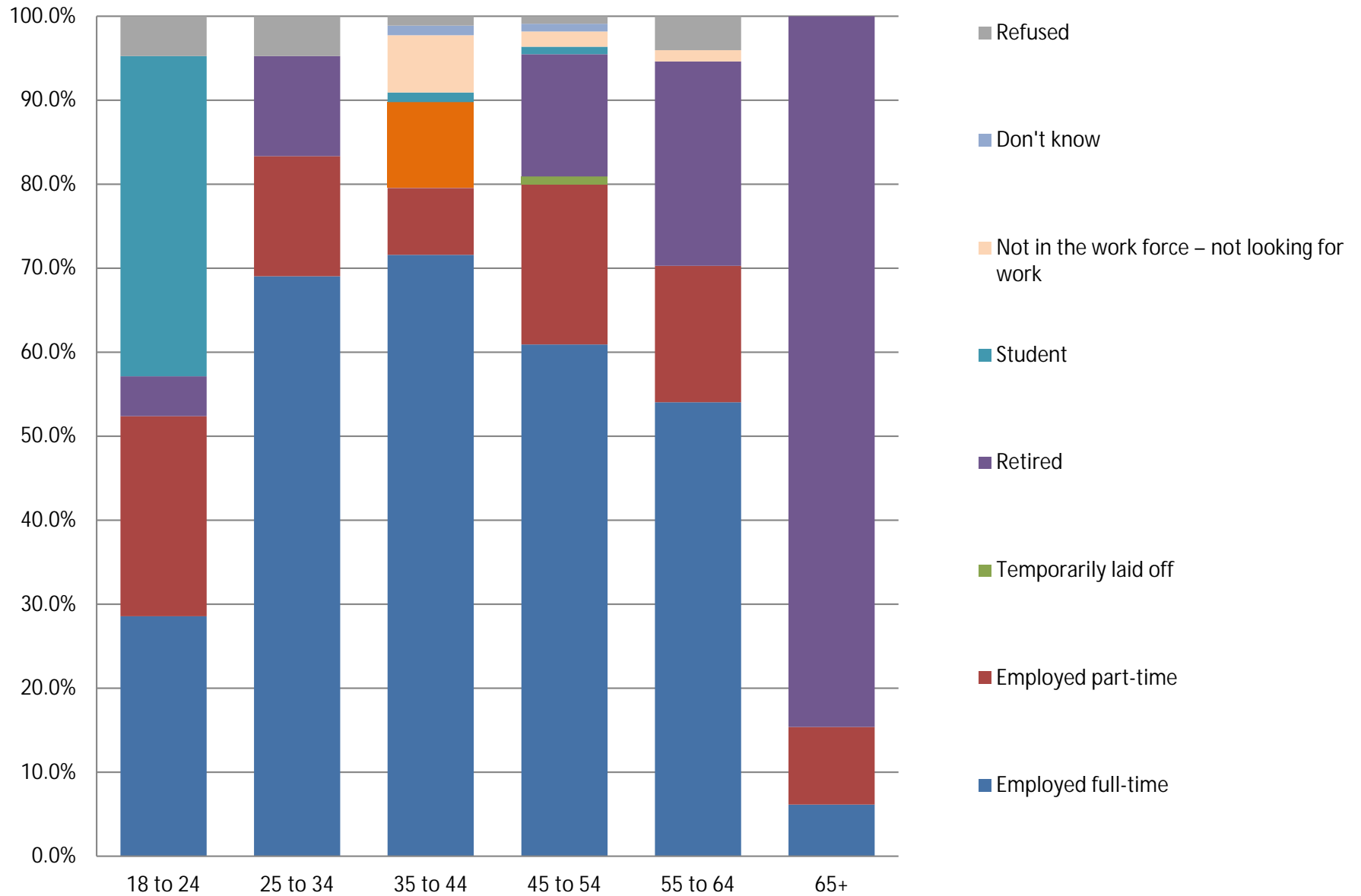
Approximately how long have you lived in Tolland?



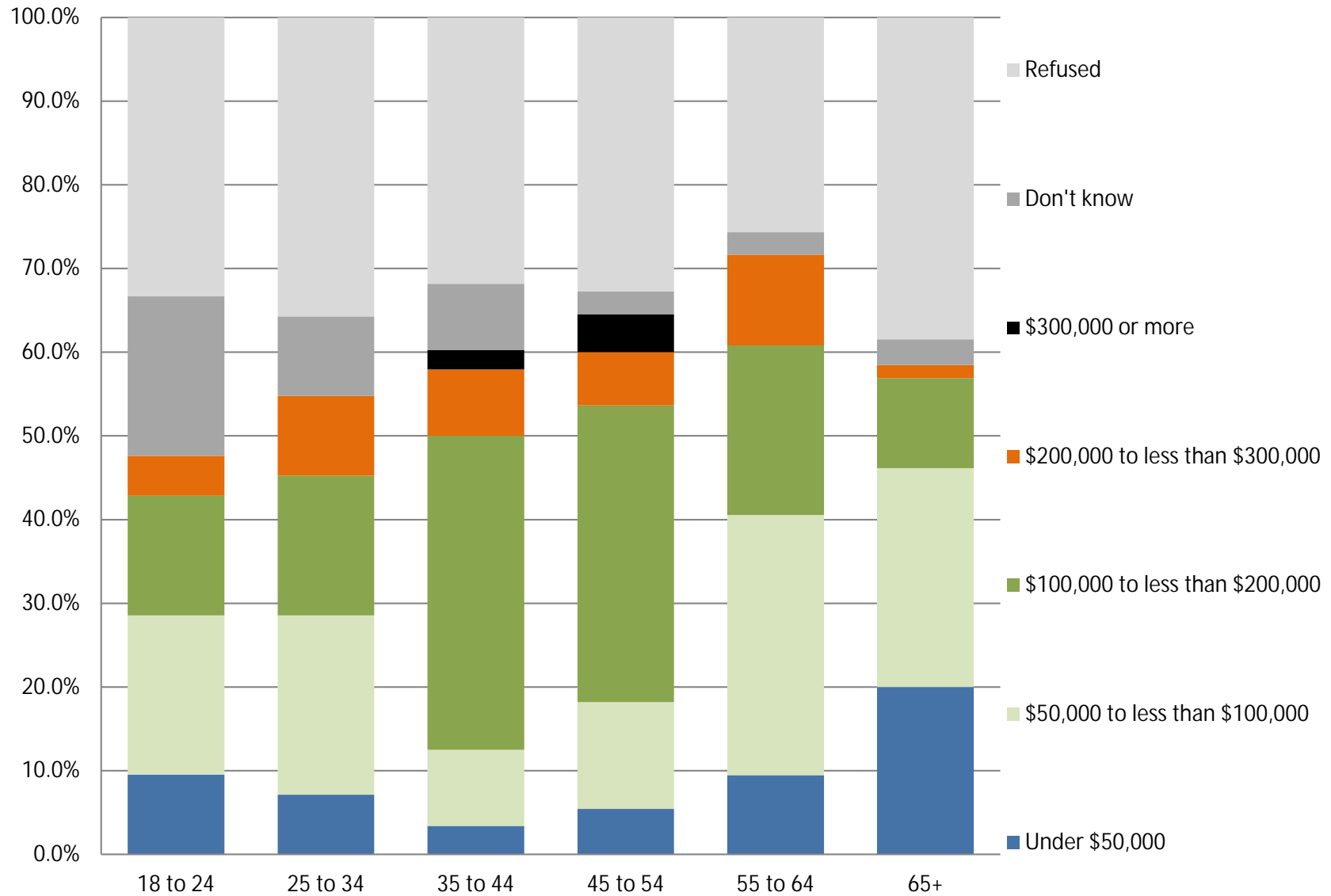
Do you own or rent your current residence?



## Are you currently.....?



What is your total household income before taxes?



## Town Manager Stakeholder Survey

### Question 10

**What do you think are the greatest selling points about living, working and raising a family in Tolland that we should convey to potential Town Manager candidates?**

**Answered 145**

**Skipped 26**

1	Historical, beautiful town green with historical houses, diversity, excellent school system, mixture of churches, good mixture of shopping, banks, medical services, etc.
2	Beautiful town, good schools, low crime, proximity to UCONN, Hartford and Boston.
3	It's a safe, friendly, laid back town with a great history and even better future.
4	strong education system, volunteerism, land conservation, proximity to UCONN, recreation/activity programming, accessibility to major highways, property values.
5	Small community rural
6	Convenience of location to the highway. Small town feel with great schools and friendly neighbors
7	Great schools, family-oriented community
8	It is a rural community with great suburban appeal.
9	We are a small town that has the New England lifestyle. The town offers programs, clubs and activities for families, multiple houses of worship, and is convenient to both excellent health care facilities and shopping. Positioned between New York and Boston, sports arenas are available, local college teams also have good sports programs. Good colleges are also close by.
10	Small town within close proximity to conveniences
11	Great school system, great work staff in place, smart, hard working, and good earning residents
12	Gets a "feel" for needs and problems citizens face
13	Used to be schools, but not sure now
14	Tolland is a beautiful, safe, quiet, and fiscally responsible place to raise a family.
15	The school system not only provides a great education but the friendships that are developed (kids) last forever. A great community oriented town with plenty of potential for future growth.
16	good schools, involved community, beautiful town, location
17	you make it feel like home and its all of ours. Team and United
18	Community involvement, Firm, Fair and consistent.
19	Frankly as a life-long resident it's hard to see any great selling points at this time other than our proximity to I84 and UCONN.
20	Great schools, community involvement, safety.
21	The community is hungry to make Tolland an even better place to live. We want a strong leader to help.

22	Excellent quality of life, reasonable growth, strategic regional position (physically), good roads and schools, sense of community, well educated population, resident participation in government
23	mindful of the rural character while still trying to compete in the 21st century for business and education goals
24	Small town where individuals are willing to help there neighbors and friends
25	We a ready for a change... some positive, proactive leadership! We have a strong core in this community and the negative forces have been allowed to dominate for too long. Our challenges do not define us; how we address them does.
26	Small town feel, low crime, good schools
27	can't think of any
28	Small Town Feel, excellent education,
29	High median income, location relative to Uconn, Manchester and Hartford, positioned for growth, attractive to families
30	Great town w friendly people and a good school system
31	Not a lot of good to live Tolland. Bad roads, high taxes no place to work.
32	It's a quiet semi-rural, picturesque New England town.
33	Now that we have said that he/she need not live in Tolland, I think that selling point to live and raise a family in Tolland is moot. I was opposed to removing that stipulation and thin that we should strongly urge the candidates to live in town. It has a small town feel, is close to the highway for easy access to Boston and NYC. Lots of outdoor space and recreational facilities, both pubic and private.
34	Sense of community - people are there for each other when needed
35	Tolland is a wonderful mix of rural and suburban. Our open land conservancies and historic center are a valuable to our culture. We used to have amazing schools which attracted people to move to Tolland. Do not loose site of that value when looking at taxes and services.
36	Sense of community
37	Tolland currenty offers a relatively cost effective place to live and raise a family. The challenge will be to keep it that way.
38	Supportive community
39	small town feel, sense of community
40	Quintessential small New England town with great residents and town services
41	Overall Tolland has a small town feel. It is a cozy place to live.
42	Area is beautiful and far enough from Hartford but right off highway
43	Small safe family oriented community.
44	Good schools, beautiful town, lots of green space, caring citizens, fantastic public servants serving town.
45	High quality education, access to a variety of public resources and private businesses, great access to parks/trails, and reliable public safety apparatus.
46	Great schools, open space,
47	Tolland is a quiet, peaceful town with a lot of natural beauty

48	Caring community, education system, opportunity to make an impact
49	-
50	Tolland is a good place to live and work because of what it is = a smallish, bedroom town close to other cities and towns that offer amenities Tolland doesn't need to have in town.
51	Tolland is a good place to live and work because of what it is = a smallish, bedroom town close to other cities and towns that offer amenities Tolland doesn't need to have in town.
52	Great community
53	The school system and community are fantastic. The people of Tolland are what make it great.
54	I do think schools are good and the proximity to UConn is great. It's nice location relative to Hartford/Boston. It's a safe area. I also think there is a lot of potential to improve.
55	Tolland is small in population, but we are great in quality of residents and staff. We are very self sufficient people, who don't need as much policing, public assistance, as neighbors. We are all hard working people who take pride in our neighborhoods, and are very conservative at both the residential and municipal level.
56	Rural setting with interstate bisecting town. Good schools. Small town (population) with tremendous potential for family driven economic development.
57	Natural beauty if region, open space in town, passionate involved community members
58	Very community active environment / Locally rich
59	Beautiful town with people that care about it. Very good services. Rural living but close proximity to large-scale shopping, dining and amenities. World-class live theater in both Storrs and Hartford. Easily accessible Boston and New York. Great sports teams nearby.
60	Small town caring community, safe - except for recent car thefts which needs to be addressed!
61	Location, location, location. People, people, people -- residents have wide variety of expertise and talent, and when asked at more than willing too contribute to the goodness of the community.
62	Strong sense of community. Strong K-12 education system.Beautiful parks/land and recreational facilities and opportunities.
63	schools, safety, sense of community
64	I got nothing ....
65	Schools. Accessibility
66	The work force is divided at this point. This should be a great pull for a true leader. Get all on the same page.
67	keeping with small town values. We have great residents, teachers and public staff
68	Beautiful natural surroundings, very strong school system, great potential
69	Well I don't think a town manager should be required to live in Tolland. But Tolland is a great town to live in. <u>It has a lot of nice scenery and parks. The schools are great</u>
70	Good schools, location, and most importantly they are inheriting a town that has been well managed. They are not walking into a dumpster fire
71	It's a safe rural community with quick access to I-84
72	Pleasant town with good services.



73	We are community that cares about each other...and the areas is gorgeous but the political climate is chasing people away. So the next town manager will really need to work to keep people in town and convey these concerns to the governor.
74	Friendly community Low crime
75	We like to keep Tolland a small town atmosphere while enhancing quality of life for families.
76	Tolland is a wonderful place to live where residents experience a real sense of community
77	That we are a family Town.
78	doesn't matter won't be here
79	Friendly, supportive families, tight-knit, resourceful, proud of our community.
80	Cozy community that comes together for each other. A community that needs a true leader to help them understand the importance of community engagement.
81	Right now I can't give you many. I'm disillusioned with increased taxes and spending while my paycheck isn't going up. I have deliberately placed both of my kids out of district for school, my property value diminishes. We have serious work to do as a town before I can sell it again (the town - my business is here and I'm not leaving )
82	Close to UConn & Hartford but small town feel. Open space
83	You won't find a better town in CT.
84	small, friendly, hard working community that cares for it's neighbors
85	peaceful, friendly community that is rural in feel, yet close enough to attain other things outside of the town. We have great history and culture here with many activities right within our great town!
86	Great schools. Close to uconn & easily accessible via highway. Quaint & historical town, not commercial. Family focused.
87	Highly educated, passionate residents with a strong sense of community.
88	The people who live here are friendly and care about each other and the future of Tolland.
89	This is a beautiful town with a whole lot of caring people, many of whom would like to preserve the historical nature while also moving forward.
90	Community with resident involvement
91	Home town <del>Small town country feel</del>
92	<del>Hard to say, not a good place to work in due to lack of businesses that pay a living wage. Hard to live here due to high taxes</del>
93	Great people who are proud of and care about their town. Good location and nice balance of open space.
94	Quality of schools "Small Town" rural character
95	Involved community
96	Tolland is a very active town with many employees and volunteers who always try to work together. We have all ages here with activities for all.
97	Access to major highways, relatively low incidence of violent crime, potential opportunity for well planned economic development.

98	Small town with a lot of spirit (ex: the snowplows volunteered to do school roofs during storm), Santa visits every neighborhood, preservation of historic Green important to many, people moved in from all over-rely on one another, good schools, great staff in Town Hall
99	It's a beautiful town with great people
100	We are a beautiful town with so much potential if one considered our proximity to UConn. We have a great community and a fantastic BOE that really cares about the children of Tolland
101	GOOD SCHOOL DISTRICT, WHICH HOPEFULLY KEEPS HOUSE PRICES STABLE
102	Town Hall is full of dedicated, conscientious, friendly employees. Very safe are to live in - low crime and very few natural disasters to worry about. Schools are good and if they don't meet your child's needs, there are many private and other type schools nearby (just ignore the Supt's attempts to guilt you for making choices right for your child). Lots of developed recreational fields and wonderful trails. Abundant local produce and meat. Historical museums and homes.
103	Integrity of schools and high level of expectations for success, family friendly community, safe community for residents
104	a good spot with a lot of un-tapped potential
105	Beautiful Town that is rapidly growing East of the Connecticut River. Town is fiscally conservative and needs a Town Manager that can creatively work in that environment over time.
106	Good schools with a rural setting. Convenient to major cities.
107	Not much anymore. Go back to the simple living that brought everyone here to begin with before they changed it
108	The quiet ambience, which includes not having too many businesses/too much traffic, and safe environment.
109	Education. Quiet hometown feel
110	Keep the town quiet and clean. The nice open spaces we have to walk in.
111	All the basics are here, ready to grow
112	Tolland's potential as a premier, but humble, caring and open community with what can be great schools and town services. We already have the draw of being a quaint residential and family oriented community. We just need to live up to the expectations (reasonable) that folks have when they move to/live and invest in Tolland. I would prefer a younger but still somewhat experienced candidate who either has worked in, lived in or is from a more regional thinking community who can help Tolland move forward. It is going to take someone incredible who is up to the challenge and let's be realistic in knowing that someday this person may very well be sought after somewhere else and may want to take on his/her next challenge. THAT IS OK!! That is the kind of energetic, enthusiastic, caring and thoughtful person we want. We need progressive leadership to move us forward.
113	Good quality of life, good school system, family oriented
114	Excellent Education System, Highly Educated and High Income community
115	I am not satisfied with the senior services and senior transportation. I will likely move out of town soon.
116	Manager MUST be a Tolland resident!
117	Rural life. leveraging our location
118	Small town feel, close to the highway, schools

119	to be honest, I'm thinking of leaving because I can't afford it anymore, but I'm sure others will have something positive
120	A rural town with good services for families including the schools and library
121	All the features that made it a top place to live many years ago. Don't recall all the details but safety/low crime mattered, the beautiful park & trails, Town Green activities, good schools, close to 84 for folks who work in Hartford, still has a country feel and won't overgrow like Manchester because of it's limited "buildable" land.
122	Low crime, good schools, good people, adjacent to the highway, many outdoor recreational opportunities.
123	Tolland is a small, quaint, rural town. It should remain that way.
124	I'm hard pressed to give a positive answer for this. I feel we are tanking as a town, living above our means and no accountability.
125	That it's the type of town any family would feel comfortable raising a family, from the school system to the safety all residents experience living here. We have lived here almost 42 years and feel the same now as we did in 1977 (a feeling of being comfortable, at ease and not concerned about crime).
126	Potential to be a self sustaining community. Proximity to Hartford without Hartford issues. Good schools
127	if open space , lower taxes and a town atmosphere attract him/her --- these selling points must not be changed for the worse
128	Small rural community that is safe because it is small and rural. Leave the city and its problems in the city.
129	Good educational system, volunteer-focused community, and small town charm.
130	Family oriented good schools great location
131	Good school system. Quaint community.
132	Great schools, awesome and friendly community
133	Rural yet suburban community with close proximity to major cities
134	Low crime rate, close to major highway, active & vocal school community, open spaces
135	There is a wide divide between the 'haves' and the 'have-nots' which has caused many clashes during budget times. The schools have really suffered with budget cuts over the past dozen or so years, and need to be brought up to the standards that Tolland once boasted about.
136	Potential for quality of life
137	This is a quiet and safe community. The new town manager should look for ways to keep people in town and attract others to visit.
138	Tolland is still a small community where many people know each other. We are a safe community and look out for each other.
139	We are a small town with a very wide range of incomes. We can't forget the lower end because our numbers show were affluent. We need reasonable responsible development without losing sight of who we are. We also need to start seein further than our nose when it comes to planning and be more long term strategic.
140	Plenty of small town charm. Small school system is great for families and the proximity to cities and northern New England offers plenty of opportunities to get away

141	Low taxes and good schools
142	small but involved community, good location
143	School system. Location - on 84, gateway to UCONN, close to airport, NY and Boston. Large in square miles with open space. Lots of neighborhoods. Easy commute.
144	Small town
145	The distance to Hartford, UCONN, Boston. Great school system. Their employees are hard-working and dedicated.

## Discretionary Spending (\$100/person)

Budget Item	Total	Breakdown
Public Schools	\$1,235	<b>20x \$50</b> 8x \$20 2x \$10 11x \$5
Economic Development	\$1,035	13x \$50 <b>12x \$20</b> 12x \$10 5x \$5
Community Facilities	\$395	2x \$50 3x \$20 <b>18x \$10</b> 11x \$5
Tolland Village Development	\$355	0x \$50 10x \$20 10x \$10 11x \$5
Parks & Recreation	\$215	0x \$50 0x \$20 11x \$10 <b>21x \$5</b>
Open Space Conservation	\$200	1x \$50 0x \$20 12x \$10 6x \$5
Historic Preservation	\$180	1x \$50 1x \$20 8x \$10 6x \$5
Agricultural Preservation	\$85	0x\$50 3x \$20 1x \$10 3x \$5

## SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Location on I-84 between NYC & Boston Education Safe place to live Small community Historic character Lots of open space Natural beauty outdoor recreation Proximity to UCONN Access to an airport Far enough away but close enough to everything	No bike lanes, sidewalks Limited ADA Lack of diverse housing stock High taxes Lack of uniformity in development / cohesive image / pretty ugly / aesthetically challenged areas Lack of business diversity Barriers to commercial investment – ‘people say no’ Lack of traditional Main Street Lack of market --> reluctant investors Topography not conducive to development Lack of walkability Low demographic diversity UCONN: traffic, congestion, negative consequences of being a college town Zoning’s negative effect on housing diversity Apathy, low community involvement	Medical cannabis, hemp production & distribution I-84, UCONN traffic underutilized Key parcels for economic development Improved commercial image Maintain/improve education Better/more restaurants w/ outdoor seating Disposable income -> spend locally Human, resident talent Need for pharmacy Town Green -> tourism Strategic/proactive affordable housing, e.g. internal/external tiny homes allowed under zoning Exit 68 on I-84 bus accessibility Community events Entertainment	Crumbling foundations ‘Opportunities’ as threats to small town character UCONN/housing Recession looming (unknown known) State of Connecticut Excess spending, lack of funding High infrastructure costs Losing population, demographic change Wants vs capacity Changing demographic + community culture

	<p>Perceived high dev. costs</p> <p>Lack of “town strategy” document</p> <p>Irrational human behavior</p> <p>Persistent commercial vacancies</p> <p>Building foundation failures</p> <p>Lack of public transit (e.g. dial-a-ride services)</p> <p>Adult entertainment</p> <p>Old townies vs Newcomers (tension)</p> <p>Lack of housing opportunities for aged 55+</p> <p>Uncompetitive salaries for public servants</p> <p>Party politics</p> <p>Too many rules</p> <p>Economic development practice</p>		
--	--	--	--

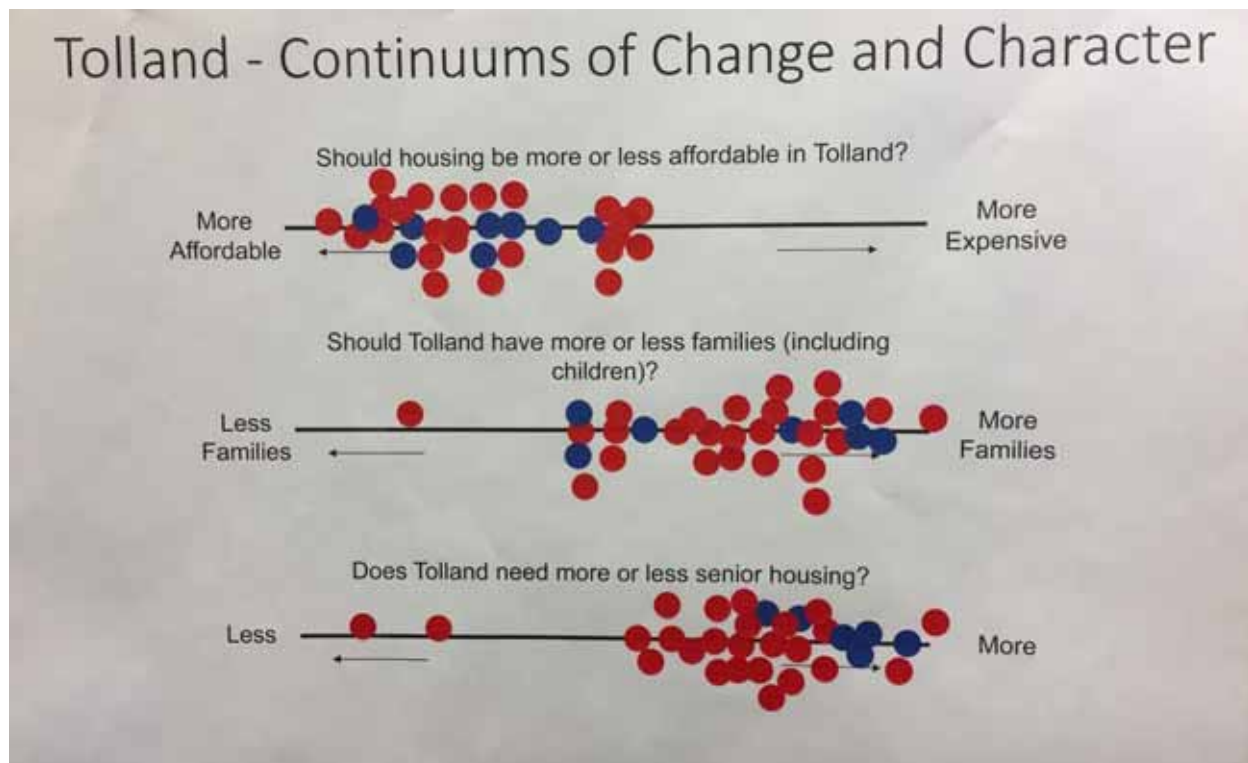
## Rural vs Suburban perceptions

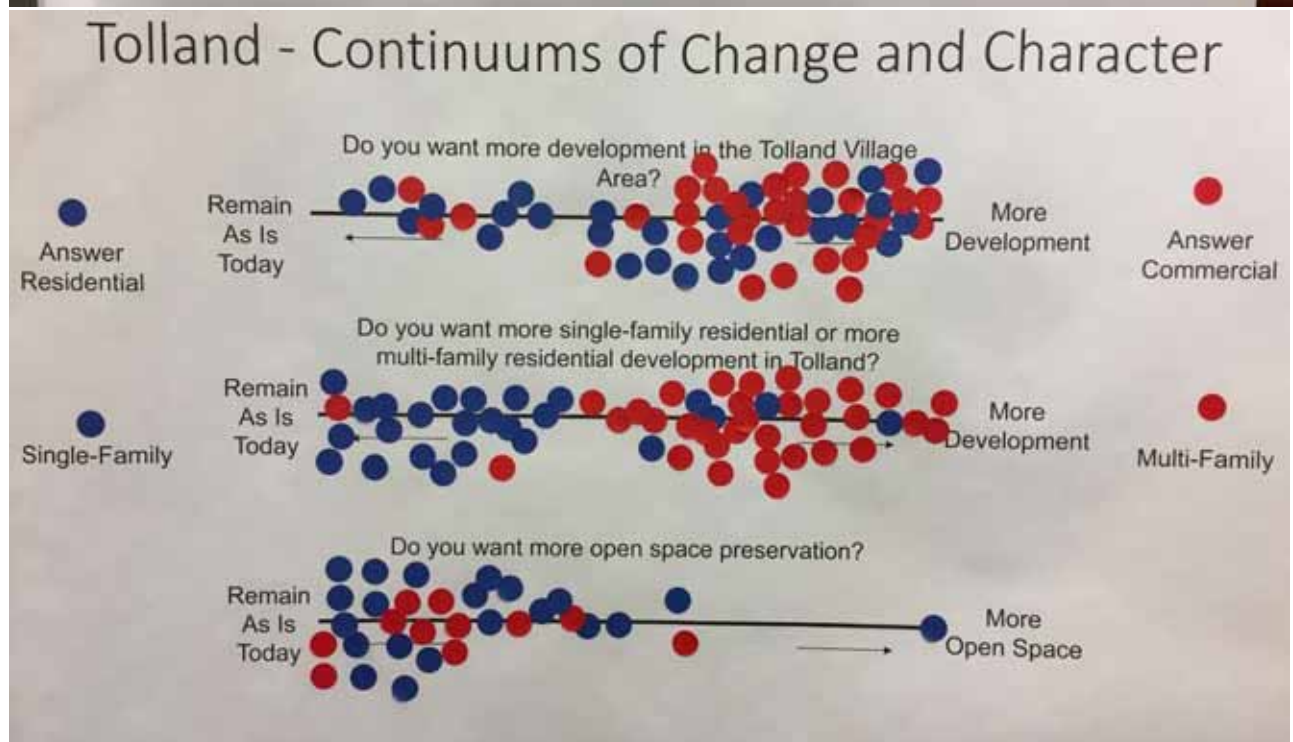
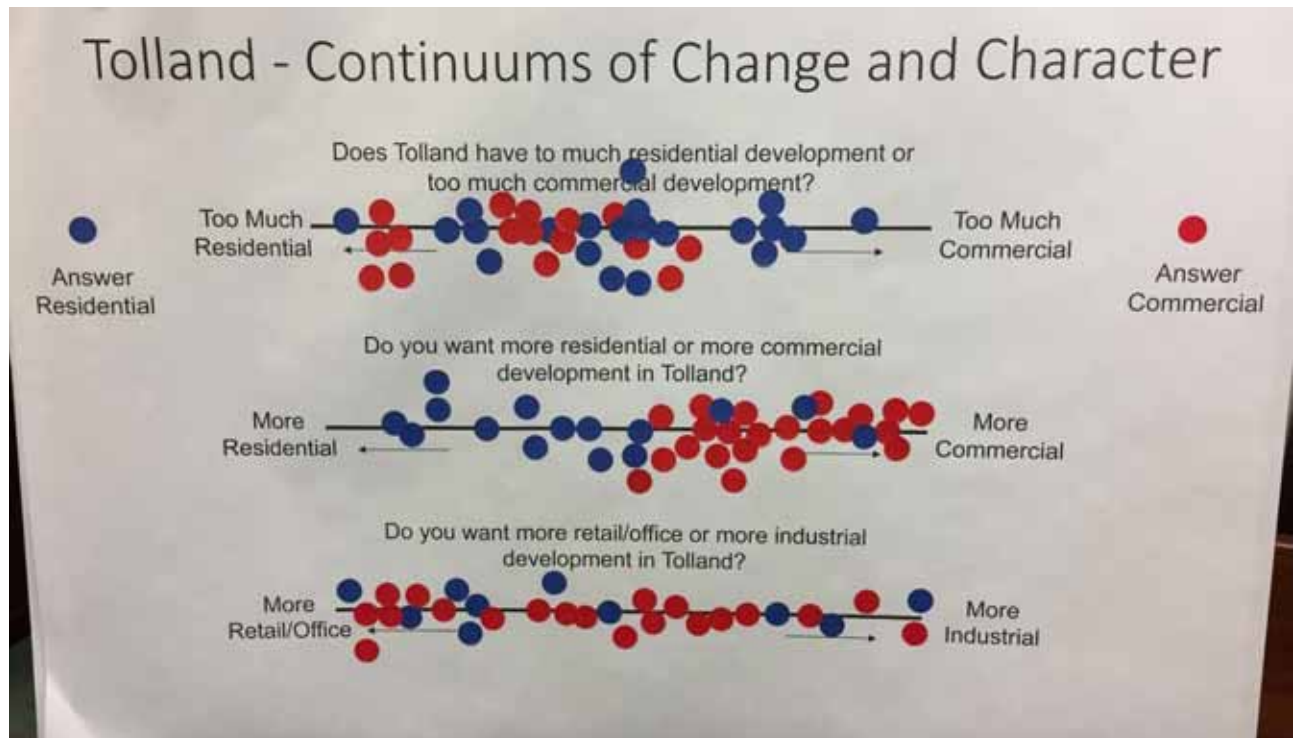
Rural	Suburban
Farms	Next to big city
Poverty	West Hartford
Ellington	Neighborhoods
Sparse development	Subdivisions
Poor schools	Cookie-cutter
As little change as possible	Big box stores
‘Gives, gets, gots’	Bedroom community
Lack of services	Wealth
	Sidewalks
	Shopping centers
	Small building lots
	Higher crime
	City water and sewer

## Statement of Vision for the Future of a Community in Transition

Small close-knit community	More diverse in general	Culture & diversity
Vibrant	Satisfactory resolution to crumbling foundations problem	Historic character
Sustainable	Resilient	Intelligent growth, maintain character
Local employment	Fiscally responsible, affordable	Competitive
Healthy	Educated, proud	Welcoming
New England character	Supportive students/youth	Local basic needs
Fun, interesting		Supporting seniors

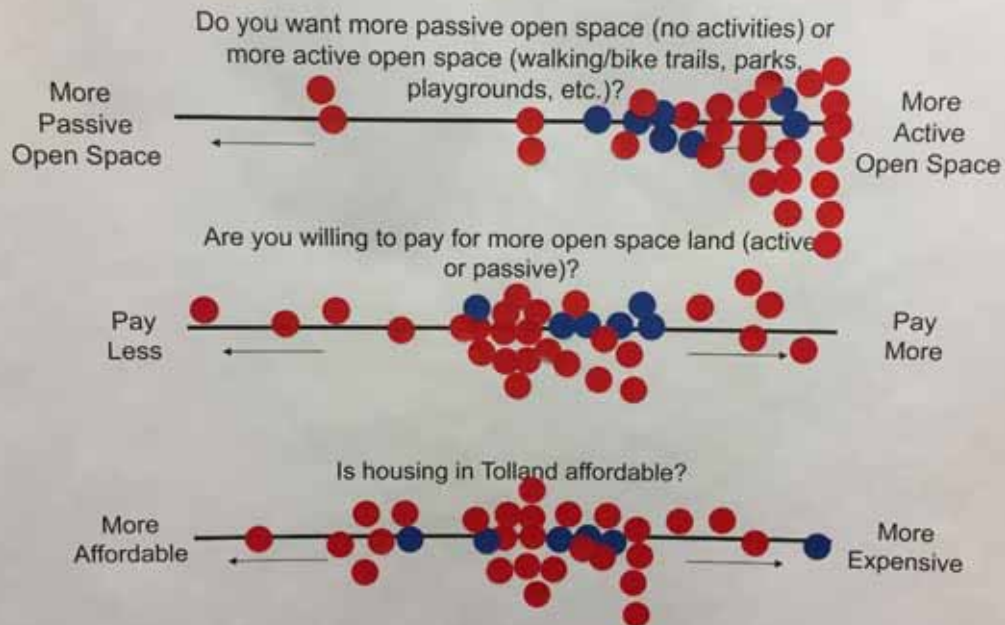
## Continuums of Change



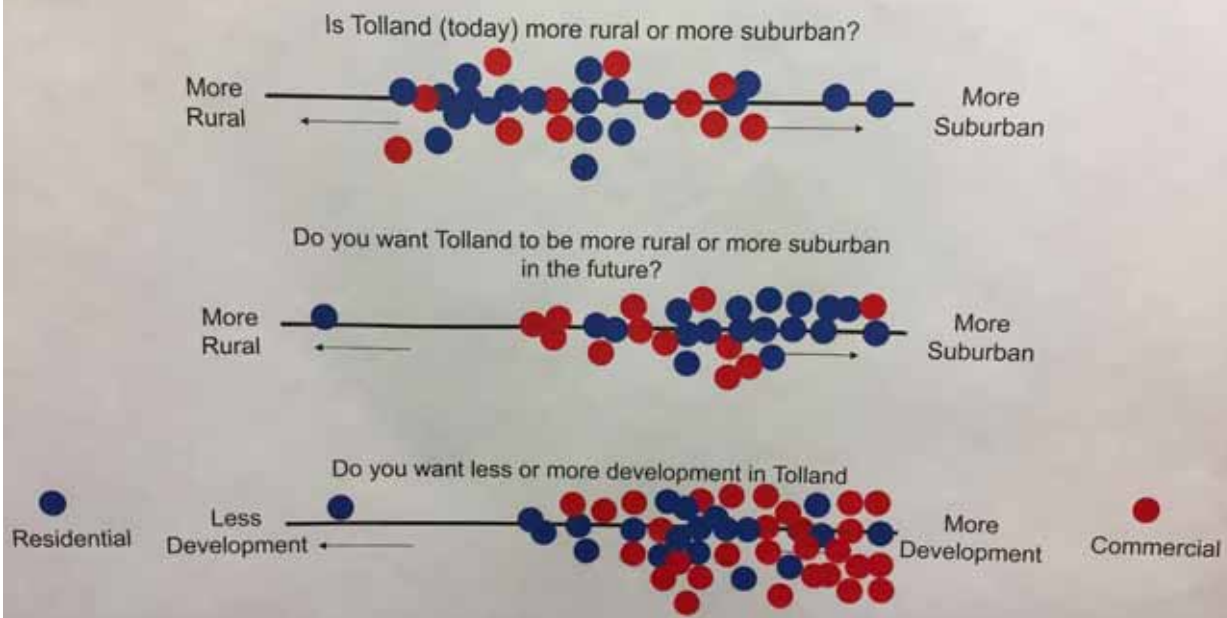




## Tolland - Continuums of Change and Character



## Tolland - Continuums of Change and Character



## Heidi Samokar

---

**From:** Mark Farrell <[REDACTED]>  
**Sent:** Monday, October 01, 2018 10:54 AM  
**To:** Heidi Samokar; Kurt Schenher  
**Subject:** Notes from Meeting with Steve W.

Hi Heidi,

I hope this finds you well. Kurt and I met with Steve on Thursday last week.

Trying to structure my notes to be as readable as possible below, Kurt feel free to chime in with anything I may have missed that you have from your notes:

1. In the previous years, how do you view the town's enablement of the last POCD?
  - Handled updates well, only things that felt were still on the "to do" were related to public safety. Looked into moving the training center/fire house previously, but the reality of what the town could get financially for it didn't cover the cost of a new facility. The space it's in while would be better for commercial isn't really inhibiting commercial expansion currently and makes more sense to expand on if anything at this point. Commercially feels the town has been setup appropriately, just not seeing the business interest. Thinks there might be a need to loosen regulations in this space, but doesn't have anything in particular to call out, unsure if this was more of a lever available or not.
2. What new issues do you think the POCD should be addressing in the next 6-9 months and going forward?
  - Opportunities to look for financial growth, land or resources that can be either leased, rented to gain some sort of increased financial support
  - Need for more multi-family dwelling
  - Economic base in town has become stagnant, we have need to expand size of base community or increase commercial usage
  - School facilities are right considering for the next 10 years, will need to re-evaluate if town changes in school age size and/or as regionalization opportunities come up.
3. What do you view as the highest priority (land use) in looking at the next 10 years?
  - Public safety and infrastructure sustainability
  - Regionalize services (animal control might be the first)
  - Public utilities (water/sewer), need to expand utilization or sell off but current setup is was built for much more usage and is not sustainable financially.
  - Investment in more recreation and amenities (it's what attracts people to live in town)
4. Public safety and fire support were raised as concerns in other interviews for more space and adequate facilities for fire and animal control. Given land/plans in place for the town currently, how do you view the town's ability to impact these areas?
  - Currently have \$3M set aside in the capital budget toward public safety updates and maintenance.
  - Have spoken with resident state troopers and feel while the space in TH isn't ideal, it meets the need just fine.

Kurt, please feel free to modify/add on anything you have in addition to what I have above.

Thanks,

## Questions for Resident Trooper

Tolland Plan of Conservation and Development Update, July & August 2018

Person(s) interviewed: Kevin Eklund

Interviewers: Barb Dimauro & Kurt Schenher

Date of Interview: July 18, 2018

**1. The current POCD identified noted that town hall is not an ideal setting for the trooper. Longer term, what is an ideal setting?**

*After moving back to the Town Hall, the troopers are finding that the space is adequate for the time being, but not ideal. Modifications have been/are being made to enhance privacy and security at the station. Current drawbacks of the Town Hall setting include some random foot traffic, lack of parking and lack of privacy for victims and isolation of suspects from other Town Hall foot traffic.*

*Long-term, the ideal location would be a stand-alone building (perhaps the current BOE building, if the BOE should move) with more dedicated parking for the station. The ideal setting would be on The Green.*

**2. Over the short term, are additional modifications needed in the current space?**

*A second emergency exit is being built. Currently, the troopers have no second exit for fire or other (active shooter, etc) emergencies.*

**3. What additional space needs do you have over the next 10 years?**

*Crime has not fluctuated much in the past five years or so – there have been only small situational spikes. If housing choices increase (to include multi-family and apartment buildings), we will likely see an increase in crime. Long term a goal*

would be to increase the size of the space for the troopers. When asked by Kurt Schenher about the impact of a medical marijuana dispensary, Trooper Eklund replied, "It would be a mess."

**4. How do you expect an aging demographic to impact public safety needs and services in the future?**

*Trooper Eklund did not anticipate much of an increase on crime due to the aging demographic in town, other than a possible increase in scamming and identity theft. His opinion was that EMS and Fire would see more of an uptick in need due to this factor.*

*He mentioned that other factors that could have a greater impact include things like an increase in bars/alcohol-serving establishments and large employers building facilities in town.*

*We asked Trooper Eklund to review the section of the current POCD referring to the Troopers and interestingly enough it really is still spot on.*

## Questions for Public Works

Tolland Plan of Conservation and Development Update, July & August 2018

Person(s) interviewed: Scott Lappen

Interviewers: Bruce Mayer & Jesse Gannelli

Date of Interview: \_\_\_\_\_

### **Town Hall**

1. Are there any identified needs for additional space at town hall now or in the next 10 years?

[ Document Retention Period is driving space issues.  
No anticipated need for more office space.  
→ lots of documents are stored in Scott's office.

### **Public Works Garages**

2. The current POCD called for a larger garage and truck wash facility. With that project underway, what additional space needs exist for the DPW garage and the parks garage?

Parks garage - currently using trailer as storage option.  
no washing of vehicles allowed per DEEP  
Isn't enough room at highway garage, land or buildings.  
- Pole sheds behind new garage is desired.  
New facility will house 90% of equipment

### Other Facilities

3. What other buildings or properties are under DPW's purview for storage and other purposes? Is additional space needed over the next 10 years?

DPW Responsible for all buildings in town. Gathering rd facility needs work. money exists to develop plan. except schools, to maintain grounds.  
Senior Center is working well.

4. If so, what types of locations are best?

Parks facility - small building needed for equipment.

5. Cemetery - what are the long term considerations for the town's cemeteries? Will there be adequate space for the next 10 years?

4 cemeteries in town - North near brown's bridge - almost full. hilly  
baxter street valley view has most space. lots of ledge here. need  
to prep by removing rock + adding fill.  
Should have space for 8-10 years.

## General

6. Are there additional opportunities for energy efficiency at other town facilities?

Geothermal wells running efficiently. Lights on timers, energy efficient bulbs.  
energy audit performed several years ago + action taken  
fields near solar facility maintained.

solar panels on highway garage - costs outweighed benefit  
roof is designed to support weight of future panels.

Snow Cleanup - previously used contractors to help with cleanup. - took 5 hrs  
after storm for cleanup. Now closer to 7 hrs. Not responsible for  
state roads.

Ops manager, supervisor recently promoted. department is now fully staffed

VHD engineering firm. put together 5 year plan. PCI pavement condition  
Lots of roads are 5/10 index

123 miles of rd. 600-700k per mile to reclaim

## Questions for Public Works

Tolland Plan of Conservation and Development Update, July & August 2018

Person(s) interviewed: Scott Lappen

Interviewers: Bruce Mayer & Jesse Gannelli

Date of Interview: 8/14/18

### **Town Hall**

1. Are there any identified needs for additional space at town hall now or in the next 10 years?

*Biggest thing will be to address requirement to hold onto documents. Plans, etc. take a lot of space—will need increased storage soon (climate controlled to preserve paper). Useful to have easy physical access to materials (remote storage would be not ideal)*

### **Public Works Garages**

2. The current POCD called for a larger garage and truck wash facility. With that project underway, what additional space needs exist for the DPW garage and the parks garage?

*Parks garage has had no recent additions. Currently an on-site box trailer houses mowers, other seasonal equipment. Antiquated building. Isn't enough room at the highway garage to house both facilities (different needs; mulch and clay vs. sand and salt). Also there is a possibility of adding pole sheds behind the new garage so all equipment will be out of the weather.*



### ***Other Facilities***

3. What other buildings or properties are under DPWs purview for storage and other purposes? Is additional space needed over the next 10 years?

*Firehouses need more space and updates (Gehring Road for example). Money in capital budget to take care of these needs. Senior center is good.*

4. If so, what types of locations are best?

*Don't really need new space, just upgrading existing facilities e.g. parks maintenance facility*

5. Cemetery – what are the long term considerations for the town's cemeteries? Will there be adequate space for the next 10 years?

*There are four in town. North cemetery is just about full. Only one with lot of space is one on Baxter (Valley View). Problem is that there is a lot of rock. Ideally, they would be able to excavate an area and come in with fill to prep it for future burials. Trend to cremation vs. burial has lessened to some extent need for new space. Haven't looked into large expansion in space, but should be ok for at least next 8-10 years*

## **General**

6. Are there additional opportunities for energy efficiency at other town facilities?

*Geothermal wells running very efficiently. Energy saving light fixtures, on timers, etc. No obvious new opportunities without costly investments. They looked at solar panels on the new highway garage, but cost to put them on outweighed benefits. Still an option for the future*

7. How will the pattern of future development (commercial, multifamily, single-family residential) and density of residential affect DPW staffing and budgets in the next 10 years with respect to maintenance, plowing, paving, etc.?

*As you add neighborhoods/subdivisions, that adds to cost of plowing maintenance, etc. Multifamily not as big an impact, since most roads are private and not DPW's responsibility.*

*In last few years they no longer contract out any plowing—result is they have gone from 5 hours to clearance to 7 hours (time from last snowflake to black roads). Tough on workers too. But they are finally at full staff after many years of underfunding.*

*For paving, VHP comes in evaluate, puts together a 5-year plan. Goal is to have all roads at 70 or above on 100-pt scale. Starting to fall behind (many now at 50 or less). Now have to do complete rebuilds on many roads because of deferred maintenance. Some have not been done in 50 years. More costly to do this. 123 miles of road in town, \$600-\$750k per mile to completely rebuild. They share the 5-year plan with CT Water so they can coordinate replacing of water mains with repaving.*

## Questions for Superintendent of Schools

Tolland Plan of Conservation and Development Update, July & August 2018

Person(s) interviewed: Walter Willett

Interviewers: Bruce Mayer & Andy Powell

Date of Interview: 8/1/18

**1. What enrollment trends do you expect if current trends continue?**

All across the state there is a general decrease in enrollment. Ours in Tolland has a stabilization point, unlikely ever to go below 2000. Projections in the past have been off by hundreds. Dr. Willett is trying to find a stable equilibrium, not trying to make something bigger than needed. Trying to fill seats with kids from outside of town to help share the burden. Goal is optimal education for Tolland kids, and attractive to kids from outside. Close to or around capacity of facilities, stable over time. No change expected in buildings needed.

**2. How might enrollment change if the school system draws in regional students (the business academy concept the BoE has been investigating)?**

See above—don't anticipate ever being able to shut down a school, but all seats are not filled, so there is some buffer

**3. Are there any current state mandates or others likely to occur that will require additional space?**

None requiring additional space (only money!)

**4. Birch Grove Elementary School: Do you expect this facility can meet needs over the next 10 years? Are there any planned or expected expansions of the buildings, grounds, playing fields, etc.?**

Uncertainty of foundations. Inspectors have said it looks good. Engineering assessment being done now. None showing damage of major concern. If

remediation is needed, would do one wall at a time, would be able to use building while being repaired.

5. **Tolland Intermediate School (and Tolland Middle School): Do you expect this facility can meet needs over the next 10 years? Are there any planned or expected expansions of the buildings, grounds, playing fields, etc.?**

No issues

6. **Tolland High School: Do you expect this facility can meet needs over the next 10 years? Are there any planned or expected expansions of the buildings, grounds, playing fields, etc.?**

Minor concern about distance to some playing fields, too far without any supervision/observation (concern about security). Not mission-critical

7. **Board of Education Office Building: Do you expect this facility can meet needs over the next 10 years? Are there any planned or expected expansions of the buildings, grounds, playing fields, etc.?**

Discussion about abandoning the building in the past. Nice location, works for BOE. Savings from getting rid of it would be minimal. Building is not attractive to others for a business, and it is a benefit to the town in keeping the building usefully occupied.

8. **If the business academy approach is realized, will that require additional land and / or facilities?**

See above. No major issues (equilibrium)

**9. For each school, how important is it for students to be able to walk or bike to school?**

You have to provide transportation for any child who needs it. Gets sticky, hard to say for sure whether transportation is needed (situations can change for families over the year). Need safe roads for walking or biking to school, those do not currently exist (high speed traffic, no bike lanes or sidewalks). Even if sidewalks/bike lanes existed, winter would be tough, many would not do it.

- 10. For the roadways that provide access to each school, do you see any specific issues that should be addressed over the next 10 years?**

Driveways at schools will need to be replaced soon. Sidewalks not a major concern (see above).

- 11. The current 2009 POCD expressed a desire to consolidate administrative offices into one location. Is that still a goal?**

No. Have tried in the past but always run into some objections. Current situation works ok.

## 12. Additional Questions?

- have changes in parent attitudes regarding safety, parent drop-off, etc. affected projected space needs and utilization?

Need clear path from drop off spots to entrance; no crossing roads, obstacles. Parents need to maintain visual contact with kids. But no significant changes anticipated. Building things (e.g. Parker rehab) close to existing schools will always raise concerns, but manageable

- will access to UConn have any potential impact going forward?

UConn ECE classes are good, and system is expanding. Some chance that there may in the future be a more physical connection for high school students, actually traveling to UConn. Shuttle service could then become more important.

## Questions for Superintendent of Schools

Tolland Plan of Conservation and Development Update, July & August 2018

Person(s) interviewed: Walt Willette

Interviewers: Bruce Mayer & Andy Powell

Date of Interview: August 1, 2018

**1. What enrollment trends do you expect if current trends continue?**

→ State decrease due to population changes  
→ not expecting below 2000.

Projects have been off by 100s -  
looking balance for funding -?

**2. How might enrollment change if the school system draws in regional students (the business academy concept the BoE has been investigating)?**

TBA → Open choice - Pathways of Instructions  
go to capacity of facilities →  
balance population.

Special Ed + T.B.A.



3. Are there any current state mandates or others likely to occur that will require additional space?

N/A -  
Programic not Facility

4. Birch Grove Elementary School: Do you expect this facility can meet needs over the next 10 years? Are there any planned or expected expansions of the buildings, grounds, , playing fields, etc.?

Foundation issue could be a problem so  
↳ The extension, maybe - could be done  
in phases so.

5. Tolland Intermediate School: Do you expect this facility can meet needs over the next 10 years? Are there any planned or expected expansions of the buildings, grounds, playing fields, etc.?

N/A

6. **Tolland High School: Do you expect this facility can meet needs over the next 10 years? Are there any planned or expected expansions of the buildings, grounds, playing fields, etc.?**

N/A -

7. **Board of Education Office Building: Do you expect this facility can meet needs over the next 10 years? Are there any planned or expected expansions of the buildings, grounds, playing fields, etc.?**

12k savings if you leave -  
BOE keeps the building maintained.  
Could move, but does not add  
any value.

8. If the business academy approach is realized, will that require additional land and / or facilities?

NO - Use Current Facilities  
They can control the size.  
No need for additional facilities

9. For each school, how important is it for students to be able to walk or bike to school?

→ Regulation → provide transportation  
for any child that needs it.

Not ~~the~~ ~~the~~ very  
Roads are too dangerous —  
no

10. For the roadways that provide access to each school, do you see any specific issues that should be addressed over the next 10 years?

if C&A hole is done - we should be fore  
→ Paving of Driveways →  
→ From 4-11 Town uses the Facilities

11. The current 2009 POCD expressed a desire to consolidate administrative offices into one location. Is that still a goal?

Answered

12. Additional Questions?

→ Kids getting to School →

Parker / Tis Transition -

If there is a safe path - should be fine

→ Interaction w/ UConn?

→ ECE allow high school kids  
to take UConn classes →

They get College credits →

not a physical connection

NO POCD impact.

## Questions for Public Safety

Tolland Plan of Conservation and Development Update, July & August 2018

Person(s) interviewed: JOHN LITTEL + Members of the fire dept

Interviewers: Andy Powell & Sue Errickson

Date of Interview: 7/30/2018

Need design Considerations for public safety

### **Animal Control**

1. The current POCD identified a need for a new dog pound, preferably 5,000 square feet. Is this still needed? If so, where is the best location?

→ Shared Services - not working →  
Drainage, heating, lighting - garage, septic, washing.  
used Land Fill, ↓

→ Cave? →  
→ Rugs.

Vernon we have  
more -

### **Fire Protection**

2. What is the current number of paid staff and volunteers?

4      55

27k sq Feet

191k sq Feet

3. What are the future needs for Station 140 (Crystal Lake)?

Large / Dry Building → is grid locked on  
Inlands / Wetlands →

Plan has not fully changed - MAY have foundation issue

4. Station 240 (Merrow Road)?

add-on by Volunteers →

Not in good shape - 10 years →

Only get busier → 195 -

(T 15)

→

5. Station 340 (Gehring)?

Need more bays → Fix Roof - update Interior  
Needs to be sealed → de laminated bricks -  
Abatement → ? Adu grant?

Market Building → had been surveyed

6. Station 440 (Plains Road)?

Expand bays → Need Storage -

Well - Water system was updated

iron remount →

Additional

sleeping quarters →

Extend  
water  
line →

Don't  
be left  
of road.

7. Can the Training Center accommodate needs? Will it be able to over the next 10 years?

Maked out for space →  
Town's EOC, →. Sleeping face →.  
→.

8. Which facility serves as the Emergency Operation Center? Long-term, will it mean EOC needs?

→ CAN → is second location		Storage → EOC. Setup →.
----------------------------------	--	-------------------------------

9. For areas not served by public water, what is the preferred approach for providing water to fight fires?

Cystern Village →. Cysterns →. N. woods  
Rte 30 →. water  
Dry Hydrants are gone →.  
→ need convenience for fire system →.

10. What facilities serve as emergency shelters? →

High School →.  
→ Birch Grove - Second

11. Is additional shelter space needed? If so, what are important characteristics in terms in size, location, etc. →.

→ Storage →. In School →.  
Need more storage space → for people  
more supplies are needed.



Ambulance →

Not increasing  
down

12. Describe the current arrangement for ambulance service and staffing levels?

⇒ Poor -

Staffing →.

195  
240 / 145 crystal

Need third ambulance →  
one of four that has 2

13. Is there adequate space for administration and vehicles?

Not Adequate - outside →.

Training P →

External Service →.

14. What additional needs do you see over the next 10 years?

⇒ Delivery →. Needs to expand.

→ ~~late~~ investment in people is  
continuing →.

FEMA assistance →. ? NO.

Facilities not adequate +

Staffing → Needs to be expanded -

⇒ Call Volume increasing - 2k

4th in County -

lowest in professional staffing -

⇒ Psych / Drug Cells →.

⇒

→

Expansion → Extras →  
→ ladder → flow tall →  
→

Distance - "Hammer Heads"  
on shared Driveways

→  
→ Trucks - driveways →  
→

→  
Lower parking lot →  
→ Bucket  
Industrial vs. Residential →

Spolce →  
→

Richard  
Klarde Ishu

## Questions for Public Safety

Tolland Plan of Conservation and Development Update, July & August 2018

Person(s) interviewed: Chief John Dittell + Members of the F.D.

Interviewers: Andy Powell & ~~Bruce~~ Mayer Sue Erickson

Date of Interview: July 30, 2018

### Animal Control

1. The current POCD identified a need for a new dog pound, preferably 5,000 square feet. Is this still needed? If so, where is the best location?

- if "shaved" - still keep original for  
"backup" - staffing needed  
- still needed - state inspection will not pass it.  
- drainage, lighting, heating, quarantine,  
septic  
- possible land, <sup>located</sup> behind D. Donuts or old landfill  
- currently can't expand -  
- same number of dogs as Vernon at 1/2 population

### Fire Protection

2. What is the current number of paid staff and volunteers?

6 Paid 55 staff  
Not enough paid!

orig plan to move the bldg. forward to  
accommodate back to back fire engines  
& sleeping qtrs. and kitchen

3. What are the future needs for Station 140 (Crystal Lake)? - Leonard's Corner  
- crumbling & foundation  
- Can not store as envisioned - cannot put ladder truck there

- sleeping qtrs. needed
- maybe a 2<sup>nd</sup> storage building in rear

'73, '79, '81 -  
etc.

4. Station 240 (Merrow Road)? - Rt 195 over the years  
- rough shape - most work done by volunteers  
- houses major pieces of equip.  
- Can't easily get out over median  
- Traffic increased  
- need 27,000 sq. ft., 9K now

5. Station 340 (Gehring)? '75

- built on wet land
- bricks foundation - deteriorating
- needs roof, flooring, bathrooms
- Kitchen in the bays now, now bays
- needs to be rebuilt - really!

6. Station 440 (Plains Road)? '88

- good shape
- water system installed - iron
- need sleeping qtrs. and one more bay for the old ambulance

- Sheepsit - need to have  
worn look @ other  
water sources

7. Can the Training Center accommodate needs? Will it be able to over the next 10 years?

- needs space !! esp. for training
- Cannot do special programs in the meeting area
- Cannot ~~do~~ meet federal standards
- no sleeping qtrs.

8. Which facility serves as the Emergency Operation Center? Long-term, will it mean EOC needs?

- need a place to give out emerg. supplies
- need a place to set equipment in place

(now can't use it b/c water out)

9. For areas not served by public water, what is the preferred approach for providing water to fight fires? — cisterns (2)

Norweg. Woods, Crystal Springs — confirmed

10. What facilities serve as emergency shelters?

- High School, Birch Grove — not to be published
- but not enough space — need more cots, supplies — to store stuff.

11. Is additional shelter space needed? If so, what are important characteristics in terms in size, location, etc.

## Ambulance

## Emergency

12. Describe the current arrangement for ambulance service and staffing levels?

- poor - equipment, supplies, - staffing down
- not keeping up w/ needs
- not keeping up w/ today's population.
- need a space for a third ambulance - and the third ambulance.

13. Is there adequate space for administration and vehicles?

- vehicles all outside - including specialized vehicles.

14. What additional needs do you see over the next 10 years?

- Equipment
- Staff - paid -
- Supplies
- Budget for all this
- Recruits
- Buildings
- support from the community

2000 runs/yr - fire & EMS

- least # of paid staffing
- psychiatric overdoses increasing
  - active shooter
- burning staff rat - esp. volunteer

## Questions for Parks and Recreation Director

Tolland Plan of Conservation and Development Update, July & August 2018

Person(s) interviewed: SCUCE WATT

Interviewers: Sue Errickson & Mark Farrell

Date of Interview: THURS., JULY 12, 2018

### 1. The current POCD identified the following future needs for indoor and outdoor recreation.

More indoor classrooms for daytime activities & classes. Was this accomplished? Is this still needed? If so, where is the best location?

Rec Dept Bldg being used.

Preschool  
Adult classes

Senior housing <sup>11647</sup> 1007

→ Covered sidewalk betw  
two bldgs.

Multi-purpose building at Cross Farms. Was this accomplished? Is this still needed? If so, where is the best location?

Concession stands installed at Cross Farms.

Upgrade Crandall building (not sure what this meant?). Was this accomplished? Is this still needed? If so, where is the best location?

Crandall's - aquatic storage <sup>are</sup> may be going in by <sup>Troop</sup> #15

- Main building - (a beach - needs upgrading)

- water system going in

More outdoor basketball courts. Was this accomplished? Is this still needed? If so, where is the best location?

was in place need to be upgraded  
Heron Cove - esp.

Tennis courts (pickleball) (at Readall's - being used!)  
- would be nice to have - Heron Cove has a good spot.

New soccer, lacrosse, football fields. Was this accomplished? Is this still needed? If so, where is the best location?

Good shape - population going down.

2. What additional space needs do you have over the next 10 years? What is the best location for each? (can be a specific location or general location - e.g., at an existing park, located near a school, centrally located, etc).

- Pickleball @ Heron Cove
- Upgrade of main building @ beach - including a shower
- "Splash pad" @ beach
- Walking path fitness trail as a connection betw. Rec Ctr and Senior Center
- Make over of classrooms @ Rec Ctr



3. With an increasingly aging population, how will you address their needs? Have you identified specific programs for older residents? Will you need additional space?

*walking path -*

4. What are some of the challenges making recreational facilities ADA-compliant?

*having the "resources." - funding*

5. Which facilities are most critical in the short term to improve for ADA-compliance?

*Crane Farms - access to other field activities.*

6. Aside from those fields above, have you seen an increase in demand for field use? What trend do you see in the future?

- population decreasing with younger kids.
- older community - pickleball

7. Additional thoughts, questions regarding future recreational needs?

## Questions for Parks and Recreation Director

Tolland Plan of Conservation and Development Update, July & August 2018

Person(s) interviewed: BRUCE WATT

Interviewers: Sue Errickson & Mark Farrell

Date of Interview: 7/12/2018

### 1. The current POCD identified the following future needs for indoor and outdoor recreation.

More indoor classrooms for daytime activities & classes. Was this accomplished? Is this still needed? If so, where is the best location?

↓  
YES

↓  
NO

→ ADD - Pre K ✓  
- Adult ✓

- WOULD LOVE COVERED SIDEWALKS TO/FROM

Multi-purpose building at Cross Farms. Was this accomplished? Is this still needed? If so, where is the best location?

↓  
SET (less of a 'multi-purpose')

- FOLD LICKENS ✓  
- STORAGE ✓

Upgrade Crandall building (not sure what this meant?). Was this accomplished? Is this still needed? If so, where is the best location?

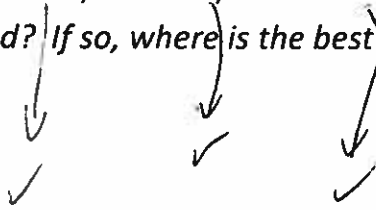
- NEEDS UPDATING/UPGRADING
- AQUATIC STORAGE (3000)?
- WATER SOFTENER SYSTEM

More outdoor basketball courts. Was this accomplished? Is this still needed? If so, where is the best location?

- NOT MORE, MORE GREENING UP. → TENNIS/PICKLE + BALL

- HERON COURT NEEDS PAVEMENT → PICKLE LOOKS TO BE POSSIBLE ADD AT HERON

New soccer, lacrosse, football fields. Was this accomplished? Is this still needed? If so, where is the best location?



2. What additional space needs do you have over the next 10 years? What is the best location for each? (can be a specific location or general location – e.g., at an existing park, located near a school, centrally located, etc).

- PICKLE BALL @ HERON (NOT MULTI-USE) OR @ OTHER

- SPLASH PAD @ CRANDALL

- UPGRADE SHOWER / BUILDING @ CRANDALL

- WALKING PATH / FITNESS TRAIL @ / AROUND REC / SENIOR CENTER

- UPDATE REC CENTER – LESS "SCHOOL"

3. With an increasingly aging population, how will you address their needs? Have you identified specific programs for older residents? Will you need additional space?

- see #2

Programs

6000 → 112

4. What are some of the challenges making recreational facilities ADA-compliant?

- RESOURCES / FUNDING

5. Which facilities are most critical in the short term to improve for ADA-compliance?

- CROSS-FARM — ADA PLAYSCAPE LEADS TO ACCESS TO OTHER GAMES

6. Aside from those fields above, have you seen an increase in demand for field use? What trend do you see in the future?

- PICKLE BALL

7. Additional thoughts, questions regarding future recreational needs?

Tolland Plan of Conservation and Development (POCD) - 2019 Update

Board or Commission: CONSERVATION COMMISSION

In reviewing the parts of the plan relevant to your board / commission, which issues are still relevant today?

UNCHANGED

What new issues within your purview have emerged that should be addressed?

RARE STAND

ATLANTIC WHITE CEDARS IN UPPER

BOLTON LAKE

SUPPORT OF  
- ACQUISITION OF UNIQUE WETLAND  
PARCELS AS APPLICABLE

What trends in the next 5 to 10 years will impact this topic area?

- RAMPANT DEVELOPMENT IS LESS OF AN ISSUE THAN IT WAS 10 YEARS AGO/PREVIOUS POCD
- = COMMERCIAL DEVELOPMENT ALONG RT 195 AND IMPACT TO CONSERVATION AREAS

Other suggestions or recommendations of issues to address in the updated POCD?

- IMPACT OF CLIMATE CHANGE TO FLOODING? (WILLIMANTIC RIVER FLOOD PLAIN)
- PARTNERING WITH OTHER ORGANIZATIONS FOR CONSERVATION OF PROPERTIES
- WATER QUALITY IN WATER COURSES FROM LAWN CHEMICAL & ROADWAY CHEMICAL RUNOFF

Please attach additional pages if necessary. Return to [hsamokar@tolland.org](mailto:hsamokar@tolland.org). Please note your responses will be public information that is shared with the Commission.



Board or Commission: Inland Wetlands and Watercourses Commission

In reviewing the parts of the plan relevant to your board / commission, which issues are still relevant today?

All.

What new issues within your purview have emerged that should be addressed?

Reducing density of development in areas that are a close proximity to high value and quality wetlands.

What trends in the next 5 to 10 years will impact this topic area?

All types of development.

Other suggestions or recommendations of issues to address in the updated POCD?

Application of road salt during the winter months.

Containment of stormwater drainage for residential and other types of development on-site during and after construction.

*Please attach additional pages if necessary. Return to [hsamokar@tolland.org](mailto:hsamokar@tolland.org). Please note your responses will be public information that is shared with the Commission.*

**Board or Commission:** Agriculture Commission

---

**In reviewing the parts of the plan relevant to your board / commission, which issues are still relevant today?**

- Recognition that agriculture is an important part of our community
- Recognition and acceptance of common farming practices; including common sounds, sights, and smells
- Recognition that once farmland is lost to development it is likely lost forever
- "To support existing farms, the town should continue to ensure that conflicts do not arise when new development occurs near a farm. Careful site design of new subdivisions and other developments can help minimize potential conflicts." [p.48]
- Emphasis on promoting locally grown and raised products

**What new issues within your purview have emerged that should be addressed?**

- P. 51, item 1: "Align property tax assessment policies with character preservation"
  - o Follow state guidelines for tax exemptions on Agricultural Buildings to encourage farm business to stay in Tolland
  - o General feeling that town residents/ farm owners may be avoiding property improvements to avoid a raise in taxes
- Promote use of locally grown and raised products in school culinary programs
- Prioritize preservation of locally important farm soils as identified by National Resources Conservation Service (NRCS)
  - o Consider the impact on these soils and working lands when exploring expansive construction projects such as solar panel installations

**What trends in the next 5 to 10 years will impact this topic area?**

- The growing popularity of agri-tourism, vineyards and breweries require enough space for regular farming operations as well as retail/storefront needs including parking and dining
  - o Great opportunity for rural business growth, but need to plan enough space or barriers between agricultural businesses and new residential development
- New and upcoming agricultural trends - including products like hemp and medical marijuana – require a proactive and flexible approach
  - o We see these new industries coming and would like to be prepared to take advantage of the opportunity before the regional market is saturated

**Other suggestions or recommendations of issues to address in the updated POCD?**

- Commit to using town-owned open space to farmland use, particularly locations with locally important soils (as identified by NRCS)
- Maintain an accurate farmland map
- Continue to improve visibility of farm businesses, including installing signage

*Please attach additional pages if necessary. Return to [hsamokar@tolland.org](mailto:hsamokar@tolland.org). Please note your responses will be public information that is shared with the Commission.*

Board or Commission:

TGHDC

Historic District

In reviewing the parts of the plan relevant to your board / commission, which issues are still relevant today?

- preservation of the ~~Green~~ HD <sup>seeking</sup> Scenic Road status for town + state roads.
- Historic artifacts preservation eg. <sup>stonewall</sup>
- tax breaks + incentives for HD property owners and perspective historic property owners.

What new issues within your purview have emerged that should be addressed?

- CT State Scenic Road designation. the 1st in all of Tolland County. Rtes 74 + 195
- preservation of historic elements outside the HD such as in the TVA which are adjacent to the HD.

What trends in the next 5 to 10 years will impact this topic area?

- The Tolland Green Rt 74 + 195 road project (St. DOT Proj 149-142). Whether it calms traffic while assisting with public safety.
- Any TVA projects could impact the HD.

Other suggestions or recommendations of issues to address in the updated POCD?

- Tax breaks and incentives to/for historic property owners and perspective property owners.
- Also incentives thru grants or historic preservation funds could assist with the upkeep of historic properties. Eg church windows.

Please attach additional pages if necessary. Return to [hsamokar@tolland.org](mailto:hsamokar@tolland.org). Please note your responses will be public information that is shared with the Commission.

**Board or Commission:** Economic Development Commission

---

**In reviewing the parts of the plan relevant to your board / commission, which issues are still relevant today?**

**What new issues within your purview have emerged that should be addressed?**

Page 63 discusses desire to have higher density in certain areas. Based on public push-back from TVA proposals, need to reexamine. What densities is the town ok with?

The need for housing opportunities (e.g., multi-family) should be examined. Need for more than single-family houses.

**What trends in the next 5 to 10 years will impact this topic area?**

Budget trends – if the current state effort to reduce local funding continues and the town does not want to reduce services, then how do we build the tax base? If there are too many limits on development and not enough land left to develop, how will that impact the town fiscally?

**Other suggestions or recommendations of issues to address in the updated POCD?**

*Please attach additional pages if necessary. Return to [hsamokar@tolland.org](mailto:hsamokar@tolland.org). Please note your responses will be public information that is shared with the Commission.*



Board or Commission: Town Council - Individual member

**In reviewing the parts of the plan relevant to your board / commission, which issues are still relevant today?**

business development – in out of way areas.  
managing traffic  
preserving open space.

- Walking and Biking are still big – it is a shame there isn't more walkways connecting areas of town
- Create a business area that is out of sight. Too bad part of the industrial area couldn't be repurposed

Love the idea of a Town Center

**What new issues within your purview have emerged that should be addressed?**

- Right sizing our development areas – creating positive public feelings for development and having the right developer
- We have a more active community that wants to bike, job and walk more
- Green, sustainable
- Increase low incoming housing options
- Increase affordable senior housing

I hear some businesses and people explain that Tolland isn't business friendly, I don't understand how they feel that way. Find ways to address this?

Miss having a teen center – it went away before my kids became teens like so many other things

**What trends in the next 5 to 10 years will impact this topic area?**

- Sustainability
- Green energy, transit, housing, and business practices
- Smaller family sizes, people waiting longer to start families
- Desire to spend time outside of home, so smaller lot sizes, easier to maintain – work hard, play hard
- Keep neighborhoods feeling open but have multi-use areas with easy access but not easily seen
- Maker's spaces – we have a small one with the library
- Regionalizing services – we're centrally located, easy access to the highway, we need to ensure we are marketing that

**Other suggestions or recommendations of issues to address in the updated POCD?**

**Equity and equality**

Highlight areas that attract people to Tolland – schools (we may need to address transportation if we regionalize, and/or expanding one building while finding uses for an empty building in 10-15 years)  
The commuter lot off of 68 is just awkwardly placed, but very very useful. Traffic there is a bit crazy at times. I know it is a state road, but maybe something can be done.

**Connecting walkways senior center/post office through Birch Mountain Pottery**

Could part of the industrial park next to Vernon be changed to allow mixed use if it doesn't already. I'm thinking hotel, restaurant and small eateries/businesses with apartments.

*Please attach additional pages if necessary. Return to [hsamokar@tolland.org](mailto:hsamokar@tolland.org). Please note your responses will be public information that is shared with the Commission.*

Board or Commission: Recreation Advisory Board

---

**In reviewing the parts of the plan relevant to your board / commission, which issues are still relevant today?**

1. Continue efforts to acquire open space and create greenways:
  - Focus on areas of highest priority
  - Work with open space partners and landowners.
  - Seek additional matching grant funding sources, continued funding, and best practice acquisition techniques.
2. Manage, maintain and promote existing open space:
  - Develop management plans for open space parcels consistent with best practices for such plans.
  - Ensure adequate resources for management and maintenance.
  - Finish trail maps and create a town-wide trail map.
  - Continue to promote the understanding for and enjoyment of open space.

**What new issues within your purview have emerged that should be addressed?**

Decrease in municipal funding.  
Lack of resources to maintain or increase current services

**What trends in the next 5 to 10 years will impact this topic area?**

Increases in multimedia content (downloadable maps, wi-fi hotspots)

**Other suggestions or recommendations of issues to address in the updated POCD?**

Trails for multi use purposes (with restrictions)

*Please attach additional pages if necessary. Return to [hsamokar@tolland.org](mailto:hsamokar@tolland.org). Please note your responses will be public information that is shared with the Commission.*

## POCD 2019 Update – Board of Education – Survey Responses

### What trends in the next 5 to 10 years will impact this topic area?

- Decreasing Enrollment, decreasing funding, foundation issues
- Enrollment, decreased state funding
- Topic area I believe you are referring to is education in general? Would you consider a focus group on the topic? Trends include need for diversity, school safety, funding mechanisms / schools seen through the lens of "expenditure" vs. investment, potential for reduction of school attractiveness impacting home values. How all this affects our prediction of enrollment is important, and becomes circular in how we think about schools.
- Student enrollment, either positive or negative will impact our whole community. General development and multi-family housing can have a positive effect on our school system...as it relieves some of the burden on personal property taxes to support the town. Young professionals, empty-nesters, etc. can live/work in the area and keep Tolland attractive, competitive, and vibrant. This is a much deeper conversation that should be had as a community...other than a survey.

### Other suggestions or recommendations of issues to address in the updated POCD?

- The foundation issues at Birch Grove and the fire house will require discussions on how to address and plan for the need to consolidate or repair.
- State mandates
- Topic area I believe you are referring to is education in general? Would you consider a focus group on the topic? I'm interested in how we look at topics holistically, because I'd hope the survey would effectively guide difficult choices where priorities must be set about what we become.
- What does the community want Tolland to look like in the next 5, 10, 15+ years?

### In reviewing the parts of the plan relevant to your board, which issues are still relevant today?

- Issues already in the POCD are still relevant today.
- Enrollment and building use, field use
- Topic area I believe you are referring to is education in general? Would you consider a focus group on the topic?
- All aspects of the current POCD are still relevant today.

### What new issues within your purview have emerged that should be addressed?

- As stated above, the foundation issues will require the most planning. We also need to encourage development to offset decreases in state aid. Trends in student enrollment will not be enough to make significant changes to the needs of our educational department.
- Potential for regionalization or increased enrollment into LEAP or Business academy.
- Topic area I believe you are referring to is education in general? Would you consider a focus group on the topic? Safety and security is a hot topic.
- Foundation issues. Competing with Magnet and Charter schools. Security in our schools.

# Tolland Plan of Conservation and Development Update 2019

## Initial Recommendations

by Eugene Koss

for the Tolland Water Commission

04/12/2018

1. In reviewing the parts of the plan relevant to your board/commission, which issues are still relevant today?
  - Many if not all the parts of the plan remain relevant.
  - Some may be more important going forward.
    - For example in State planning for water supply there is significant concern about unwarranted development occurring where it may be inconsistent with sound environmental plans.
2. What new issues within your purview have emerged that should be addressed?
  - The concerns expressed in the current COPD section “Limit Sewer Expansions” have parallels for water systems. While the Tolland Water Commission engages in long run planning and supply meets needs in long run plans there is concern about using supply wisely.
3. What trends in the next 5 to 10 years will impact this topic area?
  - Comprehensive State planning projects are producing change in water resource management. These State planning efforts utilize population forecasts produced by the State Data Center.

Connecticut water supplies overseen by State agencies use the same forecasts.

- Forecasts used in current planning indicated population declines in Tolland and other suburban and rural towns.

4. Other suggestions or recommendations of issues to address in the updated POCD?

- None at this time. The Water Commission looks forward to participating to contributing to this planning effort as it moves forward.

WPCA

1.1.1	Public Works
1.1.2	Public Works
1.1.3	Public Works
1.1.4	Public Works
1.1.5	Public Works
1.1.6	Public Works
1.1.7	Public Works
1.1.8	Public Works
1.1.9	Public Works
1.1.10	Public Works
1.1.11	Public Works
1.1.12	Public Works
1.1.13	Public Works
1.1.14	Public Works
1.1.15	Public Works
1.1.16	Public Works
1.1.17	Public Works
1.1.18	Public Works
1.1.19	Public Works
1.1.20	Public Works
1.1.21	Public Works
1.1.22	Public Works
1.1.23	Public Works
1.1.24	Public Works
1.1.25	Public Works
1.1.26	Public Works
1.1.27	Public Works
1.1.28	Public Works
1.1.29	Public Works
1.1.30	Public Works
1.1.31	Public Works
1.1.32	Public Works
1.1.33	Public Works
1.1.34	Public Works
1.1.35	Public Works
1.1.36	Public Works
1.1.37	Public Works
1.1.38	Public Works
1.1.39	Public Works
1.1.40	Public Works
1.1.41	Public Works
1.1.42	Public Works
1.1.43	Public Works
1.1.44	Public Works
1.1.45	Public Works
1.1.46	Public Works
1.1.47	Public Works
1.1.48	Public Works
1.1.49	Public Works
1.1.50	Public Works
1.1.51	Public Works
1.1.52	Public Works
1.1.53	Public Works
1.1.54	Public Works
1.1.55	Public Works
1.1.56	Public Works
1.1.57	Public Works
1.1.58	Public Works
1.1.59	Public Works
1.1.60	Public Works
1.1.61	Public Works
1.1.62	Public Works
1.1.63	Public Works
1.1.64	Public Works
1.1.65	Public Works
1.1.66	Public Works
1.1.67	Public Works
1.1.68	Public Works
1.1.69	Public Works
1.1.70	Public Works
1.1.71	Public Works
1.1.72	Public Works
1.1.73	Public Works
1.1.74	Public Works
1.1.75	Public Works
1.1.76	Public Works
1.1.77	Public Works
1.1.78	Public Works
1.1.79	Public Works
1.1.80	Public Works
1.1.81	Public Works
1.1.82	Public Works
1.1.83	Public Works
1.1.84	Public Works
1.1.85	Public Works
1.1.86	Public Works
1.1.87	Public Works
1.1.88	Public Works
1.1.89	Public Works
1.1.90	Public Works
1.1.91	Public Works
1.1.92	Public Works
1.1.93	Public Works
1.1.94	Public Works
1.1.95	Public Works
1.1.96	Public Works
1.1.97	Public Works
1.1.98	Public Works
1.1.99	Public Works
1.1.100	Public Works

### Promote Walking and Biking as Viable Modes of Transportation

	Who	Priority	Done
Continue to maintain the Town's sidewalks and pathways and build more as needed.	TM - TC		
Refer to the Pedestrian and Bicycle Plans during the development review process and implement the objectives when undertaking road work and share the maps with ConnDOT.	PZC - TM		
Encourage existing businesses and local and state government facilities to provide bicycle infrastructure, such as bike racks and require them for new uses.	PZC - TM		
Ensure that the site layout of new development is pedestrian-friendly.	PZC		

### Limit Sewer Expansions

	Who	Priority	Done
Ensure that sewer expansions are limited and consistent with this POCD.	WPCA	1	
Ensure that if sewer extensions occur, they do not encourage undesirable growth; consider a sewer allocation program.	WPCA	1	
Coordinate with Vernon to ensure that economic development goals can be accommodated.	WPCA - PZC	2	

### Address Other Utility Needs

	Who	Priority	Done
Extend water service as needed to meet development goals.	Tolland Water Co.		
Ensure that proposals to interconnect water services with CT Water Company are in the best interest of the Town.	TC - Tolland Water Co.		
Continue to maintain current drainage infrastructure and implement LID measures.	TC - TM		
Keep CL&P apprised of future development potential.	TM	1	<input type="checkbox"/>
Seek solutions to address wireless coverage gaps.	TC - TM		<input type="checkbox"/>



## **Tolland Plan of Conservation and Development (POCD) WPCA input.**

**1). To keep waste water from negatively impacting our water supply and to keep private septic systems in good operating order, a pump out time table requirement should be implemented.**

**Better knowledge or system understanding would be extremely helpful. Most property owners do not fully understand a systems needs for upkeep or how it should be maintained. Education by the local Health District would be helpful.**

**Tolland used to keep track of all septic systems and tracked repairs, replacement, age and tank failure up until 1995 or so. At present it appears we do not have any type of tracking or condition reports in place. Commercial entities that pump out septic fluids should provide the property owner and Town of Tolland condition reports of systems upon servicing personal and commercial septic systems.**

**2). Control measures are needed and should be required of system failures or in poor condition.**

**Property owner responsibilities and requirements need to be addressed for control measures to insure future clean water status throughout the Town of Tolland.**

**If repairs are needed and there is a hook up possibility in front of the property, enforcement of hook up to the existing sewer should be a standard requirement. Control measures are needed, if possible by the local Health District.**

**3). Hard core sewer expansion possibilities should be addressed. Our system is a flow through operation which needs to be maintained. A better operations program should be addressed to limit any catastrophic failure of any individual pump station. A contingent back up plan should be developed in case of a pump station failure. We should explore all areas that can feasibly handle extending the sewers and work to accomplish same. (Expenses are rising, we have limited customers, expansion possibilities or changes in rate structure for commercial users could benefit the WPCA operation.**

**4).The Health District should have a greater hand in any control measures to enforce hardcore sewer use verses septic.**

**Create a Fog enforcement position, part time, to work with control measures for Tolland's restaurants, schools and other various commercial entities.**

**Possibly share equipment, personal, and expertise with Vernon or any other town, to help control costs of operating our currently limited system.**

**Look into changing out Bioxide chemical with another lower cost chemical for smell reduction.**



# Initial Scoping Survey – Tolland Plan of Conservation and Development (POCD) Update - April 18, 2018

Prepared for the Tolland Planning and Zoning Commission by Heidi Samokar, AICP, Director of Planning and Development

## Introduction

This brief, web-based survey was launched in March in order to understand what issues were on the minds of residents and other stakeholders. The survey was not intended to delve into issues but rather help the Commission determine which parts of the Plan of Conservation and Development likely need the most attention as we begin to update it.

The survey opened on March 12, 2018 and closed on April 15, 2018; 697 people took the survey. Staff publicized the survey through the town's website, e-notifications, a press release and announcements at various town meetings. Residents also promoted the survey via social media. Staff visited the Tolland Senior Center and handed out a link for the survey and helped seniors take the survey on computers at the center.

After initial discussions of the survey results with the Commission, a one (or two)-pager with key findings will be prepared.

## Cautions and Caveats

Please remember:

- **This is NOT a statistically valid survey and was not intended to be.**
- Staff created categories to help organize the responses to open-ended questions. These categories simply are meant to organize the data. Users of this report should read the individual comments to better understand issues, concerns and ideas.
- The majority of survey respondents live in Tolland today. However those who used to live in Tolland, work in Tolland, and others were allowed to take the survey.
- Totals of percentages may not equal 100% due to rounding and / or the ability to select more than one response.
- To preserve the integrity of the results, typos, grammatical mistakes and errors remain.

## About this Report

This report provides the full responses to the survey with two exceptions:

- There were a handful of incomplete surveys. Where staff was able to verify that the respondent successfully completed a second attempt at the survey, the incomplete version was deleted.
- Only two responses are deleted. In one case a negative comment was about a specific staff person at a school. In the second situation, a respondent made a negative comment about an state elected official. Both names were removed from the results.

Two of the questions in this survey were repeated from a 2009 statistically-valid telephone survey of residents. Those figures are provided to allow a comparison.

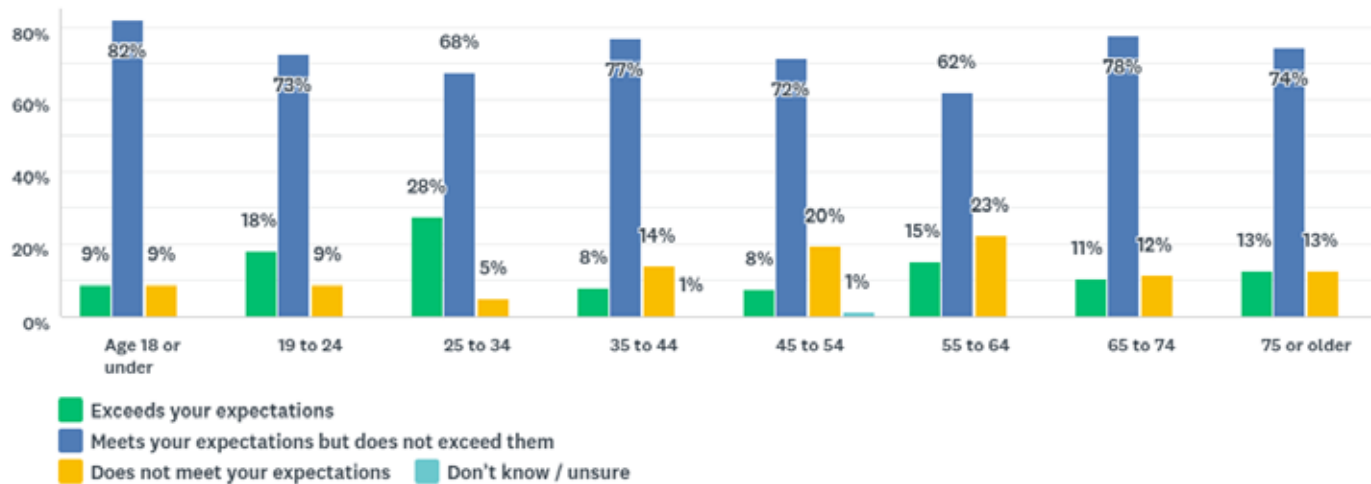
## Question 1: Quality of Life in Tolland

Would you say the overall quality of life in Tolland

	All Respondents		Tolland Residents Only		2009 Survey
	Number	% of Total	Number	% of Total	% of Total
Exceeds your expectations	77	11%	76	11%	20%
Meets your expectations but does not exceed them	497	72%	476	72%	72%
Does not meet your expectations	116	17%	114	17%	7%
Don't know / unsure	3	0.4%	0	0%	1%

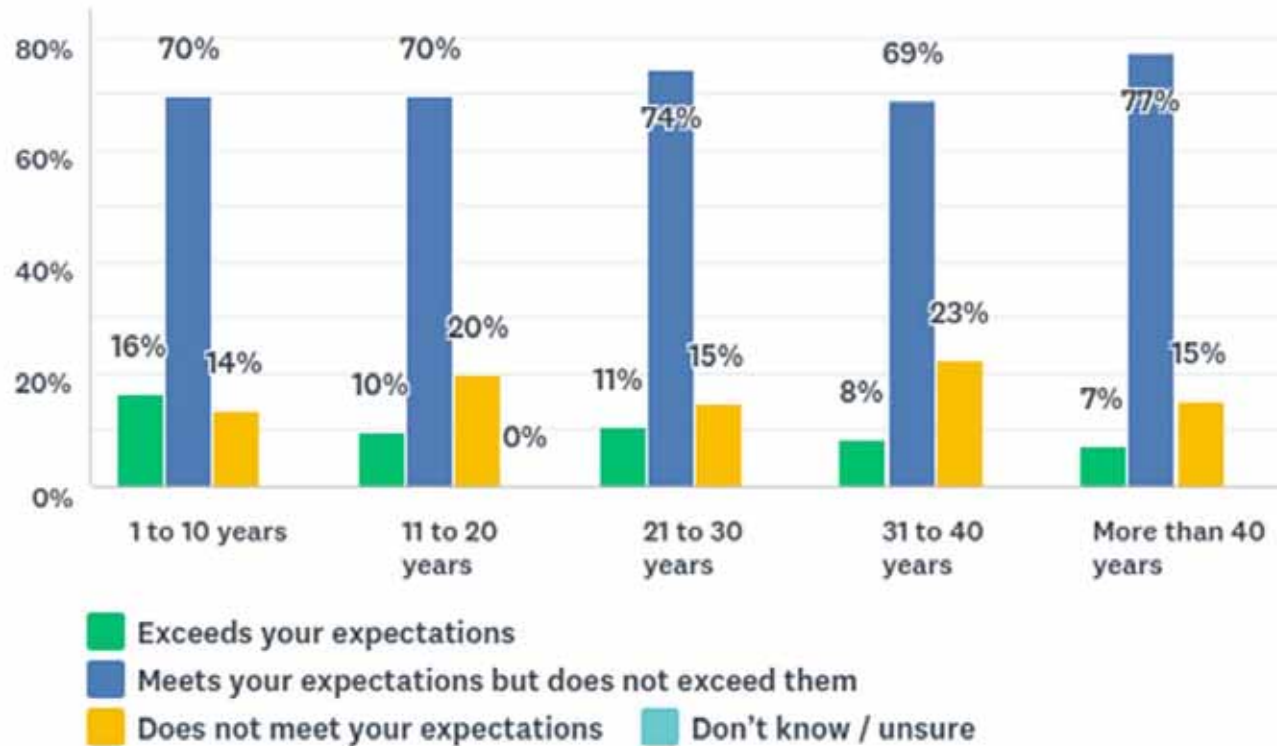
### Variations by Age Group

Q1 Would you say the overall quality of life in Tolland:



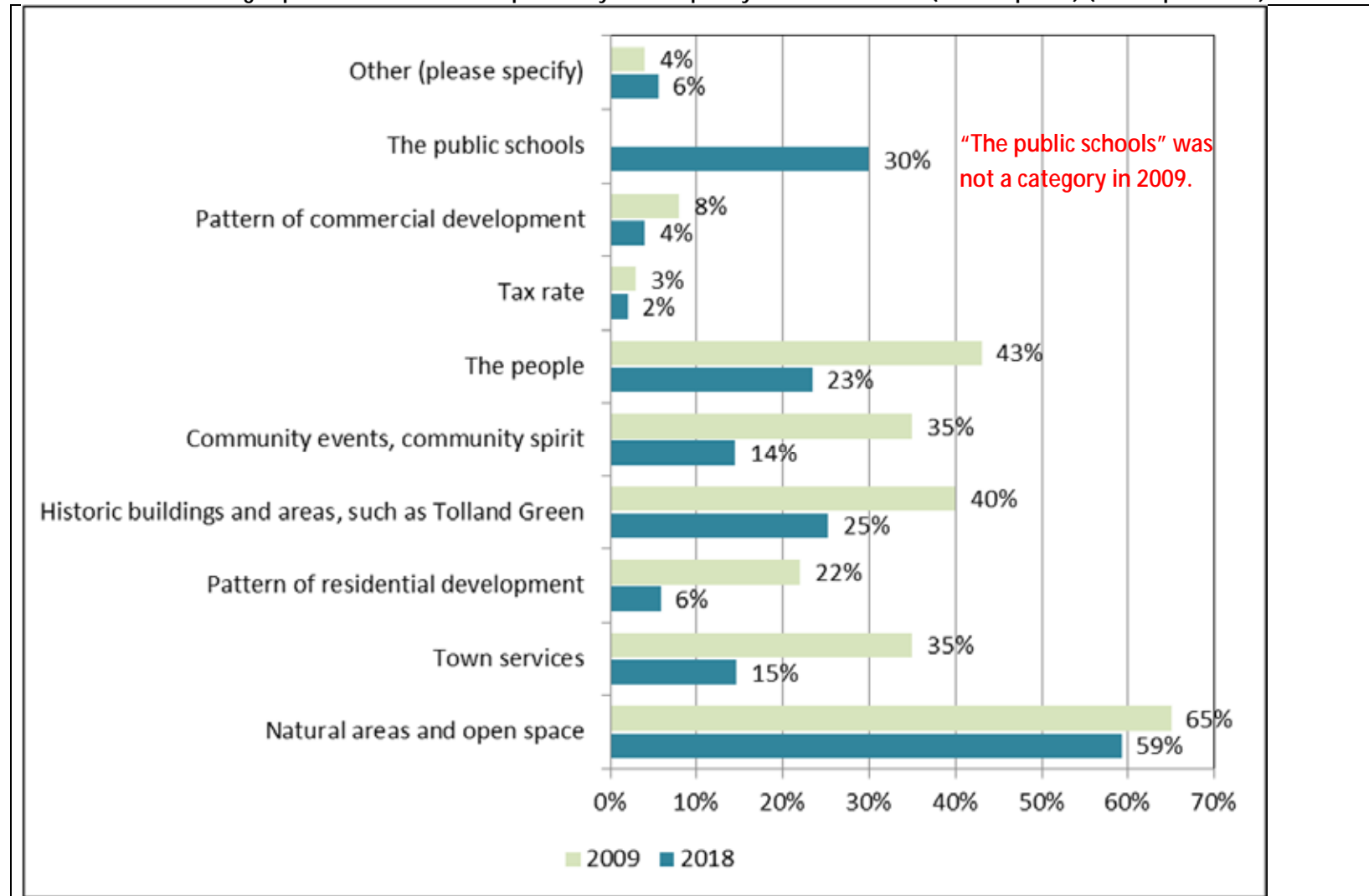
## Variations by Length of Time Living in Tolland

Q1 Would you say the overall quality of life in Tolland:



## Question 2: Positive Aspects of Tolland

Which of the following aspects contribute most positively to the quality of life in Tolland (select up to 2) (All Respondents)



**Which of the following aspects contribute most positively to the quality of life in Tolland (select up to 2)**

	All Respondents		Tolland Residents Only	
	Number	% of Total	Number	% of Total
Natural areas & open space	413	59%	395	59%
Town services	102	15%	96	14%
Pattern of residential development	41	6%	40	6%
Historic buildings & areas, such as Tolland Green	176	25%	172	26%
Community events, community spirit	101	14%	97	14%
The people	163	23%	159	24%
Tax rate	14	2%	14	2%
Pattern of commercial development	28	4%	26	4%
The public schools	209	30%	200	30%
Other	39	6%	39	6%

**Which of the following aspects contribute most positively to the quality of life in Tolland (select up to 2)**

	By Age							
	18 & Under	19 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	75 & Over
Natural areas & open space	52%	73%	70%	52%	56%	63%	61%	68%
Town services	6%	27%	15%	10%	9%	20%	19%	26%
Pattern of residential development	12%	9%	5%	3%	4%	6%	9%	10%
Historic buildings & areas, such as Tolland Green	24%	27%	30%	19%	20%	28%	36%	26%
Community events, community spirit	6%	18%	13%	17%	18%	11%	17%	13%
The people	33%	9%	18%	29%	25%	19%	21%	23%
Tax rate	0%	0%	0%	1%	2%	4%	2%	6%
Pattern of commercial development	6%	0%	3%	3%	8%	5%	1%	3%
The public schools	36%	27%	40%	46%	36%	20%	14%	13%
Other	3%	0%	0%	5%	6%	7%	6%	10%



**Which of the following aspects contribute most positively to the quality of life in Tolland (select up to 2)**

	Number of years living in Tolland				
	10 or Less	11 to 20	21 to 30	31 to 40	More than 40
Natural areas & open space	63%	56%	63%	62%	49%
Town services	11%	16%	10%	24%	18%
Pattern of residential development	3%	6%	7%	7%	10%
Historic buildings & areas, such as Tolland Green	23%	20%	26%	34%	38%
Community events, community spirit	17%	12%	15%	11%	17%
The people	25%	21%	29%	17%	26%
Tax rate	1%	2%	2%	3%	5%
Pattern of commercial development	3%	4%	5%	3%	6%
The public schools	38%	39%	26%	17%	10%
Other	3%	8%	7%	4%	7%

**“Other” Responses (all were from residents):**

28% of “other” responses were related to Tolland’s overall location, 13% were related to town character, and 10% were related to town services. Here are all “other” responses.

- Close to work and I-84
- Close to work
- Proximity to highway
- Close to work
- Location
- Convenience and access to 84
- Proximity to interstate
- The natural rural, woodsy atmosphere yet closely located to Manchester
- Our property and easy access to highway
- Convenient to I-84 and shopping. Taxes are ridiculous. May not be able to remain in town due to the annual increases. Very cost prohibitive.
- Proximity to UCONN, Hartford, Boston, NYC, while still remaining a small New England town.
- It is essential that you radically change your thinking on commercial development. More development is necessary to lower the insane tax rates.

- Stopping hotel project
- Nothing. Your taxes are too high and you don't take care of the land you buy
- parks and fields
- Safety
- United Congregational Church and its openness
- Low Crime
- Church community
- The vast diversity
- peace and quiet
- Some roads need to be improved. Roads in bad shape are not being improved while other roads in better shape are being improved.
- Quiet - less business
- The farm next to the village of crystal springs has become unsightly with trash. I have lived here many years and it was always a lovely view. What is happening? Thank you for responding.
- Tolland needs to immediately find ways to reduce the tax burden on its citizens. Further tax increases is going to drive residents to leave this community. I will be one of them
- Low density commercialism
- Rural, quiet, fairly safe
- Small town feeling
- Senior Center
- the library
- The people and our First Responders
- emergency services
- Public Safety-Fire/EMS
- excellent snow removal on roadways, quiet, beautiful, uncrowded and thereby less stressful
- Schools - if they remain competitive and appealing to families
- None of the above
- Public library
- not sure there is one?

### Question 3: Detractions from the Quality of Life

This was an open-ended question. Responses were placed into general categories. Individual responses may fall under multiple categories.

#### What aspects of Tolland would you say detract from the quality of life?

	All Respondents		Tolland Residents Only (669 respondents)		Age 18 & Under (33 respondents)	
	Number	% of Total	Number	% of Total	Number	% of Total
Taxes & budget	309	47%	303	48%	5	16%
Development – lack of	142	22%	137	22%	7	22%
Business variety	90	13%	84	13%	2	6%
Schools	85	13%	85	13%	2	6%
Town services	63	10%	62	10%	1	3%
Development – general	58	9%	53	8%	1	3%
Other	47	7%	44	7%	2	6%
Roads	34	5%	32	5%	3	9%
Development – too much	32	5%	31	5%	2	6%
Specific site or business	32	5%	29	5%	3	9%
People	31	5%	30	5%	3	9%
Appearance	31	5%	31	5%	1	3%
Traffic, speeding	26	4%	23	4%	0	0
Little to do	25	4%	25	4%	8	25%
Sidewalks, bike paths	22	3%	20	3%	0	0
Town governance	21	3%	20	3%	0	0
Drive-throughs – should allow	21	3%	19	3%	3	9%
Public safety	19	3%	19	3%	1	3%
Crumbling foundations	19	3%	19	3%	0	0
Nothing	14	2%	13	2%	1	3%
Housing – lack of	8	1%	7	1%	0	0
Open space	6	1%	6	1%	1	3%
Transportation – lack of	5	0.8%	4	0.6%	0	0
Housing – against apartments	3	0.5%	3	0.5%	0	0

What aspects of Tolland would you say detract from the quality of life?

	Age 65 & Over (134 respondents)		Lived in Town Less than 10 Years (190 respondents)		Lived in Town Greater than 30 Years (155 respondents)	
	Number	% of Total	Number	% of Total	Number	% of Total
Taxes & budget	50	40%	68	38%	72	49%
Development – lack of	20	16%	40	22%	28	19%
Business variety	21	17%	32	18%	14	10%
Schools	7	6%	27	15%	12	8%
Town services	11	9%	18	10%	12	8%
Development – general	10	8%	10	5%	21	14%
Other	12	10%	16	9%	8	6%
Roads	9	7%	8	4%	5	3%
Development – too much	1	0.8%	6	3%	11	8%
Specific site or business	6	5%	10	6%	8	6%
People	3	2%	7	4%	9	6%
Appearance	11	9%	12	7%	5	3%
Traffic, speeding	9	7%	6	3%	8	6%
Little to do	3	2%	9	5%	2	1%
Sidewalks, bike paths	5	4%	11	6%	1	0.7%
Town governance	4	3%	3	2%	8	6%
Drive-throughs – should allow	3	2%	7	4%	7	5%
Public safety	2	2%	7	4%	1	0.7%
Crumbling foundations	3	2%	3	2%	2	1%
Nothing	4	3%	5	3%	3	2%
Housing – lack of	3	2%	1	0.5%	3	2%
Open space	1	0.8%	4	2%	1	0.7%
Transportation – lack of	2	2%	3	2%	1	0.7%
Housing – against apartments	1	0.8%	1	0.5%	0	0

## Question 4: Issues to Address

This was an open-ended questions and respondents were asked to identify 2 issues. The categories were created after the survey by staff to help organize the data. Unlike the previous question, these categories do not distinguish if a respondent is “pro” or “anti”. It simply means that they raised the general topic as being an issue to focus upon.

**Thinking about business development, housing, the environment and natural features, roads, town facilities, and other topics related to development or land preservation, list two issues that are most important to you and you think the town should address in the next 10 years.**

	All Respondents				Tolland Residents	
	First Issue		Second Issue		First Issue	Second Issue
	Number	%	Number	%	%	%
Development – business	305	46%	141	23%	47%	23%
Conservation	84	13%	87	14%	13%	15%
Transportation	81	12%	97	16%	12%	16%
Taxes & budget	54	8%	69	11%	8%	12%
Development – general	52	8%	51	8%	8%	8%
Community character	41	6%	35	6%	6%	6%
Town services	38	6%	66	11%	6%	11%
Development – housing	34	5%	43	7%	5%	7%
Other	15	2%	22	4%	2%	4%
Sustainability	7	1%	3	0.5%	1%	0.5%
Town Facilities	5	1%	37	6%	1%	6%
Infrastructure	3	0.5%	15	3%	0.5%	2%

Thinking about business development, housing, the environment and natural features, roads, town facilities, and other topics related to development or land preservation, list two issues that are most important to you and you think the town should address in the next 10 years.

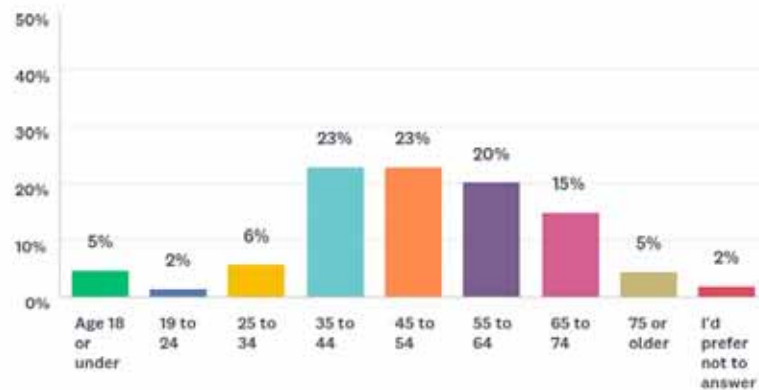
	By Age – <b>First Issue</b> Listed Only							
	18 & Under	19 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	75 & Over
Development – business	32%	30%	42%	54%	49%	47%	46%	30%
Conservation	16%	20%	21%	10%	12%	14%	12%	7%
Transportation	19%	20%	8%	10%	11%	11%	13%	30%
Taxes & budget	6%	10%	11%	9%	7%	8%	9%	0%
Development – general	0%	0%	11%	9%	10%	8%	7%	3%
Community character	0%	0%	13%	6%	6%	6%	7%	0%
Town services	3%	10%	5%	5%	7%	5%	6%	10%
Development – housing	6%	0%	3%	3%	7%	5%	5%	13%
Other	16%	0%	0%	1%	1%	2%	1%	7%
Sustainability	0%	0%	0%	1%	1%	1%	3%	0%
Town Facilities	0%	1%	0%	0%	0%	0%	3%	0%
Infrastructure	0%	0%	0%	1%	1%	0%	0%	3%

Thinking about business development, housing, the environment and natural features, roads, town facilities, and other topics related to development or land preservation, list two issues that are most important to you and you think the town should address in the next 10 years.

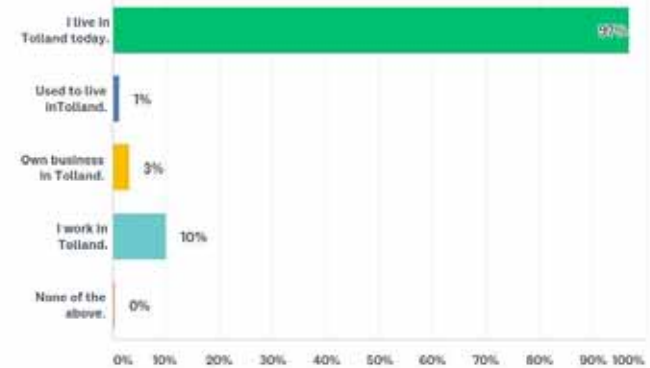
	By Time Years in Tolland – <b>First Issue</b> Listed Only				
	10 or Less	11 to 20	21 to 30	31 to 40	More than 40
Development – business	54%	46%	49%	32%	38%
Conservation	10%	13%	14%	17%	14%
Transportation	8%	14%	10%	19%	14%
Taxes & budget	11%	6%	9%	7%	9%
Development – general	7%	6%	9%	9%	9%
Community character	10%	3%	4%	6%	10%
Town services	6%	8%	6%	3%	4%
Development – housing	4%	4%	4%	7%	13%
Other	2%	4%	2%	0%	3%
Sustainability	1%	1%	0%	3%	1%
Town Facilities	0%	0%	1%	3%	1%
Infrastructure	1%	1%	0%	0%	0%

## Demographic Questions

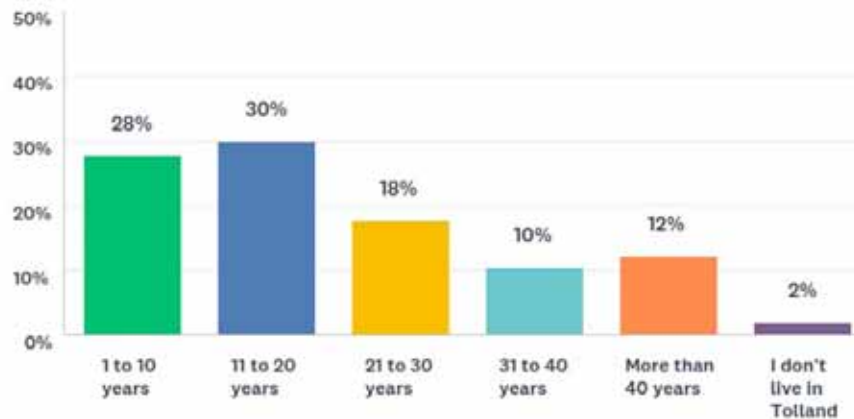
Q5 What is your age?



Q6 Which of the following best describes you? (select all that apply)



Q7 If you currently live in Tolland, how many years have you lived in Tolland?



## Raw Answers

"#" is used for ease of reference to a comment. It does not correlate to an individual. I.e., #1 in this table is not the same person as #1 in the other tables.

### Question 3: What aspects of Tolland would you say detract from the quality of life?

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
1	We now live with a view of Campbell Farm on Hunter Road and it is an eyesore. Seems to be a dumping ground. Too bad such beautiful land is not being maintained.
2	THE FARM THAT ONE VIEWS FROM CRYSTAL SPRINGS VILLAGE IS A MESS. SUPPOSED TO BE MAINTAINED BY THE CITY. A MAJOR EYESORE, WITH PLASTIC DEBRIS, TRASH AND INVASIVE BERBERRY GONE TOTALLY OUT OF CONTROL. THIS REALLY detracts from the pleasure of the village and certainly depreciates the value of the homes.
3	The farm next to the village of crystal springs
4	Campbell Farm....its a mess now!
5	The appearance of the Campbell Farm on Hunter Road. It backs up to the Village at Crystal Springs and only a few years ago was well kept and a very pleasing addition to our back yard views. Since Ms Bender has been in charge, it has become an eyesore.
6	The Campbell Farm is now unattractive with trash about. Find a better steward of the land.
7	Blight
8	Blighted property, Uninforced regs on junk cars on private property
9	Signs on the Green
10	Blight,
11	Unsightly areas could use cleaning up. Rt74. Blight ordinance, fewer signs, highway exits beatified. Cheaper gasoline.
12	Taxes. Blight. Youth destruction.
13	Lack of policing. Rt 74 and other roads and exits to highway area should be. More beautiful, less ugly.
14	Houses with blight issues, and ongoing drug issues.
15	Road quality in some areas along with properties that are run down
16	High taxes and a large group of residents who let their properties run down.
17	1. The ridiculously high taxes. 2. Your excessive spending in schools. 3. Campbell Farm - its a gross mess. It should be made to either vacate or clean up the blight.
18	Property Taxes, Blight,
19	Not enough attention paid to blight. Regulations that are in place are not conducive to complaints. Note how few actions are before Board. Taxes are high in comparison to other towns in area
20	The terrible treatment of the Campbell Farm comes to mind. It is one of the most beautiful settings in a town of beautiful settings and yet the agricultural committee has seen fit to rent it out to a person who uses it to store her trash. It is sad.



#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
21	Need more variety of businesses
22	Need more types of restaurants, such as a burger bar or farm to table type.
23	No quality restaurants w/ healthy food
24	Lack of restaurants. Want them without creating other commercial development.
25	Lack of good restaurants, shopping, pharmacy.
26	Lack of a regular restaurant chain like 99. Something with a variety in menu, not just pizza, Chinese or barbecue.
27	limited restaurant ,coffee,food options
28	Not enough retail stores
29	There's no drug store or McDonald's.
30	Lac of restaurants and retail, especially for lunch when you are employed in town.
31	Lack of dining options.
32	Lack of restaurants
33	Lack of food and shopping options
34	Lack of dining establishments
35	Having to head to UCONN or Vernon/Manchester/Hartford/West Hartford for varied dining options.
36	Not enough restaurants
37	The scarce places to go out to eat if you want American food (burgers, steak and potatoes stuff).
38	not enough restaurants
39	Lack of family friendly businesses. I would prefer to stay in town and spend money locally as opposed to having to go to Manchester.
40	Lack of variety in businesses
41	lack of goods and services such as retail establishments, pharmacy and mid to high end restaurants or pubs
42	We need a independent drug store with all its amenities. It would be nice to have an interesting quality restaurant in town. I wish we had more flower displays like Vernon. I wish we had some outdoor picnic tables with an ice cream place or lunch place in the center of town. I wish the jailhouse would do more enactments. I wish Tolland Patch would stop sending so many messages esp. the ones that repeat other notifications and are state messages.
43	there is not a "down town", a place for people to shop, eat and gather.
44	Variety of grocery store options, quality restaurants , drive thru fast food and beverage options, Hotels along 195. Elderly housing, assisted living facilities.
45	Town services, business development, restaurants
46	Lack of businesses, especially fast food, local pharmacy, lack of signs for some businesses where you can see them. Sad that many people have to go out of town for many things. Sad to see Ellington and Vernon growing their tax bases so close and we move at a turtles pace. Have lived in town 42 years.
47	Lack of restaurants. There are plenty of pizza places, just not a lot of variety. Some outdoor dining would be nice.

#	Response - What aspects of Tolland would you say detract from the quality of life? (responses are ordered to put similar comments together)
48	Lack of businesses and commercial development. Lack of restaurants.
49	Lack of options on restaurants and clean types of business development that would compliment our close proximity to UCONN.
50	No restaurants or commercial tax base.
51	Lack of businesses - restaurants and drug store, specifically.
52	lack of restaurants, other businesses
53	A more robust small town business district. Other than The Big Y and a few pizza places very few retail shops.
54	Need more commercial development. Restaurants, shops. Drive thru in the Dunkin' Donuts.
55	Not keeping up with time...lack of needed businesses...drug store especially, and ease of use business deliveries such as ability of businesses to have drive through service.
56	Taxes & lack of businesses (shopping, family activities - Paintbar, restaurants)
57	Lack of businesses, restaurants, high tax burden
58	High taxes with lack of town offered services. Zero commercial development, lack of restaurants or areas of shop/store development.
59	High Taxes driven by lack of business base to help offset. Diminished Town services (e.g., bulk waste). Lack of nearby restaurants and shopping
60	Not enough shops or restaurants, no drive thrus
61	Nothing to do here. Have to travel to shop dinners etc.
62	Lack of restaurant and entertainment choices.
63	lack of good restaurants and things for the young people to do (especially middle/high school aged kids)
64	There is nothing in this town to do! The kids have nowhere to go hang out. Everything goes out of business.
65	No good restaurants or places to hang out. No pharmacy other than Big Y. People need to run quick errands and I dont want to deal with grocery store traffic for a greeting card or perscription.
66	Nothing to do here. Need restaurants and to lower taxes
67	Wish there were more little shops or coffee houses - a Panera's would be great. More development of antique stores and artsy type shops (similar to what Putnam is doing). Perhaps a local theater company like the theater in Putnam
68	Nothing to do here and taxes too high. No stores and few restaurants
69	Lack of rails to trails for hiking and biking. Lack of places to eat and shop. Better activities at senior center.
70	Distance to events. Few restaurants.
71	I wish there were more community activities, or that they were better attended. Having more local businesses would be nice
72	The noise from the highway. Speeding and unsafe driving on narrow and curvy roads which make it difficult to ride bikes or even walk safely in areas. Lack of a pharmacy.
73	There is little or no racial or economic diversity.
74	Tax rate, poor roads, too little retail.

#	Response - What aspects of Tolland would you say detract from the quality of life? (responses are ordered to put similar comments together)
75	Lack of restaurants /stores, decline of money put towards education
76	Lack of community-wide understanding of needs of public schools/not fully funding schools to the point that school quality is reduced. Lack of diversified businesses; Blocked change (business development);
77	- School system rating has dropped significantly shame on our town leaders. - Impact that cracking foundations has had on Realestate - definite reduction in people wanting to move into town. -Lack of any good development ie we definitely need to modernize in a way that fits the country look of our town so as to have a full-blown newly developed area with restaurants up-scale shops .... like Glastonbury, South Windsor, West Hartdord. Need to update town to attract younger next generation to town. Need to bring developer in (chased the last one out for whatever reason beyond me) so as to reduce household tax burden. - please stop turning an eye to this development it's what we need and what the next gen wants.
78	Not enough activities or computer technology in the schools. Not enough businesses around to enjoy...shopping/restaurants/fun things to do with kids/ grocery stores other that big y
79	I am very disappointed in the schools and have had to move my children to other schools outside of Tolland. Taxes are also too high and the lack of quality retail and dining forces me to spend my money in neighboring towns for virtually everything.
80	Schools running bare-boned, tax rate, only one decent restaurants.
81	Taxes! Lack of retail stores/restaurants. Severe declining ratings for our school system
82	The lack of retail and restaurant options and the constant cutting of Town schools and services
83	Taxes, lack of shopping, decreasing services, overwhelming impact education has on the cost to live in town. No children here but the taxes to support education here is out of balance.
84	Lack of sidewalks and places to walk, shop, experience things (like Blueback Square)
85	Distance from Hartford and other cultural events. Lack of paved walking or biking areas. Lack of restaurants or take out foods.
86	High tax rate, lack of restaurants
87	Taxes. Lack of restaurants (NOT big box restaurants, but family owned businesses). Lack of small businesses in general.
88	Taxes. Town needs more resteraunt and business. More places to go to in town
89	Taxes. Lack of businesses/restaurants
90	Taxes. Lack of variety (how many pizza places?)
91	High taxes and lack of commercial businesses, i.e. pharmacy, cafes, restaurants.
92	No services no police, roads are terrible, taxes are too high, limited retail
93	No free bulky waste pickup, lack of restaurants
94	Hate that we have limited services. Wells, septic, limited trash pick up. If your house catches fire it will probably burn down, other then the multitude of liquor stores very little shopping.
95	Lack of public water/sewer system. Lack of small local businesses
96	Town Services not adequate. Not enough businesses in town, esp things like a drive through pharmacy
97	Crumbling foundations, high taxes and loss of town services, feel the schools are going down. No restaurants and shopping besides pizza and liquor stores
98	Lack of retail stores, lack of drive through restaurants, mil rate constantly increasing and services being taken away.

#	Response - What aspects of Tolland would you say detract from the quality of life? (responses are ordered to put similar comments together)
99	Taxes. No services. No entertainment or business that might provide for shopping or eating out.
100	Tax rate, lack of services, i.e. recreational facilities, preschool, etc. lack of commercial business/entertainment
101	Traffic problems and bad intersections on major roads. No pharmacy in town. No drive-thru at the Dunkin Donuts.
102	TAXES, high speed thru-way through historic green, lack of diversified business,
103	So many homes with crumbling foundations
104	1) The quality of our Roads , 2) The Crumbling Foundation issue,
105	High property taxes - Lack of support for homeowners dealing with crumbling foundations. Controlling spending
106	crumbling foundations and how there is no financial assistance for repairs for residents and in turn how that will/may impact tax rate in the future
107	seemingly automatic acceptance of any and all commercial development, detrimental or not.
108	Potential for unplanned development.
109	varying business/residential zoning and inconsistent appearances of residential neighborhoods across town
110	Anything that takes away the charm and character of a 300 year old town. Big business, buildings that detract colonial type charm. Not preserving and protecting the natural aspects of our town.
111	Development
112	Not business friendly.
113	Distance from shopping - no food delivery restaurants
114	Lack of a town center.
115	Commercial building with tax breaks
116	The type of commercial development that is in the business areas,
117	Having to drive to other towns for basic services. Putting tax money in other town's pockets.
118	Distance to some services - restaurants, Building supply (Home Depot, etc.)
119	Antiquated zoning laws
120	Big Y shopping center
121	Lack of support of local businesses and not enough being done to attract new business
122	Lack of places to walk to from home.
123	Commercial development
124	Development of land with anything but especially commercial and solar panels
125	unsightly plazas that look run down and are empty
126	lack of business tax base, large number of houses for sale and moving slowly

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
127	Need more commercial development growth in the grand list to reduce the impact on residential taxes. But it needs to be structured growth in order to not impact public services drastically.
128	Lack of commercial business and economic innovation.
129	Minimal commercial tax base, town unwilling to promote growth ( no drive throughs, no 3 FI buildings, we don't even have a drug store!)
130	High taxes, not enough businesses to support our tax base. Issues with signs for businesses and lack of drive thru windows that limit businesses from coming in and inconvenience for town people. One must go out of town for many things. It's 2018 and we can't stay at this level. We have large town mileage wise but are not growing to meet the needs of a lot of people.
131	High taxes, no central downtown area
132	High taxes but this is not just a Tolland issue, state wide. Need more development without fast food type places.
133	No businesses to help with town tax burden. Town does not support business growth in town. Need to loosen up and help the town grow
134	Tax rates continue to rise with NO thought to increase the taxable base through Managed Development. Planning/Zoning locks development to serve their own agenda/desire. We have 1 grocery store with a pharmacy, but more pizza places and banks than you know what to do with! We need to drive 20 minutes for other services. We need to think of the future and NOT remain stagnant. People are leaving because of the above, but selling homes proves challenging because of the high taxes and lack of service.
135	Lack of drive-thru's and "managed" expansion of a commercial base near the Big Y Plaza.
136	Tolland has some pretty inane commercial development rules. For example, I would love for somebody to explain to me why disallowing drive-thrus at places like Dunkin Donuts somehow helps life for Tolland residents. All it does is make life for all of us who live and work here slower and more annoying. By being unfriendly to businesses you're also potentially hurting the tax base to the residents.
137	Efforts to change zoning to accommodate large apartments that are not fitting with the character of adjoining historic property.
138	We need to keep the small town feel while trying to add some sort of small shop community to attract businesses which may help with taxes. Development of Rte 195 with apartments/townhouse or business while maintaining the small town atmosphere.
139	Tax rate & pattern of commercial development
140	All the empty stores around town. High taxes
141	Tax rates and restrictions on commercial development
142	Taxes and regulations
143	Mill rate. Also how the town makes it difficult for new business in town
144	Town official overreach, business restrictions, signage etc
145	Taxes, town services, commercial development.
146	People's reluctance to allow more buildings in the town centers
147	Lack of business & employment
148	Lack of industrial tax base
149	Lack of commerce
150	Lack of shops

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
151	Little retail development.
152	Minimal Commercial areas
153	Lack of businesses (restaurants) that would keep me from driving to other towns.
154	No commercial development - no jobs - not much of anything
155	Lack of commercial enterprises. Need more restaurants, hotels, shopping etc.
156	Lack of commercial tax base.
157	Limited industry/businesses and an attitude that no one wants to change this aspect
158	Lack of important commercial developments, such as casual restaurants, drug stores (eg CVS), banks
159	Need more commercial development
160	Limited amount of businesses
161	Not enough business
162	Not enough businesses.
163	Lack of commercial buildings such a as smaller version of Storrs downtown
164	Little commercial businesses
165	Lack of retail development
166	lacks concentrated area of shopping and variety of stores.
167	Lack of commercial development. Townspeople are forced to frequent restaurants and businesses in other towns.
168	No restaurant development. We need more businesses and neighborhoods.
169	We need more business in Tolland to bring in more tax money. Our Sr. can't afford to stay in their homes.
170	No commercial development
171	lack of commercial tax base
172	Insufficient commercial development
173	Lack of Businesses
174	Not enough of a tax base
175	lack of businesses
176	I would like to see business base that would ease taxes
177	Lack of convenient business options and lack of tax base to support community growth--short sighted planning
178	Lack of controlled commercial development.
179	Lack of commercial area.

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
180	Lack of commercial tax base
181	Lack of businesses
182	The business tax base is lacking.
183	Lack of businesses that draw people to our town
184	Lack of business development.
185	Lack of business income to offset taxes
186	Limited amount of small shops or retail businesses
187	Lack of business
188	Lack of economic development especially with UConn nearby
189	Lack of a town center with restaurants, shops and activities
190	lack of commercial development.
191	No allowing some businesses in that would help lower our tax rate and provide convenience, such as a bigger pharmacy (Walgreens) and drive thru windows.
192	I believe that less businesses in the main centers of Tolland make tax rates go up per year, making it financially harder for residents to live in the town. With more businesses and drive-through restaurants (such as the Dunkin' Donuts near the Mobil gas station), the town's revenue will increase and make taxes go down for taxpayers.
193	taxes and not enough business, no pharmacy and no drive thrus
194	Taxes, lack of industrial, commercial businesses, ordinance prohibiting drive thrus
195	Lack of businesses, lack of affordable housing
196	Lack of diversity, unwillingness to bring in commercial businesses
197	Lack of commercial business, lack of children playgrounds
198	Not enough business; tax rate; roads.
199	severely lacking in recreation dept facilities & activities (outdated and non existent in many areas). Residential real estate taxes due to lack of economic development. We need more businesses in town and esp in the area east of 84 along 195 where we should be catering to the UConn traffic and to our residents needs. No Pharmacy, severe lack of choice restaurants, no hotel, no nice shopping area. The town also needs a coordinated and town run welcome wagon type of organization for our new citizens. Also falling behind in salaries and benefits for town employees (comp. to other towns). Our schools are falling behind in educational and facilities needs & expectations of a public school system such as Tolland should have. We either need to move forward with regionalization methods or increasing our tax base and sadly, our taxes if we want to keep Tolland as a competitive suburb in the east of the river mix. We dont even remotely compare to the west of the river suburbs in so many areas. It seems as if there is a "tug of war" between those of us that moved here to live in a modern, 21st century model suburb and many of those who have lived here for over 20-30 years or more and want Tolland to be just what it was back then. Although, I feel many of that mind set got to enjoy great public schools during the time that Tolland had its most recent growth spurt, but now dont want to pay or support that level of cost/need because, well, they got theirs...
200	Lack of business that adversely impacts property taxes.
201	Lack of commercial properties to serve residents such as restaurants and drug stores which also increase tax base.

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
202	High Taxes, Having to drive to Vernon/Manchester for commercial areas, lack of a CVS, RiteAid, or Walgreens in Town requiring trips to neighboring town to fill prescriptions at other tha Big Y
203	Tax rate to high need business base
204	open spaces where commercial business could be to reduce tax rates
205	The high mill rate and the low volume of companies in town.
206	TAXES! They go up every year. It's getting so hard to live here and we've only been in town 2 years. Let MORE businesses come in to help with the tax burden. The homeowners can't carry it all.
207	Taxes. Lack of business development
208	Lack of business and high taxes
209	High taxes, a need to have some commercial development that would be appropriate and in keeping with the small, country, rural feel
210	Tax rate/ lack of commercial tax base
211	Lack of commercial and retail development. High taxes.
212	Lack of business development that would help with the tax base
213	Lack of retail and small businesses to off set our tax base
214	Tax Rate, not enough development to help with taxes
215	Tax rate, lack of commercial development to support town needs
216	too much reliance on property taxes. we need more business. also another large food store would be good.
217	Lack of businesses and high property taxes that result.
218	taxes/lack of commercial base
219	Taxes and lack of business development to help relieve taxes
220	Taxes and lack of busines growth
221	Lack of budget/budget struggles, Lake of economic development, Limited industry tax support
222	Tax rate and not enough commercial development
223	High taxes and lack of commercial development
224	lack of business. I do love that it is not a busy town and isn't full of traffic, but the town needs more business to help the town financially. Only recently moved here and won't be able to stay if taxes keep going up every year
225	Lack of business. Lack of public utilities such as natural gas, sewer, water
226	Taxes, lack of services provided, lack of commercial development
227	Lack of commercial development. High taxes. Average town services.
228	The tax rate as it is affected by lack of business tax base. Town recreation department offers very little particularly in comparison to neighboring Mansfield. Small number of businesses in town- need to leave town for more restaurants and shopping.



#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
229	Lack of enough business base to support town services and lower individual tax rates.
230	Rush to develop open spaces. Short-sighted decisions.
231	Over-development; ugly commercial buildings (that are frequently empty); threat of the Tolland Green being dramatically disrupted by a ridiculous construction project that has no value to the community
232	The push for residential and commercial development. Decisions based on raising tax money for the town to spend.
233	Big growth that take away from the small town quiet place we have
234	The Tolland Village project. So happy that fell through. The thought of something as big as that development on possibly both sides of the road would forever change our town. Why people want to have every town "built up" frustrates me. There are plenty of those towns to move to. Keep Tolland quaint and less business.
235	Housing on top of each other, loss of the wooded areas and forests with more building, and lots of chain restaurants and big companies.
236	Need more commercial development in business district, restaurants
237	Retail Over development
238	Growth, it's getting too crowded.
239	Any idea of overdevelopment. High taxes. If it turns into a Glastonbury (nice town) or Manchester - I'm moving out.
240	creeping development
241	Too much commercialization
242	I think that some of the more developed portions detract from the quality of tolland
243	Overdevelopment of natural spaces
244	The commercial growth. Important to keep a home town feel.
245	Over development. Rural is reason I moved here. If it becomes a city, ITV will no longer be rural. Balance.
246	The desire by some for unbridled growth
247	For me, it's too many people moving in.
248	Plans to increase buisness near the green
249	Trying to develop more. Ex: bringing in hotels and stores
250	Taxes, open space taking up by developments , farms sold off
251	Overdevelopment, both residential and commercial. Town focus on ways to raise taxes without a real consideration of what the citizens want.
252	Taxes and over development.
253	Tax rate and development. Becoming over populated
254	Constantly increasing taxes. Attempts to commercialize our town and the condescending response by town council members when residents voice their opposition these plans.
255	high taxes and businesses moving and not actually paying the taxes due - resulting in loss of open space and still higher taxes.

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
256	High taxes, increasing commercial areas
257	taxes, excessive building residential and commercial
258	Too much development. Decreased services such as trash and recycling pickup.
259	Not having a drive through at dunkin.
260	Lack of pharmacy, hotel and general nice shopping area with sidewalks. Silly rules about DD not having drive thru.. Penny wise and dollar foolish policies of the town council.
261	Lack of affordable housing, especially for young people.
262	cost of housing and lack of affordable housing for elderly and those with disabilities
263	lack of senior housing....
264	High taxes and not much affordable housing for middle class families.
265	Not many things to do. A very residential town.
266	Lack of activities and attractions
267	Not many activities or entertainment
268	Not enough to do
269	Lack of family related entertainment and quality night life that preserves the kindred spirit of our town.
270	Lack of activities.
271	nothing to do
272	There's nothing to do after 8. The few businesses that are in town close very early.
273	Lack of amenities and entertainment.
274	Not many businesses, restaurants, or things to do in town
275	Taxes. We need less open space and more commercial development. Tolland green is nice but, as a new resident - it's not as special as people seem to think it is. No shops or restaurants. People with families want activities - you can reasonably blend the history of Tolland with development required for a more self sustained tax base that doesn't rely on the homeowners.
276	Difficulty attracting businesses to town puts the tax burden squarely on residential properties and contributes to the erosion of town services and school funding. The town seems stuck on its rural character despite a large population. Youth is largely neglected, there is no teen center or youth services that aren't structured activities/ athletics and don't cost an arm and a leg.
277	As a new and younger resident, I would have liked there to be more places/things to do for people in there young 20s and 30s. Or just finding out ways to I could envovle myself in the community!
278	I feel as though there is nothing interesting for the youth. Many leave Tolland to go do something somewhere else, instead of planning an activity here.
279	The people and lack of activities to participate in.
280	Nothing

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
281	Not sure
282	None, really - we bought here because both of our sons live here and it is a classic New England town with good schools and limited other services.
283	n/a
284	n/a
285	None
286	X
287	N/A
288	Nothing
289	None
290	Nothing
291	Nothing at the moment.
292	Can't think of any
293	none
294	Lack of commercial development and too much emphasis on acquiring open space and recreational development
295	•poor budget / inadequate funding •cleanliness of school •not enough variety or attention to specific school clubs •poor response time from our emergency response team •litter •little to no areas of just plain woods that are healthy •unattractive powerlinea that line the streets
296	High and rising taxes, not enough parks and trails
297	No electric town vehicles. Too much use of fossil fuels.
298	sports competitiveness
299	Lights!
300	Kayour of town fragments neighbor hoods. Need a community center to bring people together.
301	Little interaction
302	Ticks on the trails.
303	The weather
304	UCONN trying to bully its way into the town
305	Drive thrus
306	Need a town pool
307	Harsh winters :>{
308	There needs to be more community events.

#	Response - What aspects of Tolland would you say detract from the quality of life? (responses are ordered to put similar comments together)
309	Prejudice to change
310	Lack of drug store. Too much money spent on open space. Lack of business to lower property tax. Lack of affordable housing for young families
311	Taxes, housing prices, foundation issues
312	Distance from places, lack of walkable areas, crumbling foundations, lack of trust that town can survive the housing crisis that may ensue over next 10-20 years
313	High taxes, less community events than surrounding towns
314	A little too rural. Taxes too high. Everything is a drive to Manchester.
315	Lack of diversity
316	To much control by small committees that try to speak for all.
317	Tolland Friends and Neighbors FB
318	The people
319	The constant bantering from discontent people. In difficult financial times we have to tighten our belts in our households, so stands to reason our Town would too. These discontent people are often the ones expressing opinions in online forums rather than in town meetings and such.
320	negativity online and at town meetings / unwillingness to work together
321	lack of diversity
322	New Neighbors moving in from other states and they don't get along with others in that neighborhood. 40 years ago we all got along and helped one another when needed.
323	Social media
324	lack of diversity
325	Few younger residents, very insulated demographic (50s+ married white couples)
326	The loss of the integrity of some aspects of our town. Eg. Communication issues. Also people not thinking with good common sense on many issues. Also trying to please those who creat a fuss needlessly but perhaps don't know how they are messing up some issues even further. Don't cry over spilled milk folks. Keep the history and beauty of this town first . Slow down, go slow & take care.
327	Sadly crumbling foundations, occasional bigotry we've seen but for the most part we are satisfied with excellent schools and commitment to education/open space
328	Community spirit while good in some cases seems poor in others - low turnout for Celebrate Tolland, low voter turnout, intense bickering and fighting on Facebook discussion groups, concern over crumbling foundation issue and future impact on taxes
329	Lack of civic engagement and lack of commercial development for restaurants and other business.
330	Taxes, lack of businesses, la k of cultural diversity
331	Tolland Open Discussion. Lack of support for more development. Lack of support and apathy for budget
332	We need more money to come into town. When I came to town Tolland was the place to live. I am afraid that certain people in town are working to drive down all services. I don't want to be the bare bones service community. I want great schools and a great community. Without higher taxes we need a large tax base. Let's bring some smart choices to development and allow business in our community. I think missing out on a development behind papa Ts was the biggest mistake this town did.

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
333	The taxes are outrageous!! The number of housing developments is insane!! I grew up in this town it was a very nice small farm town now it's full of yuppies who don't want to be responsible for their children or their actions!!
334	The sense of community seems to have been lost. Perhaps it is because I am older now and my children are no longer involved, thus I am not so much. Tolland has grown, which is a good thing.
335	polarizing differences between those willing to pay to maintain services and schools, and those who no longer need the schools to remain excellent and appropriately funded.
336	Taxes and negativity about the town. I prefer positive energy and many residents just complain.
337	Tax rate, "entitled" nature of people
338	Many community members emphasis on never having an increasing budget and the lack of looking to the future in how that impacts our town.
339	The 'us' vs 'them' attitude regarding the annual budget process. There seems to be little care or consensus for the greater good of the town.
340	increasing tax rate. Very vocal and organized minority are running the tables, raising taxes
341	Recent thefts, lack of police
342	Law enforcement.
343	No town police
344	Taxes, housing issues (foundations), limited police
345	Budget cuts for schools. Sadly, students in Tolland will not get the education my children received here in Tolland. More recreation options such as bike lanes and bike trails. Maintain current walking/hiking trails so they can be used all year. More police officers are needed. Heron Cove is a popular place for drug dealing. Litter in the parks and on sides of roads around town.
346	high taxes, crime
347	high taxes, sudden spikes in home burglary
348	The tax rate and lack of a formal police department
349	If I had one issue, it would be what I hear is a plan to put a traffic circle in at the Green. I say, leave it alone, the look is attractive. The traffic circle is not going to ease traffic concerns.
350	Some roads need work
351	The haggling over how to fix the traffic flow around the green. I moved here because of the historic nature, beauty, etc. so it needs to be preserved.
352	Roads
353	All the terrible roads, many need to be completely re-done rather than patched poorly
354	Roads
355	Road construction takes a long time.
356	Bad roads
357	Poor rd conditions going to and from highly traveled areas in town. Embarrassing when people come from other towns.
358	poor roads

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
359	The school road
360	Our roads are falling apart.
361	Roads
362	The town roads are in terrible condition. More money must go to road repairs and periodic repaving projects.
363	condition of roads
364	Road conditions on some secondary roads...
365	Taxes. Condition of the roads
366	Tax rate. Deteriorating roads.
367	Schools
368	The staffing at the schools needs to be increased & the programs that have been removed over the recent years need to be brought back.
369	The blight on properties, taxes, and the lack of support in the public schools
370	1) Stigma associated with the crumbling foundations 2) Degrading school system 3) Ever increasing taxes
371	The public schools and pattern of commercial development
372	Decreased school funding, decline in home values due to foundations, lack of zoning
373	Taxes, amount of town land that we could be collecting taxes on if it was used elsewhere, difficulty in allowing businesses in town ex: letting the Dunkin have a drive thru, putting money into a high school that does not have the enrollment it used to have because people are moving out because they can't afford to live here anymore. allowing a huge Big Y that closed our country life market.
374	Top heavy school system administration, i.e. too many chiefs, too few Indians, ever increasing tax burden, especially for seniors of all economic status, misguided efforts to develop for the sake of development and not for Town needs, e.g. the Tolland Village Area.
375	Taxes, pattern of commercial development, lack of money for public schools
376	taxes, schools, commercial development
377	The people and facilities costs of our educational institutions is continuing to grow at a debilitating pace. External offsets are unreliable and new revenue from business development continues to be an elusive dream. The plan should include a focus on limited residential and governmental growth. This is likely to occur anyway and should be planned for.
378	Iv e been frustrated by the lack of support for funding our schools and the lack of flexibility when new businesses/types of businesses express interest in coming to Tolland.
379	Lack of economic development appropriate for the town- losing many developers for a "Tolland downtown," and the lack of support for the public schools.
380	The School system overall and lack of commercial businesses
381	decline in quality of schools and education, crumbling foundations which will result in ever growing taxes, no industry and a tax base that is nearly 100% reliant on homeowners and vehicle taxes
382	Too much housing and the town's lack of ability to provide quality schooling as a result of the building followed by a lack of balance with respect to a lack of businesses.

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
383	Lack of positive business growth and support from the town leaders. Taxes are far too high. Public schools have dramatically declined in the 14 years we've lived here. Lack of a community center and a large outdoor public pool instead of Crandall pond.
384	lack of businesses, high taxes, and mediocre schools
385	Lack of commercial development, high taxes and weak school system for above average students
386	Schools are declining. High taxes. No businesses
387	Lack of businesses in Tolland which puts a heavy tax burden on residents to meet basic necessities in their schools, public works etc
388	Loss of critical and value added education and town services. Lack of industry/small business revenue to help offset mill rate increases. Very frustrating that large capital expenditures are included in overall town budget. Can't vote no on a state of the art building to wash town trucks because funding for that won't be reduced if budget fails...BOE budget and other town services like resource officers, bulk waste pickup, etc. are the things that get reduced.
389	The school systems and administration at THS, No drive throughs
390	the taxes constantly rising! pay to play for school sports even though there's ridiculous taxes. Maybe throw in a drive Thru to have out of towners waste their money here instead of nickel and dimming the citizens of tolland.
391	lack of sufficient budget to fund our schools and other town services; lack of economic development; a hateful social media page (Open Discussion)
392	Lack of understanding of some people about what it takes to appropriately fund education.
393	Taxes are too high, foundations problems, the attitude that our biggest spending is for schools and it cannot be reduced in a material way. In spite of this excessive spending our property resale values are growing at a sluggish rate. Breaking and entering is increasing and drug usage is increasing yet we have decreased our resident coverage whereas we should be growing the coverage to meet the challenge.
394	High taxes, declining schools (due to lack of money), rising crime
395	The high taxes, and the cuts to schools resulting in lower quality in education.
396	Cuts to the public school system, primarily. We are already loosing families to districts that offer more to students.
397	The lack of adequate funding for our schools. The health of the school system is directly linked to the health of the town. Overall I think we have done a poor job funding education.
398	Taxes, cuts to education
399	The minimalist approach to funding the public schools. So much has been lost in terms of course options and engagement options that we have considered moving/sending kids to magnet schools.
400	continued decreases in school spending that affect so many aspects of the school system that it will start to greatly affect the quality of the education that was one of the main reasons our family came to Tolland many years ago. I know that much of this is driven by state level cuts and town citizen apathy to allow for enough of an increase in taxes to help the situation, but it is still disappointing every year when budge time comes around
401	Taxes/lack of funding to schools
402	Taxes are entirely too high. Budgeting for the schools must be re-examined in light of the deminished student population and special services.
403	Tax Burden -- Board of Education not assuming the same amount of sacrifice as town services --BoE has a disproportionate amount of budget town services.
404	Changes to school budget that are affecting the children
405	Allocation of funds. We should prioritize the needs of our schools to support academics and teacher resources.

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
406	The public schools should receive full support from the town. The fact that positions and programs were cut after the state budget took so long to get finalized speaks volumes about the town's priorities.
407	cuts to our schools
408	The constant cuts to the School system budget is eroding one of the best parts of the town.
409	The primary and intermediate schools were warm and supportive but the middle school environment was not. We did not have a good experience for either of our kids there. We sent both our kids out of town for high school. So on top of fairly high taxes we are not using the high school for our children's education.
410	Higher Taxes with declining school enrollment and the cutting of programs .
411	Increase in taxes and decrease in quality of schools and services.
412	Taxes and overall cost. Schools are far less impressive then I was lead to believe before moving here.
413	The very high cost of our school system
414	The contentious budget season. I am also very concerned about the quality of the schools. They budget cuts have been extreme. We are considering moving to ensure our children get a good education - which is why we originally moved to this town.
415	The schools are in poor condition and the town does not provide adequate financial support for education.
416	Increasing cost of living in Tolland. I get the feeling the town is over spending for Education (biggest budget item) and other items.
417	Continued reduction in school budgets.
418	Public schools, constant budget issues
419	Declining quality of the public schools due to budget constraints
420	High taxes, poorly funded schools
421	The Tax Rate. Thirty years ago the quality of the education was much better for far less money.
422	Taxes. The schools
423	High percentage of taxes devoted to education budget.
424	Outrageous taxes, and a bloated town government (esp. BOE) and administration seeking to find new and better ways to spend, spend, spend.
425	Cuts to schools and other town services. Wish the recreation department was better funded
426	High taxes. Sub par services. Highschool that has NO flexibility to let kids change classes. I want to leave Tolland but my house has small foundation cracks previous owner covered up 14 years ago. Inspector did not flag. We did not scrutinize back then. No one will buy my house. Who would want to come to this town with all these issues anyway. I am STUCK.
427	Schools are good, but are declining and not staying current with technology and not forward thinking enough. Business and commercial development is too slow and again not forward thinking enough, eg lack of drive thru restaurants off of the highway. Lack of being able to attract businesses to occupy the vacant commercial buildings. New commercial business can help with tax revenue and then help the schools and town services to improve and grow.
428	Lack of commercial taxes to help fund community services (police fire etc..) and possibly help lower our property taxes while continuing to help improve our education for students in town.
429	Public Schools are slipping.. losing their greatness. There needs to be more effort on economic development to support town's current & future service needs! Also need to work on increasing salaries of town & boe work force.



#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
430	Budget constraints and what that means for town services, schools, etc. is a challenge.
431	High tax rate combined with cuts in services. Why does the Tolland school system perform so poorly relative to similar towns with a similar tax rate (i.e. Simsbury, Mansfield, Bolton, etc.)? The poor performance of our school district, combined with reduced services (i.e. bulky waste), combined with excessive taxes all lead to lower home values. Tolland has done a terrible job of making the town attractive to those interested in relocating.
432	Taxes, schools, services provided
433	High taxes, decline in school education, and little public services for the amount of taxes paid.
434	Poorly funded public schools, traffic on 195.
435	Lack of sidewalks
436	Need paved trails and paths
437	Lack of sidewalks and bike trails - Tolland is not very pedestrian friendly.
438	Not enough sidewalks
439	Not pedestrian friendly.
440	Lack of sidewalks and bike friendly roads
441	Lack of sidewalks for walking and shoulders for biking.
442	Lack of sidewalks
443	Not enough commercial development and no biking and walking access through town.
444	high tax rate. Old Stafford rd is not pedestrian or bike friendly. Limited commercial development
445	Nothing really comes to mind! The one thing I can think of for an improvement might be sidewalks on streets surrounding schools? This would make it easier for students to walk to and from school, and could also possibly cut down on the bus company cost if the town isn't required to provide transportation for students living in walking distance of schools.
446	Road conditions and lack of walking paths
447	Lack of community services such as bulky waste pickup, lack of adequate road work, no sidewalks, lack of support for education, crumbling foundation problem
448	Electric Blue
449	Establishments like Electric Blue
450	strip club - bad development off highway
451	The Electric Blue
452	Electric Blue
453	Traffic towards UConn but it is much better with the recently completed construction. Electric Blue area is uglyish...
454	The strip club
455	The attraction of the blue

#	Response - What aspects of Tolland would you say detract from the quality of life? (responses are ordered to put similar comments together)
456	The electric blue
457	Having a strip club in our town.
458	Electric blue
459	Electric Blue
460	Night club near highway
461	Electric blue
462	The strip club. Many times I take my family to subway and see used condoms in the parking lot.
463	Electric Blue
464	strip parlor, lack of shopping/restaurants
465	Electric Blue, especially when there's a billboard advertising the business in Tolland. We only have one pharmacy.
466	Too many low end strip malls with marginal businesses. The presence of a striptease bar in the center of town. Absence of a good restaurant.
467	ELECTRIC Blue, lack of a pharmacy, lack of diverse business, funding cuts to schools, lack of walkability
468	The sex establishment near subway. Erecting hi rise buildings that do not reflect this family oriented town
469	Electric blue and inconsistent development
470	The Electric Blue, low-standard chain businesses, and the endless construction on Merrow Road which seems only to be about destroying nature.
471	The presence of Electric Blue and the lack of a centralized shopping or restaurant area.
472	Lack of diversified tax base. Need more businesses - and not electric blues!
473	Taxes. No drive thru and why there is a tooples joint ina family friendly town
474	strip club so clearly visible on "main street", lack of a park with a level running path like Nevers Park in South Windsor
475	Having a strip club in town, negative voices on social media, people throwing trash out of their moving cars
476	Haphazard commercial development (e.g. hideous, unimaginative strip malls), the presence of the Electric Blue, very limited restaurants, lack of support for town and educational budgets, uncertain future due to crumbling foundations.
477	Having a strip club in town. Lack of sidewalks and bike lanes. It's a very un-walkable town.
478	high taxes. Electric Blue Café (strip club) and the billboard on Rte. 84
479	High Tax rate. The "Electric Blue" being located in Tolland.
480	High taxes
481	taxes
482	tAXES
483	taxes and education budget

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
484	The cost to live here
485	Taxes, few quality services for those taxes except for a bloated school system.
486	Taxes
487	High tax rate
488	Taxes
489	Taxes
490	Taxes
491	Tax rate getting too high.
492	High tax rate...
493	High taxes
494	Taxes
495	Taxes
496	taxes
497	Tax rate
498	Tax rate.
499	The lack of community financial support for town budget.
500	Taxes
501	High taxes.
502	High taxes.
503	increasing taxes
504	Tax rate.
505	The increasing mill rate.
506	Cost of benefits. Taxes taxes taxes
507	Taxes are high
508	High taxes.
509	The real estate/personal property taxes required to not only live in Tolland but in the state of CT. Very , very difficult for the average retiree on a fixed income to continue to live in this state
510	A significant detractor from the quality of life in Tolland is too little revenue from commercial enterprises.
511	high taxes

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
512	High tax rate for residents
513	Town budget challenges
514	high taxes
515	taxes
516	The taxes
517	Taxes are too high.
518	Taxes are too high.
519	Tax rate
520	High tax burden
521	Tax rate
522	Taxes and high cost of living
523	Taxes
524	Taxes
525	Taxes
526	Taxes,
527	Taxes
528	97% residential tax base.
529	Taxes
530	High taxes
531	Higher taxes
532	Higher taxes
533	Extremely tight budget every year
534	Taxes
535	Tax rate
536	Taxes
537	Ct. Taxes
538	Tax rate
539	High property taxes
540	high taxes

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
541	tax rate
542	Taxes are high!!
543	High taxes
544	Taxes.
545	budget
546	High taxes
547	tax rate
548	TAXES
549	high taxes
550	taxes
551	State taxes and state fiscal situation which also trickles down to the town level.
552	Taxes
553	Tax rate.
554	High Taxes
555	Skyrocketing taxes, it's only a matter of time before everybody thats making less than a \$100000 a year can't afford to live here
556	Tax rate
557	The tax and spend mentality
558	Taxes. Increase of taxes is adding pressure to residents and quality of our schools is suffering.
559	Taxes
560	high taxes
561	taxes!
562	High taxes
563	Tax rate
564	High taxes
565	Taxes too high and go up almost every year
566	High taxes
567	High taxes
568	Taxes
569	Spending money that we don't have, rather than cutting the spending.

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
570	Budget issues
571	The high cost of taxes
572	High taxes, we are seniors and it would be nice to have a reduction for those that have paid taxes for so many years
573	taxes too high
574	High tax rate
575	High taxes and routine increases year after year.
576	The town is known for high taxes.
577	Taxes are on the high side.
578	High taxes
579	Increasing taxes
580	Taxes, state imposition of unfounded mandates,
581	Taxes
582	Tax rate
583	The high property taxes .
584	Tax rate
585	the RIDICULOUSLY HIGH TAXES we pay
586	Tax increases should have never been put up for referendums. Local taxes are the only taxes that truly influence one's day-to-day life. Noone likes taxes. Putting them up for vote causes us to make poor decisions for the overall community.
587	Taxes
588	Taxes
589	Taxes
590	Struggle with manager and council over issues that majority of townspeople oppose. TVA and realignment of Tolland Green
591	The adversarial relationship among town leaders, particularly when it comes to education. The Superintendent is not treated like the professional that he is, rather he is treated with suspicion and disrespect. I expect better and we can do better.
592	lack of accountability in town government which leads to town officials being out of touch with the needs of the people
593	taxes, poor communication within town, continual budget cuts/program reduction, lack youth center-safe space for teens, commercial development, restaurants
594	Inability of those connected to Town Govt( Elected,Appointed,Employees, Activist.etc) to recognize the reality of the Town's Fiscal, Topological, Geographic and demographic limitations. Business development strategies are passe. Focus on retrenchment. High value residential property values are going down.
595	The way you run the town,the way you manage the open space and leased land, roads, I'm disgusted with this town
596	Some of the elected officials. Tolland Tax Payers Association.

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
597	There's not an inviting spirit -- and not great community wide communications
598	Unbearable tax burden and failure to maintain roads. Overspending for education, failure to develop a significant commercial tax basis and overload of town employees. Dispose of public works and privatise so we can get better value.
599	Taxes. Condescending attitude of elected officials and employees.
600	Taxes. Poor attitude of elected officials and employees
601	Limited services for the amount of taxes paid; streets are not well maintained, seems like the quality of plowing has gone down the last few years and there is limited beautification/effort done at creating a town atmosphere that speaks to a comprehensive approach to some type of vision. Just seems like an ad-hoc approach to keeping the town as "status quo".
602	Limited senior center offerings
603	limited bulky waste pickup
604	Lack of a town transfer station.
605	No town water and sewer
606	Lack of community services
607	Taxes are really high for what we receive in services. The town budget process is disheartening every year as we continue to degrade our schools. Without a wide commercial tax base the budget eighs heavy on property taxes. Crumbling foundations are a concern too. Will they further drive down property values?
608	Taxes. Lack of reasonable business. Wasteful spending. Reduced town services.
609	Fewer public services such as an insufficient number of state troopers.
610	Taxes for what you get, so much so I'm getting out. We're paying Glastonbury/Simsbury level taxes yet have no street lights, sewers, sidewalks, city water, full time police department, etc. It's just ridiculous.
611	No place to ride your bike without encountering a hill. No utilities around the green, North and South.
612	Recent loss of services. Fewer services despite rising taxes. Roads need work
613	The annual tax increase along with a decrease in services
614	Taxes; changes in town services due to budget situation
615	Taxes vs services
616	TAXES are way TOO HIGH for the few services provided.
617	The high taxes and the decrease of public service quality
618	High town spending, equally high taxes for the area, suffering service programs.
619	Increase taxes with less services
620	Taxes consistently increasing and town services decreasing
621	Taxes and loss of services for said taxes.
622	Services going away and taxes.

#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
623	Taxes for limited services...no sidewalks,no sewers,no city water. Underground utilities would be helpful. Lack of decent parks or a swimming pool residents could use. But the high taxes are the biggest detriment.
624	Tax rate, lack of services for what we pay in taxes
625	High taxes based on services
626	Taxes! The people of Tolland are being driven out by rising taxes. The services provided can't justify the tax hikes.
627	Taxes, Taxes and Taxes. For all of my taxes, I get road service and trash removal.
628	High tax rates and the lack of services
629	way too much traffic, especially on the green
630	Minimal law enforcement of speeding
631	Speed of cars on Anthony Road
632	Traffic
633	Traffic patterns
634	The 65 mph that people drive on country roads, such as Grant Hill from Gehring to Cider Mill. Horrible
635	traffic along 195
636	4 lane highway on rte 195. Too much development
637	traffic
638	speed of traffic on roads that are too wide.
639	Loud traffic on the Green.
640	Traffic detracts - numerous challenges on 195 for rush hour.
641	Traffic on RT 195
642	people travelling through: speeding and throwing trash out windows which to me is disrespecting our community.
643	The speeding along the residential roads. I feel unsafe walking on my street and most roads in Tolland which don't have a sidewalk. The litter alongside the roads. A country store on the town green would be nice. And more tents at the farmers market in town as well.
644	Traffic and increase population
645	Too much trafficv apartments
646	Lack of speed control, especially around the Green. Speed cameras should be installed and enforced. The State project on the Green will do nothing but disrupt the "character" of Tolland Green!
647	constant speed demons on all the roads. too many locations to drink and drive without fear.
648	Lack of police and no speed enforcement. The broken speed trailer doesn't count as speed enforcement.
649	widening of 195 as I live near it and it is noisy. Possibility of putting apts near Electric Blue. Increase in traffic due to UCONN over the years I have lived here.



#	Response - What aspects of Tolland would you say detract from the quality of life? <i>(responses are ordered to put similar comments together)</i>
650	High Tax rate. Lack of enforcement of speeding (and dangerous conditions walking on roads because of this).
651	1. taxes 2. need smart lights at key intersections in town
652	For a senior, the fact that there is little or no transportation to and from the senior center, medical facilities, in Tolland or surrounding towns. No community bus.
653	ability to obtain services without a car
654	Not having support for our young adults and teens in the community. Also transportation for people who can't drive.
655	Lack of commercial development, the desire to stay "rural", lack of sidewalks, limited public transportation
656	no sidewalks, few streetlights, very few safe bike trails, not safe to bike or walk on many roads such as Old Stafford; this makes healthy outdoor and environmentally sound lifestyle decisions difficult. Also, lack of public transportation is understandable due to low population, but isolates those with disabilities (which is almost everyone as we age). This makes Tolland a town it is difficult to age and stay in - not accessible.

**Question 4: Thinking about business development, housing, the environment and natural features, roads, town facilities, and other topics related to development or land preservation, list two issues that are most important to you and you think the town should address in the next 10 years.**

#### FIRST ISSUE LISTED

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
1	small town
2	Keep Tolland rural and beautiful.
3	Maintaining the rural/residential feel
4	Maintain small-town character
5	improve the green, historic district
6	Keep Tolland's small town feel
7	Maintain rural character
8	Preserving the way of life
9	Beautification of central town area
10	Garbage on the roads
11	Maintaining small town feel/quality
12	Maintain the small town vibe that Tolland offers.
13	Maintaining historic nature of town.
14	Preserving the historic and rural areas/character much of this has been lost in the past 20 years
15	Keeping Tolland in a rural state
16	keep Tolland small and rural
17	Preserve the green
18	Maintain "colonial charm" on the green
19	Preservation of Tolland's town charm and natural assets.
20	Keeping it rural maintaining & or increasing open space / conservation land
21	Open Space and heritage protection

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
22	Preserving the natural and historic features of the town.
23	Open Space and heritage protection
24	Balancing increased industry to take advantage of tax benefits while preserving the beauty of the town
25	While we need some commercial development to assist with tax base, it MUST be in a manner that retains the small town environment .
26	Quaint New England facades on new businesses in town, and money incentives and community friendliness and help for new businesses in town.
27	More businesses without effecting overall appearance
28	Keep Industrial and franchise type retail contained in specific areas so that majority of the town maintains the quiet residential feel.
29	A commercial development plan to maintain the character of the area while increasing the tax base.
30	A bit more commercial development but leave the green in tact
31	Making sure business development is done with town character kept in mind...
32	stay rural in outlook and not make Tolland into a Vernon or Manchester
33	Keep growth to minimum, keep rural feel
34	raising tax base while keeping Tolland "quaint"
35	Need a better look/flow between big y area, Tolland green and post office area. Looks separated and ugly near gas stations
36	Too much building. It's losing it's small town charm
37	Preservation of Tolland as a quiet, rural and historic community free from excessive business development and artificially created low income housing.

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
38	Develop for clean/white-collar businesses while focusing on preserving the natural landscape, reducing disability of modern buildings from the roadways.
39	Ways to bring in revenue without losing charm of town
40	Traffic patterns through the town center
41	Preserve the Town Green - This is Tolland don't let this area be developed or changed by state roads.
42	purchase of more land for open spaces
43	Open space and preservation
44	Land preservation
45	Land preservation
46	land preservation
47	Continuing to protect and preserve open spaces and conservation areas.
48	Enviroment and nature at it's finest
49	preserve more land that is privately owned
50	Maintain open spaces
51	Land preservation
52	excessive commercial development in Tolland Marsh area
53	Maintaining open space for passive recreation.
54	Land preservation
55	Preserving land
56	Sustaining the preservation of the natural features
57	land preservation
58	Land Preservation
59	Preserving and maintaining all the open space
60	The town has done plenty on land preservation, it doesn't need to spend more on that issue.
61	The condition of natural land that haven't been touched by developments or businesses.
62	Maintaining open space in residential areas

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
63	Keep open areas open, so many of our beautiful farms are gone
64	Protecting our environment
65	the environment and natural features
66	Open land is important
67	Maintaining and sustaining natural features, parks, trails
68	Natural features
69	Open space
70	Environmental
71	Land Preservation
72	Preservation of land
73	Retaining natural features.
74	The environment and natural features
75	Keep open space
76	Preserving land
77	natural features
78	Saving the cool forests that we have
79	Land Preservation
80	Environment
81	Water quality
82	Water quality
83	Need to keep open space
84	land preservation
85	Preservation of natural spaces
86	Natural features.
87	Conservation areas
88	enviornment
89	Land preservation

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
90	Open space
91	Land preservation
92	retaining open space
93	Land preservation
94	Keeping trust land open
95	Land preservation
96	open space
97	Maintain and expand open space
98	Stop worrying about acquiring open space - we don't need more
99	Ongoing land conservation
100	increase land preservation
101	Land preservation
102	Conservation
103	Open spaces
104	Conservation land
105	Open space
106	Continue maintenance and upkeep of town trails in the woods
107	Preservation of green space
108	Preservation of open space
109	Land preservation
110	Land preservation
111	Environment
112	Incorporating growth with our natural resources
113	understand our topography before developing
114	Additional businesses and housing should incorporate our natural resources, not replace them.
115	I would be in favor of NO further commercial or private development. Once natural resources and land are committed to development, they can never be returned.

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
116	Developing a larger business base responsibly
117	Utilizing commercial property already built and empty instead of new construction
118	Making town more friendly to businesses who might want to come here.
119	business development
120	business corridor and well planned expansion
121	attract more small family-friendly small businesses
122	increasing industry and revenue
123	Economic Development
124	Need to attract more business to increase tax base
125	Need more commercial development to help offset taxes on residents
126	business development to improve the tax base
127	Empty stores and buildings in existing commercial areas
128	Encourage business growth
129	business development
130	Sustainable business entities, but no big retail stores
131	Businesses need to be incentivized to come to Tolland even at the expense of the first couple years of taxes
132	Increase the industrial tax base
133	Increasing commerce
134	business development near I-84
135	Business development
136	Business development
137	business developments
138	Provide commercial growth
139	Business development
140	More business development
141	More commercial/Industrial development to build the tax base

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
142	Business development
143	Lack of high end tech businesses
144	Another fast food restaurant would be nice.
145	Business development
146	Commercial business
147	Commercial and light industrial development
148	Need more businesses. Too much residential tax burden
149	bring in more business to help with taxes
150	Business development
151	Small business development (restaurants - eat in, catered)
152	business development
153	business development
154	More shops and restaurants
155	Lack of small restaurants and shops
156	Allow businesses in to alleviate the heavy tax burden
157	Restaurants
158	Adding more businesses and commercial areas
159	Drugstore
160	add restaurants
161	Commercial development
162	Commerical Devolpment
163	Business development
164	offering incentives for businesses to move to Tolland
165	Development of businesses to minimize the impact on the residential tax base so schools don't continue to suffer
166	Attracting businesses
167	Increasing relevant small business to attract young people (coffee shops, artisan products, ethnic restaurants).

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
168	Bring more businesses to commercial area
169	Allow commercial business in to alleviate residential tax burden
170	business development
171	Commercial Development to keep taxes down
172	Commercial development should be vigorously encouraged.
173	Attract businesses, especially a drug store
174	Business development on Rt 195
175	Prepared food take out stores
176	Business development promised never happens
177	Commercial Business Taxable interests
178	More business.
179	Business development - need a couple of new restaurants - including fast food in town
180	Business development
181	more business for a better tax base
182	Allowing drive-thru's
183	Find a business to replace the 7Eleven, the empty storefront makes the town look poor and seedy.
184	better choice for dining
185	Increased commercial business development
186	Business development
187	Business Development
188	A concentrated push for commercial development along some of the state roads in town.
189	More business development
190	Bring back the developer that was chased out we need someone to layout a modernized devopment plan with shops, restaurants, fitness, healthcare in it.
191	Business development
192	Drive thru businesses

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
193	Building commercial basis for taxes
194	Bring in businesses/industry that will encourage people to move to Tolland
195	Shops
196	More commercial development near 84
197	Get more business to add income to the town
198	strategic business development
199	Business development / increase of commercial tax base
200	need bigger businesses to come into town; open up the drive throughs for MacDonald's etc We have loads of traffic from Uconn etc., so that could be a real moneymaker and keep our taxes down. Personally i think this is a discriminaory practice. The banks have drive-thrus, why no DD?
201	Increase business development
202	Business development
203	business development
204	Encourage growth of commercial enterprises
205	Business development
206	attract more business to help with the tax base
207	Attract businesses to lower tax burden on residential
208	We need to put more chain businesses in town to get more sources of tax money.
209	Getting drive throughs in restaurants
210	Drive-Through Restaurants
211	Not enough businesses
212	More small business like moes and good places
213	Lack of businesses
214	Business Development
215	Need more commercial business
216	More Shops and Restaurants
217	Commercial Development Rules / Laws

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
218	not enough business to help lower the residential tax rate
219	Business development
220	A few new business to help with taxes
221	Business development
222	Business development
223	Economic Development
224	Attracting a science community -to tied in with Uconn science park- suggested areas of 195 or if school is closed -use it as a science park (ala NERAC)
225	Broaden the tax base with commercial development
226	Making town more friendly to businesses who might want to come here.
227	Business development
228	Business development
229	Attract businesses, i.e. Restaurants
230	Business development
231	business development
232	Development of commercial businesses
233	Business development - particularly retail.
234	Business development
235	More business. A pharmacy, restaurants and more place for families to visit.
236	Business development
237	Business development
238	business development
239	Entice business to balance property tax
240	Grow economy/encourage businesses to come here
241	CAN WE GET A WENDY'S
242	Business development
243	Business growth

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
244	Business development
245	Attracting businesses
246	Need more commercial development to help tax base
247	Develop more businesses-Tolland Village idea
248	Controlled commercial developemnt
249	Business development
250	business development
251	Increase business development
252	Allowing more business along 195 corridor
253	Developing businesses
254	Become more business friendly
255	Remove no drive thru law
256	Need to be more Busniess friendly
257	Business Development
258	Business development
259	Business development
260	1 good chain restaurant
261	Commercial development
262	Bring in mom & pop businesses that will keep families in turn for the night.
263	Broaden the tax base by investing in commercial development.
264	Business to offset tax base and bring economy to tolland
265	Bringing more businesses into town
266	More economic/business development to help with taxes
267	business development to improve the tax base
268	Business development
269	Business Development
270	Attracting business pharmacy, brewery, and diverse restaurants/hobby

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
271	Encouraging more businesses to come to town particularly restaurants and shopping
272	business, commerical, industrial
273	Location and terms that allow business development
274	Increase commercial tax base, i.e. allow drive-through's
275	More commercial development
276	business development
277	business development
278	Business development
279	Tolland needs more businesses to increase the grandlist.
280	business development
281	Development of revenue via business
282	Encourage economic development
283	Bringing businesses into town to help with the tax burden
284	More businesses
285	Developing a stronger business tax base
286	Attracting businesses that share the same values as our town residents
287	More businesses, more businesses, more businesses
288	Business development
289	Bringing in businesses and restaraunts
290	bring in more business to offset tax burden of residents
291	Restaurants
292	Add business tax payers to decrease residential taxes
293	Economic development
294	Business Development
295	Attract small businesses to expand tax base while preserving a small-town feel, including on the Green, which right now offers limited inventives to spend time there
296	Business development

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
297	Business development
298	Commercial Tax Base
299	Bring more business to town.
300	development of business
301	Business developoment
302	Business development
303	Commercial Development to offset taxes
304	Business development
305	Development along 195 where you already have the traffic to Uconn.
306	Responsible, well thought through, Business Development
307	Attract new business
308	Business development
309	Business Development
310	Business development
311	Business opportunity
312	Development of 195 corridor hotels restaurants Whole Foods type grocery.
313	Attract more businesses
314	Business development
315	Diversification of businesses
316	More business located south of I-84 off of RT 195
317	Business development needed
318	Get businesses into Tolland
319	do not promote any motels or hotels in town. Inns ok
320	increasing tax base through strategically-placed commercial opportunities
321	More business
322	make sure any business is small town looking and not big corporations.
323	Keep business development in the areas already developed eg. Tolland Business District off Rte. 30 & 74

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
324	business development
325	Adding businesses
326	business development
327	More restaurants
328	Business development, allow drive thru
329	Increasing business to generate tax income
330	Commercial Growth is needed
331	business development
332	We need to be more open and welcoming to businesses
333	Commercial development - look at Storrs.
334	Promote more business growth
335	keeping big business out of the Tolland green area
336	Business development
337	Bring in additional businesses
338	Revenue development; with UConn located 15 minutes away, why can't we actually develop the property at the intersection of 195 and 84? That property should be generating \$1MM+ in tax revenue for the town, but people can't take their heads out of the sand to actually make anything happen.
339	Drive thru convenience for banks & food vendors
340	Business development
341	Develop more of a commercial tax base to ease burden of citizens
342	Business development
343	Business development
344	Business development
345	More retail businesses
346	Make it more appealing to lure more business to town. Need the extra taxes to help
347	Being more business friendly



#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
348	More business. Mixed use areas.
349	We need to think about how we can add businesses to Tolland without running the risk of losing that small town charm.
350	Attracting more business enties
351	Bring more retail to Tolland
352	A cohesive business developent within one area near Exit 68
353	business developement...use the empty buildings we already have and limit new building
354	Business development
355	Business development
356	Commercial development
357	How to attract businesses to currently vacant commercial property.
358	There are many vacant spaces along 195 that should be rented.
359	Increase positive business development - restaurants, businesses, allow drive throughs
360	More small shops and restaurants.
361	Business development
362	business development
363	Business Development
364	More commercial properties
365	Business development
366	business development
367	Business development
368	Business development
369	Business Developmet
370	You need to put in a Whole Foods
371	Getting more commercial business to move in to Tolland
372	More business development
373	Business development

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
374	More business development
375	business developmt
376	Better retail/restaurant opportunities
377	Business Development
378	Continued development of business corridor.
379	Commercial development
380	Creating a stronger center of town with new businesses
381	Ease restrictions on new business that want to enter the town
382	Open to more businesses and lessen the signage restrictions.
383	Need to attract and allow more businesses
384	Find a way to attract and accommodate business, dropping unnecessary regulations that might keep them away. Find a business developer to build attractive shopping and restaurant areas similar to Glastonbury, Simsbury, W. Hartford
385	Become more attractive to businesses (would like to see more shops, cafes etc.)
386	Economic development
387	Commercial development. It would be nice to have a fast food restaurant and more than one grocery store in town.
388	Attract businesses to the current commercial areas
389	Bring businesses to Tolland
390	Building useful businesses behind exit 68
391	grow businesses
392	New business
393	commercial development
394	commercial development
395	Industry
396	While I would hate for us to overdevelop, I think we need to be a little more friendly to commercial development in a few areas (without encroaching on our woods and wetlands)

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
397	Concentrate & further develop business areas to preserve open space
398	Bring more businesses into town to keep the taxes reasonable
399	Taxes on business
400	Business development to support tax base and keep schools from being the only business
401	Building a stronger commercial base to support tax revenue
402	Bring in more commercial businesses to reduce residential tax burden
403	increase commercial tax base
404	Need to diversify our tax base in our industrial areas
405	Smart business development that enhances the town tax receipts without increasing the burden of the school operational and capital budget
406	Development to bring in more taxpayers
407	We are not much more than a 'bedroom community' and that's perfectly OK - STOP trying to make us like Storrs or Evergreen etc
408	Restrict development of open spaces
409	control of the Merrow Rd business districts
410	crumbling foundations
411	Make use of existing vacant spaces rather than building up more commercial property
412	Crumbling foundations
413	Crumbling foundations
414	Crumbling foundations and what will become of this town
415	lack of tax base
416	Create a portion of town to attract more people - Collinsville CT is a good example.
417	Crumbling concrete
418	Crumbling foundation funding and better inspection processes.
419	Foundations
420	Crumbling foundations
421	Foundation issues

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
422	Develop anything
423	The crumbling foundations need to be adressed or there won't be any development.
424	Take more advantage of the traffic passing through town on I-84
425	careful planning about development of Tolland 'village' area
426	Help with a fix for crumbling foundations
427	Limit development to places on main roads where there already is development
428	Smart development around the big y plaza area
429	Not becoming overbuilt
430	any new development would be great
431	Over development
432	Managed Development
433	zone and develop for Tolland's interest, not UCONN's
434	Fix foundations to increase home value
435	Continued control of development
436	More diverse cultural opportunities - restaurants
437	crumbling foundations
438	The commercial area at Rt 195 and Rt 84...how to maximize
439	Foundation issues
440	Less development
441	Anything to increase the grand list
442	Control commercial development
443	address crumbling foundation issue
444	Lowering taxes- but not by adding businesses
445	Assisted living facility
446	Senior housing
447	senior housing

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
448	SENIOR HOUSING
449	affordable appartments for seniors and dissbled
450	Smaller homes for empty nesters and new homebuyers
451	additional housing for elderly
452	Keeping the town without apartment complexes
453	More affordable housing (especially multi-family, condos, townhouses) so that the population and schools will be more diverse.
454	multi-family housing units to attract young professionals and keep empty-nesters (older population) in town
455	Multi unit housing
456	Not having apartments, dorms, etc. to keep town less crowded.
457	Need more starter homes
458	Affordable housing
459	not to turn us into a Rockville regarding housing....
460	Affordable housing, including senior housing.
461	Tolland needs more neighborhoods 20-40 houses
462	housing
463	Housing
464	Affordable senior and Veteran housing
465	Appropriate non-single family home housing options
466	senior housing
467	Housing (don't over populate the town w/ apartments)
468	Affordable housing for all
469	multi-family and workforce housing
470	affordable housing for low-income and people with disabilities
471	I'd like to see maintenance of minimum lot sizes for single family homes
472	Limit housing development and occupancy
473	Commercial residential development

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
474	business development restaurant/shops not apartments
475	attract more business development and housing.
476	I fear the town will overbuild to meet needs it doesn't necessarily have, for instance I do not feel Tolland needs multi family housingce
477	freeze on apt developement-adds children to school w/ tax base
478	upgrading infrastructure - sewers, water, etc.
479	An infrastructure plan to match the growth vision.
480	Street lights on all corners
481	the farm
482	Get rid of the strip club
483	Maintain the caliber of the town
484	More activities
485	Focus on baseball and sports
486	growing influence of Tolland as a 'gateway' to UConn
487	social welfare
488	Get rid of Electric Blue
489	More things for people to do
490	Breaking mailbox's during snow storms
491	Snow
492	Close electric blue
493	Improving school safetey
494	Encourage more farming
495	Private property rights
496	Reduce global warming gases
497	Encouraging Solar/other renewable energy installations
498	Renewable energy opportunities
499	Clean business development
500	More sustainable business in town

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
501	Sustainable development
502	reducing education budget and services
503	to much spending on schools.
504	Pensions need to go
505	Need to reduce spending
506	reduce/maintain mill rate for taxes
507	TAX REDUCTION
508	Lowering taxes.
509	tax rate
510	Reduce property taxes for seniors so they can afford to keep their homes after retirement
511	Keeping taxes affordable
512	School budget
513	Bringing in new sources tax revenue that won't hurt us with more taxes.
514	Taxes
515	Lower tax rate
516	Keeping taxes low
517	Expense of taxes
518	Taxes...too high.
519	broaden tax base
520	increasing the tax base
521	Taxes
522	Reduction of taxes
523	Taxes
524	Budget revenue concerns and tax rate associated with
525	Keeping Property taxes at a steady level. No useless spending.
526	Develope a responsible plan to supplement residential taxes
527	tax rate

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
528	the ever increasing property taxes
529	Taxes
530	budget within their means, do without like we do
531	Taxes
532	Reduce tax rate
533	Revenue Sources are limited
534	Taxes needs to be lowered
535	Taxes/ making better use of the town budget
536	Lower the taxes
537	Taxes
538	Campbell Farm - it should be made to be cleaned up!
539	Development of a modern public safety complex in town center.
540	There is no community center, no place to swim year round
541	Investing community space and gathering areas for people.
542	The hospitality of the Green. Not one bench there. Not inviting
543	Restoration of quality recreation department program
544	Regionalize the school system
545	Improving our school services
546	Rebuilding the school system
547	More support for public schools
548	Town Services
549	Maintaining services like bulk trash pick up.
550	Maintain and improve quality of schools.
551	More businesses should mean More police on duty . Convenient stores and big y have been robbed recently. Tolland isn't an easy target directly off of the highway
552	Education, Malloy is out to get us!

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
553	Public safety- making sure roads are cleared adequately, address influx of people in regards to increased emergency calls and keeping those who do that safe and give them the tools they need to do their job effectively
554	Ensure that the quality of the public schools is maintained and even elevated back to what it was when we first moved here. It's why a vast majority of families moved to Tolland.
555	Keeping schools competitive
556	Keeping up support for good schools
557	Board of education
558	Public Safety
559	Improving schools
560	Keep the integrity of the school system solid
561	Public safety
562	Supporting public schools
563	Police services
564	Prioritize school quality as an economic driver vital to ALL residents (not just families with students)
565	securing the quality of education in town
566	Schools
567	Schools
568	Public Safety
569	Education support
570	Improve quality of schools
571	Schools
572	Need tax relief and more services
573	Public School Funding
574	Stop gutting the Educational budget
575	The constant cuts to public safety, police and fire
576	Keeping the BOE budget propionate to the actual needs of the town student population

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
577	Not enough money allocated to the schools
578	Taxes particularly those paid for education.
579	Adding sidewalks to Old Cathole near the schools.
580	Flow of traffic through Tolland Green
581	Roads
582	Roads
583	Roads
584	A town van to take elderly residents to shopping or community events
585	Senior transportation
586	Adding sidewalks
587	Need a bus for senior center
588	improve road conditions
589	Repairs of residential roadways
590	Roads
591	Keep our town roads repaired.
592	possibly bike lanes on major arteries (such as Old Stafford)
593	Paved rails to trails
594	Roads need help.
595	Road conditions
596	Roads
597	Repairing roads
598	Deteriorating roads in many areas of town.
599	Roads need repaving
600	Roads!!
601	Roads
602	Traffic
603	ROAD QUALITY (POTHLES EVERYWHERE)

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
604	Roads
605	Bike lane along Old Stafford Rd
606	Road paving
607	Fix up the roads
608	Pot holes/generally deteriorating roads away from the town center.
609	Fix dangerously bad intersections
610	Road improvement
611	roads
612	Roads
613	I live on a dirt road and don't like it. My own doing though.
614	Quality of roads
615	Tolland green traffic during peak hours
616	Deteriorating secondary roads - bad everywhere in town
617	Roads
618	Roads
619	Roads
620	Redoing the roads to middle and high school
621	Roads
622	Roadways
623	Roads
624	Update the roads
625	Keeping roads paved
626	Quality of road surfaces
627	Roads
628	Lioher Road
629	Keep roads in good condition
630	Roads

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
631	The town roads suck!!
632	roads
633	enforce speed limits on windy dangerous secondary roads
634	Roads
635	Walkability
636	Town green intersection. Rt74, 195, Tolland green
637	Don't change the road on the green
638	Improved road maintenance
639	Road repairs and upkeep of same
640	Roads
641	Repair secondary roads
642	Making the town more walkable and bikable
643	Roads
644	roads
645	Road conditions
646	Add sidewalks and other multimodal (non car) connections throughout town and to open spaces
647	Road repair and maintenance
648	Roads
649	Road upkeep
650	Making town walking and biking friendly
651	Need paved bike/recreation path that connects to other towns paths
652	road pavement
653	Traffic pattern around the green. Dangerous intersection of Rt.74 and Tolland green.
654	Paved hiking and biking trails

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
655	We need more business development. However, Route 195 by On the Run needs to be widened to accommodate growth in this area. I understand property would need to be purchased from existing businesses so that the road here could be widened.
656	Roads are in bad shape and crumbling foundations

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>First Issue</u> . (responses are ordered to put similar comments together)
657	Better cleaning of secondary roads after snow
658	n.a
659	Denise
660	zxvsd

## SECOND ISSUE LISTED

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
1	Small town atmosphere
2	Keeping the rural and country look to our town
3	Keeping the rural, quiet and peaceful qualities a priority.
4	Small and quaint
5	Maintain the historical value of Tolland Green
6	Preserving the quaintness of our town
7	preserving the pastoral look of the town
8	Continue to keep Tolland rural in nature
9	The agricultural history of Tolland
10	Keep the historic Green intact . Thank you for asking.
11	Minimizing development of the town green to keep the towns historic feel
12	Maintain current rural/suburban atmosphere
13	Maintaining the towns quaintness
14	You need to not mess up the green
15	Keeping Tolland a "smaller" community
16	preserving New England character
17	Clarity of direction to maintain the quaint feel of the Tolland green and areas towards 84
18	keep the natural open space and charm of Tolland
19	Preserve rural character by preserving more open space.
20	preserve the beautiful environment here in our town that drew us and draws people here
21	Finding a balance with bringing some business that are sympathetically to a small town atmosphere
22	Economic development without losing charm of town
23	Business development in controlled manner to not take away from town character
24	Develop business areas with nice aesthetics

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
25	Focus on increasing business and industry that aligns with the rural small town feel of our community
26	"smart" business development that preserves and blends with the historic New England qualities of Tolland
27	Keeping the small town character of Tolland when building
28	Preserve the town - and not develop it as the previous plans had been presented.
29	Keeping a low profile while developing and growing the way Simsbury and Avon have.
30	It not evolve into a city feel
31	Maintaining "town" feel. (Don't build everywhere)
32	better control on development at the town government level - residents shouldnt have to be the only voice of reason to preserve the town character
33	Responsible growth that is in line with character of the town.
34	remove trees that cause power outages and litter.
35	195 Project designed to destroy our prototypical New England Green and create worse traffic problems than we now have.
36	Environment and natural features
37	Water conservation
38	respect for nature and conservation
39	agricultural preservation
40	continue to preserve land
41	land preservation
42	Environment & Natural features
43	development of land or preservation
44	Keeping nature trails
45	Land preservation is not a priority
46	Natural, environment features
47	Land preservation
48	Land preservation



#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
49	the invasive berberry whioch has gone totally wild.
50	environment & natural features
51	More walking trails.
52	protecting the environment and natural features
53	Continue land preservation and hiking trail development
54	Preserving the conserved land and extending those properties
55	the environment
56	Enough open space.
57	land preservation
58	Natural resources
59	Retaining all the parks and trails in town
60	Keep raw undeveloped land for hiking
61	maintaining open space
62	Keep going with the fabulous word done to preserve nature with all the fantastic trails. We are soooooo fortunate to have this. Thank you.
63	Land preservation
64	Improve access to public walking trails and undeveloped land.
65	open space
66	Environment and natural features
67	Land conversation
68	Open space
69	Land preservation
70	Parks/preservation
71	Environment and natural features
72	Better upkeep of the open spaces already available while looking for opportunities to expand
73	More parks better trails
74	Land preservation
75	Environmental

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
76	Increase land for hiking/biking
77	Land preservation
78	maintain open spaces
79	land preservation
80	Open space
81	continue focus on open space, hiking areas etc
82	Land preservation
83	Preserving open space
84	Land preservation
85	Contamination of wells from salt on the roads...
86	Protection of resources like unpolluted water which are becoming scarcer in out country. Why are we developing on an aquifer?
87	Be accountable for open land if it's that important.
88	Open space preservation
89	The environment and natural features
90	Maintenance of green space
91	conserve more land and buy land from residents to conserve to keep wooded backyards on propety.
92	Environment and natural features
93	Land preservation
94	land preservation, increase a farming base
95	Better facilities for use of open space.
96	Land preservation
97	Natural features
98	Open/natural space
99	Continued land preservation
100	Preserving and protecting all water sources
101	Land preservation and environmental preservation
102	land preservation

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
103	Creating a community garden
104	the environment and natural features
105	Land preservation
106	Keeping open space
107	Open space
108	Making sure Tolland maintains the land preservation and natural resource conservation...
109	Preservation of natural space and parks and recreation space.
110	Maintaining open space and preserved land, allowing open space designation that doesn't pass upon sale of property (reevaluate open space requirements)
111	Keep current conservation and open space areas
112	Limit construction keep the small town feel/appeal
113	Preserve land - do not build that large project that was proposed. Tolland would turn into Glastonbury...which we don't want! The taxes are also so high here.
114	fill empty commercial buildings
115	attract more 'mom and pop' shops to town (example, coffee shops, bakery, wifi lounge.)
116	Seek Additional business development in service and restaurant area
117	Encouraging more business in the town center
118	More business in town, places to hang out and enjoy with friends
119	Tolland should be more flexible in development in commercial and business zones
120	Bring in more businesses
121	Take advantage of our proximity to UCONN and use the Route 195 corridor to build a business base.
122	Bringing business to tolland
123	Business development
124	Keep new restaurants in the commercial areas of town.
125	business development

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
126	MINIMAL BUSINESS DEVELOPMENT
127	Restaurants
128	limit commercial development
129	attract new business without getting out of control
130	Business and Economic Development
131	Adding more businesses to the 195 corridor
132	drug store and other typical small businesses
133	Addition of smaller, locally owned shops
134	more business development
135	BUSINESS DEVELOPMENT, not hookah lounges.
136	Food, restaurants, small shops
137	Balanced business..not stop malls, but opportunity for businesses to thrive
138	Restaurants
139	Need retail stores.
140	Business development
141	Allowing drive thru
142	Need more business in town
143	Fostering local / small business development
144	Make opening small business in town easier. Tolland seems to be to harsh on things like signage for businesses.
145	Limiting business development to the 195 corridor
146	Attracting businesses
147	More businesses
148	Bring in services/restaurants/specialty retail for residents
149	Restaurants
150	Business development
151	business development/town center plan to reduce the amount of money that is being spent outside of Tolland
152	Economic Development inline with the Town's historic charm and high

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
	income level
153	Commercial revenue
154	Entertainment / retail zone
155	Bringing new business into the town
156	Limited Business Development
157	Encourage business development along 195 area (where it already exists)
158	No drive thrus
159	More business in tolland
160	Add more restaurants and attractions
161	Provide more jobs
162	Business development
163	Allow more than just the Big Y area for commercial retail and try and make significant space for industry. This adds to convenience, but more importantly may relieve some of the tax burden from residents.
164	Revise rules against drive-thrus
165	business
166	More restaurants
167	A thoughtful plan for commercial development
168	Do not give business tax waivers
169	Attract business.
170	Expand business park businesses
171	Business development
172	Develop business/retail area near exit 68
173	Better choice of restaurants
174	Attraction of higher end businesses, particularly a restaurant.
175	Adding new businesses
176	develop the property at exit 68 as has been proposed
177	Keep big commercial like that hotel project OUT

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
178	Bring more businesses to town
179	Good retail space planned well
180	Drive throughs should be allowed
181	More restaurants, stores, things to do
182	Modifying restrictions allowing more business ventures to come to Tolland.
183	Business development
184	Tolland needs more restaurant and commercial development
185	Petition businesses to come to Tolland, providing job opportunities for residents.
186	business development
187	Attract more business
188	More Retail
189	Business development, restaurants etc
190	more businesses, more businesses, more businesses
191	More businesses
192	More business including restaurants.
193	Needs some activity in town ie dining establishments
194	More restaurants
195	Controlled business growth
196	Be willing to attract and accommodate businesses and restaurants
197	Increasing business base
198	Bringing service businesses (restaurants, breweries, flower shops) into town and in a central area
199	business expansion
200	Adding restaurants and places so residents won't have to travel out of town.
201	add businesses
202	Land development for business
203	Get MORE business into Tolland

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
204	business development
205	Business Development (Should be done strategically)
206	Increase retail stores and restaurants
207	Rte 195 should be and is our 1 business district we need to fill the empty buildings maintain this area and encourage businesses to come to Tolland
208	Retail Services; the majority of people in Tolland spend the majority of their income outside of Tolland because we don't have anything to offer.
209	Drive thru for Donut shops ---now!!
210	Planning a shopping area to capitalize on the UCONN traffic that already impacts us
211	Commercial not residential development
212	Get rid of the restriction on drive through's. In a town with a strip joint, the drive through restriction is outrageous
213	High end stores
214	The no drive thru law
215	limit commercial development
216	Not build shopping complex off of the highway
217	Smart business development
218	we do not need to bring a hotel into this town with the hopes that it will attract more business. It will only become a burden on the town and on own services.
219	Improve big y area
220	Commercial businesses
221	Business development
222	Commercial development
223	Bringing business in, but businesss that will contribute to Tolland Residents quality of life
224	Getting rid of the no drive through ordinance .
225	Restricted commercial development
226	Development of gateway area of Rt195 with commercial enterprises that will contribute to tax base and offer needed services to residents. Retail and restaurants.

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
227	Encourage business development along 195 going toward UConn. Would seem to be alot of opportunity.
228	Be a more business friendly town
229	Drive thrus
230	Increase retail options for food/ shopping
231	Places to eat and shop
232	Encourage more small business and restaurants
233	Create a plan that encourages retail and restaurants to keep money in Tolland
234	No more business developments
235	seek land for another business park
236	business development
237	Balance open spaces with quality economic, for example, no public housing.
238	Business development for tax relief
239	Business Development to help Lower tax base
240	Commercial additions to tax base
241	Bring business to Tolland help with tax revenue
242	realize commercial base will never keep pace with tax demand
243	Business development to increase tax base
244	commercial development to increase tax income to town
245	Diversify and increase commercial tax base to help mitigate resident taxes, increase buyer choice (small second grocery store? Better coffee?!), and help fund investment in high quality school system
246	Over development
247	Renovate/utilize EXISTING commercial properties
248	SMALL developments if any
249	to many places to buy booze.
250	town center development
251	Fight for financial assistance for homeowners with crumbling foundations. The crumbling foundations will have a tremendously negative impact on

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
	property values.
252	Foundation issues lowering property values
253	Crumbling foundations issue makes is hard to sell, consider testing all houses from that time period to give people peace of mind.
254	Speaking of seedy, get the Electric Blue to tone down its light show.
255	Repurpose empty buildings before building else where
256	Stopping tolland from becoming manchester
257	Maybe more activities like trampoline park or something like that
258	Foundation issues
259	I'd rather see apartments instead of hotels
260	Foundations
261	long range plan for dealing with crumbling foundations
262	Not over running the town with business and apartments and turning into Manchester
263	Crumbling foundations
264	No growth to in town to support property values
265	Development
266	Developement
267	Development
268	Keep large scale developments out of Tolland.
269	Housing- foundations
270	Crumbling foundations
271	I84 interface and UCONN corridor
272	Develop a center near highway.
273	Too many vacant buildings
274	Zoning to limit apartment/condominium complexes and regulate clearly any construction or commercial development that is in close proximity to the Green and Crandall Park.
275	zoning regulations are too strict

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
276	Solve the foundation failure problem to protect owners and avert a blight crisis.
277	Crumbling foundations effect on home values
278	Developement
279	Crumbling foundations
280	Crumbling foundations are a real concern of mine today.
281	Crumbling Foundations
282	Loss of tax revenue due to crumbling foundations
283	Crumbling foundations and their impact on our tax base
284	Crumbling Foundations & Tax Base Ramifications
285	Increasing tax revenue from commercial and industrial
286	Additional rental housing needed
287	Senior housing
288	Senior housing
289	housing
290	Provide housing options such as multi-family.
291	Affordable housing
292	Lack of affordable housing for young college grads
293	housing like condos too to help with taxes
294	Keep to single family homes, NOT apartments supposedly geared to UCONN students. Build for people who want to live here for a long period of time.
295	Reduce required lot size for part of town to 1/2 acre to allow for more affordable housing .
296	Better housing options for rentals
297	Affordable housing
298	multi family housing
299	Housing shouldn't be Low income affordable housing or apartments.
300	build more modest housing to attract a more diverse group of people

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
301	Less houses
302	No UCONN Dormitories in the middle of Tolland.
303	Micro housing developments
304	Housing
305	Housing/apartments
306	No low income apartments unless for seniors
307	Increasing housing options, apartments and condominiums.
308	Tolland needs apartments. 20,000 units to start.
309	Housing that is affordable and suitable for a range of income levels and different life stages.
310	luxury apartments, elderly housing, assisted living facilities.
311	Housing
312	Retirement friendly residential homes. One level homes
313	More senior housing
314	Perhaps a really nice over 55 housing development so people don't leave town
315	Low income and senior housing
316	Restrict more residential development that stresses school system
317	I'd prefer to keep low income housing out of Tolland.
318	Developing more housing, specifically condos
319	Affordable housing to attract young families and young professionals.
320	Some affordable housing should be built.
321	Allow apartment complexes to attract younger residents
322	Workforce housing
323	high end condominiums
324	Consider cluster housing as a way to preserve land.
325	Continued balance of private housing and business development.
326	commercial not residential ie., apt buildings or hotel development
327	Add affordable housing and businesses

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
328	Expanded municipal water service
329	Good prevention of power outage during winter time
330	Cleaning out culverts.
331	Cleaning out culvert.
332	No street light on main roads. As I get closer to retirement driving at night is tough.
333	Bringing sewer lines into neighborhoods. This would allow for additions to existing smaller homes that are limited by lot sizes
334	Roadside tree maintenance, so during storms there is less damage
335	Public water
336	Investing in infrastructure in town center
337	Take telephone polls down on the green and put under ground wires and add some lamp post
338	Infrastructure, esp buildings, upkeep.
339	Don't become a servant to Uconn.. Concentrate on Tolland's needs and not UconnStruggle with manager and council
340	Attractions
341	See first issue. More taxes opens the door to work on all other areas.
342	smart lights at green as well as a smart light at the high school and middle school
343	Lowering expectations
344	Address blight more aggressively
345	Spam mail/newspaper spam
346	More attractions( things to do )
347	The electric blue
348	Ice
349	180 days of school
350	Engaging the community in a way that helps residents better understand the difficult decisions that town officials need to make, and how and why they are made
351	Attitude

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
352	Maintenance of the town
353	Blight
354	Diversity is minimal
355	Blight
356	Government should serve the governed.
357	Freedom from excessive and capricious government
358	Need to generate and inspire stronger sense of community and commitment to strengthen town life and perception
359	Blight
360	building a stronger community through programs and improved education
361	Sustainable energy for all town buildings
362	becoming a more "green" town recycling energy usage etc
363	Sustainable energy
364	Lower taxes.
365	Budget
366	Lower the taxes
367	Tax relief
368	Taxes
369	Lower taxes
370	Lowering the taxes
371	Lowering taxes
372	Lowering taxes
373	Property taxes must be reduced by 10 to 15 percent.
374	Increase Revenue Base, Reduce Education Budget
375	Tax rates and/or appraisal value
376	Less taxes
377	Tax reassessment
378	Lowering taxes for taxpayers

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
379	Have realistic, but modest budget increases, 0% budget increase move us backwards.
380	Tax diversification
381	Lower taxes.
382	Taxes
383	Lower taxes
384	Taxes
385	Lowering taxes
386	Budget
387	Tax relief
388	Taxes
389	Lower taxes
390	High taxes
391	Taxes way to high
392	Long term tax sustainability
393	Lower taxes!! It's forcing the elderly and middle class to have to move!! So unfair
394	reduce/freeze taxes
395	Tax money spending
396	the ever increasing MV taxes
397	REDUCE TAX RATE !!!!!
398	taking a fresh look at the budget... how it's 'always been done' may not hold up anymore
399	Holding the line on tax increases
400	Affordable taxes
401	Increase the taxable base
402	Reduce expenditure
403	Spend / budgeting for long term
404	Control of taxes

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
405	We may have to move because of high tax
406	Taxes
407	Reducing town spend
408	Anything to increase the grand list
409	learn how to stop spending money we don't have
410	More efficient use of town funds
411	High taxes. This is no place for retired people
412	more activities on the green
413	Limit municipal development
414	A teen center
415	continue to maintain town facilities
416	Fire Houses
417	school structure safety
418	Maintenance of existing Town (including School) facilities
419	Be careful about big CapEx projects with questionable payback - like the Geothermal town hall
420	Plan another entrance/exit to the high school
421	Town pool
422	Town facilities
423	town facilities
424	Town pool
425	Keep up with taking care of the town buildings
426	How you take care of town bought property
427	Maintaining town parks
428	Town facilities
429	Dog park
430	Town facilities
431	Maintenance if schools and town facilities

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
432	A recycling location-a dump.
433	stop building new schools!
434	Develop more varied options for town land use (i.e. dog park)
435	Maintenance of existing Town (including School) facilities
436	Town facilities
437	Community center and a large outdoor pool complex like Veteran's Memorial in South Windsor
438	Create a splash pad for the children
439	Need new schools at the middle school and elementary level
440	Not building a 4 million dollar garage
441	town emergency services need more space for equipment and training
442	keep schools and facilities in good shape
443	Services for residents (bulky pick up, Town pool, etc
444	Schools
445	increasing town services
446	Public school need an overhaul
447	Maintain a quality public education system
448	Public school improvement
449	Supporting schools
450	Student population declining but education costs skyrocketing
451	School conditions
452	Schools
453	Education and public services (police Fire etc)
454	Maintain schools and develop programs to attract students from surrounding towns to bring additional educational revenue.
455	Maintain or reduce continuously increasing unneeded personel positions except for Resident trooper program which needs expanded as currently proposed.
456	Better education



#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
457	Streamlining town and BOE services
458	Public Schools
459	Continuation of quality schools
460	Making sure we have appropriate police coverage
461	Support for schools
462	Keeping resident state troopers
463	More police presence
464	Improvement of public schools / explore regionalization to gain efficiencies and improve educational opportunities
465	Greater use of public schools for continuing education programs and speakers
466	Town inspectors need to be reached by phone directly
467	maintaining quality of schools
468	Subpar Schools
469	Regionalize the school system
470	Safety
471	Schools (they attract new residents and keep home values up)
472	Improve schools
473	There's very limited community wide communications
474	Police services
475	School extra activity
476	Town services
477	Public safety
478	Improving school technology and resources
479	Picking up garbage
480	renegotiate teacher salaries/benefits
481	Preserving high quality education and making Tolland a key location for potential regionalization of schools.
482	Maintain school educational curriculum

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
483	Public Safety
484	Invest in the school system
485	Educational Development
486	Upgrades to Fire/EMS and other town services
487	Education
488	Increased support for town services/public safety (i.e., fire department)
489	Change Town Leadership
490	maintaining and not losing any more services
491	Public Works
492	Long-term investment in public schools.
493	Make sure the schools remain excellent
494	improve schools to attract young professionals
495	Increase school funding
496	Taxes in relation to schools
497	Invest more money in the schools
498	Give academics and sports a bigger budget
499	Lower property taxes/invest in schools so more people want to move here.
500	Transparent budget and focus on schools
501	School funding
502	Keep town/school expenses under control
503	Not investing enough in education
504	roads
505	Ensuring safe conditions on roads (monitor speeding).
506	Provide safer pedestrian and bike access through town center to schools.
507	Fixing roads
508	Road repair
509	Roads
510	roads

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
511	Lack of paved walking/biking areas
512	Repaving back roads
513	amount of traffic
514	Roads
515	Need to maintain/repair/enhance roads
516	Improve safety and flow of traffic, encouraging pedestrians and creating bike lanes.
517	roads are tiny and winding, they should be in better condition
518	consider public transportation along major arteries to allow people with transportation limitations or disabilities to participate fully in our society.
519	Road repair
520	walking trails or sidewalks connecting parts of town
521	Road maintenance
522	Making the town more pedestrian and bike friendly.
523	roads
524	Traffic on green
525	Improve some of the road conditions
526	We need to repave some roads.
527	Make main roads more pedestrian friendly
528	roads
529	Construction on roads takes far too long and feels like it's always been in the same place for years, making no real progress.
530	Roads
531	Roads
532	Pave dirt roads like Charter and Babcock
533	roads need improvement (pavement)
534	Walking and biking around town
535	road repairs
536	Roads

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
537	Improve the roads!
538	roads
539	Walking path
540	Walkability
541	Better roofs
542	Roads
543	The road of the highschool
544	Roads
545	Our roads need to be fixed we could be swallowed up in some of the pot holes
546	Improved walking / biking trails in north-eastern part of town (Buff Cap area.
547	Bridge over highway going to High School
548	repair/replace roads
549	Improvement of our road infrastructure
550	roads
551	Roads
552	Keep pedestrians and bicyclists in mind when upgrading roads and public space in order to encourage a community feel
553	Roads
554	roads
555	Roads
556	Ongoing plans to remove stop sign on Rt.195 at Tolland Green. This is money being spent that could be going to the schools.
557	Roads
558	Roads
559	road repair
560	sweep roadsides after chip sealing. Chips get plowed up on my lawn and I am to old to be cleaning them up.
561	Updating roads

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
562	roads
563	Careful attention to trafficking patterns as a result of more economic growth
564	Roads
565	road repairs
566	Roads
567	Sidewalks
568	fixing the 195/74 intersection in the Tolland green
569	Roads
570	better traffic management (too many speeders)
571	The roads by the high school should be reconstructed to allow for pedestrians
572	a more "walkable" town
573	Roads
574	Roads
575	Traffic
576	Roads need to be maintained better.
577	Roads
578	Roads
579	Roads
580	Rte 195
581	roads
582	improve walkability and bikability
583	Road safety of pedestrians and cyclists.
584	Roads
585	Tie into statewide biking trails
586	Roads
587	traffic calming
588	connecting the open spaces, putting in a bike trail and having them lead to

#	List two issues that are most important to you and you think the town should address in the next 10 years. <u>Second Issue</u> . (responses are ordered to put similar comments together)
	the town center or a garden or concert area
589	Connecting all the conservation are and have them lead into town and/ or to a Garden or concert area. Put a bike path in the trails after connecting the conservation areas. I don't use them because of ticks. 1/4 of ticks carry bad diseases.
590	land preservation, roads/tree maintenance
591	Link trails together, add sidewalks in areas that people will use.
592	maintaining good flow of traffic with growth of development
593	Create more walkable neighborhoods with things to safely walk to (shops, pubs, etc)
594	Less money to renovate/construct buildings like the library and senior center and more resources applied to improving roads, school buildings and expanding/creating town water, sewers and natural gas services.
595	Maintain infrastructure i.e., public bldgs, schools roads etc
596	all town & school infrastructure- bldgs, roads, facilities....
597	Roads and maintenace of town buildings (schools, library)
598	Increasing walkability and increase support to schools by developing alternative programs such as LEAP
599	Maintain roads and high quality schools
600	n.a
601	Not sure
602	Please I'm begging you.
603	See the first issue, can't stress that point enough
604	see #1
605	Foundations - Municipal & Residential

Is there anything else you would like us to know?

#	Is there anything else you would like us to know? <i>(responses are ordered to put similar comments together)</i>
1	People came to Tolland because they liked what they saw. People came to Tolland because they liked the environment and wanted to raise their family here. Protect those core values that make us unique.
2	Thank you for working hard to make Tolland a town where people want to move to and stay! Also, could we please find a way to not have a strip club!
3	I've really enjoyed growing up here and appreciate the beauty and cleanliness of the town.
4	Tolland has been a great place to raise our children (now in college). Changes need to be made for Tolland to continue to be a good place for families.
5	Tolland is a delightful community. I love the history and the rural feel and don't want it changed.
6	Thank you for providing me with such a wonderful town to live in and wonderful people to share it with.
7	Tolland is rich in history and open spaces. Do not give land away. Many people moved here too get away from the hustle and bustle of other towns.
8	Keep the historic integrity of this beautiful town intact. Thank you
9	Let Tolland continue to be a small, quiet community.
10	The Tolland Green is a treasure. All efforts should be made to preserve its history and historic ambiance for future generations.
11	I would like to see "the charm" of the Green maintained.
12	We have 2 kids and moved here for the schools and a rural lifestyle.
13	Tolland is a great place to live. Let's not try to make it something it's not. Change is inevitable and can be positive, but it can't be rushed.
14	I have lived in Tolland for 53 years back when it's population was 6,000 and not the level that it currently is and have served on various Boards and Commissions for at least 15 of those years. Although development is inevitable, and I'm not opposed to development per se, any development that is proposed/encouraged must be consistent with the small town New England character of the town. We should not be trying to turn Tolland into another Vernon or Manchester. More commercial facilities/stores, especially empty ones like the bike shop, 7-11, others next to Cardio Express along Merrow Road are not a panacea to increase/expand the tax base. Even the Fieldstone Commons development only increased the Grand List by about 1%
15	Tolland is a great town with great potential that, managed correctly, can set itself apart from surrounding towns by developing cultural and sustainable growth. Like every town we need a broader and more diverse tax base. We have the gift of UConn traffic and more needs to be done to try to attract some of that revenue here.
16	(1) We do not to see the Town become an extension of UConn. (2) We want to see development in Town, but would like to see it dispersed throughout the area, not clustered along Route 195. Route 195 should not become a Berlin Turnpike. (3) We still like the idea that drive-thru restaurants are not allowed.
17	I would encourage the town to develop commercial property carefully maintaining a small town feel similar to Northampton, MA or Shelbourne falls, MA. Uconn is a great resource but we don't use this to our advantage. We could make the town eclectic and unique rather than a Vernon or Manchester feel.
18	Be very careful about development, even business. Too much will change the town's character.
19	I chose to move to Tolland to raise my kids in a place with a small town feel. I would rather travel to Vernon or Manchester for a necessary service or restaurant if necessary. I would prefer not to have any major retail growth in our town to keep it having the small town feel.
20	Tolland may be able to work with land owners proactively about the development of parcels instead of reacting to large scale proposals such as the recent hotel proposal that doesn't match the classic character of the town
21	I love the natural beauty of the town, and it is the reason I bought a home here. I do not want it built up like Vernon or South Windsor. If this were to happen, I would look to sell my home and find another town. If I wanted a mall in my backyard, I would have bought in those towns. This has been very important to me all throughout the discussion of the development of the lot off of Exit 68.

#	Is there anything else you would like us to know? <i>(responses are ordered to put similar comments together)</i>
22	I chose to live in Tolland for its rural feel and conservation land parcels...I would not want to see Tolland over developed in either business or residential arenas...
23	Thanks for involving residents and keep asking for their opinions, but now actually LISTEN to what is said. Why was the hotel, apartment, shops etc development rabidly pushed when the vast majority of residents consistently opposed the idea?! Makes one think that the elected people on the various town boards are merely putting on a required show by holding information sessions etc, while whatever the ultimate decision will be has already been decided beforehand. People move to town or choose to stay knowing what Tolland provides (mostly efficient town services, small town feel incl the town center etc) and what it doesn't have (community center, larger selection of retail shops and restaurants, hotels etc) so stop trying to make/change Tolland into what it isn't. Don't buy a Chihuahua and then expect it to grow to the size of a Great Dane!
24	Those who serve in town positions need to embrace change while still preserving the aspects of Tolland that make it a nice place to live. Things like drive-thrus are a way of modern life so stop trying to turn back the clock, you can change and still keep a good quality of life.
25	The government people are A+. I hope the state does not destroy the Green. The grass seed used to seed after curbs were put in neighborhood was 95% weeds!!!
26	We love the town communication, the pride in this town and understanding best efforts are being made to continue to make Tolland a great place to live. Thank You!!!
27	We need to protect our aquifers, wetlands, etc. Depleted water sources will be a problem if we overbuild and/or send our water elsewhere.
28	I care deeply for the environment. I notice that Tolland spreads a green ice melt in the winter that I have not noticed in other towns. I am hopeful that this is because Tolland has found something better for the environment rather than something less expensive but more harmful.
29	We move from Tolland in 1998. The town has done a much better job acquiring open space and making nature trails since we left, and we enjoy visiting those areas, so thank you.
30	I would like to see some town owned land be open up for more activities beyond just walking & hiking. That is, I would prefer having at least some town owned land (especially if somewhat remote) have usage designations more like State Forests, especially being open as bowhunting only areas. This would also help control the deer population in town.
31	the town has grown too fast too quickly and needs to reassess what we are capable of moving forward (kudos for the survey-great place to start!)
32	Look around at surrounding towns. Storrs has grown their business base to accommodate the students, just over the line in Vernon fast food, drive thru windows, Dollar General, local pharmacy. We do more business out of town because there is more variety. Not saying we don't support local but.....
33	More business development please
34	Do something (Marketing?) to get rid of the perception that Tolland is anti-business. Make it easier for businesses to get established and to thrive in Tolland.
35	Glad the development with apartments weren't built. Would be nice if Dunkin Donuts could have a drive through.
36	We like the town as it is and realize the difficulty of adding quality restaurants without adding more commercial development to generate the needed foot traffic to support them. One would think that the demographic between Tolland and Storrs would support more restaurants. Good luck and thank you for the survey.
37	Huge opportunity for economic growth with proximity to highway and route to UConn is being squandered.
38	Yes what are the plans to get a development plan going and introduce a modernized downtown without electric blue (you should have purchased when you had the opportunity). Would like new restaurants, healthcare, fitness, shops maybe even a retail store like TJMaxx or Marshall's I am all for a Dollar Tre as well as long as we keep the building architecture colonial to align with the look of our town. Take a look at Hebron's Development Plan well thought out. Want to see a schedule when we can expect to see some change. Thanks
39	Tolland is a terrific town - moved from Manchester, CT 2 years ago - It would be disappointing to see a large population increase or massive apartments being built etc... Not sure where the town stands regarding the development site near 84 - haven't heard anything recently . In addition I'm paying over 13K in real estate taxes annually- how are we going to continue to attract hard working families to this state & town moving forward to purchase / or build upper middle class homes? It's a bit excessive.

#	Is there anything else you would like us to know? <i>(responses are ordered to put similar comments together)</i>
40	I lived in a small town in PA prior to moving here with similar demographics. They had a lot more going on in terms of restaurants and shopping options. All I keep hearing here is that the area cannot support, for example, a second grocery store or it's easy to hop in the car and drive to Manchester. Poor attitude, and maybe it will change if tolls are installed on Rt 84.
41	Development that will increase the tax base is needed
42	Increasing the commercial tax base will provide more resources for the town.
43	Multi-family housing, responsible business/town center development, and sustaining/building an excellent school system are essential components that should work together to keep Tolland attractive. And our proximity to UConn is only beneficial to these. With 95% of our inventory being single-family homes, who will be moving to town to buy those homes?.....young families! Even with crumbling foundation issue, you have to keep these other elements of our community strong. See this article from a real estate professional: <a href="https://www.kapre.com/resources/real-estate/schools-and-their-effect-on-home-prices/">https://www.kapre.com/resources/real-estate/schools-and-their-effect-on-home-prices/</a>
44	I did like the idea of a Gateway center and was disappointed that some in town felt we should fear closer ties to UCONN. We should welcome our proximity and build on the many opportunities for our town.
45	Please keep the taxpayers in mind when making major decisions. If tax rates increase dramatically, less and less people can afford to live in the town. Businesses will bring that revenue to even out the rates given to taxpayers.
46	We shouldn't have more businesses we should just improve the ones we already have, example allowing drive throughs.
47	The town needs to capitalize on Uconn success and partner with them as they build there Science and technology park.
48	The closest wendys is 20 minutes away, one way. We have no fast-food commercial burger chains and we would really do well to have one because burgers are great especially if they're never frozen and it would be the only wendys in like a 15 mile radius.
49	Zoning needs to toughen up and prevent things like striptease bars, tattoo parlors, and other low end businesses.
50	I do think we should allow drive thru windows for restaurants, pharmacies.. especially along 195 corridor, to lure businesses to help tax base.
51	Like the town setup, just add a restaurant
52	We need more restaurants and commercial development.
53	Tolland needs to be more open to and quicker about letting in new business. We need to take advantage of our proximity to UCONN,
54	I think not allowing "drive thus" businesses in town is ridiculous
55	Diversify the tax base! There's plenty of open land but we need businesses. Tap into UConn buying base. Pool of rich kids from other countries. Stop thinknkg as UConn as big bad neighbor- embrace it and use to your advantage
56	Please become knowledgeable about what makes a town strong. StrongTowns.com Building and developing is not alwaays the answer.
57	We need to stop treating small business like it's a huge business. Allow signs, make it easy for small businesses to stay in business. They are the life blood.
58	You have an opportunity to benefit from the traffic UConn brings through the town. Try to find a way capture revenue from the traffic. I think allowing drive thru business would be a big benefit.
59	Development is natural. It has a life of it's own. At best it can be channeled and paced. For business, it takes two to tango.
60	Would love to see an area developed that have a clump of retail shops and restaurants, with coffee shop
61	Yes, put in a Whole Foods
62	Please make the process ieasier for business to start in Tolland, I know it has gotten slightly better, but I can think of 2 examples in the last month where " red tape" held up an opportunity from happening!

#	Is there anything else you would like us to know? <i>(responses are ordered to put similar comments together)</i>
63	Tolland has excellent open space preservation policy but it must be balanced against need for business development and housing creation.
64	Why do I have to drive to other towns to work and shop? The residents and town government of Tolland seem to reject change and do their best to discourage any new investment. I can't imagine me retiring in this town or state.
65	If the town continues on its path it will destroy the town. There were reasons why it was voted one of the best places to live and they need to reflect on those reasons and not the dirty deals that they make without proper notification to residents whose homes or properties may be impacted by their dirty deals.
66	I appreciate that the town is interested in the residents feedback
67	Survey should be more detailed.
68	Thank you for your service. I wish more people in town were forward thinkers rather than critics.
69	I attend Tolland Middle School.
70	We see the improvement in the prevention of power outage in the last ten years. Please keep the good work.
71	I love Tolland.
72	I don't want Tolland to be like every other town. It's special and should be treated that way!
73	Advertise the town so people will want to move here.,,
74	Any plans to extend water/sewer service in town?
75	This survey is NOT very encompassing. Check out the survey for South Windsor.... much better.
76	I would continue like to live here but each year becomes more difficult.
77	I don't plan on staying in Tolland or CT for that matter. I am concerned for the well being of my parents and younger siblings as they are not able to leave the town for some time. I'm not happy with the town situation.
78	Clean out culvert.
79	The Town will not get better until the State recovers. Survey the 20-30 age group. They don't want to stay in Tolland or Ct.
80	Tolland needs to adapt to a changing world. Tolland is no longer the once thriving community everyone moved to for education. We need to develop ways to attract seniors and young couple with no children.
81	I think this survey can be taken multiple times. You should fix that in order to have more reliable data
82	Big changes are not always good.
83	We need to be more than a pass through to UCONN
84	Please work to get sensible relief for foundation issues. I am sure there are more like me who want out and can't try now because of possible foundation issues. Once you test you must disclose. And if you don't test, no one will buy.
85	keep striving to improve the town.
86	Know your work is appreciated
87	Maybe advertise the town so people will want to move here...
88	Thank you for making this effort in involving residents and business owners in this process.

#	Is there anything else you would like us to know? <i>(responses are ordered to put similar comments together)</i>
89	Thank you for doing this, and volunteering your time for the town.
90	This is a really nice town, but to stay this way it desperately needs to change the things I've mentioned
91	I love Tolland
92	I think you should be pro-active on the foundation issue. With Steve retiring we need someone that will continue the efforts and make something happen, I am not feeling that a low interest loan is what I need. This issue is big in so many ways not just those of us that now have a home with little to no value.
93	Moved to Tolland for a new job and we love the community!
94	It seems like town meetings and voting referendums get little attention from residents. What can we do to make them more successful and have a better turn out?
95	Think you are doing a pretty good job at this time.
96	Overall I am very satisfied with the quality of life in town.
97	My wife and I have 3 children in THS.
98	I own a home with crumbling foundation. was unable to close on sale. Currently renting.
99	You're doing a good job.
100	I like the idea of this survey to reach more residents that aren't able to attend town meetings.
101	How to get people civically involved
102	Great job, keep up the good work! On behalf of my and my family, we are proud to be Tolland residents! Thank you for everything you do for our town.
103	Thank you for taking a proactive approach to the town's future
104	Residents with crumbling foundations need all the help they can get.
105	There seems to be little that pulls us together as a town. There's lots of beds for people who work elsewhere. Once kids are out of school, there's even less to draw us together. We live in our suburban homes in various developments and have to drive somewhere for most every thing.
106	As a former resident I would like to move back if it was affordable, meaning future housing developments need to allow for more true middle income families to comfortably move into town and find housing under \$200k or even under \$225k. Crumbling foundation homes will continue to be an issue as well to attract new families, so new housing would attract wary first time home buyers.
107	Hearing from people looking to move from other towns that because of the schools and crumbling foundations that they are not even considering Tolland.
108	Stop paying consulting fees to marketing agencies and do something to address the excessive tax burden on Tolland residents.
109	Overall love Tolland. Library expansion was great. Many town events-parades etc. are great.
110	Keep the crumbling foundation issue in the forefront. These people, through no fault of their own are being decimated with financial ruin. Encourage our TC to demand more from the state to do more.
111	Cheaper gas prices. More adult education.
112	I have a crumbling foundation and live on a road in need of major repair in a neighborhood
113	we are definitely pro- police. also, keep in mind, "you can't fix stupid".
114	Tolland Fire Department is doing a terrific job!



#	Is there anything else you would like us to know? <i>(responses are ordered to put similar comments together)</i>
115	The fire department does not need to have the best equipment in the state
116	We have a great emergency services and policing services
117	I feel safe in tolland
118	Tolland is a great town and very safe
119	We feel very saddened about the huge changes in trying to constantly change things, like the police. The state police have always done a fine job, and it helps to keep taxes down! The same with education. We need to learn how to SPEND LESS!! High taxes are scarring new potential residents away, and leaving young residents who grew up in Tolland unable to remain here. It is decreasing our property values. Moew is NOT better!
120	Tolland has to keep costs down,we don't need a police dept.when we have state police dept. just down the road.cut cost of schools a high school doesn't need all the things that a university has..I could go on.....
121	When we first moved here, we loved our town. There are wonderful people, it's beautiful and feels safe. The cost of living here is high and we have to go so far to get things we need. Also not impressed with the offerings of the high school
122	Stop senseless spending like way overpaid employees. A school we didn't need. Letting the transplant yuppies make more and more senseless laws and complaints. We don't need a town police dept.
123	I truly appreciate the TFD, Public Works, and Public Schools. They help make town great
124	We enjoy living in Tolland. We moved here to raise our child and educate her in the Tolland Public Schools. We want Tolland to continue to work harder and spend more to make this the town that it could & should be. There seem to be so many opportunities that pass us by, but some are still there, such as the untapped UConn traffic and \$\$\$. Bettering our Schools, Public Safety, Recreation Dept offerings and facilities and getting our roads and other town infrastructure back up to where they all belong is paramount in keeping Tolland a great place to live & raise a family. Otherwise, Tolland seems destined to fall behind the likes of South Windsor, Mansfield-Storrs and Glastonbury and the like.
125	Drive around UConn on a party night. See the noise, and distractions that would happen if we cater to housing to support that. More police needed without a doubt. Mansfield/Storrs have dealt with declining home sales. Don't change the overall feeling of the town for a tax bread promise that NEVER happens. Remember hearing the taxes were going to go down after Big Y? I do and they didn't.
126	Provide services that people count on police for safety bulky waste pickup youth centers and senior services
127	I appreciate our town services (fire, police...) and our library.
128	When we came to Tolland it had a thriving well respected school system. While the schools are still good, the course offerings has drastically declined and technology is not current. More focus needs to be put on businesses and commercial development. There is a way to maintain our rural culture while still bringing in new business. Look to the Litchfield towns and there adorable main streets that have boutiques and coffee houses. These are nice destination towns for day trips and provide a walkable town green or main street. We truly could use a pharmacy in the town. I have always thought it would be wonderful to have a bike trail in town. Perhaps some of the open space that has been purchased can be utilized towards a bike trail. Senior citizens need to be given more opportunities for tax abatements or tax credits. We should hire more fire department resources as permanent employees, recently we needed ambulance services and it was nerve wrecking to have to wait 15 minutes for an ambulance to arrive when the fire station was 5 minutes away.
129	Please bring vest more in the schools. It saddens me to see all of the things offered to kids in other towns. I think our kids deserve better. The better the schools, the higher the property values—which benefits even senior citizens when they decide to down size or move down south.
130	Have children in school here and is most important to keep our music and arts programs.
131	Our schools used to be top rated and are falling in ranking. Why?
132	Aside from crumbling foundations, a crumbling public school system is the greatest risk to this town. The quality of the schools why a vast majority of families moved

#	Is there anything else you would like us to know? <i>(responses are ordered to put similar comments together)</i>
	here and if we allow the curriculum, services and programs to become substandard that draw will cease to exist and the Tolland housing market will truly be dessimated. We MUST support our public schools.
133	The school makes too many restrictions now a days
134	Your public school special ed/learning assistance program needs help.
135	Schools and athletics need to be improved. Teachers and curriculum are lagging behind other local towns.
136	Always remember what Tolland was and why we were special. Keep that. Keep improving our schools I had an 8 year gap from my oldest to youngest daughter and my oldest received the best education by far. In the 8 year difference I saw the decrease in quality of Tolland's education and I know exactly why and how it happened. I've always been proud of Tolland I hope we keep it that way
137	We choose to move to Tolland because of the good schools and small town appeal. We have lived here less then a year but love it. The family events are great and memorable for my children.
138	We want to stay here long term for our kids to go to school in Tolland but not having things like a walgreens and restaurants yet we have a strip club are very unattractive.
139	It would be great to know what Tolland's plan is to attract future residents. In almost 20 years as a Tolland resident, we have seen dismal appreciation on our home, our school system offers little in the way of AP classes, and we have limited retail / dining options, thereby forcing people to shop outside of town. Why would someone want to move to Tolland? Because of the "quaint New England village"? Get real.
140	Open spaces/conservation areas are the gem of this town. This has been done well and while it is always a balance, finding ways to keep our open spaces elevated in terms of importance/preservation while also focusing on the town's growing edges (increasing business & not letting schools falter) is crucial. Thanks for "listening."
141	The people on the town council need to have forward thinking. You won't keep people in the community continually raising taxes with limited town services provided. There is zero business development and most people leave town to eat, go to stores, entertainment etc. There has to be development in this area. Also, for those with children in the school system, the buildings are in shambles and need to have money spent to fix them or build new ones. I am an 11 year resident and know many families who have moved to Glastonbury and West Hartford in order to have more options within the town and be offered good schools and to justify the tax amount! I don't blame people for leaving and have considered it myself over the last 12 months. When we moved to town we thought that it was an up and coming town but it has stagnated and remained a mediocre town with not much to offer. I certainly believe that the ability to improve is there but it will take different council members to listen to the residents issues/concerns. Just my opinion!
142	Many people don't mind paying high taxes for a good school system, but our schools will not hold up to their good reputation if we keep cutting staff, increasing class sizes, and cutting programs.
143	The taxes are high for our town and it appears to be the way we are assessed. I would like this to be better and also the schools do not perform to their budgets. I have been disappointed with the administration part of our school system and their expense is not worth the results. The teachers are great it is an administration and leadership issue.
144	The school system gets so much of our tax money...retirees are paying through the nose for their home taxes....its not fair. Stop spending!
145	Many years ago our school system was one of the best east of the river. Sadly it is no longer. Spend more on schools and get better administrators.
146	Fund education
147	Let parents of school age children would want them to play sports fund those programs more to relieve some of the tax burdens on others.
148	Get the education costs under control. We can sustain the annual budget and tax increases. I'd love to continue living in town but it's way becoming cost prohibitive. Many people I speak to in town say the same!
149	Retail businesses are failing all over the country partly due to e-commerce. We do not need to invite doomed to failure businesses into our town. Try a robotics business. Our special educational programs are flooding our school budget with expenses that should be borne by the State of CT or at least the Tolland County with

#	Is there anything else you would like us to know? <i>(responses are ordered to put similar comments together)</i>
	subsidies to cover the burden of these additional costs... otherwise get it under control fiscally.
150	I think the town needs to pay more attention to costs and benefits of projects. I wasn't here when they were built, but I don't get the impression that all the new school buildings were a great idea. What do they actually add to education, and at what cost? The same goes for road and other projects.
151	I am a person who believes in the investment in public goods and the people that provide them. Tolland has turned out to be hostile to those values. Our Town Council will not even properly advocate for those investments for fear of the referendum. We continuously fail to invest more than the rate of inflation and it is hurting all of us. Tolland has developed a reputation for under-paying its employees and being hostile to education --- not good if we don't want our housing stock to sit vacant. Truly sad for a once-attractive community. I hope that we can turn this around.
152	Disappointed in the school system. High taxes but no return on investment. Taxes are raised for the school but the funds are reappropriated elsewhere. We need to go to having a mayor not an over paid town manager.
153	We have been very negatively impressed by how much money is thrown at the school system which, to us, remains mediocre. We have had very little respect over the years for the town planner. Why a lodge? Why so many sport fields? Why not commercialize the area behind Subway, Papa T, etc? Combine Supt. and Board of Ed. with Willington!
154	There are too many Tolland autos for staff, cut that expense. Improve Crandall beach and increase summer hours/weeks for Tolland residents. you've done a fine job on roads, and I like your notification system on phone/email. Finally, I value good education and opportunities for children. Thank you.
155	Over the years, I don't think the planning and zoning commission is particularly interested in what residents have to say about any given issues they bring up for discussion; but seem to disregard public opinion and comments made in open forums/town meetings in favor of what they have previously decided or what they subsequently decide is good for the town regardless of public opinion...this town overspends and taxes its residents to pay for it....we don't need tennis courts/soccer fields in every corner of the town, nor do we need to provide paved parking lots for high school students...take a survey of how many children ride on our school buses, how many empty seats, and you should be able to find more cost effective ways of getting children to school than what we are presently doing. I think we should have one substantial library for high school and public use combined...it makes no sense when we have all these resources-books, facilities, staff available in two separate locations -combining the two and could offer longer hours and more valuable resources to a much broader population- I am, by the way, a former teacher in our school system.
156	Reduction of education and town administration workforce and rent town administration offices to produce income and move administrative functions to the old highschool. Dispose of fire dept training facility on 195 and move to firehouse on route 30. Well old Parker School to private enterprise. Intialize salary reduction of town and education system employees to 10% over next three years. Increase reassembled of students to 35 in all grades with a corresponding reduction of the number of teachers in the school system.
157	We are looking to move out of Tolland due to what we perceive as a large decline in the quality of education at Tolland Schools. We have a senior one in TIS and in BG, We are not happy with the school system. There is also a lack of outreach from the town on foundation issues that will impact our taxes. Best to get out before taxes get to high to be able to sell our home.
158	Grateful for the conscientiousness of all town departments. The Rec. Dept. and schools are especially outstanding
159	We need leaders in town who aren't afraid to take chances, be creative and work hard to improve our town. Oh, and in case I didn't mention it before, the schools are a joke.
160	I feel that Tolland has lost its way. For the size of this town they have enormous board of education and public works budgets. While other towns have put through zero percent increases in difficult times, Tolland has routinely asked residents to pay more year after year. There is no growth and things are actually regressing. The crumbling foundation issue has made things worse. I know many people who have moved out of town because of the direction we are headed and any potential commercial development which could help with revenues is scared away or faced with such restrictions that makes it difficult for them to survive here.
161	Make Tolland a desirable place for young families to seek out by improving the schools via Consistent budget increases. Comprehensive road resurfacing.
162	As my neighbor Ray McKenna expressed, I am also disappointed with the town's allowed use of the leased Campbell farm property. What was once a small working farm has seemingly become a storage facility adjacent to the barn, while the rest of the property goes unused. If this is what the town wants, at least have the tenant move

#	Is there anything else you would like us to know? <i>(responses are ordered to put similar comments together)</i>
	their items to be roadside, so we aren't facing these items. May I ask, what rate is the tenant paying, and how long does the lease run?
163	Return the Campbell farm to a family member. to restrict the growing Barbery / tick issue which would be reduced if the land was worked.
164	ELECTRIC BLUE IS AN EYESORE FOR TOLLAND AND SHOULD NOT BE ALLOWED TO OCCUPY THE SPACE THAT IT DOES!
165	Why do we have electric blue???? And no drive thrus..., makes no sense. Should advertise the town so people will want to move here... too many houses not selling..
166	Should work to enforce blight enforcement...areas such as in front of old Tolland Bank road way and stone walls.
167	The town needs to manage the budget better
168	Stop spending the taxpayers money....please!
169	It is expensive living here.
170	It is getting too expensive to live in this town.
171	Reduce spending. Stop increasing taxes
172	Just no more tax increases please.
173	I think the town does a good job working with what they have, however they are constantly challenged and loosing ground with a flat budget. The reality of life is things get more and more expensive and 0% (or nearly) budgets are wearing down the quality of the town. I know nobody wants to pay more, but if you don't, you get less.
174	We need to reduce Taxes!
175	Cut spending do not add tax increases
176	Seriously considering moving within the next year due to high Tolland taxes. My wife and I are both retired. I truly believe our home taxes are out of line based on realtor communicated value. I tried unsuccessfully to appeal to the town 4 years ago, was told I had a great case by the review team, but was denied
177	I know it's hard to balance everything needed and meet everyone's needs. I moved here because of the Town, low taxes at the time, and quality of life. I would like to see more done to offset the money needed/projects/plans etc. anywhere possible other than raising taxes every year. Especially since I'm a senior and living on a budget, like many others. Thank you and keep up the good work.
178	When I move to Tolland I came here for the very low mill rate and the school systems, if the town can't control spending and start to reduce taxes the number of vacancies in town will continue to climb
179	I am planning on leaving Tolland in the next year due the the town tax rate most of which go to the schools and the overall tax climate in CT.
180	Find other solutions other than jacking our property taxes
181	Used to be a great town. No one ever moved. Now houses are for sale everywhere and foreclosures. How much to you think you can squeeze people.
182	Increasing town costs will drive people out of the state to lower cost areas.
183	Reduce taxes and reduce town expenditures
184	the taxes are too high!
185	Spend the towns buget more effectively! Increasing taxes will only push residents out!!
186	Keep the budgets reasonable..
187	The mil rate needs to come down

#	Is there anything else you would like us to know? <i>(responses are ordered to put similar comments together)</i>
188	Can't wait to leave Tolland and CT! Wishing I had built my home somewhere else as taxes have tripled since I've lived here.
189	Reduction in frivolous spending.
190	I truly love our town, the fiscal responsibility, parks and ease of access to everything i need.
191	Overall, Tolland is a wonderful place to live and raise your family. Unfortunately, there are many people that find it very expensive to live here.
192	I really appreciate the country, farm feel of this town, but I have also seen how the lack of commercial revenue impacts our taxes. We need a balance in order to bring in income, but not compromise our town's charm. Also, just love this town and the folks in it!
193	Need to balance the rural "small town" feel with modernizing local businesses. More business taxes means less burden on residential taxpayers.
194	Careful about growth equals lower taxes. There needs to be a lot of data and studies to convince me of that.
195	Tollands challenges are not new and are shared at the state level. Shrinking population and lack of focus on commercial development means a smaller tax base has to shoulder more of the burden.
196	Tolland is a lovely town in which to live but the cost of living here is becoming prohibitive. We desperately need businesses to move in to reduce our taxes.
197	Emphasize commercial development and property tax reduction.
198	We must attract businesses to our town in order for us to maintain the services that many residents (current and future) expect and at a tax rate that all of us can reasonably live with.
199	I feel like we have a winning lottery ticket in our back pocket being so close to Uconn. We should use exit 68 build housing and businesses in order to lower individual tax burdens, hopefully ending with a stronger education system, which ultimately increases property value for all.
200	I honestly thought this was a very special place before moving here in Dec. I spent 7 months building a home here. I was proud it was Tolland we chose. After spending some time here, I'm not sure I feel the same. I worry daily about taxes. We need to get creative and come together as a community to solve problems versus just raising taxes, it's not creative and they aren't fair. Paying years of taxes where, one year equals a semester of private college for my kids, is sad and disappointing. We need to invest in the community. Open up open space for development and bring more businesses to town versus giving away tax dollars to Manchester.
201	The impact of crumbling foundations on neighborhoods, taxes and home values must be considered as we look at the long range plan. What will happen to these neighborhoods if they become "ghettos". How will the town pay for other services and improvements with the decreasing tax base as a result of these homes being unsalable. Relook at the original plan for development of the mixed use area at Exit 68 in view of town houses rather than apartments. Architectural design of existing and proposed business development needs to be addressed.
202	Would like to see development of some sort to assist with tax liability.
203	Business development along 84 corridor to help decrease taxes
204	It is expensive to live in Tolland, with current taxes and having to drive outside Tolland to drug stores and fast food businesses other towns look more promising to those that are at retirement age.
205	We built our home here because we were hoping there'd be more commercial development kind of like Glastonbury but unfortunately all we've seen is our taxes getting higher and no commercial development:(
206	The tax base is totally skewed against middle class homeowners. The mk mansion people can't possibly cover enough of the tax burden. Our only hope is apartments hidden in the woods. Every tenant would at least own a car to tax not to mention what the owner would add to the grand list.
207	Stop spending money. Stop building huge houses
208	Business friendly environment could attract businesses and increase tax base to relieve the burden from the residents and provide services and entertainment.
209	The key to raising the tax base and getting more businesses in the town is to lower the mill rate. A large development like the one we lost would have been instrumental

#	Is there anything else you would like us to know? <i>(responses are ordered to put similar comments together)</i>
	in gaining ground. Keep pushing for development on Merrow Rd and take a hard look at zoning regulations that are making it tough for developers. The land that is available is already cost prohibitive to develop, so at least make it easier to get approvals, so the town can begin to climb out of this hole that is only going to get worse with more state cuts and crumbling foundations.
210	Financial planning and decisions on spending need to improve. We need to stop living beyond our means. Until we get a better commercial base your burdening the residents. Tolland is doing the same as Ct. Spend and tax.
211	Tolland is a great town all in all however it needs to attract the proper types of business to ease the tax burden on the residential tax payer. We have open office space that needs to be utilized and if we consider using any of our open space it should be for the purpose of attracting manufacturing to the town. This type of business brings needed tax revenue and bolsters the local economy.
212	We are not happy that Big Y was given 20 yrs w/o paying taxes. We are not happy that our taxes go up nearly every yr. This town needs some businesses to help w/ the taxes. We are also far behind Ellington and even Stafford on businesses that are in town. They provide jobs and convenience.
213	Town Manager does an excellent job with his hands tied by the disproportionate amount of budget going to a school board that does not require the kind of budget they have been receiving --
214	For a town with a reputation of fiscal responsibly, i'm severely disheartened to find out the extent of town overspending and it's impact on the quality of life of its residents. Our appearance to surrounding towns and state officials seem to be the driving force of counsel members agendas. Cut back on spending and invest that in our people and our people's children. All else will fall into line thereafter.
215	I just moved here and it seems there is a lack of others who are home owners in our age range, need to attract more young people with amenities like lounges and coffee shops and things to do without going too corporate feeling.
216	The children need a facility where they can meet after school and it needs to be inviting and hospitable.
217	I think this town is great, a well sculpted small town with great heritage and community. Only thing we are missing is attractions. I feel as tho I find myself going to other towns to find things to do as attractions in this town are sorrowly scarce
218	I feel like Tolland needs to change. I love the small town vibe but I also believe there's nothing keeping me here. There's little to no entertainment, places to eat, or places to shop. It's hard to be a teenager in Tolland and go out with friends because there is really nothing to do.
219	Thank you for your service. I am sorry if you already received this survey. My phone did not indicate that it got sent. I would like to see a full fledged independent drug store come into this town. I would also like to see some outside eating facilities in the center of town. It would also be nice to have a nice coffee shop and/or ice-cream place in our center. I would like to see more jailhouse enactments. They are so super!
220	I love tolland but it's boring because its not a city so it seems like we need more business and things to grab attention and do activities but not to big that the place won't lose koney
221	Honestly, it's exhausting having to leave town every time your teenager wants to do something. I wish we would develop a Main Street area and have something to do here in town,
222	Try to have more updated resources like a Wi-Fi hip coffee shop and those types of things to go to in town to attract younger crowd buying homes like us!
223	With access to I-84 and 7 miles from UConn this town could offer much more to benefit the tax base. However, it's a balance to: Bring in the right type of housing, for older / non traditional students, Help the small business owners that are here, Develop ways to bring in family dining, other entertainment such as a jazz bar, coffee shop, art galleries, among others. However, this type of development takes time and should be planned by the projection of population growth, current and new infrastructure needed and attracting the mature student (married or professional) to have a family here and help grow our public schools, while maintaining our open space.
224	I believe Tolland needs to move beyond its rural self-image and embrace a more adventurous and visionary approach towards developing its tax base in order to adequately serve the large number of young families residing in town through good schools and family-oriented services and activities.
225	Taxes to high. More activities

#	Is there anything else you would like us to know? <i>(responses are ordered to put similar comments together)</i>
226	I feel as if Tolland is a small, old style town with not much to do. People venture into surrounding towns to have fun and eat, instead of staying in town. Tolland needs new attractions such as new restaurants and places where activities take place to generate more revenue, taxes, and keep in town business.
227	I love our parks and library. Would love more places to gather with neighbors, local business or community spaces
228	Would be nice to have an open air ice rink. Everything is tailored around baseball
229	Crandall Pond used to be a nice place to go with family. It has gone downhill drastically, it's a shame
230	The library is beautiful
231	Town management and committees (e.g. PZC) need to start listening to the residents - and accepting their ideas are not always the right ones for the community
232	It has appeared to me that over the years town boards, commissions, and agencies have their own agendas that they feel are more important to them than survey results or comments/letters offered up by the public in open forums/public hearings.
233	Surveys are nice, but nothing happens. The town will do what the ins want with or without the residents wishes.
234	This town is stale and stagnant with a backward thinking town council and school board. Nobody wants anything to do with this town despite our proximity to Rt.84 and the states flagship university.
235	get the public involved with your decisions
236	I view Tolland as a well run town for the most part thanks to an astute town manager - will be sad to see Steve leave. I think the town government structure (town manager) makes more sense than a mayor or selectman.
237	The town is well run. Zoning does a very good job, although sometimes, is a little restrictive.
238	If expenses need to be cut, they should be cut from positions that are unnecessary, high cost, and low productivity
239	Town officials need to be watched closer for overreach and be able to answer questions directly. Seems to be a purpose built indirect and inefficient means of contacting inspectors. Cell numbers should be public. Etc
240	I think our Town officials to a tremendous job especially with the responsible budget they get each year.
241	You need to start taken care of the land you buy and get some better people that aren't so corrupt.
242	The current town manager has done an outstanding job. His replacement must be as capable and well qualified to set overall direction and achieve equally excellent results.
243	I think the Town does a great job considering what it has for resources
244	for the most part town officials are doing a good job. some just need to hold out for the best solutions for the town instead of going for a fix that presents itself to a problem just because its the only solution in sight at the moment.
245	I love the increase in information about what's going on in town through emails, facebook, etc. - includes social, political, schools, etal. The current town officials really seem to have a focus on sharing info which is a huge deal. Thanks!
246	I have tried to be very active in this vibrant community, and have seen many hardworking and dedicated public servants and town staff making enormous contributions through the years.
247	My entire household votes. In every election. Every time. And we oppose town government's increasing micromanagement of private property rights.
248	We think the town does a good job with its services given most of the money goes to the schools each year.
249	We have great people working for the town, who perform great services.
250	I would like Tolland Public Works to assess road treatments that are contaminating wells, specifically along Old Post and near the garage.

#	Is there anything else you would like us to know? <i>(responses are ordered to put similar comments together)</i>
251	Reinstate more bulky waste pickups.
252	DPW did a great job of snow removal this winter.
253	if you do not offer bulky waste pickup our town will become a dump. Trash in yards and rural dirt roads will be littered with debris. We either need a transfer station or bulky waste pickup
254	I feel the town has a lot additional potential that can be leveraged. I like the fact that Open Space is valued, but there are a lot of tracts of developmental land that we could be doing better to market and bring in additional business, not just from a tax base, but also to provide services for town residents.
255	Tolland is a great town with many wonderful services. It seems as if we are at/rapidly, approaching a cross roads of how to maintain/improve what we have. If we cannot find more revenue, then we may be faced with having more regional/combined services. I dont want that, but it is starting to seem inevitable. We have reduced so many services, hours, salaries & benes, and worst of all, our schools are slipping.... I truly hope we can find fair & reasonable answers to keep Tolland a great place to live and raise a family. Thank you for all that you do and for the opportunity to be surveyed.
256	Tolland is a town I am happy to raise my family in however, what we pay in taxes and what we are getting in return needs work
257	the quality of services is disappointing, the funding cuts to vital services shows a disregard for the care of town citizens.
258	Not many services for amount taxed.
259	Do not raise taxes while taking services away. Pay off what is owed before starting something new
260	I love Tolland. I love our home. I love our neighbors. But it's time to start thinking about how hard it is to sustain annual tax increases without allowing businesses into the town help stave that burden. No more tax hikes or service cuts... please
261	Expecting quality services and quality of life cannot occur with the low appetite for tax support, and therefore businesses support is critical
262	Since I've lived here, I've noticed that there isn't much in the way of speeding enforcement. Many of the roads around town have a speed limit of 30mph, in which most people that I have observed drive at least 20 mph over the speed limit. Destroying the town green for a stoplight will only add to the speeding problem.
263	There is a big speeding issue all through town and never see anyone stopped. As for the green, I don't see how adding a stop light that people are going to rush to make is going help this issue. I would like to see more programs through the recreation department like we had when I was growing up. I moved back to raise my family in Tolland because of my experiences growing up in Tolland, but have found since returning that there have been a lot of changes in town and not for the better.
264	Roads need to be maintained better in many areas
265	Don't change the Green or 195 between the Green and Goose Lane.
266	Due to the issues listed, this is not a town I would stay in long term. Going to school to become a physical therapist has opened my eyes to the high prevalence of persons in our society living longer with multiple chronic conditions, and the subsequent need for accessibility accommodations in order for folks to be able to stay in and participate in society. This has already been acknowledged by the Town of Tolland and has fueled efforts to create senior housing, but there are many individuals who experience disability or inability to drive themselves that could be highly supported by public transit.
267	need to concentrate on road repairs
268	More paved recreation trails. Rails to trails for hiking and biking.
269	Old Stafford Road should be a continuation of Rt 195 to Stafford
270	The roads are really beginning to need work with paving. But I understand the fiscal constraints. Just waiting to lose a wheel on Gehring Road
271	Please continue to work towards making Tolland a walk-bike-wheelchair friendly town as we grow...
272	traffic pattern on green needs improvement Coffee shop drive thru



#	Is there anything else you would like us to know? <i>(responses are ordered to put similar comments together)</i>
273	NA
274	No
275	No
276	No
277	No
278	No
279	No
280	No
281	thank you for prioritizing this eyesore
282	Not at this time
283	no
284	No.
285	??
286	no
287	Keep up the good work!
288	This is a great idea!
289	No
290	No
291	NA
292	Not at this time.
293	No
294	Nope
295	Thank you for reaching out
296	No
297	Have a good day.
298	No
299	No
300	Not really
301	No.

#	Is there anything else you would like us to know? <i>(responses are ordered to put similar comments together)</i>
302	Moving to Tolland in April
303	No
304	No
305	No
306	No
307	No
308	n/a
309	No
310	No
311	No
312	No
313	Nothing at this time.
314	No
315	no
316	Thanks
317	No
318	No
319	37 years,next to Tolland. Work in on conservation commission and with land trust.
320	No
321	Thanks for reaching out
322	No
323	No
324	No
325	not at this time
326	No
327	Not at this time
328	No
329	Na
330	No

#	Is there anything else you would like us to know? <i>(responses are ordered to put similar comments together)</i>
331	No
332	no
333	Nope
334	Thanks!
335	It's all in my suggestions. Thank you for reaching out for input. Hopefully the beginning of something good!
336	No
337	Not at this time

## **Section D: Data, Analyses and Staff Reports**

Natural Resources / Open Space, February 2019 – **PAGE 438**

Historic, Archeological and Cultural Resources / Agriculture, January 2019 – **PAGE 443**

Tolland Conditions & Trends, March 2018, prepared by Staff – **PAGE 445**

Tolland Population Projects and Migration Analysis, Planimetrics, Inc. – **PAGE 503**

## **Natural Resources**

### Issues and Considerations

- POCD should include information on the rare Atlantic white cedar forest in upper Bolton Lakes. We might receive input on strategies from the Bolton Lakes Watershed Conservation Alliance.
- Key development areas are also home to sensitive resources, particularly the business park, the Tolland Village Area and portions of the Gateway Design District. Importance of using development techniques that protect those sensitive areas.
- State statutes now require a POCD to consider sea level change scenarios published by the National Oceanic and Atmospheric Administration in Technical Report OAR CPO-1. The report can be found at: <https://repository.library.noaa.gov/view/noaa/11124>
- Should continue to strive to improve water quality in streams and water bodies, including Gages Brook and Skungamaug River.
- New state stormwater requirements (called “MS4”) have stricter stormwater requirements and mandates for municipalities.
- When the CT Department of Energy and Environmental Protection lifted a consent order that restricted connections to the public sewer in parts of Tolland, the Town agreed to undertake a number of steps to address potential water quality issues from septic systems. The proposed actions are found in the “Plan for Addressing Wastewater in Tolland”, adopted by the WPCA in 2017. Actions include town-wide and targeted education and tracking septic repair trends through GIS mapping.
- I think the Underground Storage Tank section in the current POCD can be eliminated.
- Town energy:
  - The Town Hall, Tolland Intermediate School, and Tolland Middle School use geothermal energy.
  - Town leases land for a ground-mounted solar project which generates 1.3 megawatts. The Town receives credit through “virtual net metering.”
- From 2014 to 2018, the Town has issued 156 building permits for residential solar projects. For what it’s worth, over a 4 year period, 3% of Tolland’s housing units installed solar arrays / panels.
- Capitol Regional Council of Governments is finalizing an update to the regional natural hazard mitigation plan, which includes a chapter unique to Tolland. The POCD should reference the strategies contained in that plan. See: <http://crcog.org/2016/05/natural-hazards-mitigation-planning/>

- FEMA is supposed to be updating flood plain maps. Tolland's were last updated in 1981. Based upon staff's request, FEMA might also be updating studies for Gages Brook (in the business park) and the Willimantic River. While we do not have much land within the 100 year floodplain, we do need updated / better data.

Considerations for Strategies:

- Protecting water quality remains important:
  - Implement the WPCA's 2017 Waste Water Action Plan.
  - The 2009 Tankerhoosen River Watershed Management Plan provides specific recommendations to improve the health of waterbodies with the watershed. The Town should develop an action plan that prioritizes its recommendations and then start to seek funding to address them. Each summer, UConn engineering department reaches out to towns to see if there are any projects the students can study during the upcoming school year. The Town might want to tap into their expertise to start examining priority projects. See the plan at:  
[http://www.tankerhoosen.info/documents/watershed\\_management\\_plan.pdf](http://www.tankerhoosen.info/documents/watershed_management_plan.pdf)
- Continue / enhance public education efforts regarding:
  - Wetlands and when a permit is needed.
  - How actions on individual property can affect the natural environment, especially water resources.
- Low Impact Development:
  - Continue to strive to incorporate LID into town projects.
  - Provide education on LID to engineers, developers, contractors and homeowners.
  - Continue to update stormwater regulations based on MS4 requirements.
- Encourage better erosion and sediment control measures – consider moving away from silt fence and hay bales and encourage minimal clearance rather than full site clearing.
- Greater focus on eradicating invasive species on town properties.
- Consider removing aquifer protection zone from zoning - this designation has no statewide meaning and the two water supplies (Shenipsit Lake and Tolland Water Company wells) are legally protected. Since adoption of this zone, the management and regulation of stormwater has improved. If certain uses are no longer desired in certain areas (e.g., gas stations) then change zoning to eliminate them rather than regulate via a local aquifer protection zone.
- Keep strategy to work with school system on sustainability curriculum.

- Now that we are seeing more solar energy systems, we should review the zoning regulations to ensure they generally meet industry standards. For example, I had a solar expert alert us that the way we measure height does not work as intended.
- Encourage additional solar installations, but try to avoid farmland and forested land.
- Work with FEMA to obtain updated mapping of the 100 year flood plain and better data on Gages Brook and the Willimantic River.

## Open Space

Updated Parks and Open Space Data (as of February 1, 2019)

Category	Description	Acreage	% of Land in Tolland	% of Parks & Open Space
Passive Open Space	Managed by Conservation Commission as conservation areas and used for passive open space (e.g., hiking). Permanently protected through deed restrictions or town intentions.	1,163.6	5%	22%
Subdivision Open Space	Open space donations required through the subdivision process. Generally permanently protected via the subdivision approval.	444.1	2%	8%
State Property	Land dedicated for open space use. Generally well-protected, but state has developed forest and park land in past (e.g., state police barracks).	1,672.5	6%	32%
Land Trust	Permanently protected by a land trust.	314.6	1%	6%
Conservation Easement*	Privately owned but with a deed restriction.	208.1	1%	4%
Private Open Space	Land that acts as open space today, but could be developed. E.g., Fish & Game Club, Girl Scouts Camp, CT Water Company lands, and others.	841.5	3%	16%
Recreation - Municipal	Town-owned land under control of Parks & Recreation Department and used for active and passive recreation.	440.2	2%	8%
Preserved Farmland	Farmland that is deed-restricted for farming use only.	181.5	1%	3%
Total		5,266.1	20%	
Permanently Protected	All of the above minus private open space.	4,424.6	17%	
*There are many other conservation easements not included here.				



Issues and Considerations:

- Certain parcels acquired by the Town are specifically designated as Conservation Areas. The Conservation Commission has developed an excellent and effective system in which it prepares management plans for each property and updates the plans every few years. The plans lay out proper uses, important features, etc. To see an example, see:  
[https://www.tolland.org/sites/tollandct/files/uploads/management\\_plan\\_becker\\_12-13-2018.pdf](https://www.tolland.org/sites/tollandct/files/uploads/management_plan_becker_12-13-2018.pdf)
- The Town has acquired other parcels that have not specifically been designated for conservation (that I am aware of). These are shown in red outline on the attached map. Some are not intended for conservation (e.g., parcels in the Tolland Village Area and Business Park). Others might be good candidates for becoming official Conservation Areas.
- Tolland has used easements quite extensively to “preserve” land that is under private ownership. While easements seem to work well when it applies to a large area and is placed under the Conservation Commission’s control (e.g., the King Riverside Conservation Area), easements do not seem to work well in most other situations. We do not have a listing or mapping of many easements so we are unable to track them. We also do not have the staff resources to enforce the provisions contained in easements. I suggest we move away from easements except in situations similar to the King property.
- Tolland is fortunate to have a robust volunteer Conservation Corps. These volunteers maintain the Conservation Properties, with a series of maintenance days each spring and fall. Occasionally an issue is too large for a volunteer and requires assistance from Public Works. Most needs can be met on a volunteer basis, but in some cases funds are necessary. It is important to continue to budget for the maintenance of the conservation areas.

Considerations for Strategies:

- Seek partnerships with other organizations for preserving land and its maintenance.
- Determine which town-owned vacant parcels are candidates for becoming Conservation Areas.
- Continue to update property management plans.
- Continue to support the Conservation Corps and allot funds for maintaining conservation areas.
- Celebrate conservation areas with more events and more publicity. Market Tolland’s outdoor assets as part of the Town’s identity.
- It is probably time to update the Open Space Plan.

## **Historic, Archeological and Cultural Resources**

- Members of the Historic District Commission are invited to the meeting to share ideas for goals, strategies and priorities. Their initial input from last year is attached.
- See attached draft Cultural Resources Map:
  - The Tolland Green Historic District is both a national historic district and local historic district.
  - The 2009 Plan identified a handful of “Historic Sites.” Some are shown on the attached plan. This is not intended to be a full inventory (developing one could be a strategy included in the POCD update). However, I suggest the Historic District Commission recommend which key sites should be shown on this map.
  - National Historic Place – According to the National Register of Historic Places, these 2 structures are listed.
  - Key Gateways – This is a new concept. These are the main gateways (not all of them) into Tolland. The POCD should include strategies to enhance the gateways to better convey Tolland’s character. The Eastern Gateways Study made regional recommendations (see: <http://www.cteasterngateways.com/>)
  - Scenic Drive – The 2009 plan showed scenic drives that were identified in the town’s Open Space and Conservation Plan. This draft map reduces the number slightly.
  - CT Scenic Road -- the Historic District Commission recently succeeded in having DOT designate a stretch of state roadway as a state Scenic Road.
  - Scenic Views – The 2009 plan showed scenic views that were identified in the town’s Open Space and Conservation Plan. This draft map eliminated some and added a few new ones.
- The town has a Scenic Road Ordinance, but I am not aware of any roads being designated. The ordinance was adopted in 2005. See: <https://ecode360.com/11927686>
- The Sustainable CT Program (which Tolland aims to achieve certification) includes a number of strategies related to “vibrant and creative cultural ecosystems” that warrant consideration for the POCD including mapping tourism and cultural assets.
- Other items I suggest:
  - Promote local art / artists when undertaking municipal projects (e.g., students painting a mural on a wall of a town building, small art installations within buildings or at conservation areas, etc.).
  - Landowners with vacancies in retail-type plazas could be encouraged to post student art in the windows while the space remains vacant.

## **Agriculture**

- Members of the Agriculture Commission are invited to the meeting to share ideas for goals, strategies and priorities. Their initial input from last year is attached.
- Agriculture is also about economic development.
- Not just about preserving “look” of farmland but also about preserving working farms.

- See attached draft Agriculture Map which shows:
  - Tolland Farms. This likely is not a complete list. Developing an inventory is a work in progress and won't be completed before plan is adopted.
  - Preserved Farms. Tolland, with assistance from a federal program, purchased the development rights to the parcels along Shenipsit Lake, which are owned by Oakridge Dairy. The parcels remain under the ownership of Oakridge, but easements restrict the use to only farming uses in perpetuity. The second preserved farm is Campbell Peaceful Valley. The town purchased the parcel with its own funds and placed a restriction that only farming uses are allowed. The town leases the farm out. The current lease terminates in October 2019 and the town will seek proposals from interested farmers.
  - Farmland Soils.
    - Prime Farmland are soils identified by the US Natural Resources Conservation Service as being of major importance in meeting needs for food and fiber. Per its definition it is land that has the best combination of physical and chemical characteristics for producing food, forage, fiber and oilseed crops.
    - Statewide Important Farmland are soils that do not meet the criteria for Prime Farmland, but have been deemed important by the State.
    - The NRCS identified Farmland of Local Importance in Tolland. Those are areas that are not designated as the above two categories but are felt to be important for farming locally.
- Since the 2009 plan, the town has adopted a "Right to Farm Ordinance."
- We just concluded a pilot year for a program called "Tolland Fresh". The Agriculture and Department of Human Services developed a voucher program for income-eligible Tolland residents to use at local farms. For the pilot year, two farms participated. It was successful and well-received by voucher-users and the farms and will expand this upcoming year.

# Tolland Conditions & Trends



March 2018

2019 Plan of Conservation and Development Update

Prepared by Tolland Department of Planning & Development

Staff presented the following data, with some modifications, to the Planning and Zoning Commission at its March 26 meeting. As the Commission begins to update the Plan of Conservation and Development, a key first step is to collect and analyze data to better understand Tolland today and the factors and trends that have influenced the town.

If you have questions please contact the Planning & Development Department at 860-871-3601 or [hsamokar@tolland.org](mailto:hsamokar@tolland.org).

## Topics

- Population
- Households & Socioeconomic Data
- Housing Stock
- Economy & Economic Well-Being
- Fiscal Factors
- Land Use

This analysis is based upon the best available data.

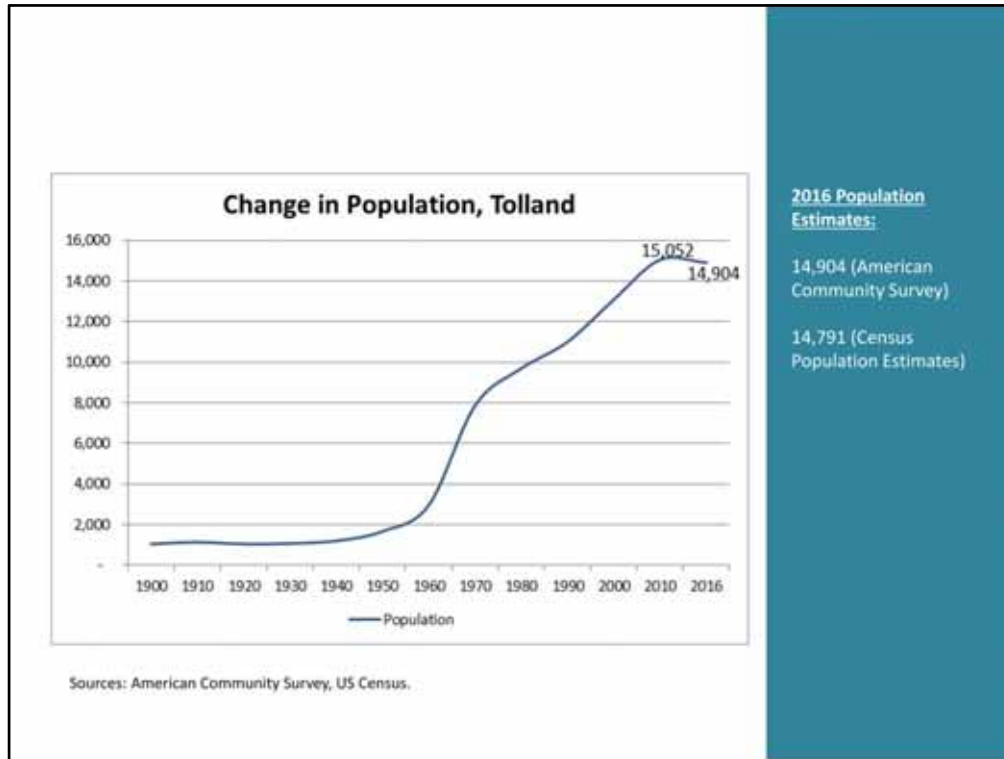
## Sources & Limitations

- U.S. Census
- American Community Survey
- CT Data Center
- Planimetrics, Inc. (advanced demographic analysis)
- CT Department of Labor
- Office of Policy and Management
- The Warren Group
- Other

The US Census is conducted every 10 years and is a complete count of all residents and asks a few basic questions. The American Community Survey (ACS) asks a greater array of questions and is based on a sample survey every year. However, the margin of error for the ACS can be high.

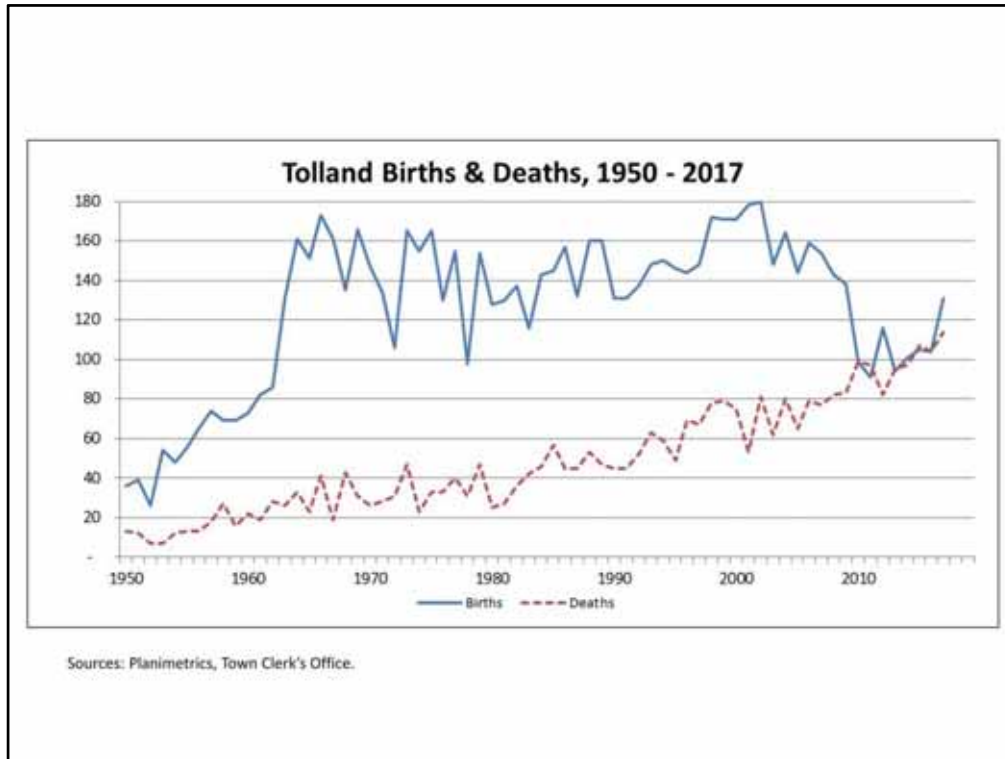
# Population



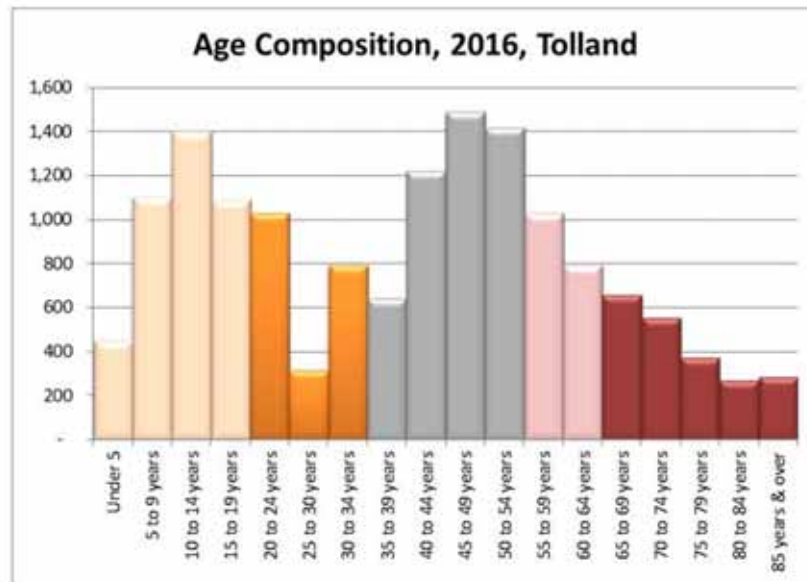


There is no “correct” population number for Tolland. The Census Population Estimates are derived by the Census Bureau annually using the decennial census (2010) and adjusted based on births, deaths and migration to calculate the current estimated population. The American Community Survey is based on a sample and is conducted every year. Both sources indicate that Tolland’s population decreased slightly from 2010 to 2016 after many years of rapid growth. The rapid increase in growth was due to the construction of the interstate, which made it possible to commute to jobs in Hartford.

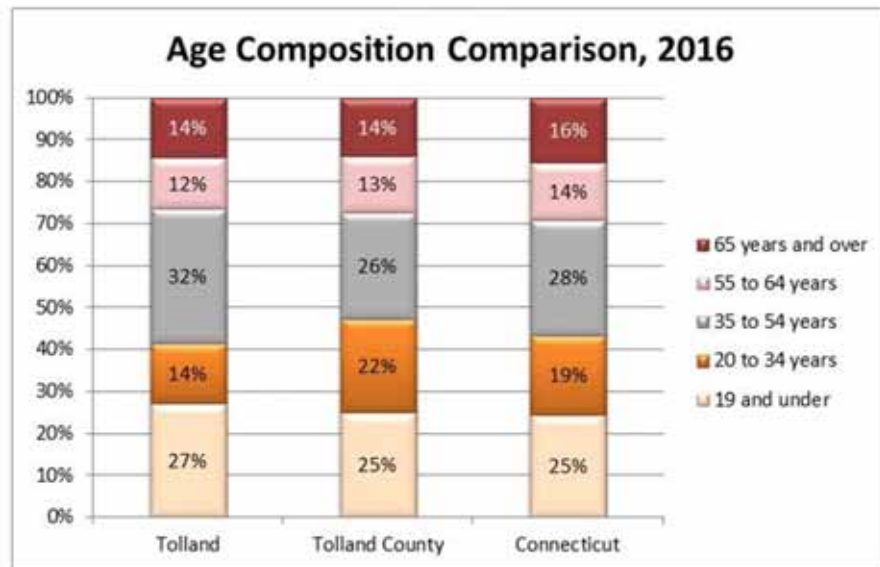




The number of births in Tolland has decreased. However, it is difficult to know if this is the start of a downward trend or a short term consequence of the recent recession since families often delay having children during a recession. Also of note is that the number of births and deaths have converged. When births out-number deaths, a community sees a "natural" increase in population. When births equal deaths or are fewer in number than deaths, the population will decrease unless people move into town.

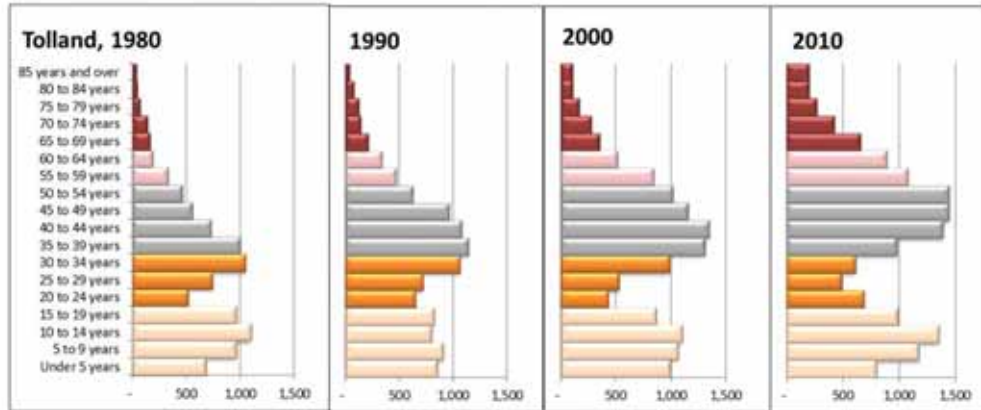


Source: American Community Survey



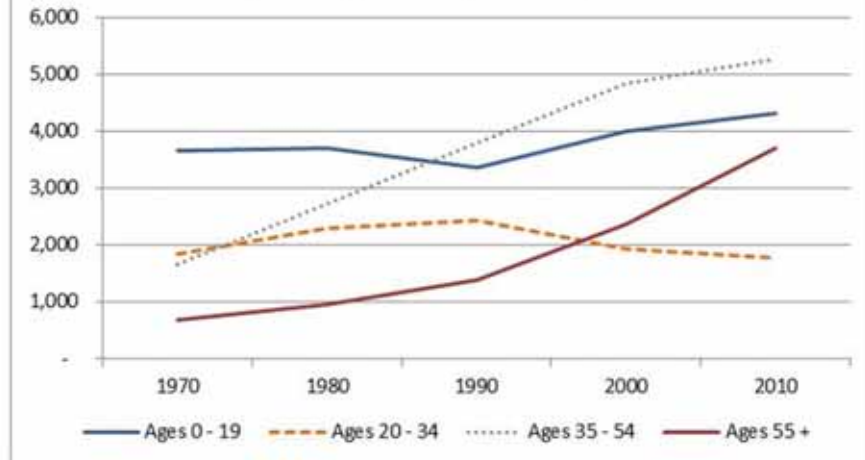
Source: American Community Survey

Compared to the County and State, Tolland's population has a smaller share of young adults and a greater share of those ages 35 to 54.

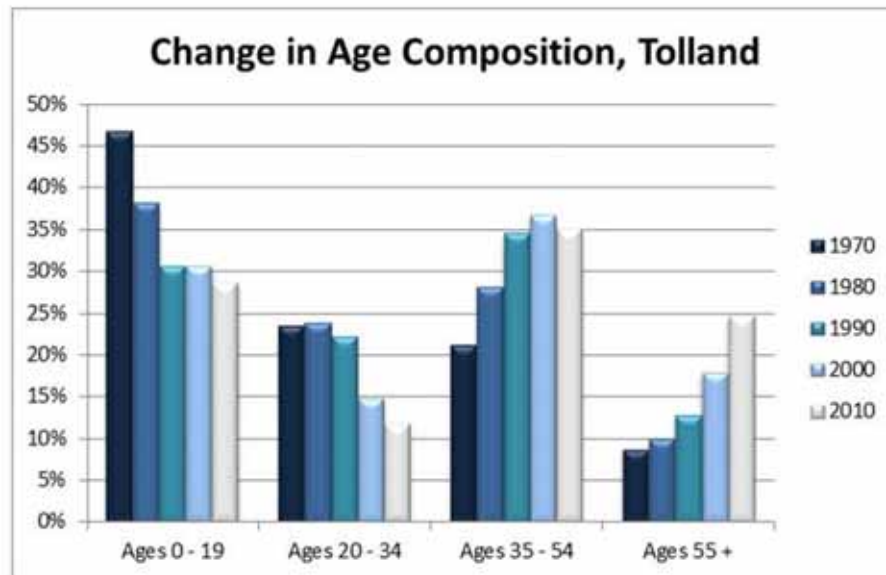


Source: Planimetrics, US Census.

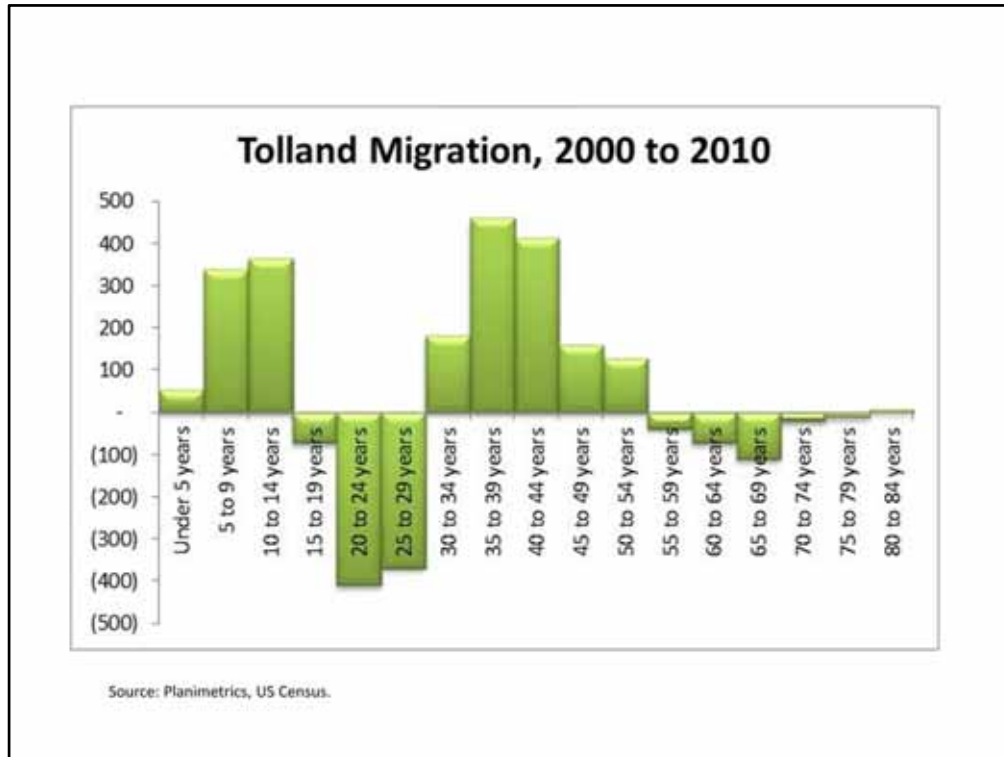
### Change in Age Composition, Tolland



Source: Planimetrics, US Census.

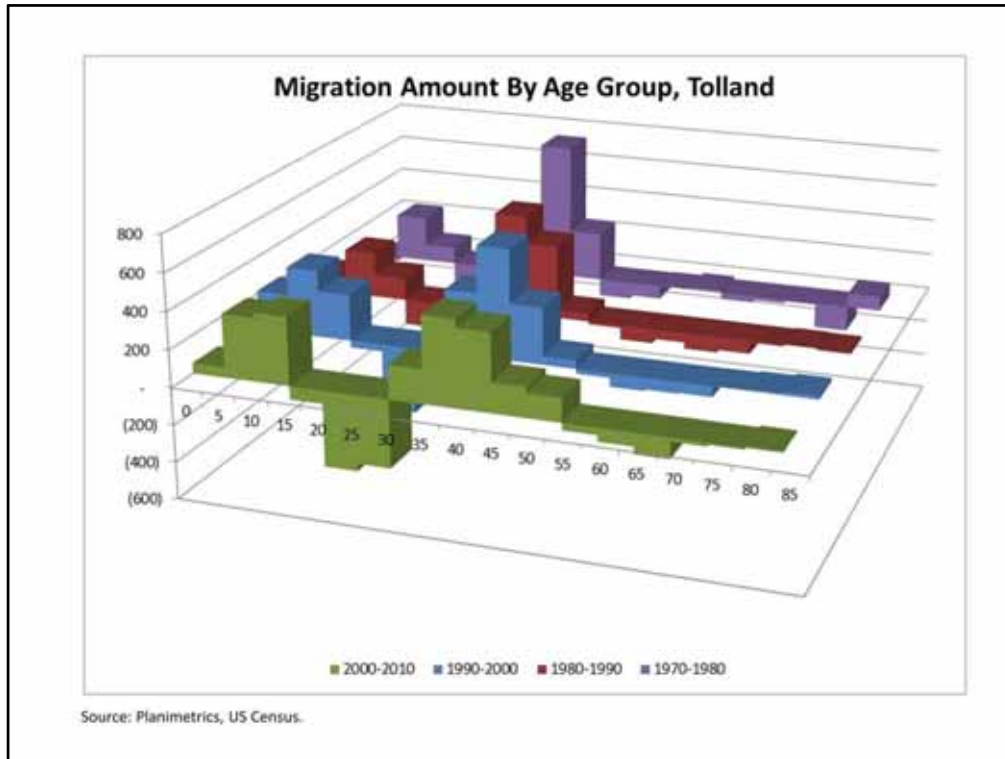


Source: Planimetrics, US Census.



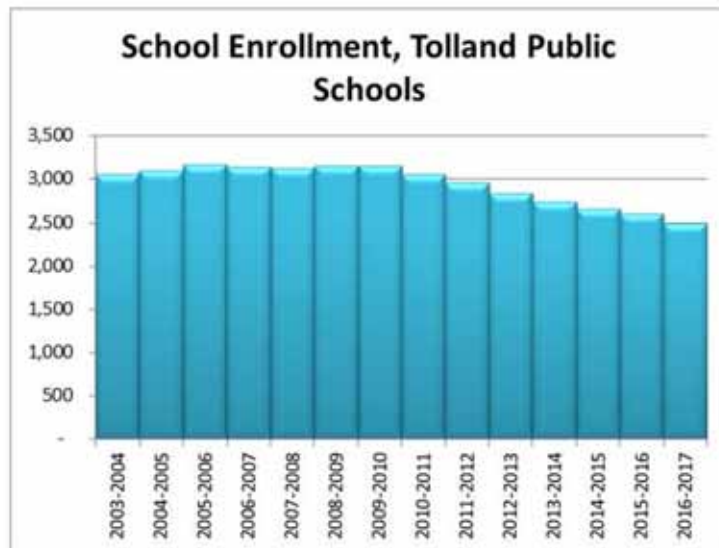
Planimetrics, Inc. conducted a detailed demographic analysis of Tolland using birth and death data and expected survival rates. The results indicate which age groups are moving to Tolland (those bars above the horizontal axis) and those age groups that are leaving Tolland (those bars below the horizontal axis). Tolland is seeing the largest out-migration of those ages 20 to 29. Some of this likely is explained by young adults leaving town to go to college. It may seem counterintuitive that the chart indicates that Tolland is also losing those ages 60 to 69 since previous slides show that the number of people in this age group is increasing. This chart means that although the overall number of those ages 60 to 69 is growing, based on death data, there should actually be more in Tolland.

This analysis is not continued through 2016 since the American Community Survey data would need to be used and that data has a large margin of error when looking at age groups.

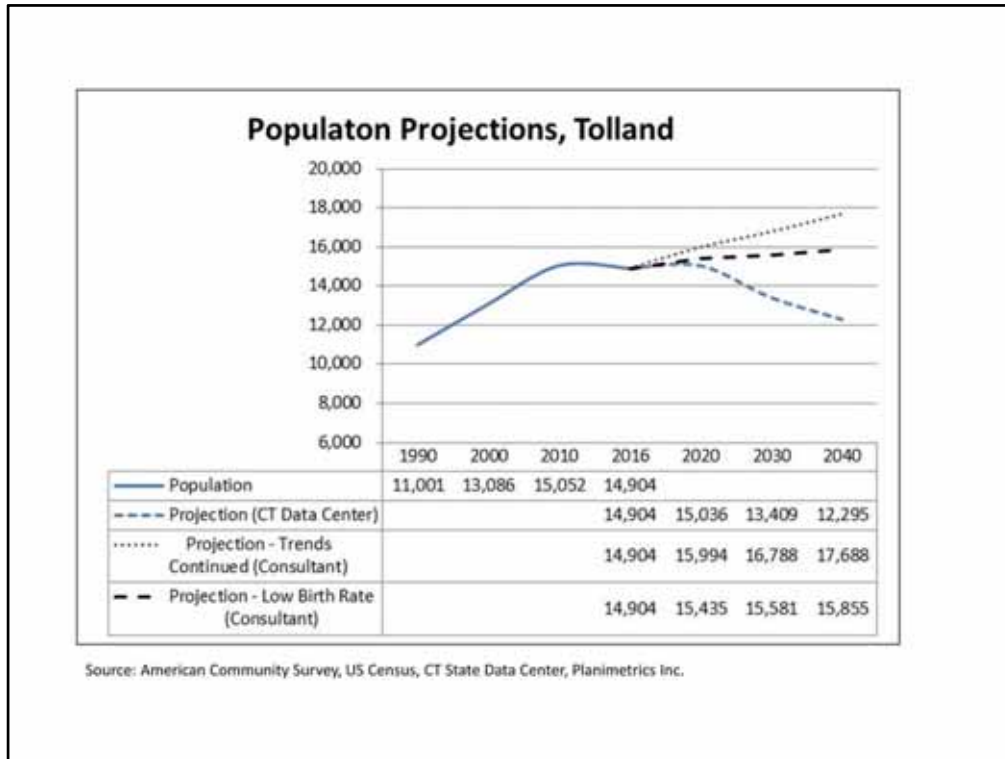


This chart shows migration from 1970 to 2010. As per the previous chart, bars above the horizontal axis indicate age groups that are moving to Tolland and those below the axis indicate age groups leaving Tolland.





Source: Tolland Public Schools.

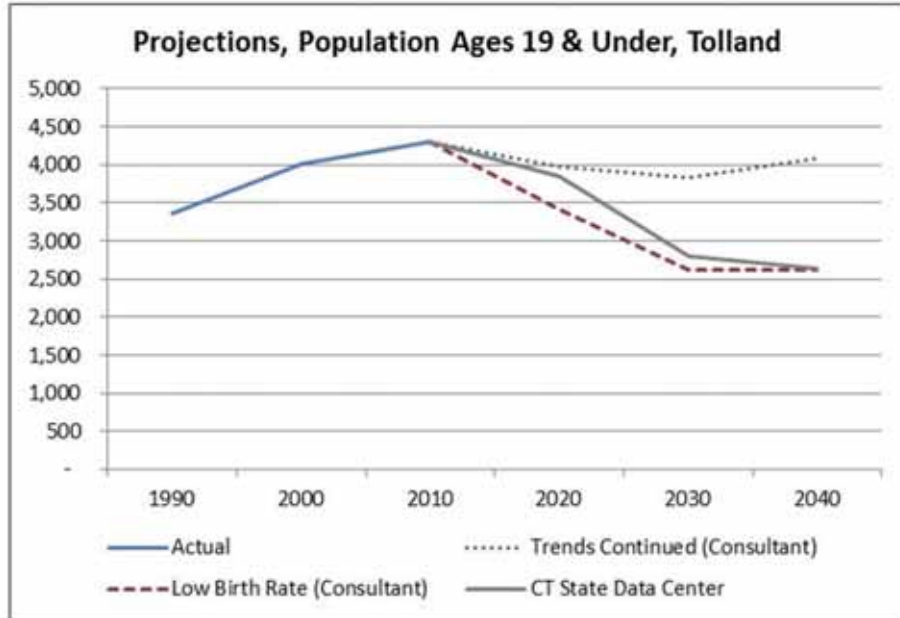


The Connecticut State Data Center (CSDC) prepares population projections for Connecticut municipalities and the state overall. Similar to the projections prepared by Planimetrics, the CSDC uses births, deaths, fertility and migration rates to prepare the projections. However, the CSDC then adjusts the projection based upon the population of the state.

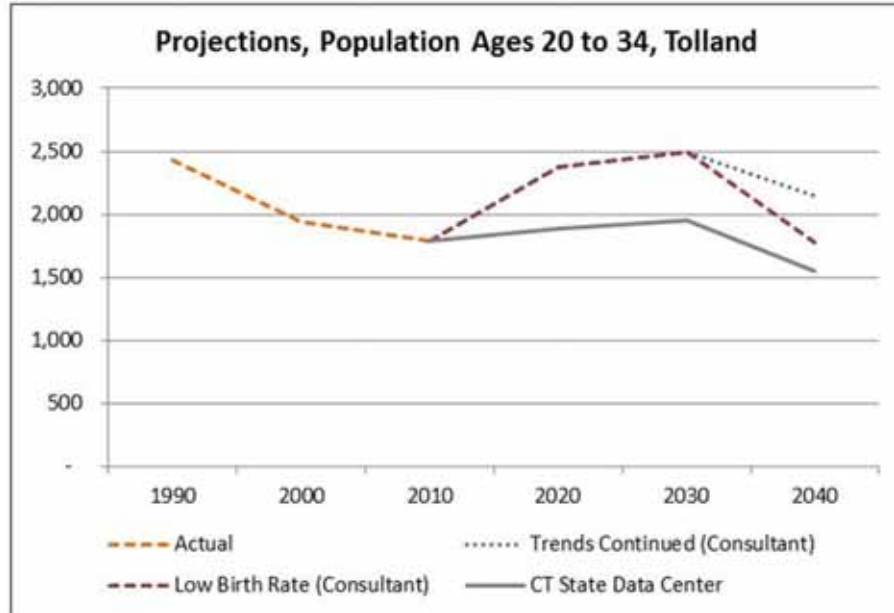
The second projection, which projects that population will climb, was prepared by Planimetrics and does not control based on the state population. It relies upon the 2010 census data and therefore does not account for the reduction in the number of births over the last few years.

Since we do not know if the drop in births is the start of a trend or a residual of the recession, Planimetrics prepared a population scenario that continues the lower birth rate. Even with the lower birth rate, the projection does not indicate a drop in population to the degree of the CSDC projection.

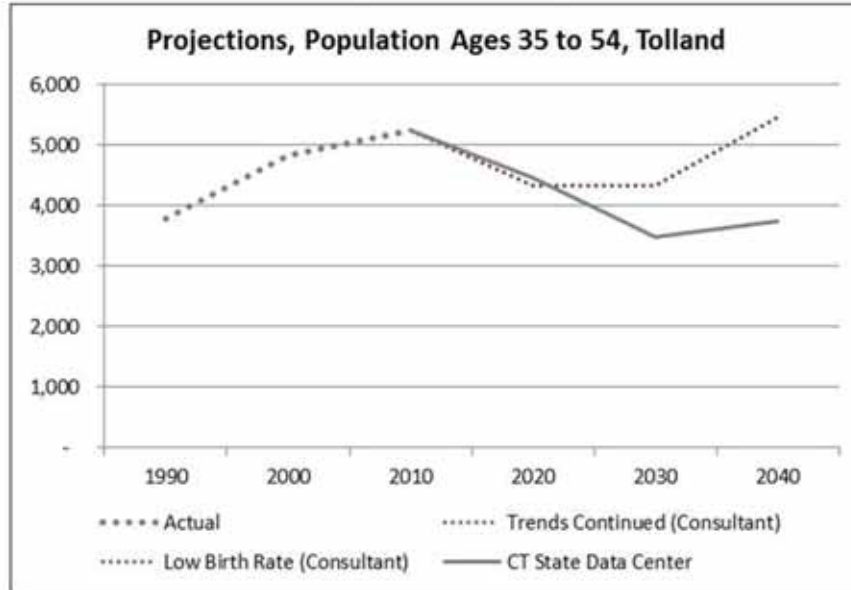
None of these account for development projects. They are based only on demographic data.



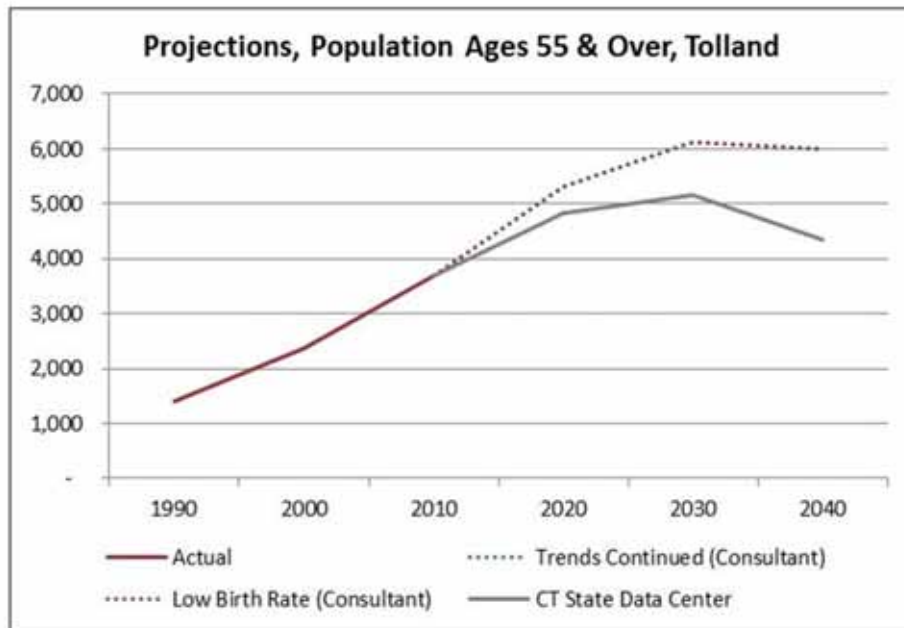
Source: American Community Survey, US Census, CT State Data Center, Planimetrics Inc.



Source: American Community Survey, US Census, CT State Data Center, Planimetrics Inc.



Source: American Community Survey, US Census, CT State Data Center, Planimetrics Inc.



Source: American Community Survey, US Census, CT State Data Center, Planimetrics Inc.

## Racial Composition, 2016

	Tolland	Tolland County	Connecticut
White	96.4%	89.1%	77.1%
Black, African American	0.9%	3.0%	10.4%
American Indian, Alaska Native	--	--	0.3%
Asian	1.3%	4.2%	4.3%
Other	0.3%	1.3%	3.0%
2 or more races	1.2%	2.4%	3.0%
Hispanic or Latino	2.9%	5.0%	15.0%

Source: American Community Survey

## Educational Attainment, 2016

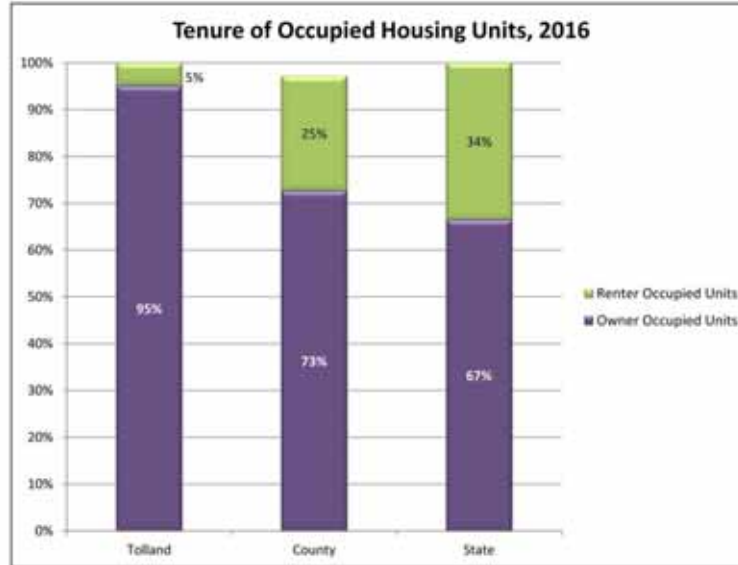
Population Age 25 and Over	Tolland	Tolland County	Connecticut
Less than high school graduate	3%	6%	10%
High school graduate (or equivalency)	24%	27%	27%
Some college or associates degree	29%	28%	25%
Bachelor's degree	25%	22%	21%
Graduate or professional degree	19%	17%	17%

Source: American Community Survey

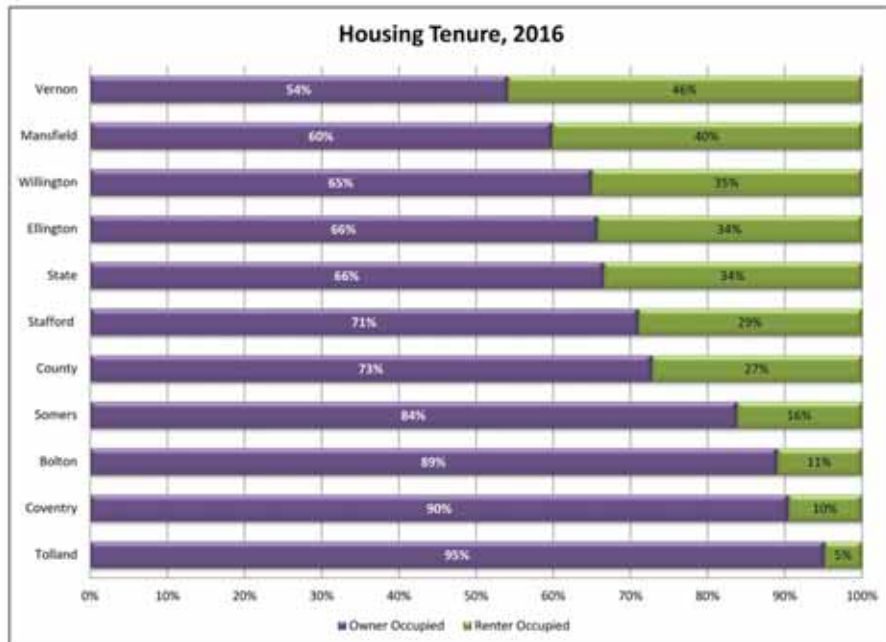


## Households & Socioeconomic Data

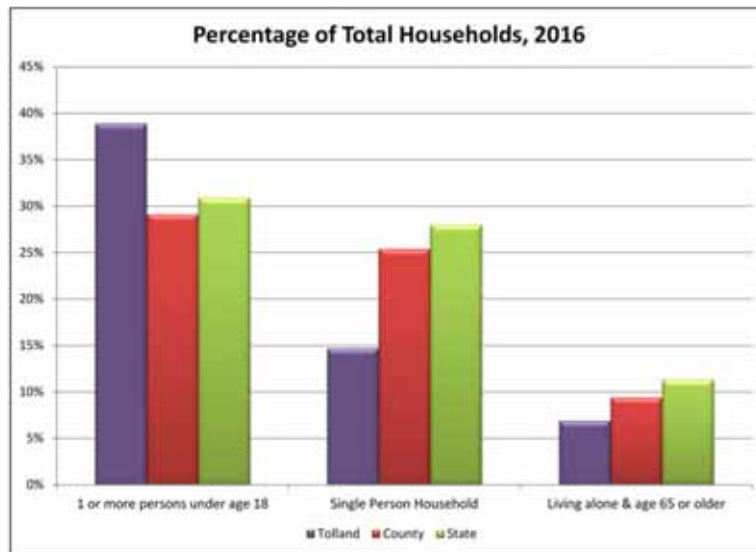




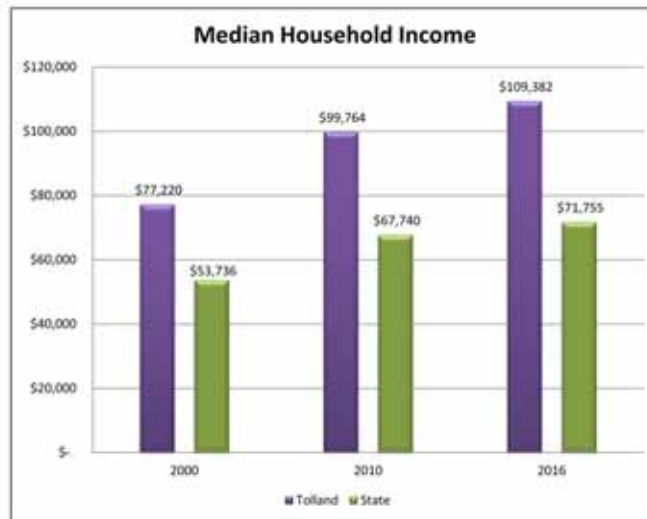
Source: American Community Survey.



Source: American Community Survey.



Source: American Community Survey.



Sources: U.S. Census & American Community Survey.

% Increase 2000 to 2010

Tolland: 29%

State: 26%

% Increase 2010 to 2016

Tolland: 10%

State: 6%

## General Characteristics

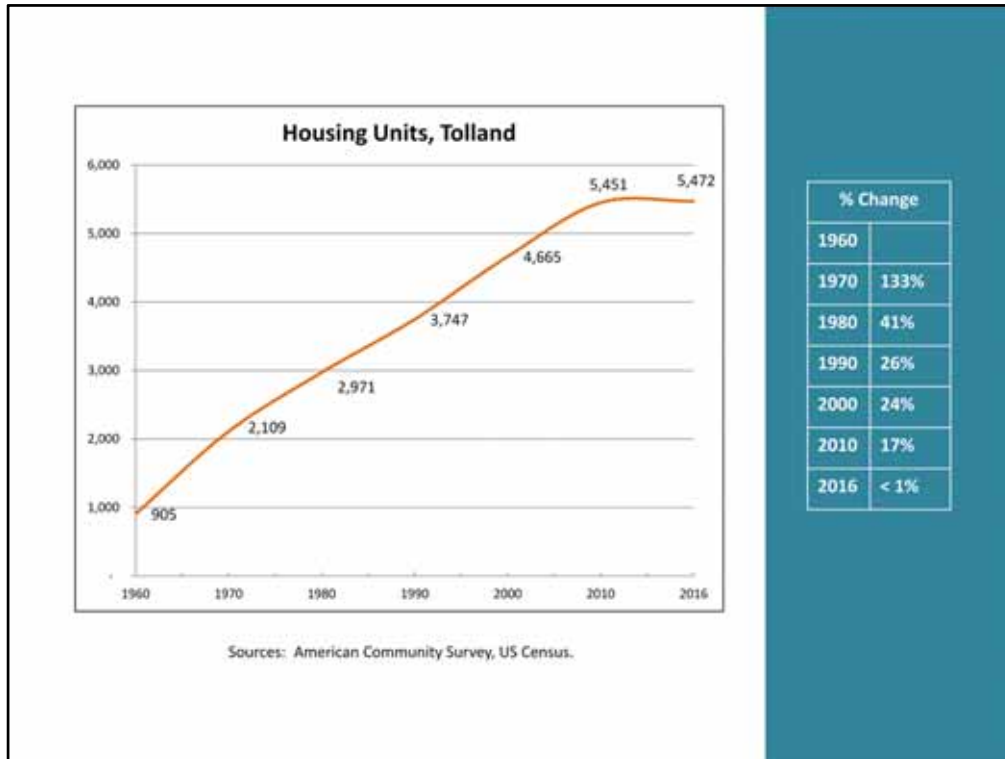
2016	Tolland	County	State
Population with a disability	8.6%	9.8%	10.9%
Population below poverty level	2.5%	6.8%	10.4%
Occupied housing unit with 2 <sup>nd</sup> mortgage or home equity loan	21.7%	20.6%	21.0%

799 Tolland households have no earnings in previous 12 months. Margin of error is +/- 131. Earnings are wages, income.

Source: American Community Survey.

# Housing Stock



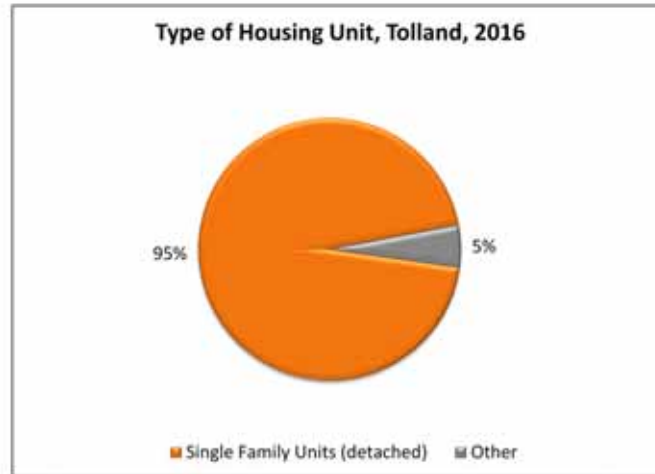


Similar to population, Tolland saw incredible increases in the number of housing units in the decades after I-84 was constructed. Construction has substantially slowed.



"Other" includes:

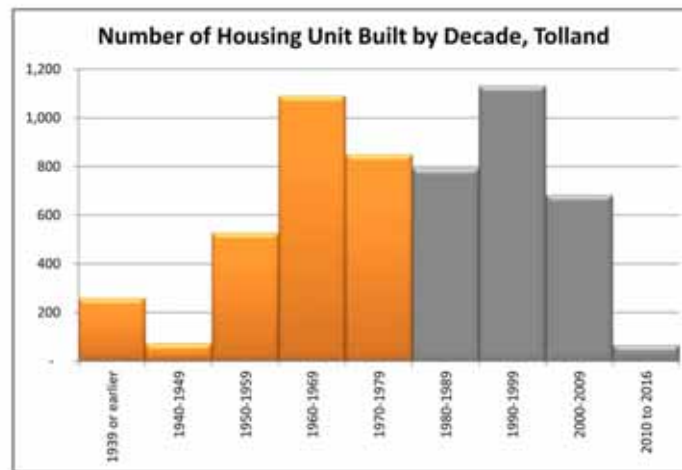
- Multi-family developments (apartments & condominiums)
- Accessory ("in-law") apartments
- Houses with multiple units



Sources: American Community Survey.



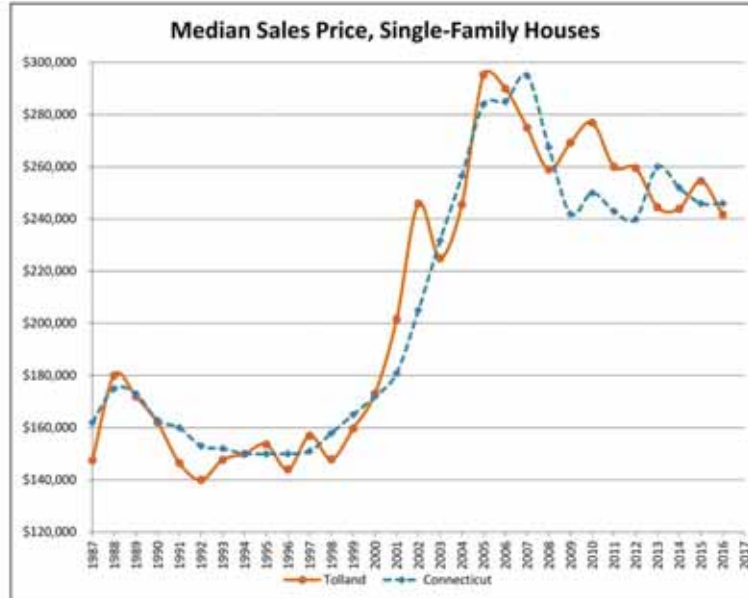
Source: American Community Survey.



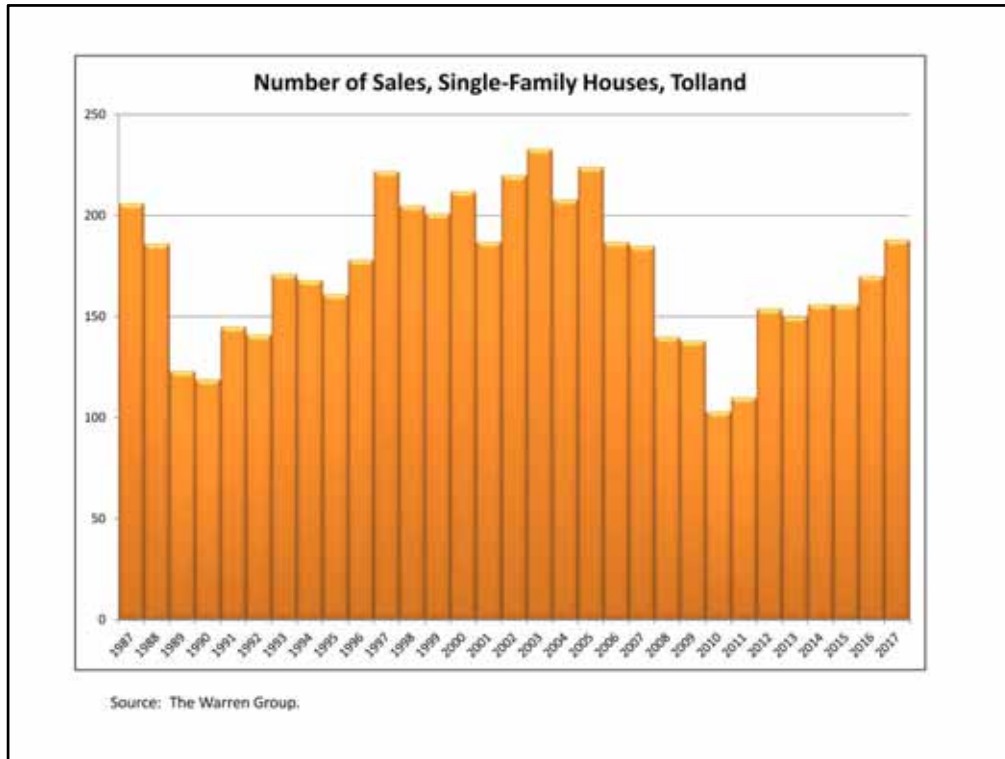
Source: American Community Survey.

■ = Approximate years of concern for crumbling foundation issue

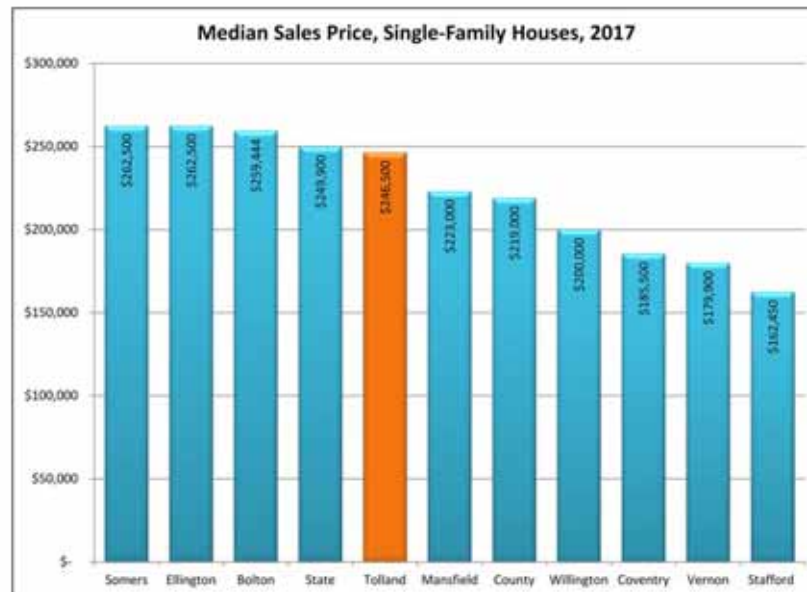
Roughly 49% of Tolland's housing units were built during the time period that is the focus of the crumbling foundation issue (1983 to 2016). This chart includes a few extra years due to data limitations. By no means does this indicate the potential extent of the issue nor does it imply that all houses built during this time period may develop a problem.



Source: The Warren Group.



Some of the dips in number of sales and median sales prices coincide with recessions.



Source: The Warren Group.

## Affordability

	2000	2010	% Change 2000 to 2010
Tolland Median Household Income	\$77,220	\$99,764	29%
State Median Household Income	\$53,736	\$67,740	26%
Tolland Housing Value	\$165,200	\$295,700	79%
Tolland Median Sales Price*	\$173,000	\$276,900	60%

\* For single-family houses.

Sources: US Census, American Community Survey, the Warren Group.

From 2000 to 2010, Tolland housing values and sales prices increased at a much greater rate than income.

## Affordability

	2010	2016	% Change 2010 to 2016
Tolland Median Household Income	\$99,764	\$109,382	10%
State Median Household Income	\$67,740	\$71,755	6%
Tolland Housing Value	\$295,700	\$277,900	-6%
Tolland Median Sales Price*	\$276,900	\$241,750	-13%

\* For single-family houses.

Sources: US Census, American Community Survey, the Warren Group.

It's difficult to determine what the trends from 2010 to 2016 indicate. Incomes continued to increase, though at a lower rate than from 2000 to 2010, but housing values and median sales prices decreased.



## Affordable Units – CGS 8-30g

% Affordable in 2016*	
Vernon	15.7%
Mansfield	10.7%
Stafford	7.9%
Willington	7.5%
Ellington	5.4%
Coventry	4.9%
Tolland	3.2%
Bolton	0.9%

Tolland's % will increase to **3.8%** when the 37 units at Parker Place are built

Connecticut General Statutes Section 8-30g sets a goal for 10% of the housing units in each community to be "affordable" and defines what counts as "affordable".

## Jobs & Economy



## A Quick Note

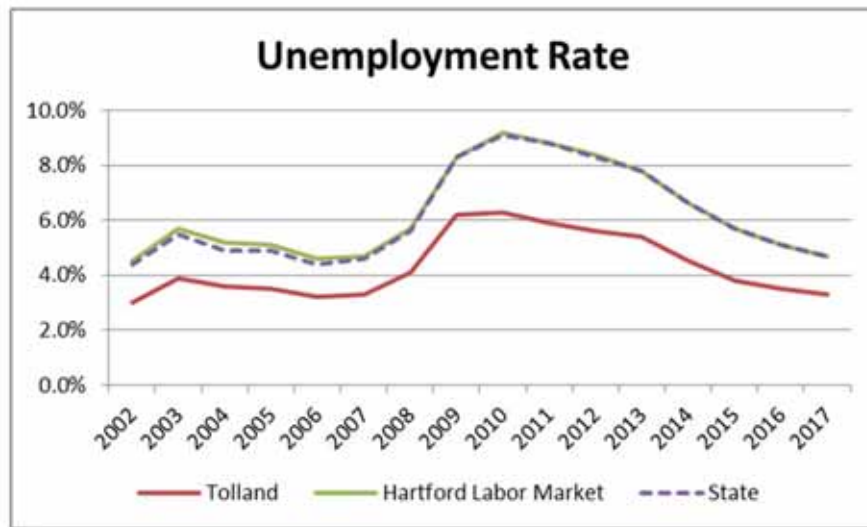
- This section examines characteristics of:
  - Those who live in Tolland, whether they work here or elsewhere
  - Jobs that are located in Tolland, whether filled by a Tolland resident or non-resident

## Labor Force, Tolland

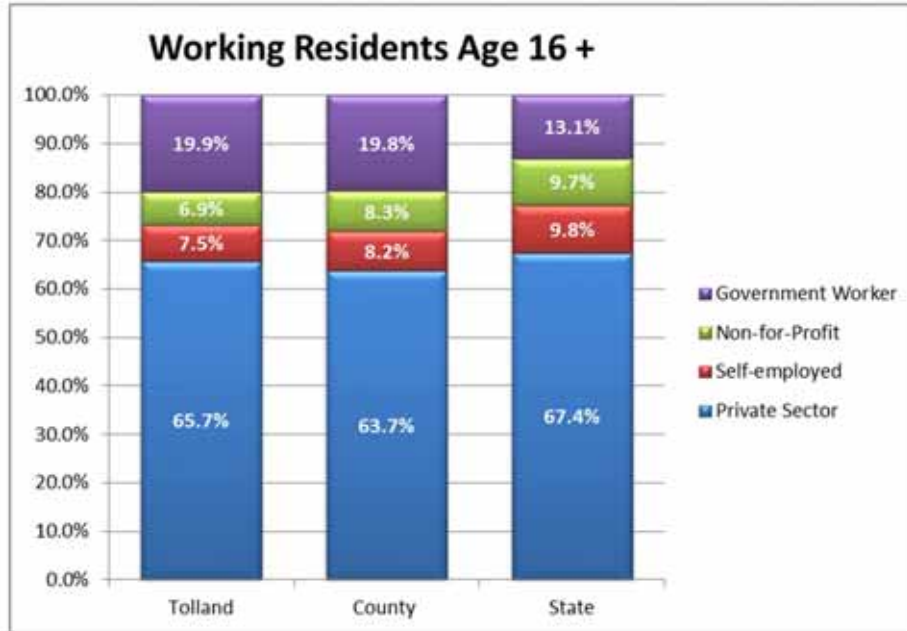
		Change
2005	8,067	--
2006	8,234	2.1%
2007	8,305	0.9%
2008	8,456	1.8%
2009	8,565	1.3%
2010	8,624	0.7%
2011	8,609	-0.2%
2012	8,458	-1.8%
2013	8,366	-1.1%
2014	8,449	1.0%
2015	8,504	0.7%
2016	8,527	0.3%
2017	8,699	2.0%

Source: DT DOL

The "labor force" is comprised of Tolland residents who are employed or want to be employed.



Source: DT DOL

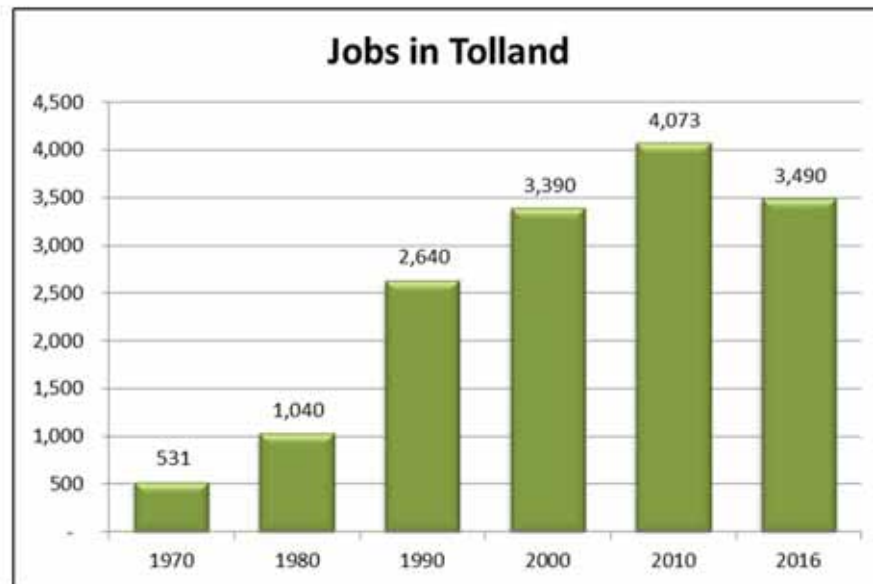


Source: American Community Survey.

## Top 10 – Where do Tolland Residents Work?

Place of Work	Number of Residents
Tolland	1,620
Hartford	1,157
Vernon	614
Manchester	607
East Hartford	395
Mansfield	383
Windsor	267
South Windsor	263
Stafford	210
Glastonbury	205

Source: American Community Survey, 2009-2013.



Source: CT DOL

This chart shows the number of jobs located in Tolland, regardless of whether a Tolland resident or non-Tolland resident fills the job.



## Top 10 – Who is Filling Tolland's Jobs?

Place of Residence	Number Who Work in Tolland
Tolland	1,620
Vernon	332
Manchester	210
Stafford	196
Willington	156
Mansfield	154
Coventry	153
Enfield	130
South Windsor	101
Ashford	88

Source: American Community Survey, 2009-2013.

## Jobs by Sector

2016 Industry	% of Total Employment	
	State	Tolland
Agric., Forestry, Fishing & Hunting	0.3%	-
Mining	0.0%	0.0%
Utilities	0.3%	-
Construction	3.5%	<b>3.9%</b>
Manufacturing	9.4%	<b>9.3%</b>
Wholesale Trade	3.8%	<b>8.1%</b>
Retail Trade	11.1%	8.5%
Transportation & Warehousing	2.7%	-
Information	1.9%	-
Finance & Insurance	6.5%	1.5%
Real Estate and Rental & Leasing	1.2%	0.6%
Professional, Scientific, & Technical Services	5.8%	5.1%
Management of Companies & Enterprises	2.0%	-
Admin. & Support & Waste Mgmt. & Remed. Services	5.3%	3.2%
Educational Services	3.4%	0.9%
Health Care & Social Assistance	15.9%	<b>18.1%</b>
Arts, Entertainment, & Recreation	1.6%	-
Accommodation & Food Services	7.6%	4.1%
Other Services (except Public Administration)	3.8%	<b>4.3%</b>

Notes: "-" means data not available for proprietary reasons; totals do not add up to 100% due to unavailable data.

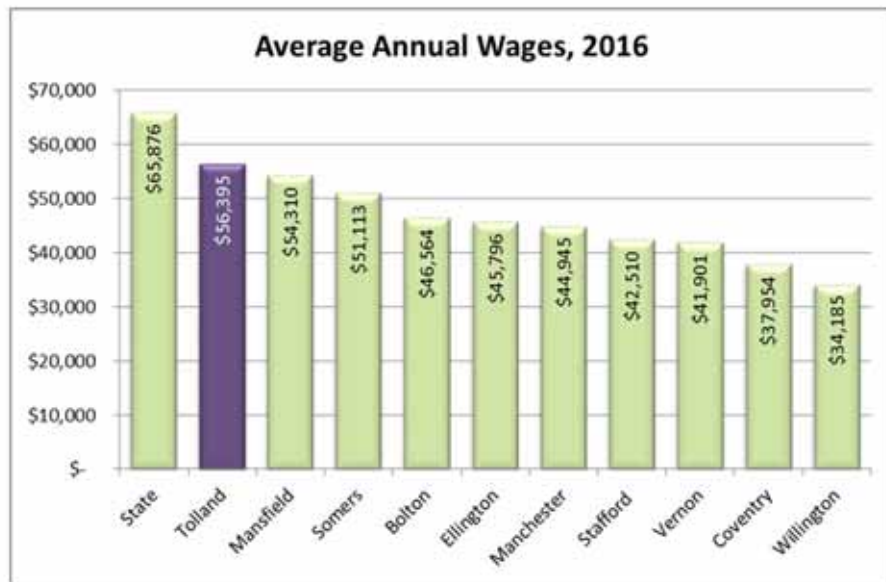
Source: CT DOL. For detailed descriptions of each sector see: <https://www.census.gov/cgi-bin/sssd/naics/naicsrch?chart=2017>

Some sectors have a "-" rather than a percentage under the Tolland column. For confidentiality purposes, the Department of Labor withholds data for those sectors where there are only a few establishments in a town. Otherwise, it would be easy for the data users to determine which specific company the data pertains to.

## Top 10 Employers

Business	Approximate # of Employees (full time equivalents)
Town of Tolland	480
Gerber Scientific	293
Woodlake at Tolland	241
Big Y	179
CNC Software	152
Dari Farms	140
State Police	82
Star Hill Family Athletic Center	75
Eversource	62
Nerac, Inc.	41

Source: Tolland Assessor



Source: CT DOL

These are the average annual wages for jobs located in Tolland, regardless of whether the job is filled by a Tolland resident or non-resident.

## Wage Comparison, Jobs in Tolland

2016 Industry	Average Annual Wage	
	Tolland	% of State Average
Construction	\$51,056	77%
Manufacturing	\$56,646	71%
Wholesale Trade	\$77,301	83%
Retail Trade	\$25,457	77%
Finance & Insurance	\$183,777	<b>111%</b>
Real Estate and Rental & Leasing	\$60,715	86%
Professional, Scientific, & Technical Services	\$83,457	82%
Admin. & Support & Waste Mgmt. & Remed. Services	\$40,654	92%
Educational Services	\$19,107	30%
Health Care & Social Assistance	\$29,781	58%
Accommodation & Food Services	\$15,827	74%
Other Services (except Public Administration)	\$38,165	<b>116%</b>
Federal Government	\$69,979	96%
State Government	\$94,053	<b>134%</b>
Local Government	\$46,839	83%

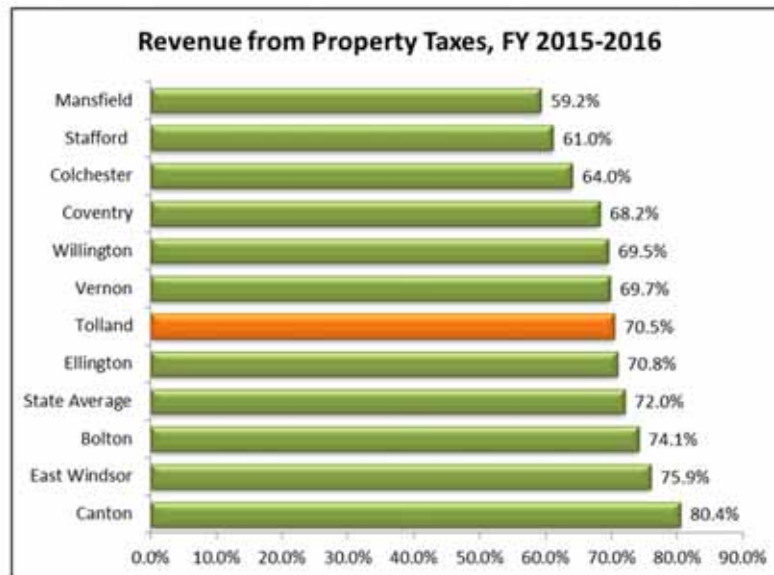
Source: CT DOL. For detailed descriptions of each sector see: <https://www.census.gov/cgi-bin/sssd/naics/naicsrch?chart=2017>

These are the average annual wages for jobs located in Tolland, regardless of whether the job is filled by a Tolland resident or non-resident.

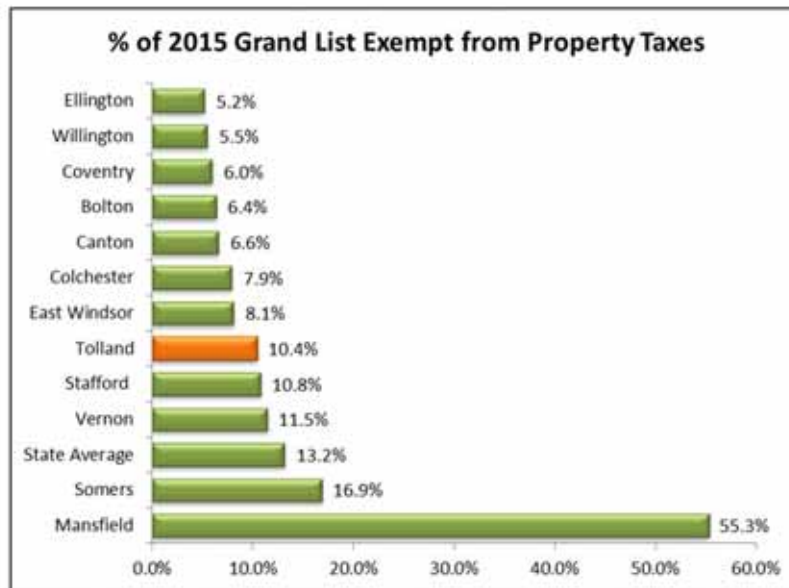
## Fiscal Factors



Please note that the following data comes from the CT Office of Policy and Management's (OPM) "Municipal Fiscal Indicators, Fiscal Years Ended 2012-2016". The figures may not match those figures shown in town budget documents and financial reports because OPM uses a different accounting method in preparing this report. Since the intent of this report is to provide comparisons between Tolland and other communities, the OPM data is used rather than the town data.

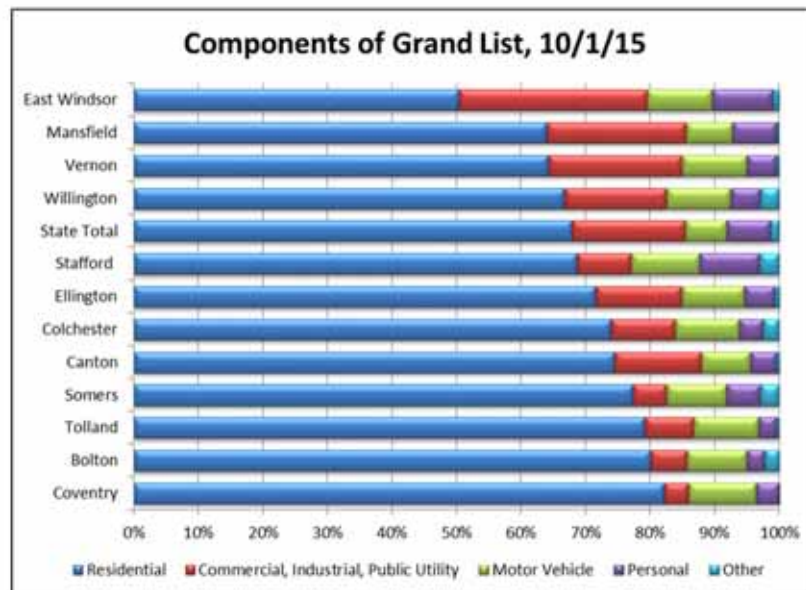


Source: Municipal Fiscal Indicators, Fiscal Years Ended 2012-2016, CT Office of Policy & Management (OPM).  
Figures may not match town budget figures due to different accounting methods used by OPM.

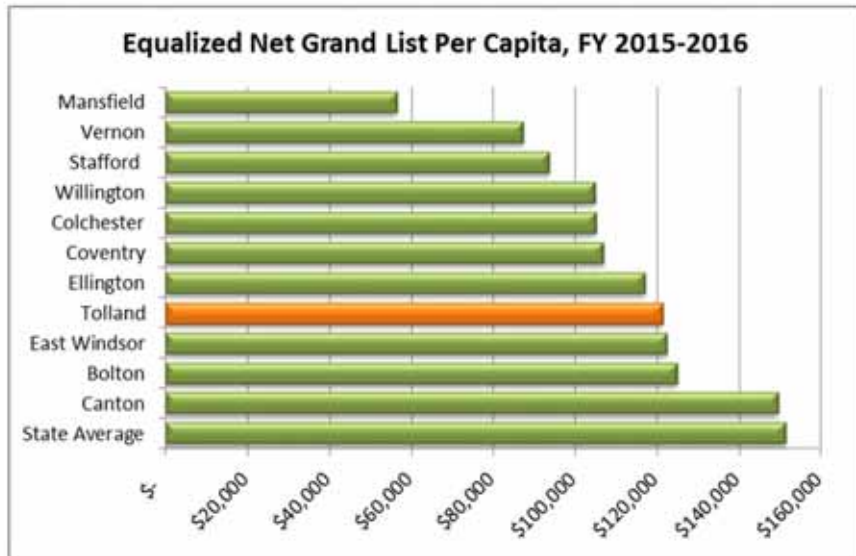


Source: Municipal Fiscal Indicators, Fiscal Years Ended 2012-2016, CT Office of Policy & Management (OPM).  
Figures may not match town budget figures due to different accounting methods used by OPM.





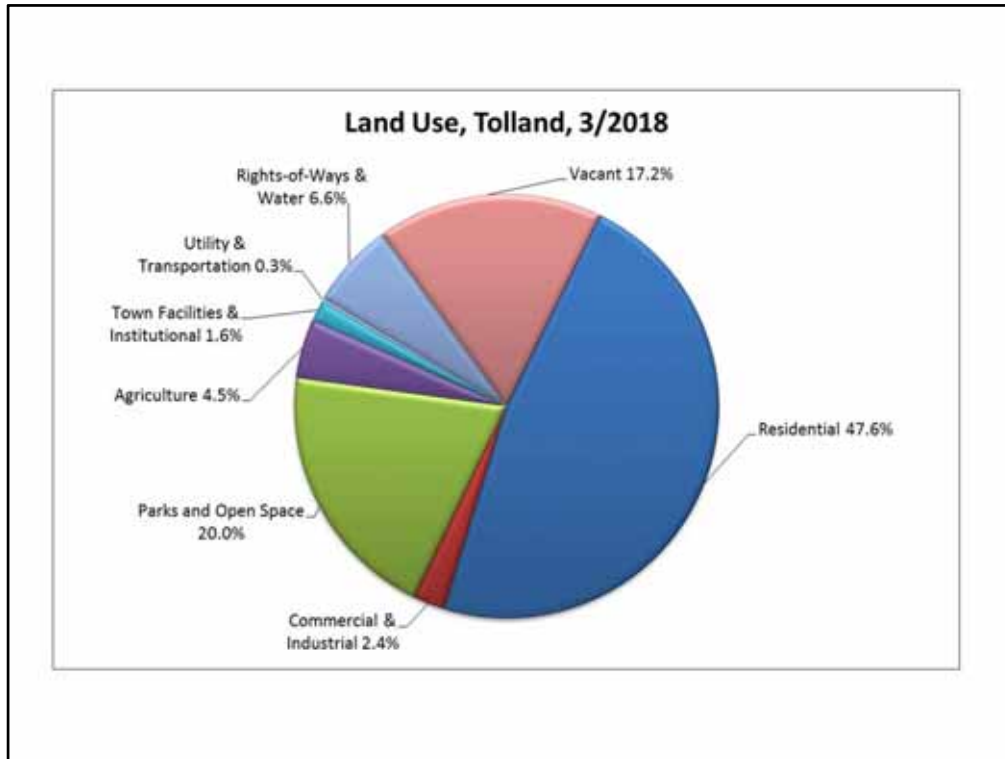
Source: Municipal Fiscal Indicators, Fiscal Years Ended 2012-2016, CT Office of Policy & Management (OPM).  
 Figures may not match town budget figures due to different accounting methods used by OPM.



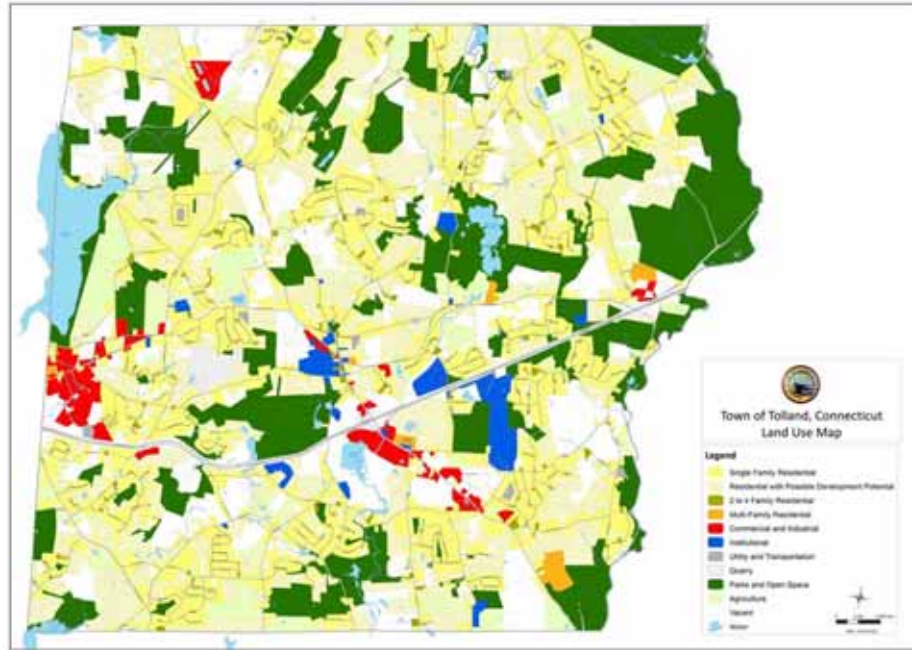
Source: Municipal Fiscal Indicators, Fiscal Years Ended 2012-2016, CT Office of Policy & Management (OPM).  
Figures may not match town budget figures due to different accounting methods used by OPM.

## Land Use



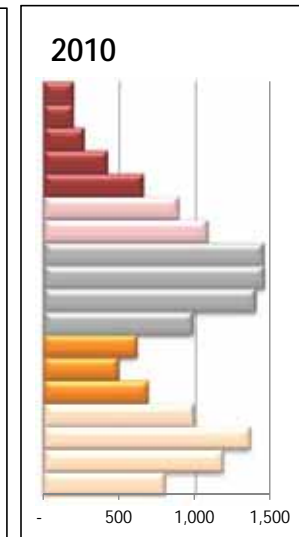
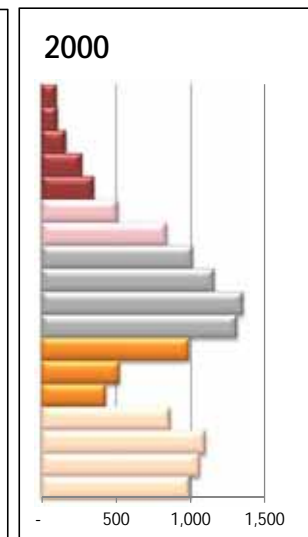
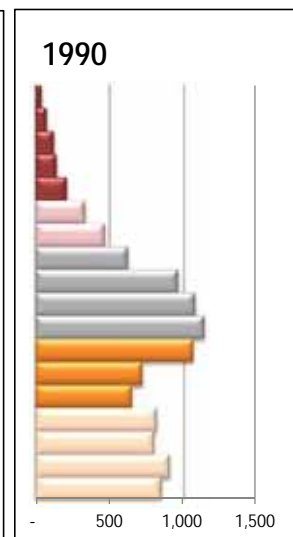
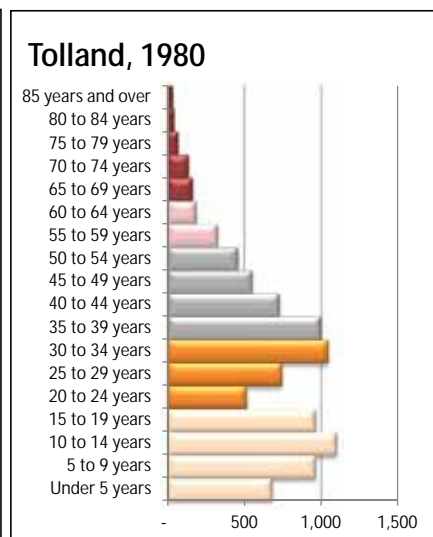
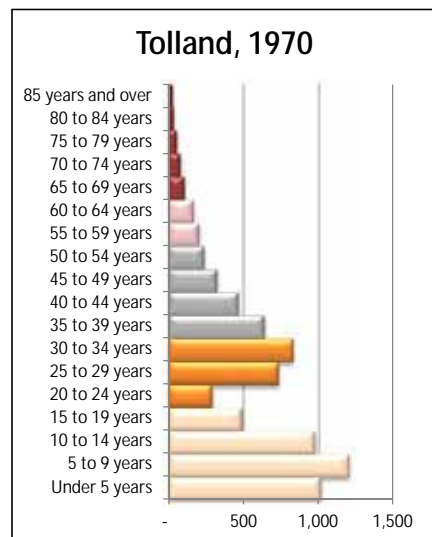


“Parks and Open Space” includes land that is used as open space today, but could be developed in the future. For example, the Girl Scout camp on Plains Road looks and acts like open space today. However, the land is not permanently preserved and could be developed at some point in the future. Conversely “vacant” is land that is not developed and is not intended to provide or act like open space.



# Demographic Analysis and Projections

Summary of the analysis that was prepared by Glenn Chalder, AICP of Planimetrics, Inc.

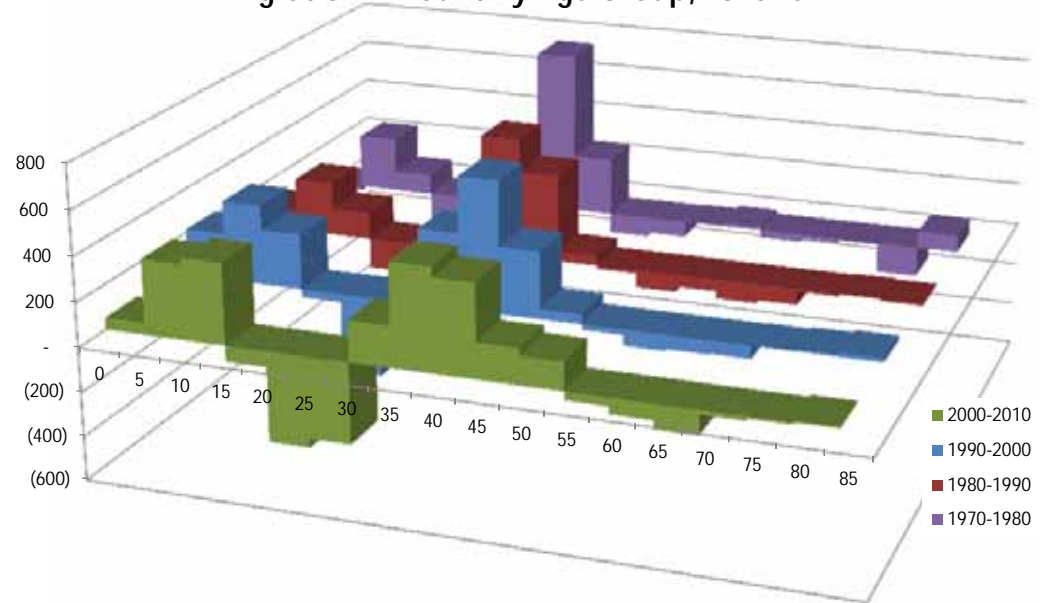


## Migration Numbers

	1970-1980	1980-1990	1990-2000	2000-2010
Under 5 years	(21)	100	215	55
5 to 9 years	257	253	366	339
10 to 14 years	94	126	253	366
15 to 19 years	(234)	(140)	(38)	(71)
20 to 24 years	(452)	(441)	(362)	(408)
25 to 29 years	258	(233)	(285)	(367)
30 to 34 years	757	554	345	184
35 to 39 years	269	404	601	461
40 to 44 years	(94)	44	306	414
45 to 49 years	(75)	(15)	47	160
50 to 54 years	4	(80)	(25)	129
55 to 59 years	17	(55)	(73)	(38)
60 to 64 years	(35)	(89)	(64)	(71)
65 to 69 years	(19)	(74)	(59)	(110)
70 to 74 years	(7)	(11)	2	(20)
75 to 79 years	(138)	4	9	(10)
80 to 84 years	78	(9)	19	9
85 years and over				

Consolidated	1970-1980	1980-1990	1990-2000	2000-2010
19 and Under	95	337	796	689
20 to 29	(193)	(674)	(647)	(775)
30 to 54	860	907	1,273	1,348
55 to 64	(18)	(144)	(137)	(109)
65 and Over	(86)	(89)	(29)	(131)

## Migration Amount By Age Group, Tolland



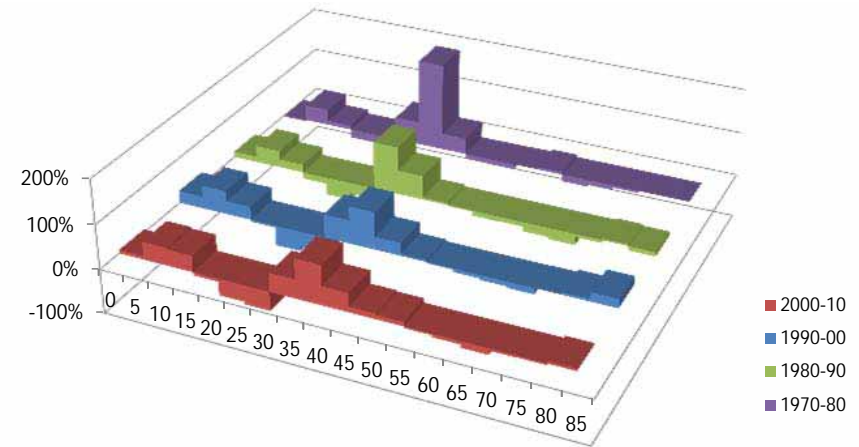


## TOLLAND

### Migration Rates

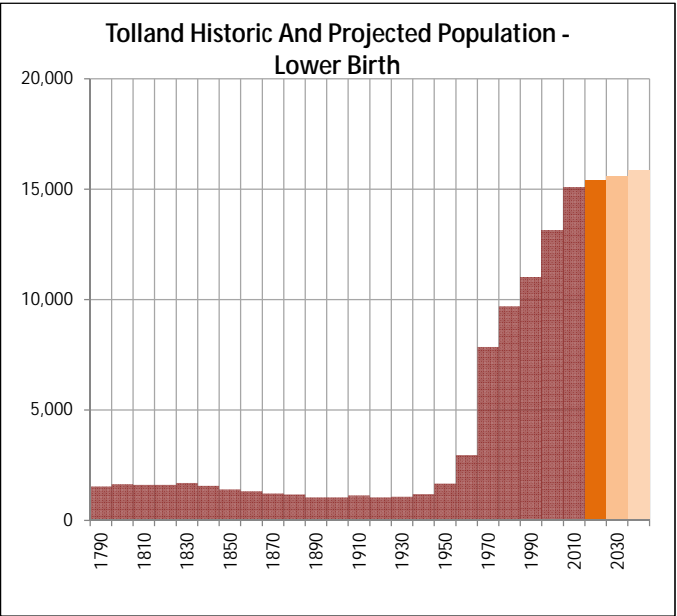
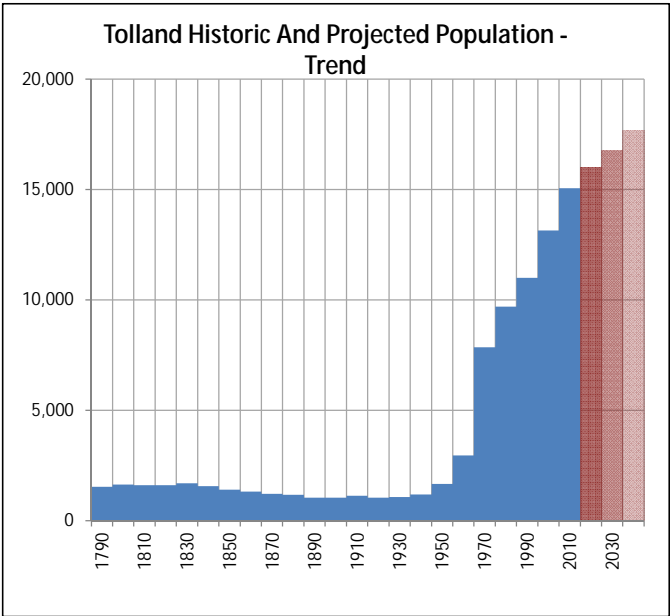
	1970-80	1980-90	1990-00	2000-10
Under 5 years	-3%	13%	28%	7%
5 to 9 years	36%	39%	53%	40%
10 to 14 years	9%	19%	30%	37%
15 to 19 years	-20%	-15%	-4%	-7%
20 to 24 years	-47%	-40%	-46%	-37%
25 to 29 years	53%	-24%	-35%	-43%
30 to 34 years	263%	109%	54%	43%
35 to 39 years	37%	55%	85%	89%
40 to 44 years	-11%	4%	29%	42%
45 to 49 years	-12%	-2%	4%	12%
50 to 54 years	1%	-11%	-2%	10%
55 to 59 years	6%	-10%	-8%	-3%
60 to 64 years	-16%	-21%	-11%	-7%
65 to 69 years	-10%	-26%	-14%	-14%
70 to 74 years	-5%	-7%	1%	-5%
75 to 79 years	0%	3%	6%	-4%
80 to 84 years	0%	-10%	21%	5%
85 years and over				

Migration Rates By Age Group, Tolland



TOLLAND

Decade	Actual	Trend	Low Birth
1790	1,538		
1800	1,638		
1810	1,610		
1820	1,607		
1830	1,698		
1840	1,566		
1850	1,406		
1860	1,310		
1870	1,216		
1880	1,169		
1890	1,037		
1900	1,036		
1910	1,126		
1920	1,040		
1930	1,064		
1940	1,192		
1950	1,659		
1960	2,950		
1970	7,857		
1980	9,694		
1990	11,001		
2000	13,146		
2010	15,052		
2020		15,994	15,435
2030		16,788	15,581
2040		17,688	15,855



TOLLAND	Actual					Projected				
	1970	1980	1990	2000	2010	2020	2030	2040		
Under 5 years	1,010	678	849	992	791	745	760	852		
5 to 9 years	1,197	960	902	1,059	1,177	1,051	1,072	1,203		
10 to 14 years	970	1,098	799	1,097	1,354	1,080	1,017	1,037		
15 to 19 years	487	960	817	861	986	1,096	979	999		
20 to 24 years	290	514	651	432	684	844	673	634		
25 to 29 years	732	743	719	524	488	559	621	555		
30 to 34 years	829	1,045	1,063	988	613	971	1,198	955		
35 to 39 years	636	996	1,139	1,309	980	913	1,045	1,162		
40 to 44 years	466	727	1,075	1,349	1,390	862	1,365	1,685		
45 to 49 years	322	551	960	1,158	1,446	1,083	1,008	1,155		
50 to 54 years	237	457	624	1,014	1,443	1,487	923	1,461		
55 to 59 years	203	326	469	840	1,077	1,345	1,007	938		
60 to 64 years	167	187	333	513	886	1,261	1,299	806		
65 to 69 years	109	165	213	354	656	841	1,050	786		
70 to 74 years	81	138	143	275	421	727	1,035	1,066		
75 to 79 years	58	71	125	167	267	495	634	792		
80 to 84 years	35	43	78	110	196	300	518	737		
85 years and over	28	35	42	104	197	336	583	866		
Total population	7,857	9,694	11,001	13,146	15,052	15,994	16,788	17,688		

Tolland Past and Projected Age Composition 1970 - 2040

