

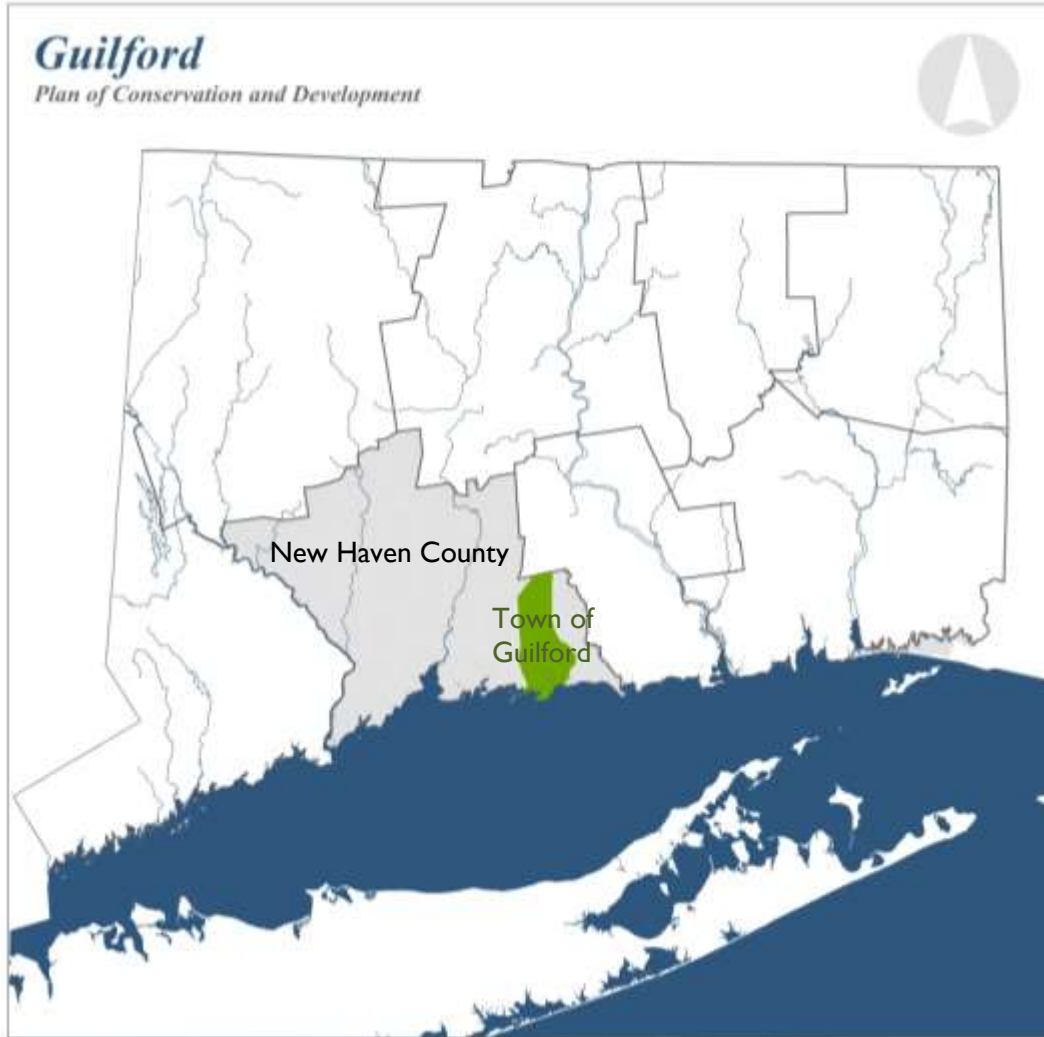
Guilford Plan of Conservation and Development Update

Adopted July 15, 2015

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Introduction



PURPOSE OF THE PLAN

The Plan of Conservation and Development (PoCD) is a tool to create common goals for the town in its long-term growth. It is intended to be both visionary and action oriented.

The 2014 PoCD is organized around eight overarching goals.

1. Preserve Guilford's character, culture, and scenic values.
2. Conserve Guilford's lands, waters, and natural areas.
3. Make compatible commerce and livelihood thrive.
4. Encourage development of a diverse housing supply for households with a broad range of incomes, family size, and ages.
5. Provide community facilities for education, recreation, and emergency services.
6. Provide safe, efficient, and compatible transportation infrastructure.
7. Provide appropriate and compatible utilities and infrastructure to support Guilford's population.
8. Encourage participation in cooperative efforts to promote the health and welfare of the South Central Connecticut region.

The process of updating the plan has given the town the opportunity to focus on "the big picture," affirm goals identified in the last plan adopted in 2002, and identify new trends to prepare for future

opportunities and challenges. It has provided several forums for the discussion of shared values and concerns. Input gathered has facilitated a dialog within the town to promote overall values and coordinate efforts to produce consistent results. Strategies that support multiple goals are referenced here to help ensure an efficiency and economy in implementation to allow town committees to work together to enable long-term health, sustainability, and the ability to thrive.

WHAT IS A PLAN OF CONSERVATION AND DEVELOPMENT

Chapter 126, Section 8-23, of the Connecticut General Statutes requires that a planning commission, "prepare, adopt, and amend a Plan of Conservation and Development for the municipality." PoCDs are guidance documents that set policy priorities for the physical, environmental, economic, and social future of a community. PoCDs contain goals and visions along with recommended action steps to help work toward achieving those goals. The planning process involves assessing current conditions and trends in order to develop reasonable goals and strategies and engaging the community in a dialogue about its future.

While being future oriented, a PoCD reflects the goals and objectives of a community at a point in time with regard to changing economic conditions, lifestyles, and desires of the community. In recognition of this, the state statute requires that the PoCD be updated at least every 10 years so that long-term planning objectives are based on a current inventory of existing conditions and economic cycles.

As an advisory document, the PoCD is intended to provide a long-term vision for the town and guide short-term decision making relating to growth and development. **This plan does not have the authority of a law or regulation but is instead a set of recommendations for future development, conservation, and improvements over the next 10 years.**

GUILFORD'S PLANNING PROCESS

The Town of Guilford has a long history of planning activities dating from the Colonial period when the town was founded (1639). In the modern era, the first Plan of Development was adopted in 1959, and in 1966 the first Comprehensive Plan of Development was approved. In 1978, The Comprehensive Plan of Development and Conservation was adopted. It was next updated in 2002. The creation of the 1978 plan was a major landmark in Guilford's planning history. Among other major changes in Guilford's Zoning Regulations, it served as the basis for subsequent rezoning, which resulted in the creation of the R-8 (low density) zone and its 4-acre-minimum lot size in a large portion of the land north of I-95 and in a smaller portion on the west side of town south of Route 1. The dominant focus of the 1978 plan was growth management, including the conservation of open space rural land, environmental resources, and the preservation of Guilford's small-town character. Since 1978, a significant number of additions to Guilford's overall planning program have been completed and, with the 1978 plan, provided a broad spectrum of support in developing Guilford's 2002 PoCD.

Since the 2002 PoCD, other studies and documents have been prepared to supplement or amend the work of that plan. They include:

- Community Coastal Resilience Plan (2015)
- Plan for Open Space and Municipal Land Needs (2013)
- East River Preserve Management Plan and Deer Study (2011, 2014)
- Harbor Management Plan (2012)
- Hazard Mitigation Plan (2012)
- Planning for Farmland Preservation (2009)
- Municipal Coastal Program (2008)
- Town Center South Plan (2007)
- The Guilford Village Walkway Plan (2006)
- Updated Demolition Delay Ordinance (2005)
- Natural Resource Inventory and Assessment (2005)
- Economic Development Plan (2004)
- Growth Management Strategies (2004)
- Woodruff Farm Advisory Committee Report (2004)
- Transportation Plan (2003)
- Planning and Design Guidelines - Route 1 East Boston Post Road (2000)

The Planning and Zoning Commission together with the Board of Selectmen and PoCD Committee began a series of public workshops in September 2009 to collect ideas and concerns. In November of 2009 the group surveyed department heads, and boards and commissions, along with publishing 'Planning Strategies for Guilford,' a summary report of the public meeting held September 30, 2009 at the Community Center. Throughout 2010, four public workshops were held, and an online survey was released. Since 2011, the Plan of Conservation and Development Committee has met monthly to analyze the work done since the 2002 PoCD and results from community outreach to establish Goals, Strategies, and Actions for this 2015 PoCD update. In the summer of 2014, a consultant was retained by the town to finalize these working drafts, and develop a final PoCD.

HOW TO USE THIS DOCUMENT

This document has been divided into eight goals, and for each of these goals it is further broken into various strategies and actions. These actions appear in the narrative of each goal, and are also listed in the Action Agenda.

Goals – desired long-term outcomes toward which the town is working (e.g., "Preserve Guilford's character and cultural landscape"). A good goal is visionary, relatively general, and brief. This was called a "Policy" in the 2002 PoCD.

Strategy – a long-term and continuing policy designed to advance a goal. It states an approach but does not readily lend itself to a specific schedule or measurement (e.g., "Encourage flexible development patterns").

Strategic Action/Activity – a specific action or set of tasks to advance a strategy. It can be scheduled and measured and its implementation readily identified (e.g., "PZC will consider converting from a 'minimum lot size' to a 'maximum density' regulatory system"). A good strategic action/activity is linked to a goal, focused, and feasible.

Each strategic action or activity is assigned to an actor, **Who?**, a time period for completion, **When?**, and is noted as to whether it supports several goals, **Goals**.

Who? – Which agencies (see page 8) are responsible to complete these strategic actions or activities?

When? – What is the expected time period of these strategic actions or activities: short term, long term, or ongoing?

Supports Other Goals (Goals) – These strategic actions or activities support multiple goals and are noted by those goals' numbers.

Preface

HISTORY, GOVERNMENT, AND TOWN STRUCTURE

Guilford's blending of the seashore, the Town Center, and the countryside provides a character and atmosphere that is unique. More than 450 recorded historic structures dating from 1639 to 1937 make the heritage of the Town a strong, visible component of this character. The moderate scale of these historic structures contributes to the small-town feel of Guilford. Individual elements, such as the Town Green and the Town Harbor, are inseparable from the character of the town. The varied natural setting of Guilford, composed of open water, coves and bays, wetlands, forests, fields, tree-lined streets, stone walls, and winding roads, creates the context of the town.

Brief History

Adapted from the 2002 PoCD

Under the leadership of the Reverend Henry Whitfield, about 25 English Puritans and their families sailed from England in May 1639 for Connecticut to establish a model community. The Whitfield company landed at Quinnipiac (New Haven) and entered into negotiations with the Menunkatuck Tribe for the purchase of land. On September 29, 1639, Reverend Whitfield and five associates purchased land lying between Kuttawoo (East River) and Oiockomock (Hoadley's Creek).

The Guilford Green was laid out in the first division of lands in 1640. Menunkatuck Plantation was renamed Guilford in 1643, after Guildford, Surrey in England. The first recorded Town Meeting was held in 1646. In 1756, seven Selectmen were elected: four from the original Guilford parish and one from each of the other three parishes - North Guilford, East Guilford, and North Madison.

Guilford was linked to New York and Boston via the Post Road and Long Island Sound, which allowed it to grow steadily during the 18th century. Its population grew from 540 in 1690 to 2,169 in 1800. There were numerous small industries by 1747, including mills, a shipyard, and shoe manufactory. Fishing, seafaring, and sea trade sustained the town's commerce. During the 19th century, an iron foundry, granite quarry, and canning factories contributed significantly to the prosperity of the town. The opening of the Connecticut Turnpike (I-95) in 1956 tied Guilford into the metropolitan expansion that is still occurring on the Eastern Seaboard. Guilford's population rose from 5,100 in 1950 to 8,000 in 1960.

Government

The Borough of Guilford, incorporated in 1815, was consolidated with the Town of Guilford by a special act of the General Assembly in 1939. At that time, the borough as an entity ceased to exist. The current Charter of the Town of Guilford was last revised in 2001 and included updating the legislative and executive functions of the town government.

The Town Charter's Preamble is as follows:

In the spirit of the Covenant of 1639, in which the founders of Guilford joined themselves into one community and pledged their individual abilities to the service of their common needs, this charter establishes a town government that enables each generation's needs to be identified and met.

Among the needs requiring commitment are:

- Preservation and protection of our forests, farms, and waters
- Orderly growth to benefit the town economically while maintaining its traditional character
- The health, safety, and security of the townspeople
- The education of the children of the town

This charter strives to ensure that these needs are met with fiscal responsibility and the informed participation of its citizenry.

Guilford's form of government is that of a Board of Selectmen/Board of Finance/Town Meeting. Town Meeting is the legislative body of the town. To vote at a Town Meeting, one must either be:

- A registered voter in Guilford
- A citizen of the age of 18 or more who, jointly or severally, is liable to the town for taxes assessed against him on the assessment of not less than \$1,000 on the last completed grand assessment list. This includes motor vehicle as well as real and personal property.

The Annual Town Meeting takes place on the second Monday in May. The Annual Budget Meeting/Referendum takes place in April. In addition, special Town Meetings can be called by the Board of Selectmen when it deems it necessary or upon application of at least 50 people qualified to vote in a Town Meeting.

The Board of Selectmen consists of a full-time salaried first selectman and four part-time salaried selectmen. The board meets twice a month, with three members constituting a quorum. Reviewing the town's present and future needs lies with this board.

There are three regulatory zoning authorities in Guilford: Sachem's Head, Old Quarry, and the Town of Guilford.

There are numerous boards and commissions in Guilford. Some meet as regular standing committees or commissions, some meet as needed, and some meet for established periods as needed. A complete list of these commissions is found in Appendix A. For this PoCD, the following responsible agencies have been assigned strategic actions. Additionally, four nongovernmental organizations whose missions and past actions support planning strategies have been included.

Responsible Agencies

BOS	Board of Selectmen
TE	Town Engineer
DoH	Department of Health
P&Z	Planning & Zoning Commission
CC	Conservation Commission
EDC	Economic Development Commission
IWC	Inland Wetlands Commission
HDC	Historic District Commission
WPCA	Water Pollution Control Authority
HP	Housing Partnership
SRAC	Route 146 & 77 Scenic Road Advisory Committee
LAC	Land Acquisition Commission
HZ	Hazard Mitigation Commission
HB	Harbor Management Commission
Ag	Agricultural Commission
PRC	Parks & Recreation Commission
Shell	Shellfish Commission
BOE	Board of Education
PWC	Public Works Commission (Town Engineer)
DRC	Design Review Committee

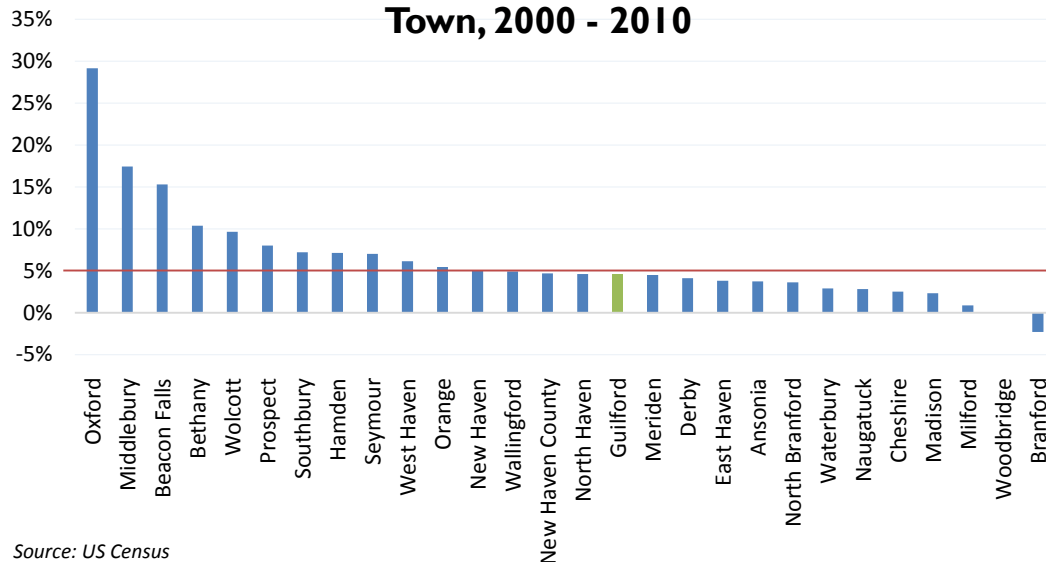
Responsible Nongovernmental Organizations

GIH	Guilford Interfaith Housing Corporation
GLCT	Guilford Land Conservation Trust
GPA	Guilford Preservation Alliance
CoC	Shoreline Chamber of Commerce

POPULATION

The 2010 U.S. Census population for Guilford was 22,375, an increase of 977 from the 2000 Census. This increase of 4.57% is on par with the increase experienced for New Haven County as a whole, at 4.67%. In general for New Haven County, towns in the Naugatuck Valley saw the largest population increases while shoreline towns saw the smallest increase in population in the last 10 years, with Branford the only town declining. On a percentage basis, Guilford's population increased the greatest of any shoreline community in New Haven County.

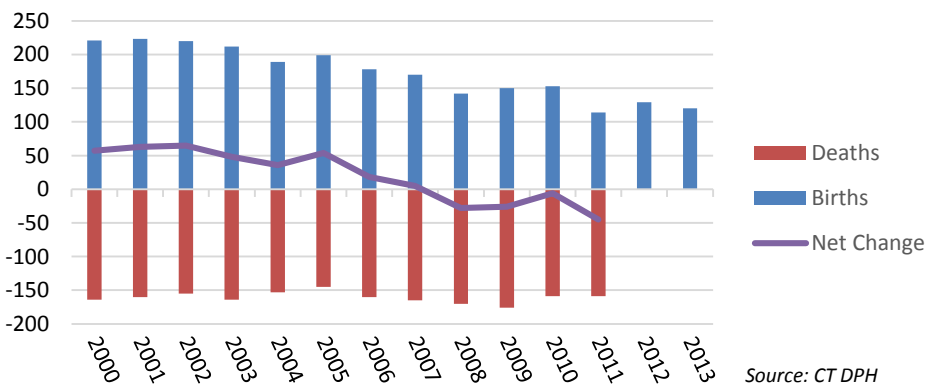
New Haven County Population Growth by Town, 2000 - 2010



Source: US Census

Notably during the same period, from 2000 to 2010, the birth rate in Guilford (births attributed to mothers who reside in Guilford) has dropped from a high of over 200 per year in 2000 to a low of just over 100 for the past several years. At the same time, deaths of residents has held steady at just about 150 per year, yielding Guilford's natural population change, that of a loss.

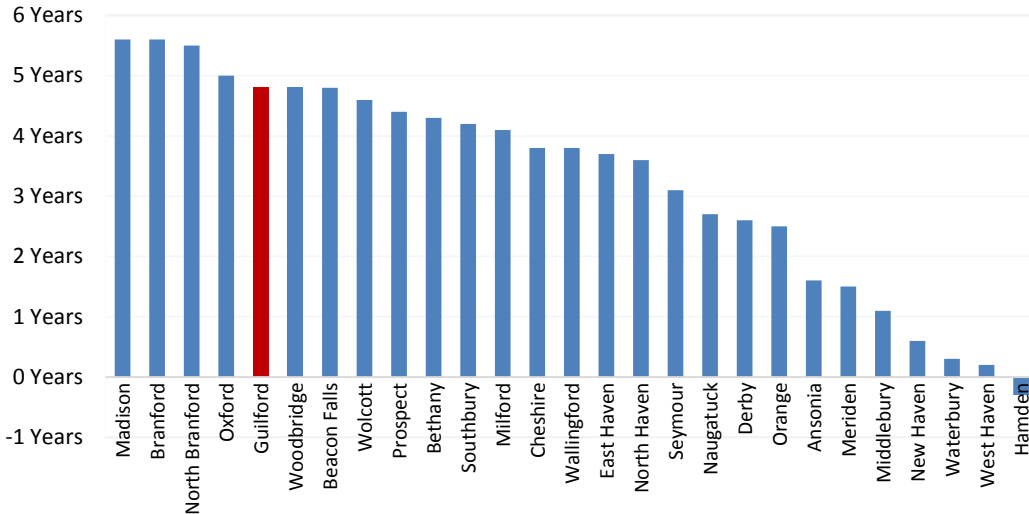
Population Change: Births and Deaths



Source: CT DPH

Reflective of the change of births versus deaths, Guilford's population has aged from 2000 to 2010. In 2000, the median age was 41.8 and, in 2010, it had increased to 46.6. This change was the fifth highest in New Haven County although it was lowest of the neighboring shoreline communities.

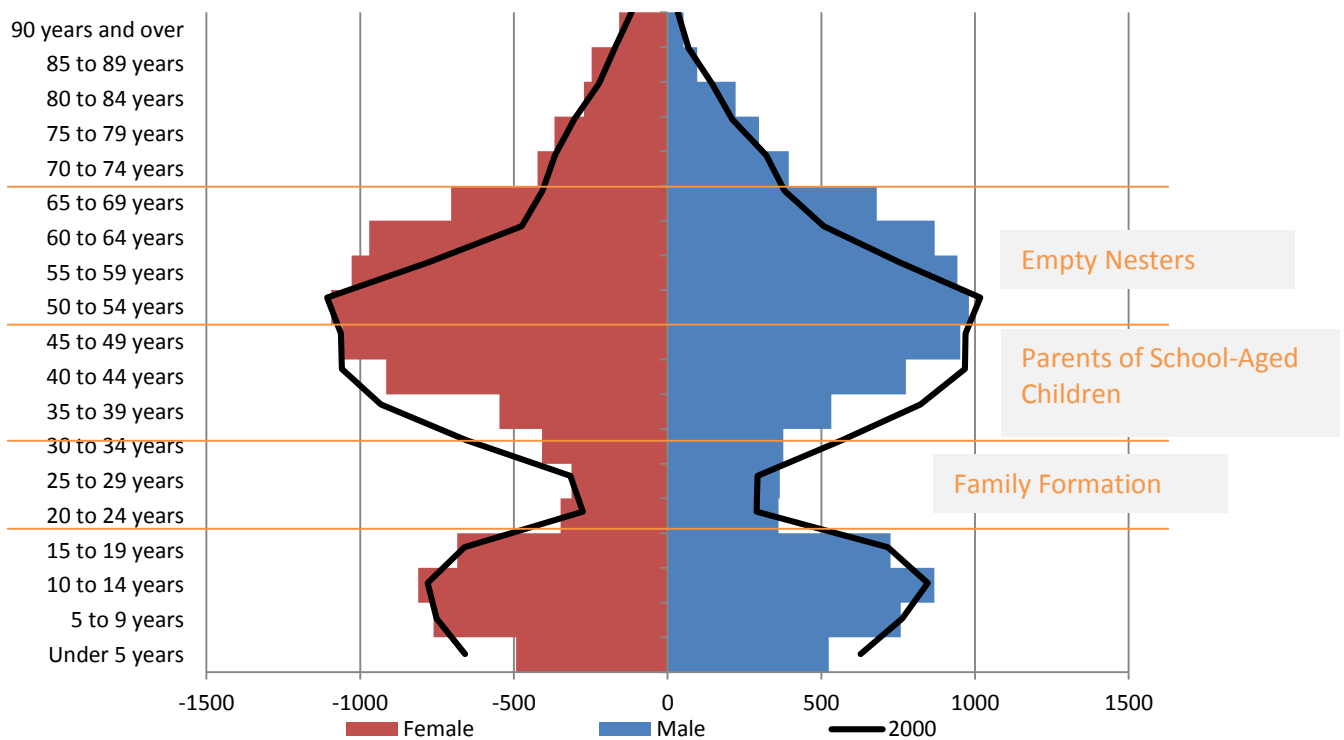
Change in Median Age



Source: US Census

This change in median age can also be seen in the change in population by age cohorts. As enumerated by the U.S. Census, between 2000 and 2010, Guilford lost the most population in children under 5 and parents of school-aged children. At the same time, empty nesters, especially those over 55, grew considerably. While growth or expansion of an age cohort is not in and of itself a concern, the increased distortion of the age cohorts in Guilford suggests a continued aging of the population.

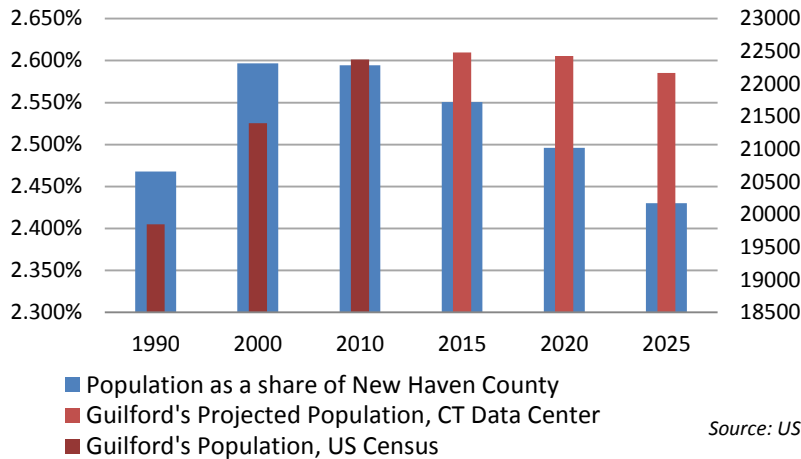
Population by Age, 2010 and 2000



Source: US Census

Guilford's population is aging and is expected to continue to age while its overall population is expected to stay relatively steady for the next 10 years. The Connecticut Data Center at UConn projects that populations will peak in 2015 at 22,480 and drop only slightly to 22,166 by 2025. The population of New Haven County as a whole is expected to increase by almost 50,000 residents by 2025, so Guilford's percentage of residents of New Haven County is expected to drop considerably, even as its population is relatively stable.

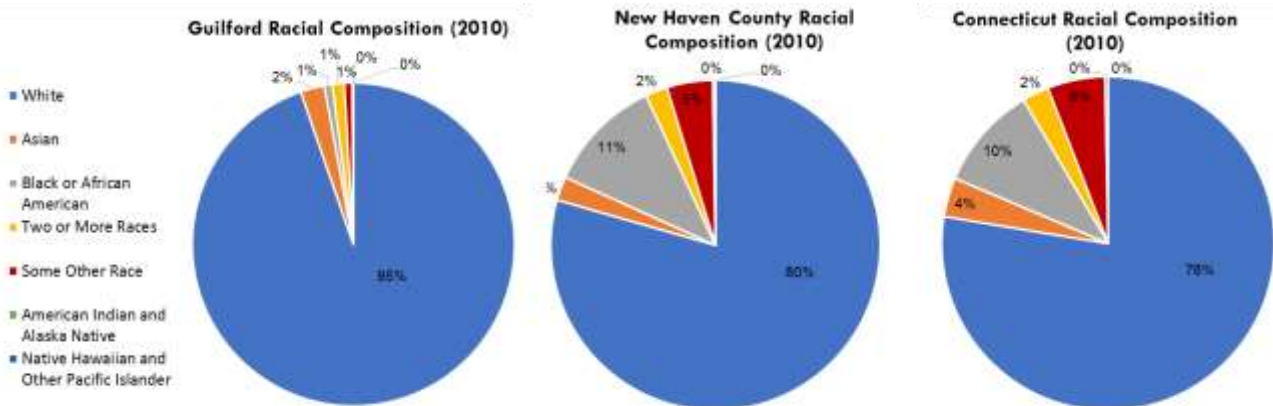
Population Projections



Source: US Census, CT Data Center

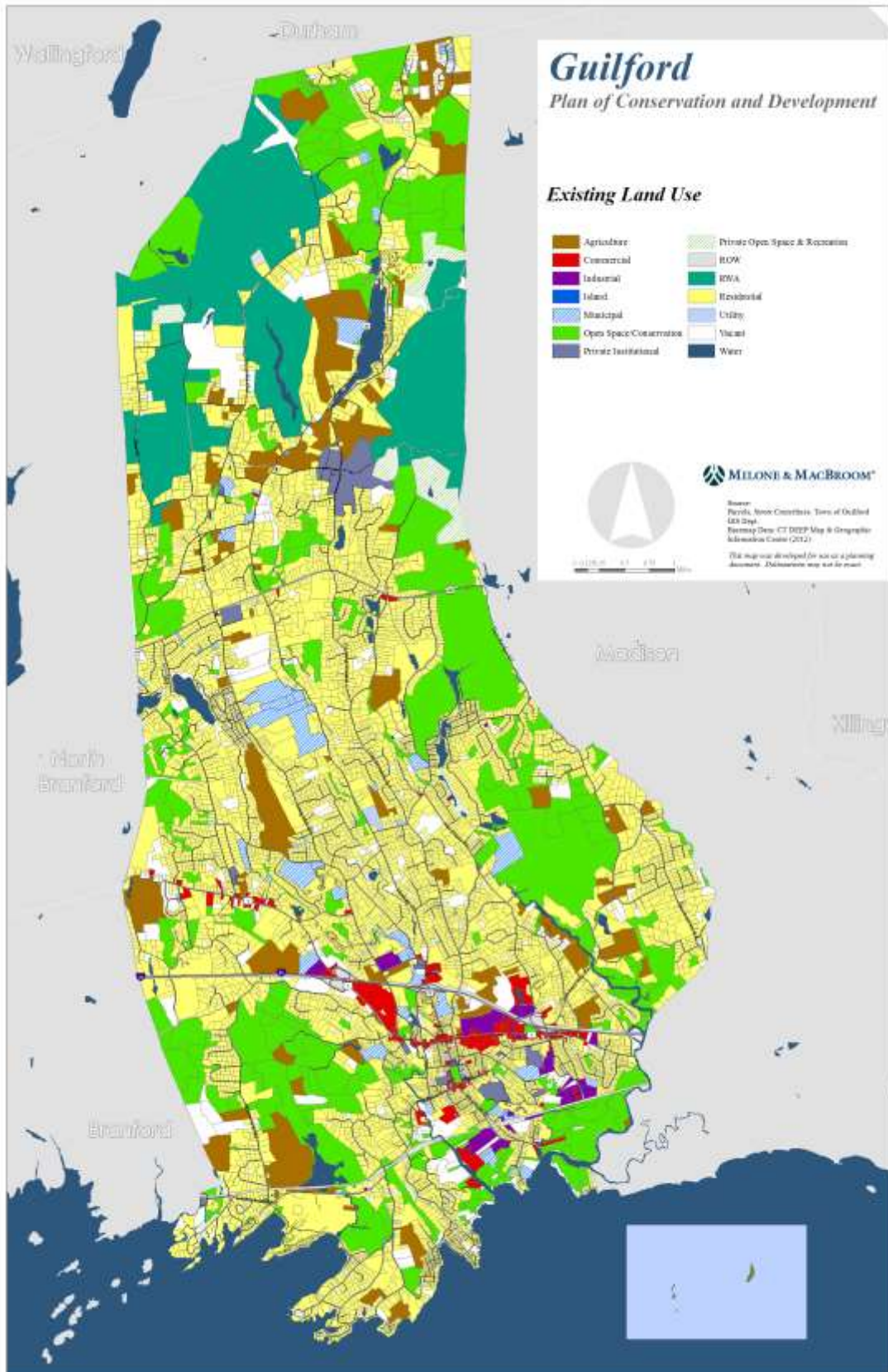
Guilford's racial composition is substantially less diverse than both New Haven County and the state of Connecticut. Only 5% of the population is nonwhite, and only 3.5% is Hispanic.

Racial Composition



Source: US Census

EXISTING LAND USE



Land in the town has been classified into 14 classifications in order to gain a point-in-time understanding of development in 2014. These classifications are based on parcel-based records kept by the Guilford Tax Assessor's office and supplemented with review by town staff. Each category represents what the property is currently being used for regardless of underlying zoning or other restrictions. The classifications are:

Agriculture: These parcels have active farming or forestry activities on them. This is either defined by the Tax Assessor's records or by the association with the Connecticut Public Act 490 tax abatement program. This program offers reduced tax assessment for properties engaged in farming or forestry activities and requires a reapplication every 10 years.

Commercial: These parcels have commercial business associated with them and include assessor's codes such as office, store, restaurant, shopping center, bank, etc., along with water-dependent commercial uses such as marina.

Industrial: These parcels are used for light manufacturing and warehousing operations.

Island: These are all parcels noncontiguous to the main land that are NOT protected in perpetuity as open space (see below). Many are vacant though several have structures on them.

Municipal: These are all parcels owned by the Town of Guilford, State of Connecticut, or federal government that are NOT protected in perpetuity as open space (see below). They also include private fire houses. These properties include schools, town administrative buildings, public safety facilities, as well as town-owned vacant land. Town recreation facilities are considered open space on this map. Roads and rights-of-way, including I-95 and the train rights-of-way, are considered rights-of-way (see below). The classification of town-owned land into three classes, A, B, and C, depending on their open space protection is discussed later in this document.

Open Space for Conservation or Recreation: These are lands that have permanent open space easements, were purchased with restrictions holding them as open space, or are considered town recreation parcels. The ownership and use of these parcels are further specified on the open space map; however, in general, most of these parcels are either owned by the town for recreation or conservation, or owned by the Guilford Conservation Land Trust or other conservation organizations.

Private Institutional: These parcels are owned by private institutions such as not-for-profit organizations and religious institutions. These include privately owned cemeteries and private nursing facilities. Not all parcels have been developed; however, organizations whose land is used primarily for recreation uses, such as sportsman's clubs or boating clubs, are counted in the Private Open Space & Recreation category (see below). Many of these parcels are tax exempt or have reduced tax assessments based on federal tax status.

Private Open Space & Recreation: These parcels are privately owned lands whose primary use is for recreation, including uses limited only to members. These parcels include sportsman's clubs and their associated lands, boathouses, and lands owned by the Old Quarry Association and the Guilford Lakes Association. The protection of these lands as open space is based on the bylaws of the association that holds them.

Right-of-Way (ROW): This encompasses all roads including those managed by the State of Connecticut and the federal Department of Transportation (I-95), including highway ramps. It also includes the railroad right-of-way owned by Amtrak.

Regional Water Authority (RWA): These are all properties owned by the Regional Water Authority, including their classifications of Class I, Class II, and Class III lands. Class I land is protected by a blanket prohibition on sale or lease while Class II land is protected by a review process: any sale, lease, or change in use must be approved by the State Commissioner of Public Health,

and both the state and towns have a right of first refusal for any land put up for sale. Both land classes are designated as protected open space under Connecticut's Green Plan and subject to significant legal barriers to development. Class III land is subject to weaker protections and can be sold for development.

Residential: These are all residential properties in the town, inclusive of single-family detached residential structures, single family attached residential structures, multifamily or duplex structures, and apartment buildings. Senior or age-restricted housing is included with the exception of convalescent homes.

Utility: These properties are all lands owned by public utilities with the exception of transportation rights-of-way (see ROW) and lands owned by the Regional Water Authority (see RWA).

Vacant: All remaining property that has no structures, is not considered water, and is not owned for a specific municipal, institutional, or open space purpose is categorized as vacant.

Water: All open and standing water.

Existing Land Use, 2014

Land Use Class	Number of Parcels	Acres	Percent of Total Area of Town
Agricultural	100	2,091	7.2%
Commercial	201	371	1.3%
Industrial	35	205	0.7%
Island	15	6	0.0%
Municipal	137	630	2.2%
Open Space/Conservation Land	367	6,383	22.1%
Private Institutional	41	291	1.0%
Private Recreation	18	398	1.4%
Residential	8,576	13,039	45.1%
ROW	33	125	0.4%
RWA	26	3,192	11.0%
Utility	11	33	0.1%
Vacant	893	1,902	6.6%
Water	17	255	0.9%
Total	10,469	28,922	

Source: 2014 Tax Assessor Land Use codes, Town staff

Goal I. Preserve Guilford's Character, Culture, and Scenic Values.

Guilford's historic built environment, its people, and its natural environment combine to make Guilford a special place. The town's rich building history began in 1639 and continues to this day. Residents are engaged, diverse, and dedicated to the town's well-being, contributing through numerous committees and organizations that contribute to the town's wellbeing. The scenic beauty of Guilford's diverse landscape is at the heart of its character and identity.

Guilford today is at a crossroads. The town's economy and therefore the trajectory of land use and community development are very different than in 2002 when the PoCD was written and adopted. Population growth is likely to be minimal. The age of Guilford's population will be older overall. Young adults and singles will seek to move to Guilford. There will be fewer school-age children. New single-family home development will no longer be the dominant form of development. Higher density and in-town residential development will be the driving force in real estate. Limited retail development will occur. Office development will most likely expand as professional employment grows. Arts and culture will thrive, as will recreation.

This situation and these trends present opportunities for the town and its planners to enhance the planning goals related to the theme of preservation of character, culture, and scenic resources. Accomplishments towards these themes, since the 2002 PoCD, include:

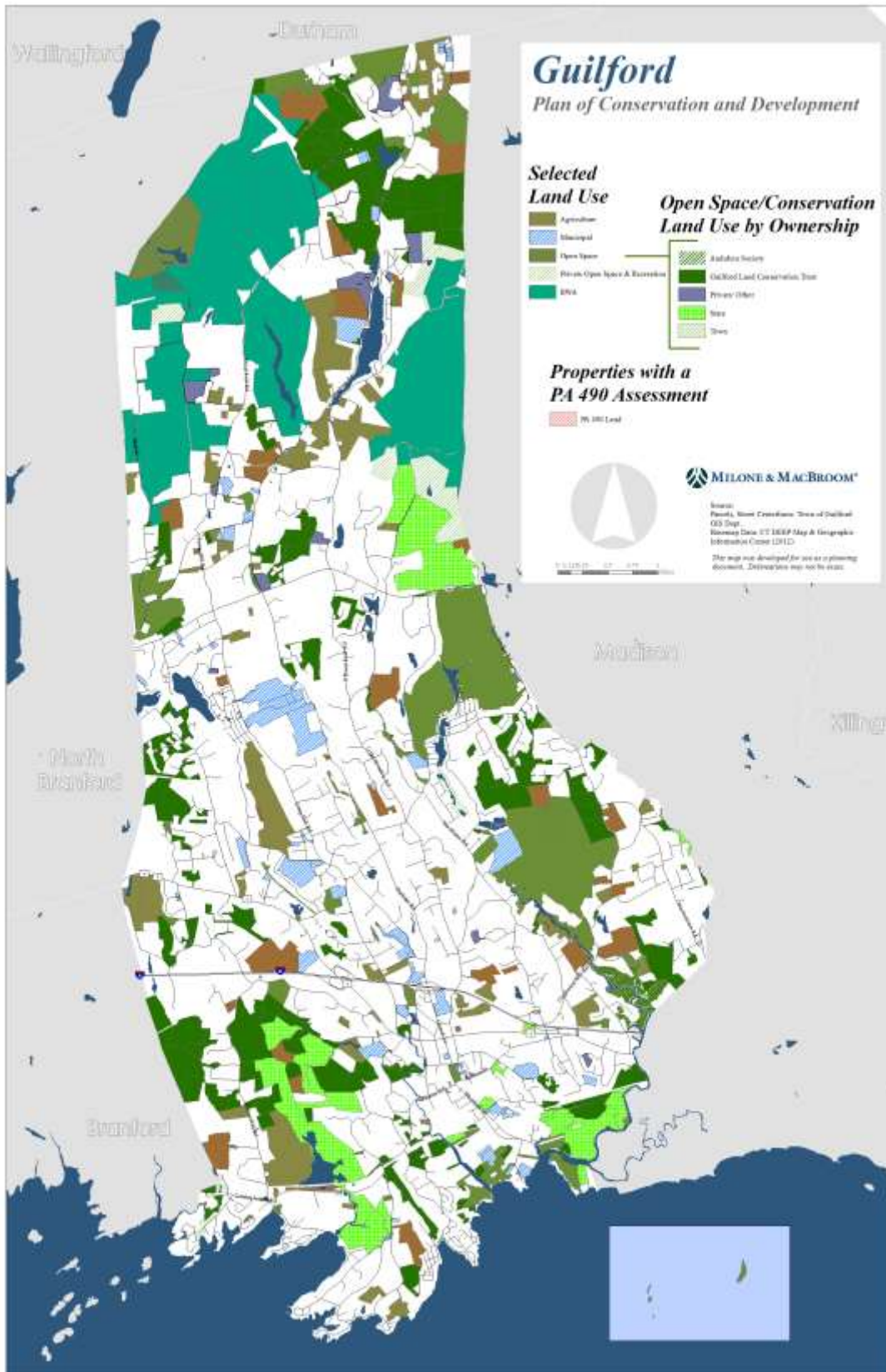
- Beginning the implementation of the Town Center South Plan. New zoning has been created, and a feasibility study assessing the potential for a public sewage disposal system at Pages Lane has been completed (February 2014). A Request for Proposals has gone out to study advanced treatment systems.
- A study of a new historic district on Graves Avenue began in December 2013. A Design Review process has been implemented focusing on commercial development on Route 1, (2005) and Route 1 West (2015).
- An Agriculture Commission was created, and new programs to support local farming were implemented in 2011.
- The Goss property was purchased, a 583-acre preserve now known as the East River Preserve (2009), along with 48 acres of conservation easements on contiguous lands. Town road design standards have been modified to be more consistent with these goals. Village District regulations were created for Route 77 between Route 1 and I-95 (2006).
- The Natural Resource Inventory Commission undertook a Natural Resource Inventory and Assessment in 2004 and 2005 to provide the basis for natural resources, scenic resources, agriculture, and open space planning.

Community character means something different to everyone but involves a "sense of place" and relates to qualities that create a sense of pride in the community. The strategies and actions below support the preservation of Guilford's sense of place.

STRATEGIES AND ACTIONS

This plan recommends strategies to ensure that Guilford's neighborhoods, special places, and community character are preserved and enhanced. These strategies will best be achieved when they reinforce real estate market trends.

OPEN SPACE/LAND CONSERVATION NETWORK



1. *Preserve cultural landscapes and scenic resources, including farmlands and coastal views.*

Cultural landscapes and viewsheds are most often associated with creating the visual sense of place that is identifiable as Guilford. Cultural landscapes are areas including both cultural and natural resources that are associated with a historic event, activity, or person or exhibiting other cultural or aesthetic values.¹ In Guilford, these are areas such as the Town Center, where the green, the street layout, shops and houses create an entity far more culturally valuable than any one building. These also include coastal views, where houses, beaches, seawalls, and marine activity together are, again, greater than each of the parts. Cultural landscapes also include the areas of North Guilford where the agricultural character such as cultivated fields and pastures for livestock combine with rolling terrain to generate a sense of openness and a reminder of a more rural past. Overall cultural landscapes include coastal views, farmland, forests, village center, rural road corridors, coastal and inland wetlands, and fields and meadows, along with the associated human action that has long been integral to these landscapes, such as barns, fences, stone walls, marinas, fisheries, and also the roads and small settlements that cut through these landscapes.

Guilford has historically maintained these landscapes through open space preservation and has been successful in preserving open space, including the scenic viewsheds, in the last 10 years. The distribution of open space land within the town is approximately as follows;

Guilford Open Space/Conservation and Recreation Land, 2014

Selected Land Uses		Acres	Percent of Total Area of Town	Percent of Open Space
Open Space/Conservation		6,383	22%	
Ownership of Open Space	Guilford Land Conservation Trust	2,785		44%
	Town of Guilford	1,986		31%
	State of Connecticut	1,142		18%
	Private/ Institutional*	583		9%
	Audubon Society	106		2%
Regional Water Authority		3,192	11%	
Agriculture		2,091	7%	
Municipal		630	2%	
Private Open Space & Recreation		398	1%	
<i>Subtotal of Selected Land Uses</i>		<i>6,311</i>	<i>22%</i>	
Total Area of Town		28,922		22%
Properties with PA 490 Assessment		883	3%	

**Includes parcels designated as deeded open space but owned by an individual or insitution. This also includes a 200 acre parcel on the far western edge of Guilford owned by the Town of Wallingford.*

Source: 2014 Tax Assessor Land Use Codes

To support this goal, there are new and ongoing actions needed to continue supporting the policy of the prior PoCD and the Plan for Open Space and Municipal Land needs.

¹ National Park Service, Technical Brief 36.

Action	Who?	When?	Goals
Implement Plan for Open Space and Municipal Land needs and update where necessary.	BOS, LAC	Ongoing	1
Consider updating Open Space Zoning Regulations to include mandatory Open Space Subdivisions.	P&Z	S-T	1, 4
Work with owners of working agricultural lands to preserve and retain active agricultural operations including the purchase of development rights.	Ag, P&Z, LAC	Ongoing	1, 3
Adopt new bond issue to replenish land acquisition fund.	BOS	S-T	1, 5, 7
Promote state tax exemptions for agriculture and forestry.	Ag, BOS, Assessor	Ongoing	1
Consider including the preservation of stone walls, fences, and barns as part of existing or proposed scenic and viewshed preservation activities.	P&Z, BOS	S-T	1
Work with utilities to identify priority areas for underground utilities in scenic corridors and Historic/ Village Districts.	BOS	L-T	1, 7
Create a mechanism to coordinate the Land Acquisition, Planning and Zoning, Conservation, and Historic District Commissions to better proactively address scenic concerns.	BOS	S-T	1
Work with Land Trusts to purchase land and easements to preserve these cultural landscapes and coastal views.	LAC	Ongoing	1
Categorize town land to make sure that parcels are designated for strategic conservation, recreation or future municipal use, or as excess.	LAC	S-T	1, 5
Implement the recommendations of the 2009 Plan, <i>Planning for Farmland Preservation</i>	Ag, BOS	S-T	1, 3

2. *Preserve historical, archaeological, and cultural resources.*

Guilford's Town Center, its shoreline, and its countryside create a special character that must be protected and preserved. Each of these distinct cultural landscapes has elements of the built environment that interact with natural areas to form this character. The built environment and other human interactions on this landscape need preservation in order to maintain a continuity of culture on the landscape, including the preservation of prehistoric and other native cultural resources. Preservation in Guilford is supported by number of organizations. Through the work of private not-for-profit organizations including the Guilford Preservation Alliance and through the Historic District Commission, the town has a robust preservation community. In order to accomplish this strategy, the following actions are recommended:

Action	Who?	When?	Goals
Consider expanding the historic districts on Water Street, Boston Street, Graves Avenue, Meeting House Hill, Clapboard Hill, and Route 146. Encourage establishment of local historic districts or village districts in Town Center, Meeting House Hill, Route 146, Clapboard Hill Road, Whitfield Street, and other appropriate areas.	HDC	L-T	1
Expand delay of demolition ordinance to all buildings in the town over 50 years old.	BOS, HDC	L-T	1
Promote adaptive reuse of historic barns in the Town Center zone and historic structures in general throughout the town.	HDC, P&Z	Ongoing	1
Consider property tax abatement for restoration or improvements on historic properties.	BOS, HDC	S-T	1, 3, 4
Supplement the Guilford Preservation Alliance's historic structures survey with a Preservation and Character Plan, including mapping of architectural, cultural, and archeological resources to better inform future preservation policies. Include cultural landscapes and character areas.	HDC, GPA	L-T	1, 3
Consider redevelopment of underutilized buildings near the train station and town garage for tourism or other recreation options.	PWC, BOS	S-T	1, 3

3. Foster a rich and diverse social environment.

Guilford's people are its strength and exhibit characteristics of togetherness, community, volunteerism, and creativity. This includes the many social service and civic organizations in the town that provide crucial services and connections to residents including the Women and Family Life Center, SARA, Visiting Nurses, VFW, Guilford Free Library, and others. Guilford's changing demographics create challenges that warrant attention.

The town should also work to promote this rich and diverse social environment to tourists and continue to market fairs, expos, and community events as cultural tourism activities. This marketing should also continue to promote all the cultural and historic resources that Guilford has.

Actions to maintain Guilford's rich social environment include:

Action	Who?	When?	Goals
Encourage the creation of a diversity of housing that is affordable to more people.	P&Z, BOS, GIH	S-T	1, 3, 4
Maintain and enhance town programs and services for seniors, especially transportation.	PRC	Ongoing	1, 6
Continue to encourage the creation of accessory apartments as a method to increase housing diversity and promote aging in place through more flexible regulations.	P&Z	Ongoing	1, 4
Continue to develop and promote a variety of community events to create places for the community to interact with each other and with local government.	BOS, PRC	Ongoing	1, 3

4. Reinforce compact, mixed-use, and walkable town and village centers and neighborhoods.

The Town Center, Town Center South, and the lower Whitfield Street/Marina areas are mixed-use and walkable neighborhoods. These areas could be strengthened with development and redevelopment that reflects the neighborhoods. In addition, walkable neighborhoods should be encouraged in other parts of town, especially Meeting House Hill, Guilford Lakes, and Route 1 East and West.

The town should consider undertaking a comprehensive Circulation and Mobility Plan for the southern portion of the town in order to determine the needs of residents and visitors as they move from origin to destination. The plan should build off the Village Walkway feasibility study that was completed in 2006 and looked at creating a unified trail from the train station, north to Boston Street. The plan should consider new or potential redevelopment, business centers, the newly built Guilford High School, town facilities, cultural and recreational locations, and how people currently make connections.

Action	Who?	When?	Goals
Implement the Town Center South Plan.	P&Z, BOS, HDC	S-T	1, 3, 6
When examining economic development activities, such activities should enhance character, especially as it relates to the proposed Preservation Inventory and Character Plans.	EDC, P&Z, HDC	Ongoing	1, 3
Initiate a Circulation and Mobility Plan for parking, pathways, and connectivity including bathroom/amenity needs, possible shuttle connections, and necessary wayfinding. Integrate the town sidewalk program and the Guilford Village Walkways project into this plan.	P&Z, BOS	S-T	1, 3, 6
Encourage higher density housing along Route 1.	P&Z	L-T	1, 3, 4

Plan for a village-style mixed-used redevelopment including retail, office, and residential on large parcels and in existing nodes, especially along Route 1 and areas along Route 80.	BOS, P&Z	S-T	1, 3, 4
Preserve architectural characteristics of the Town Center and promote the reuse of historic buildings including barns that have these characteristics.	P&Z, EDC, DRC	Ongoing	1, 3, 4
Create design standards for commercial signage, lighting, and billboards in conjunction with business and billboard owners following standards in the Dark Sky Initiative.	P&Z, EDC, DRC, CC	S-T	1, 3
Encourage the creation of new Local Historic Districts, or increase the boundaries of existing Local Historic Districts for areas where the preservation of architectural character is critical.	HDC, GPA	S-T	1
Consider Village District regulations for neighborhoods where design standards or an extra level of review could preserve overall character.	HDC, P&Z	S-T	1

5. Maintain and enhance coastal neighborhoods and their unique character.

Guilford's coastal neighborhoods range from sleek modern houses perched on rocky outcrops, to traditional New England waterfront homes, to small cottage neighborhoods, each with unique physical and social forms. Sea level rise and climate change are evolving issues shaping Guilford's shoreline. Changes to building elevation requirements and to uses allowed in ground floors create a new architectural style that may not reflect traditional forms of waterfront development in Guilford. Real estate economics, building requirements, and rising waterfront property values threaten to create a uniformity of development styles that will destroy these unique neighborhoods. In order to maintain the existing diversity, the following steps should be pursued:

Action	Who?	When?	Goals
Ensure that neighborhood character issues are included as part of the town's coastal resilience planning efforts.	P&Z	S-T	1, 2
Work with coastal neighborhoods to implement policies from the Community Coastal Resiliency Plans.	P&Z, HZ	Ongoing	1, 4
Continue to maintain Route 146 and Route 77 as scenic roads.	BOS, SRAC, Conn DOT	Ongoing	1, 6, 8
Support efforts to establish safe bike and pedestrian access along Route 146 and in other coastal areas.	BOS, Conn DOT	Ongoing	1, 3, 6
Develop a comprehensive plan for Route 146 as described in the Community Coastal Resilience Plan.	BOS, P&Z, HZ, SRAC, Conn DOT	L-T	1, 6, 8

6. Preserve the rural character of North Guilford.

North Guilford, generally encompassing the area of the town north of Route 80, maintains many of the aspects of a rural town from the 19th century including old houses, fields and farms, and rolling hills. Lake Quonnipaug is also part of North Guilford. Large-lot zoning and public land ownership have contributed to the protection of this landscape, but more action is warranted. Farmland preservation measures, especially those called for in the 2009 farmland protection plan, will continue to help to maintain farms and farmland in North Guilford, further preserving its rural character. Targeting the recommendations of that plan to North Guilford should be a priority.

Action	Who?	When?	Goals
Initiate a study of North Guilford and establish strategies to maintain character and target certain areas for future growth.	P&Z	L-T	1, 4, 6
Continue to encourage agriculture and the preservation of agricultural land and buildings.	Ag	Ongoing	1, 3

Preserve the character of Meeting House Hill National Register District.	HDC, LAC	Ongoing	1
Work with neighboring towns to plan for development, especially along Route 80.	BOS	Ongoing	1, 3, 8

Goal 2. Conserve Guilford's Lands, Waters, and Natural Areas.

Natural resources are the basic components of the environment that sustain the life and health of all living things. They provide many values in Guilford's residents' daily lives, and the health of Guilford's environment links directly with Guilford's well-being, quality of life, and the health of Guilford's economy. Aquifers are the natural resources that provide Guilford's families safe drinking water. These resources include tidal marshes, trout pools, and boulder-strewn woods where children first learn to explore the great outdoors and where adults seek renewal and recreation. They are the open spaces and rocky ridges that shape Guilford's community's unique character and sense of place while enhancing property values. Natural resources are fundamental to Guilford's heritage and quality of life. Guilford's community is well aware of this; in a 2011 survey, it identified the protection of natural resources as its top value.

Guilford is fortunate to be one of 26 coastal Connecticut towns on Long Island Sound. Guilford's unique coastline is a major determinant of the town's character and quality of life. The coastal zone is rich in recreational opportunities, habitats, and scenic beauty. The views along Guilford's coast are a reminder of the town's intimate relationship with the Sound, a resource shared with other communities along the shoreline. Additionally, Faulkner's Island is part of the Stewart B. McKinney National Wildlife Refuge for its role as the only regular nesting location of the federally endangered Roseate Tern and is home to the second oldest extant lighthouse in Connecticut, on the National Register of Historic Places.

Guilford also is well endowed with freshwater resources. Streams, lakes, ponds, and wetlands contribute to plant and animal life, Guilford's water supply, flood mitigation, recreational opportunities, and the town's natural beauty. Vegetated areas along stream banks filter pollutants, slow floodwaters, regulate water temperature, and serve as important habitat. Freshwater wetlands are numerous, and freshwater tidal marshes extend far into Guilford's interior. Salt marshes mark the final course of Guilford's rivers flowing into Long Island Sound.

Guilford's uplands also carry great value. Forests produce the oxygen we breathe, and their porous soil soaks up rainwater and releases it gradually, so downstream flooding is lessened, and Guilford's groundwater is replenished. Their roots transform bedrock into soil and then hold it. They provide habitats and buffer the town's healthiest wetland systems. Portions of forest in Guilford are harvested to provide wood products such as saw logs, mulch, and witch hazel. Grasslands, shrublands, traprock ridges, and other upland systems also provide essential habitat for many species, including some that are at risk. Grasslands also can provide benefits that range from economic (e.g., hay fields), to aesthetic (e.g., scenic views), to cultural (reminding us of the town's agricultural past).

Natural resources have been inventoried and mapped as part of the Natural Resources Inventory and Assessment, completed in 2005.

Existing Network of Natural Lands

Guilford has protected 6,383 acres of open space, (see *Guilford Open Space and Recreation Land, 2014* table in Goal 1), and a considerable amount of that land is in large tracts that help to promote conservation goals. The Guilford Land Conservation Trust owns 2,785 acres or 44% of this open space. The RWA owns an additional 3,192 acres (11% of the total acreage in the town) although not all of that land has permanent conservation protections.

In 2005, the Natural Resource Inventory Committee, a subcommittee of the Guilford Conservation Commission, developed a Natural Resource Inventory and Assessment to map and analyze existing natural and scenic features. It developed a set of Significant Natural Resource Areas based on various existing natural and scenic resources, to help plan conservation and target development. These natural resources have been identified for protection by the Town.

Climate Change Impacts and Community Response

Sea level rise and more frequent and severe storms are primary challenges and were addressed in the Municipal Coastal Plan in 2012 and the Community Coastal Resiliency Plan. However, as the actions directly affect the land use and future development of Guilford, their actions are highlighted in this PoCD.

Minimizing impacts on water quality and flows (e.g., quantity) from paving and building (i.e., impervious surfaces) is also a critical conservation concern. It is well established that the cumulative amount of impervious cover can be a good precursor of adverse impacts to natural resources. Rainfall or snowmelt that cannot filter directly into the ground picks up an array of contaminants as it washes over the ground and before it enters ground or surface waterbodies. Stratified drift deposits are quite vulnerable to pollution given their extreme permeability.

Most of the watersheds in central and southern Guilford contain 4 to 10 percent impervious cover, and, therefore, are approaching the critical threshold above which water quality and freshwater wildlife habitats decline rapidly. Areas of Guilford comprised of watersheds with under 4 percent impervious cover are dominated by forested land: north of Route 80, the lower East River drainage basin, and the Westwoods/Cockaponset State Forest area. Effective roadway design standards are a critical component of managing impervious surface coverage and limiting negative impacts of stormwater runoff.

Contamination of groundwater by septic effluent or saltwater intrusion (on the coast) is also a concern in Guilford. Although septic failure has decreased markedly since the 1980s, it remains a concern, and the Connecticut Department of Energy & Environmental Protection (DEEP) has recommended a re-evaluation of current designated areas of septic systems in Guilford as part of an ongoing policy of implementing Low Impact Development techniques (LID). In developed areas, lakes, which are surface expressions of groundwater, are also susceptible to contamination. Swimming at Lake Quonnipaug is periodically closed due to unacceptably high bacterial levels. Additionally, new Advanced Treatment Systems (ATS) may provide ways to increase density in areas that do not meet current septic standards or may face increasing threat of failure in the future. ATS differ from conventional septic systems by incorporating a treatment step between solids separation and the final dispersal of effluent. The extra treatment used in these systems are used to further dilute the wastewater, which may contribute to reductions in pathogens and nutrients in the wastewater.

Community Coastal Resilience Plan

Guilford has also approved a Community Coastal Resiliency Plan in order to build coastal resilience in the coming years. The goals of the Plan are to address the current and future social, economic, and ecological resilience of the town's shoreline to the impacts of sea level rise and anticipated increases in the frequency and severity of storm surge, coastal flooding, and erosion. The adaptation strategies that Guilford has determined to be most appropriate include focusing on:

- Infrastructure, such as roads, water supply, and wastewater,
- Coastal real estate and buildings such as homes and businesses,
- And shoreline protection methods such as hard structures and living shorelines.

Guilford also plans to increase its ability to monitor sea level rise and storm damage over time, which will help inform future updates to the Coastal Resiliency Plan. The full text and list of strategies and recommendations from the Community Coastal Resilience Plan and the Municipal Coastal Program can

be viewed online on the Town of Guilford’s website, or can reviewed as hard copies in the Town planning office.

STRATEGIES AND ACTIONS

1. *Manage and mitigate impacts from water quality within existing and new development.*

Water quality is often the most observable and pressing environmental issue. Access to clean and safe water is a human right, and the town should work to make sure that all users, including residents of new development, have access to clean and safe water into the future.

Action	Who?	When?	Goals
Practice Low Impact Development techniques (e.g., minimal impervious cover) for town properties and town roads and develop design standards for cul-de-sac design, driveway standards, and parking regulations.	BOS	S-T	2, 3, 4, 6, 7
Revise stormwater regulations so that rainfall calculations and design standards incorporate climate change.	P&Z	L-T	2, 7
Update site plan review criteria to maintain less than 10 percent effective impervious surface.	P&Z, IWC	S-T	2, 7
Update impervious surface regulations to remove wetlands and water bodies from calculations.	IWC, CC	S-T	2, 7

2. *Conserve natural infrastructure (e.g., salt marshes, floodplains) to support resilience to climate change impacts, including sea level rise.*

The first protection against increased effects of storms and rising sea levels is a strong natural infrastructure defense. The Municipal Coastal Plan and Community Resiliency Plan, along with various regional plans, provide specific actions to preserve and bolster the existing natural infrastructure along Guilford's coast.

Action	Who?	When?	Goals
Assure that new and replacement culverts are designed and installed to meet state standards for river health.	BOS, PWC	L-T	2, 6, 7
Incorporate natural infrastructure into coastal resilience planning.	P&Z, BOS	S-T	2, 6, 7, 8
Develop a comprehensive plan for Advanced Treatment Systems (ATS) including the applicability and desirability in various areas of town, installation, monitoring, operation of, and process for review, and plan to periodically review and update ATS standards to reflect improvements in the technology.	BOS, WPCA, PWC, EDC	L-T	2, 3, 4, 7
Develop an ongoing water quality monitoring program within the town. Potential indicators include counts of sensitive aquatic organisms (e.g., through CT DEEP's volunteer stream monitoring protocol), degraded waters as determined by the state, and stormwater runoff volumes.	WPCA, CC, DoH	L-T	2
Identify sources and reduce bacterial contamination that impacts shellfish beds.	Shell, WPCA	Ongoing	2
Systematically survey watersheds for pollutants that may enter public water with increased stormwater runoff and sea level rise.	WPCA, CC	Ongoing	2, 8
Consider areas that should remain undeveloped for future migration of marsh and habitat.	CC, LAC	Ongoing	2, 8

3. Preserve native vegetation along riparian (streamside) areas and wetlands.

Preventing runoff into streams and inland waterways should be the first defense in keeping pollutants out of the downstream habitats and eventually the Sound. By increasing the buffer standards and preserving critical riparian corridors, the town can prevent pollution in habitats and do its part to reduce pollution in the Sound.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Consider revising buildable land definition to include riparian buffers and other natural resource setbacks.	P&Z	L-T	2
Remove regulatory and administrative barriers to promote open space subdivisions over standard subdivisions and incorporate best practices into open space regulations.	P&Z	S-T	2, 4
Ensure that Significant Natural Resource Areas as shown in the Natural Resource Inventory (2005), and connections among them receive particular focus for protection. They should be considered priority areas for land acquisition and, when town staff advise applicants on site design, minimizing impacts should be of special concern.	LAC, CC	Ongoing	2, 8
Maintain the maximum amount of vegetation on slopes greater than 15 percent, particularly next to watercourses and wetlands and consider these areas for conservation easements.	P&Z, IWC	Ongoing	1, 2

4. Minimize fragmentation of significant forest blocks from development and roads.

Open space parcels can provide necessary habitats and environmental benefits only if they are at a scale that allows species space to grow and evolve. Looking at reducing the fragmentation of existing forest blocks and creating new large tracts through targeted acquisitions can go a long way in creating mature and stable ecosystems.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Inventory parcels over 10 acres and work to identify critical habitat and connections on them. Supplement work done during the Natural Resource Inventory and Assessment.	CC, LAC	S-T	2
Target new open space acquisitions to create connectivity with existing protected open spaces to enhance wildlife corridors.	LAC	S-T	2, 8
Engage nonprofit groups that have a "protect and preserve" mission to collaboratively protect fragmentation through target acquisitions.	GLCT, LAC	Ongoing	2, 8

5. Incorporate Municipal Coastal Plan, Hazard Mitigation Plan, and Community Coastal Resiliency Plan into land use policies.

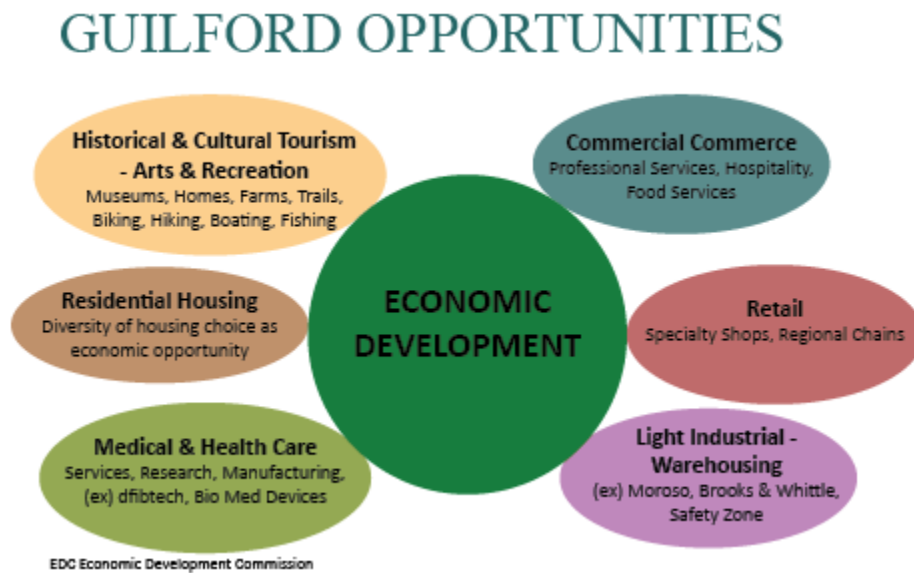
Incorporating the recommendations from the Municipal Coastal Plan, Hazard Mitigation Plan, and Community Coastal Resiliency Plans into the PoCD will provide consistency in land use between plans. Recommendations from these plans are aimed at making Guilford resilient and adaptive to the effects of sea level rise and coastal storms.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Pursue recommendations for specific hard shoreline/structural measures, such as beach nourishment, wave attenuation structures, and maintaining or upgrading existing hard structures for property protection where appropriate.	HZ, TE, CC, P&Z	L-T	2, 8
Pursue the use of living shoreline protective measures where appropriate. The Community Coastal Resiliency Plan suggests the West River/Chittenden Park area as a pilot study area.	HZ, TE, CC, P&Z	L-T	1, 2

Carefully regulate development and redevelopment along the shoreline, expanding the use of buffers to facilitate storm surge and wave attenuation.	HZ, P&Z	L-T	1, 2, 3, 4
Consider the implementation of increasing building standards to enhance coastal resilience, such as adopting freeboard, liberal building height standards, and applying V Zone standards in A Zones.P&Z	HZ, P&Z	L-T	1, 2, 3, 4
Consider pursuing acquisition of properties in flood-prone areas susceptible to sea level rise as appropriate.	HZ, LAC, BOS, P&Z	L-T	1, 2
Continue to pursue other infrastructure improvements that will improve resiliency, such as recommended roadway alterations and protection or replacement of water supply wells and septic systems.	HZ, TE, DoH	Ongoing	2, 6, 7, 8

Goal 3. Make Compatible Commerce and Livelihood Thrive.

The 2002 PoCD began to define the vision for economic development in Guilford. It was further detailed in the 2004 Economic Development Plan. Many elements of those plans remain relevant and ongoing. Accomplishments toward the plan were made while managing through one of our nation's worst economic periods, 2008-2010 and, to a degree, economic impediments linger yet today.



Residents have been asking for economic development to increase tax revenues from Guilford's commercial/industrial (C/I) sectors, lessening the burden on residential real estate and property. This has been and remains a significant challenge. Budget increases in the early to mid 2000s averaged 4%-6% annually while in recent years they have been closer to a 3% average annual change. Looking ahead 5 to 6 years, even with significant cost containment, Guilford may be facing a \$100M budget. This eventual reality will continue to place pressure on economic development, sustaining what Guilford has in place while expanding its Grand List with businesses, services, and employment opportunities. It should be noted, however, that Guilford's Effective Tax Rate is still reasonably low when compared with other towns.

Comparison of Grand Lists and Mill Rates

Rank by Population	Town	Population (2012)	2012 Total Equalized Net Grand List	2012 Total Equalized Net Grand List/Capita	Equalized Mill Rate 2012
46	Ridgefield	24,648	\$6,598,704,716	\$267,718	15.98
47	North Haven	24,037	\$9,330,121,969	\$388,157	18.97
48	Simsbury	23,535	\$3,192,698,507	\$135,657	22.24
49	Guilford	22,253	\$4,401,457,459	\$197,792	15.69
50	Watertown	22,449	\$2,460,853,869	\$109,620	17.53
51	Darien	20,758	\$12,451,401,017	\$599,836	9.24
52	Bloomfield	20,470	\$2,802,966,115	\$136,930	23.43
37	Branford	28,062	\$5,030,865,923	\$179,277	16.97
65	Madison	18,264	\$4,351,612,899	\$238,262	15.35
82	Clinton	13,259	\$2,143,157,440	\$161,638	17.41

Source: CERC Town Profiles 2014

Economic development is needed not only for the vitality and growth of the Town of Guilford itself but also to protect and sustain its character and the quality of life of its citizens. Economic development provides employment opportunities, goods, and services as well as tax benefits for Guilford residents.

In simplest terms, economic development is anything that brings in more in revenue than the cost of services and resources provided by the town. There are many forms of economic development, such as commercial development, arts and culture, light industry, retail, employment opportunities, providing goods and services not already available in Guilford to residents, diversity in housing, agriculture, and tourism.

Economic development should be considered a balance and a "good fit" between development and the environment. Parties representing different constituencies must come together to find ways to create development opportunities that safeguard sensitive environmental areas and community character.

LABOR FORCE AND ECONOMY

Employment Trends

Guilford is in the New Haven Labor Market Area (LMA), which also includes the communities of Bethany, Deep River, Hamden, New Haven, Orange, Branford, Durham, Killingworth, North Branford, Wallingford, Cheshire, East Haven, Madison, North Haven, Westbrook, Chester, Essex, Meriden, Old Saybrook, West Haven, and Clinton.

The July 2014 Labor Statistics table provides a snapshot of current labor force and unemployment data for Guilford compared to its LMA and the state. Guilford's unemployment rate is significantly lower than the New Haven LMA, state, and national numbers.

Employment Statistic, July 2014

	Labor Force	Employed	Unemployed	Unemployment Rate
Guilford	13,027	12,381	646	5.00%
New Haven LMA	318,097	295,447	22,650	7.10%
STATE OF CONNECTICUT	1,900,500	1,771,100	129,400	6.80%
UNITED STATES	157,573,000	147,265,000	10,307,000	6.50%

Source: CT Department of Labor

Guilford's labor rates have been historically strong, with pre-recessionary unemployment numbers in the 3% range. In larger economies, unemployment this low, nearly at full employment, can lead to inflation; however, in Guilford's case, it is simply a reflection of Guilford's place as a residential center in its LMA. Despite the great recession, Guilford's labor force has remained incredibly stable. This is especially interesting in Guilford, which has a high median age, because during the recession many markets with older residents experienced sharp decline in the labor force as older residents chose to simply exit the labor market (retire) rather than seeking new employment. This is shown in the numbers below, where Guilford lost nearly 350 people from the labor force; therefore, the number of those employed dropped, but both the number unemployed and the unemployment rate stayed relatively stable.

Guilford Historic Employment Statistics

	2007	2008	2009	2010	2011	2012	2013
Labor Force	12,965	13,096	13,075	12,964	12,992	12,776	12,721
Employed	12,541	12,558	12,339	12,108	12,202	12,051	12,008
Unemployed	424	538	736	856	790	725	713
Unemployment Rate	3.3	4.1	5.6	6.6	6.1	5.7	5.6

Source: CT Department of Labor

Guilford's work force is primarily centered in New Haven County. According to the 2012 American Community Survey, nearly 80% of Guilford's work force worked in New Haven County, and 45.9% traveled between 20 and 34 minutes to work, suggesting that many of these residents traveled outside of Guilford to work. An additional 34.2% traveled less than 20 minutes to work suggesting that employment in Guilford and surrounding towns is strong.

Census Survey of Guilford Workers over 16 Years Old*

	Estimate	Percentage
Worked in CT	11,586	96.8%
Worked in New Haven County	9,515	79.5%
Worked Outside of New Haven County	2,071	17.3%
Worked Outside of CT	383	3.2%
Total	11,969	

** These numbers vary slightly from CT DoL numbers due to the nature of the ACS survey. Source: 2012 ACS*

The tables on the following pages show employment data by industry for both the New Haven Labor Market (of which Guilford is a part) and for Guilford. Both tables come from the U.S. Census Department.

In the New Haven LMA, industry employment data is relatively stable. Total nonfarm employment is up, as is private employment, goods-producing industries, and service-providing industries. Slight declines were apparent in several sectors; however, local and state government and professional and business services lost 500 and 800 jobs, respectively, in the last year. The largest job growth was in trade, transportation, and utilities; health care and social assistance; and accommodation and food services.

The 2012 Zip Code Business Patterns Survey of Guilford businesses by employment size shows that of the 650 businesses in Guilford 60% have one to four employees, and 77% have under 10 employees. While these pluralities of small businesses are in nearly all industry sectors, there are important niches in finance and insurance, waste management, and health care that may merit further research to determine what is causing the concentration of these small businesses in Guilford and how these niches can continue to be supported. Industry sectors with over 100 employees are retail and health care; however, this table is notably missing public administration. The largest employer in Guilford is the Town and School District, and it is unknown why this survey has excluded that data. Furthermore, agriculture is not shown on this table.

New Haven LMA (# 75700) Employment Non Season. Adj.

	June 2014	June 2013	Y to Y Change	
			#	%
TOTAL NONFARM EMPLOYMENT	283,700	277,800	5,900	2.1%
TOTAL PRIVATE	249,200	242,800	6,400	2.6%
GOODS PRODUCING INDUSTRIES	35,900	35,300	600	1.7%
CONSTRUCTION, NAT. RES., & MINING	10,100	9,500	600	6.3%
MANUFACTURING	25,800	25,800	0	0.0%
Durable Goods	18,900	19,000	-100	-0.5%
SERVICE PROVIDING INDUSTRIES	247,800	242,500	5,300	2.2%
TRADE, TRANSPORTATION, UTILITIES	51,900	51,000	900	1.8%
Wholesale Trade	11,300	11,300	0	0.0%
Retail Trade	29,900	29,400	500	1.7%
Transportation, Warehousing, & Utilities	10,700	10,300	400	3.9%
INFORMATION	4,100	4,200	-100	-2.4%
FINANCIAL ACTIVITIES	12,400	12,200	200	1.6%
Finance and Insurance	8,800	8,700	100	1.1%
PROFESSIONAL & BUSINESS SERVICES	28,000	28,800	-800	-2.8%
Administrative and Support	14,400	14,500	-100	-0.7%
EDUCATIONAL AND HEALTH SERVICES	78,500	75,600	2,900	3.8%
Education Services	27,300	26,600	700	2.6%
Health Care and Social Assistance	51,200	49,000	2,200	4.5%
LEISURE AND HOSPITALITY	27,800	24,900	2,900	11.6%
Accommodations and Food Service	22,500	21,000	1,500	7.1%
OTHER SERVICES	10,600	10,800	-200	-1.9%
GOVERNMENT	34,500	35,000	-500	-1.4%
Federal	4,800	4,800	0	0.0%
State & Local	29,700	30,200	-500	-1.7%

Source: CT Depart of Labor

Private business establishments located in Guilford are primarily small business enterprises. According to the 2012 Zip Code Business Patterns Survey by the U.S. Census department, more than half of all businesses have only one to four employees, and nearly 90% have less than 20 employees. The top industries by number of businesses are retail; professional, scientific, and technical services; and health care and social assistance. Additionally, the USDA National Agricultural Statistics Service takes a periodic Census of Agriculture to count farm operations. As of the 2007 census, for zip code 06437, there were 64 Farm Operations, with 28 of those operating on 1-49 acres, 35 operating on 50-999 acres, and 1 operating on over 1,000 acres. Note that operations are headquartered in 06437, however all acres operated are not necessarily located in Guilford.

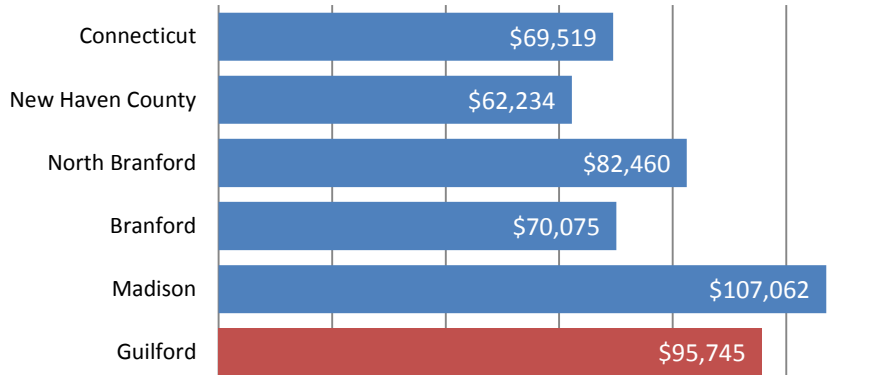
Guilford Businesses by Employment Size Class and Industry

Industry Type	Number of Employees							
	Total	1 to 4	5 to 9	10 to 9	20 to 49	50 to 99	100 to 249	+250
Health Care and Social Assistance	90	39	20	18	7	2	3	1
Retail Trade	87	46	22	12	4	1	2	0
Professional, Scientific, and Technical Services	83	61	9	5	5	3	0	0
Construction	64	52	8	4	0	0	0	0
Other Services (except Public Administration)	60	36	14	7	3	0	0	0
Finance and Insurance	59	43	7	5	3	1	0	0
Accommodation and Food Services	45	22	3	10	8	2	0	0
Wholesale Trade	39	24	6	7	1	1	0	0
Administrative and Support and Waste Management and Remediation Services	33	27	4	1	1	0	0	0
Manufacturing	27	10	6	2	4	3	2	0
Real Estate and Rental and Leasing	17	14	0	2	1	0	0	0
Arts, Entertainment, and Recreation	14	8	2	2	2	0	0	0
Information	13	8	2	2	0	1	0	0
Educational Services	10	2	3	3	2	0	0	0
Transportation and Warehousing	7	1	1	2	1	1	1	0
Management of Companies and Enterprises	1	0	1	0	0	0	0	0
Industries not classified	1	1	0	0	0	0	0	0
Total for all sectors	650	394	108	82	42	15	8	1

Source: 2012 Zip Code Business Patterns, U.S. Census Bureau

Guilford residents maintain relatively high incomes. According to the 2010 U.S. Census, Guilford's median household income was more than \$30,000 greater than that of New Haven County in general. Of the neighboring towns, only Madison saw higher median household incomes.

Median Household Income, 2010



Source: 2010 U.S. Census

Town of Guilford, Principal Taxpayers, (Residential Taxpayers in Orange)

	2012			2003		
	Taxable Assessed Value	Rank	% of Gross Taxable Assessed Grand List	Taxable Assessed Value	Rank	% of Gross Taxable Assessed Grand List
CT Light & Power Co.	\$22,121,860	1	0.64%	\$7,751,900	2	0.52%
Guilford Plaza Associates (<i>Shoreline Plaza</i>)	\$13,002,290	2	0.37	\$3,147,970	3	0.21
<i>Harvest Guilford Retirement Res.</i>	<i>\$11,438,160</i>	<i>3</i>	<i>0.33</i>	<i>\$8,713,670</i>	<i>1</i>	<i>0.58</i>
<i>Jjeanz LLC</i>	<i>\$10,479,420</i>	<i>4</i>	<i>0.3</i>			
Goose Lane Medical (<i>YNHH</i>)	\$9,448,490	5	0.27			
<i>Kaplan, Barry A. & Rochelle</i>	<i>\$7,570,040</i>	<i>6</i>	<i>0.22</i>			
<i>MEC Real Estate Investors Trust LLC</i>	<i>\$5,667,900</i>	<i>7</i>	<i>0.16</i>			
<i>WTS Goose Lane Ventures LLC</i>	<i>\$5,521,600</i>	<i>8</i>	<i>0.16</i>			
<i>NMF A & B Family Trust</i>	<i>\$5,508,110</i>	<i>9</i>	<i>0.16</i>			
<i>Beckerman David A Irrev Q P R Trust</i>	<i>\$4,660,580</i>	<i>10</i>	<i>0.13</i>			
Connecticut Water Company				\$3,079,190	4	0.21
Group Innovation, LLC				\$2,825,650	5	0.19
OCE Newco Inc.				\$2,614,960	6	0.17
Southern Connecticut Gas Co.				\$2,247,620	7	0.15
Guilford Village Walk LLC				\$2,073,760	8	0.14
Chase Manhattan Auto Finance Corp.				\$2,060,590	9	0.14
Arkwright, Inc.				\$1,961,190	10	0.13

Source: Town of Guilford Comprehensive Annual Finance Report, 2012

Town of Guilford, Principal Employers

	2012			2003		
	Employees	Rank	% of Total Town Employment	Employees	Rank	% of Total Town Employment
Town of Guilford	709	1	5.7%	685	1	5.70%
Yale New Haven Shoreline Med. Ctr.	499	2	4.0%			
VNA Community Healthcare	275	3	2.2%			
Walmart	219	4	1.8%			
Moroso Performance Products	201	5	1.6%	197	2	1.60%
Apple Rehab.	180	6	1.5%			
SARAH, Inc.	130	7	1.1%	104	5	0.90%
Algonquin Industries	100	8	0.8%	90	6	0.70%
George Schmitt Printing	100	9	0.8%			
Big Y Supermarkets	100	10	0.8%	120	4	1.00%
Guilford Savings Bank	96		0.8%			
Arkwright				132	3	1.10%
Guilford Gravure				80	7	0.70%
	2609		21.1%	1408		11.7%

Source: Town of Guilford Comprehensive Annual Finance Report, 2012

STRATEGIES AND ACTIONS

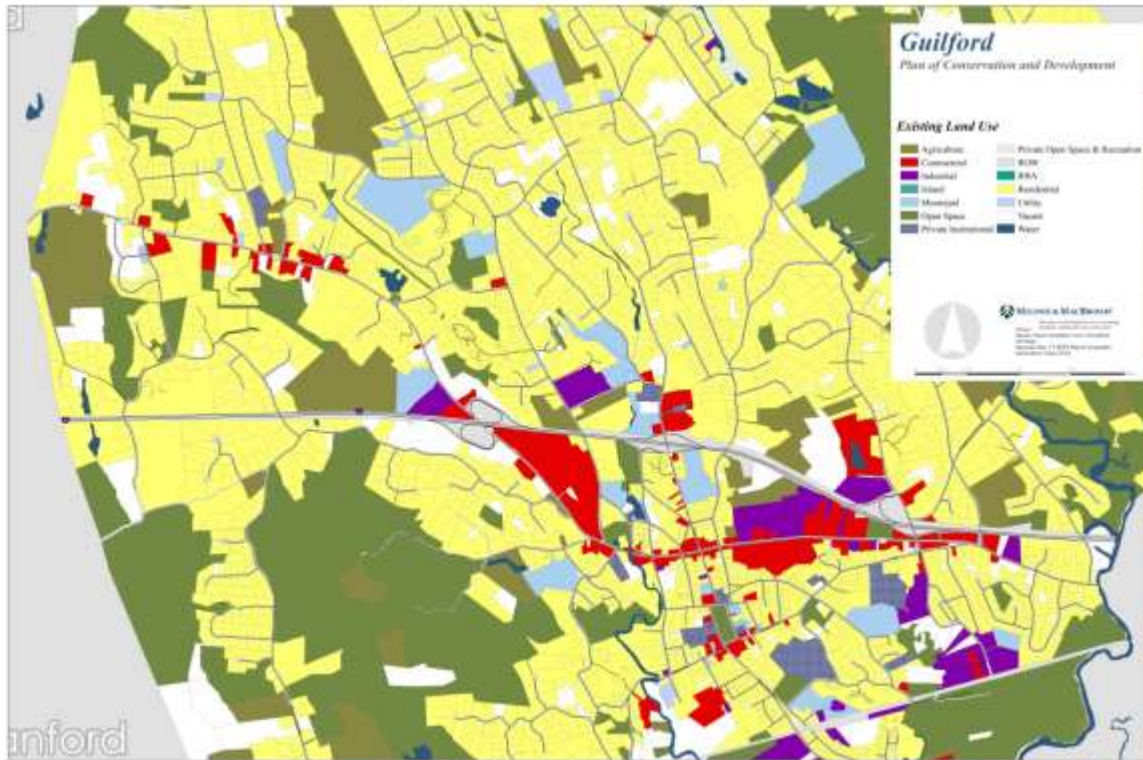
1. *Grow the Grand List.*

The most important goal of economic development is growing the town's Grand List. Residential properties historically represent greater than 90 percent of the tax base and will continue to be the largest part of the tax base. However, growth in multi-family housing and non-residential development can help to diversify the tax base and reduce the reliance on large single-family households. Without diversification, the tax burden will remain overly concentrated on residential properties, particularly on expensive homes in the most desirable areas of town.

Action	Who?	When?	Goals
Develop zoning to promote mixed-use and multifamily development in appropriate locations.	P&Z, EDC	Ongoing	3, 4
Develop zoning to encourage entrepreneurial start-up businesses and collaborative work spaces that promote such businesses.	P&Z, EDC	S-T	4

2. *Match available properties and types of development.*

There are a limited number of undeveloped properties in Guilford that have been zoned commercial or industrial. It is important to seek suitable development for these properties and to look for additional properties that could be developed or redeveloped.



<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Undertake a comprehensive zoning review with an eye for economic development following the completion of studies for Route 1 West, Town Center South, and Route 80/ North Guilford, especially examining I-1, MU-OS, and CD zones in these areas.	P&Z, EDC	S-T/ L-T	3, 4
Consider the role of the Land Acquisition Committee in acquiring land for economic development.	BOS, P&Z, LAC	S-T	2, 3, 4
As part of a Circulation and Mobility Plan, look at connecting businesses and jobs to where people live and promote more compact and transit-oriented development in the future.	EDC	S-T	1, 3, 4, 6
Explore appropriate locations for wastewater infrastructure, especially Advanced Treatment Systems (ATS) locations to advance economic development goals.	EDC, WPCA, CC, P&Z, DoH	Immediate	2, 3, 4, 7

3. Expand tourism opportunities to support local businesses.

As we look for ways to increase economic development with the lowest impact on the local natural environment and the broadest consensus by residents, tourism appears to present the greatest opportunity. The town has a lot to offer visitors: heritage, museums, hiking trails, The Green, the arts, shops, local restaurants, access to Long Island Sound, and geographical location. However, there are some requirements that must be addressed to maximize local tourism. Tourists need places to park, means to get around town, wayfinding to various places in Guilford, and accommodations.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
As part of a Circulation and Mobility Plan, examine additional parking around The Green; bike/pedestrian trails and seasonal jitney or shuttle service between the railroad station, The Green, and other points of interest and the commuter parking lots at I-95; and directional signage to The Green and other points of interest.	EDC, GPA	S-T	1, 3, 4, 6
Integrate the work of groups striving to drive tourism to Guilford (e.g., Guilford Preservation Alliance, Shoreline Chamber of Commerce, Shoreline Arts Council) such as consolidated marketing and web marketing tools.	BOS, EDC	Ongoing	1, 3, 8
Consider zoning to support the diversification of lodging and accommodations, including camping, B&Bs, and upscale extended stay hotels.	P&Z, EDC	L-T	3
Evaluate support for the entertainment (music and dance) industry as a special business opportunity.	EDC	L-T	3
Support agritourism and entertainment activities on farms as a business opportunity, including at the fairgrounds.	EDC. Ag	L-T	1, 3
Support commercial marine activities including at the marina.	EDC	L-T	1, 3
Make connections to the New England National Scenic Trail and other outdoor activities.	BOS	L-T	1, 3, 6, 8

4. Promotion, Visibility, and Awareness of Businesses

Economic development must be actively promoted, not passively or reactively. Guilford must have the ability and tools to shift toward active recruitment rather than reactive. Several things must happen simultaneously in a coordinated fashion. The three most important things are courting developers and projects, presenting the image of the town as a desirable place in which to conduct business and reside, and community image. It is critical to do this recruitment in conjunction with regional and state entities, especially REX, "*Regional Economic Xcelleration*," which markets the 15-town New Haven region.

Marketing to Potential Developers (External Markets)

The town needs to make a proactive outreach to developers beyond the immediate geographic region using all reasonable methods available. Increased development opportunities would help to equalize any outlays that are necessary for this outreach.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Make the Economic Development Coordinator a full-time position with part of his/her role to act as a point person to help navigate the local approval process.	BOS	L-T	3
Involve the Economic Development Commission (EDC) early in the local approval process so that support can be coordinated, and worthwhile projects have in-town champions.	EDC	Ongoing	3
Promote Guilford outside the immediate geographic area, such as at regional or national trade shows. Consider partnerships with Guilford Preservation Alliance, Shoreline Chamber of Commerce, Shoreline Arts Council to achieve this.	EDC	Ongoing	3, 8
Consider offering incentives for attracting business and development in Guilford such as tax credits.	BOS, EDC	S-T, L-T	3, 4
Enhance the town's website to support economic development marketing and promotion site, including posting all marketing materials and developing new materials using testimonials.	BOS, EDC	Ongoing	3

Building Community Support (Internal Market)

The marketing outreach must also be directed toward town residents. Efforts to build community consensus continue to be a challenge. When asked to describe the "character of Guilford," everyone has a different answer. The most common answer is "The Green," but even that is not consistent.

Some citizens want more economic development while others prefer open space. However, to date, everyone seems to be in agreement that they do not want the Post Road to be developed like some other towns along Connecticut's coast.

Since 2002, the EDC has had discussions with consultants regarding concepts and types of business that could be attracted to Guilford and attractive to residents. However, funds have not been available to hire a consultant for further study and evaluation.

The EDC has increased its visibility during the last few years to discuss the commission's activities and to try to build consensus, especially regarding desired types of development and suitable locations. The commission has also been interacting with members of other boards and commissions in order to maintain working relationships.

Generally speaking, three activities have been the most successful: the "business breakfasts," a workshop for the community, and interactions with other boards and commissions. The breakfasts were topical, informative, and provided question and answer opportunities with the speakers, the EDC, and town staff. The "What is Economic Development?" community workshop fostered a greater understanding about economic development, and the EDC was able to interact with other boards and commissions. All three activities had the benefit of greater interpersonal contact between the EDC and the community.

The EDC has found that the Guilford Community Television (GCTV) programs and newspaper articles or letters to the editor provide additional benefits, although they do not have the immediate interactions of other media. Additionally, change in media consumption is making those forms of interaction less likely to reach certain parts of the community.

Actions to support growing community support for economic development include:

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Encourage the EDC to increase consensus-building activities such as hosting workshops for the community, breakfast meetings with local businesses, and GCTV programs.	EDC	Ongoing	3
Encourage the Board of Selectmen to proactively host community workshops to build consensus toward townwide "can and can't's" and "should and shouldn't's" relating to new development and apply those suggestions in zoning code updates.	BOS, P&Z	S-T	1, 3, 4
Encourage the Board of Selectmen to bring the leaders of various constituencies together in a series of workshops to build consensus.	BOS	S-T	1, 3, 4

5. Expand infrastructure and transportation initiatives to advance economic development.

Economic development is greatly impacted by the infrastructure and transportation system in place at a given time. But even more important are the capacity, the resources, and the will to utilize improvements in technology to increase opportunities for commercial development, tourism, and the general quality of life in Guilford. Guilford does not have sewers, and this severely limits what types of development can occur here. Traditional septic systems in some parts of town have been compromised and/or are contaminating nearby wells. This increases the need to begin the conversation now about alternative options for the future.

Traveling around town without a car can be difficult, as well as potentially dangerous. This presents a problem for those who cannot afford a car but need to get to work or go shopping. Reverse commuters and tourists, whom the town wants to attract, will also need transportation within town. In addition, parking for people who have cars has become problematic. Guilford should aim to promote flexible development patterns and village development, including Transit Oriented Development and Smart Growth principles. Additionally, due to the lack of sewer service, the town should encourage Low Impact Development and best practices for stormwater management and explore appropriate locations for wastewater infrastructure, especially ATS locations.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Identify ATS "avoidance" and "welcome" areas and consider opportunities for the town to invest in strategic locations.	DoH, P&Z, CC, EDC	S-T	3, 4, 2, 7
Undertake a Circulation and Mobility Plan, including expanding Parks & Recreation van service.	EDC, GPA, PRC	S-T	1, 3, 6

6. Continue to promote Guilford's role in the region.

Through participation in regional councils and other economic development-related organizations and networking, town officials keep informed of news and trends pertinent to the town. This has resulted in grants for projects in Guilford, such as the bulkhead by the town dock.

Joint purchasing power and coordinated lobbying for scarce state and federal dollars generally have more favorable outcomes. Shore Line East commuter service and the new rail station in Guilford are good examples of what can happen when a region collaborates to accomplish a common goal.

However, regionalization is not a panacea. Towns compete for economic development projects. This will most likely continue to be the norm until towns find a way to share the revenue and services. Also, towns have different needs and goals, so what will work for one town may not work for another.

Action	Who?	When?	Goals
Ensure that Guilford remains a member of regional economic development organizations, such as REX, CEDAS, and NEDA.	BOS	Ongoing	3, 8
Remain proactive regarding regional rail, air, marine, and road transportation initiatives in order to keep Guilford visible in these initiatives.	EDC, BOS, CoC	Ongoing	3, 6, 7, 8
Collaborate with neighboring towns on cultural, tourism, and transportation issues, where appropriate.	EDC, CoC	Ongoing	3, 6, 8
Continue to work with the Department of Economic and Community Development (DECD), Guilford's state legislators, and other state representatives to keep Guilford in the forefront for key programs, such as the Small Business Administration, grants, and legislation beneficial to the town.	EDC, BOS	Ongoing	3, 8
Use transit-oriented development to promote new housing in Guilford for workers in the region.	P&Z	L-T	3, 4, 6, 8
Collaborate with regional entities on cultural tourism activities.	GPA, CoC	S-T	3, 8

7. Position Guilford for a new economy.

In order to position Guilford in the new economy, the Town should explore, rework, and review the zoning code in order to improve community and business relations.

Advances in technology are causing dramatic shifts in drivers of economic development. An increasing number of residents are establishing home-based businesses. This is significant because business personal property taxes assessed on these businesses increase the Grand List, and the owners are likely to spend more of their money in local businesses (e.g., food services, dry cleaning, and other services). As these businesses grow, they often need collaborative work spaces where the cost of overhead and various services (e.g., a receptionist to answer phones and a place to meet with clients) are shared. Another term for this is entrepreneurial centers.

Housing development is also changing. Higher density housing, where suitable, and developments with a mix of types, sizes, and prices are becoming more common. Guilford needs to recognize that these are economic drivers and encourage these types of developments by modifying zoning regulations.

Another emerging trend is food trucks, which bring food directly to residents. However, the trucks have an unfair advantage over brick-and-mortar restaurants. Nearby towns have implemented regulations to limit where trucks can operate. Guilford needs to look at this subject, starting with higher permit fees and limiting locations.

Finally, climate change is beyond Guilford's control but, nevertheless, is already having a significant impact on its economic development. It already affects many properties abutting the Long Island Sound and other watercourses today. As that increases in the future, more properties will be affected, which is likely to impact property values and tax revenues.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
	P&Z, IWC	S-T	
	P&Z	S-T	
Explore ways to ensure that the land use and building permit process is expeditious, consistent with the need to enhance transparency and promote public participation.	P&Z	S-T	1, 3, 4
Modify zoning to encourage business development in appropriate locations/scales for the creative economy and entrepreneurship and to protect existing neighborhoods.	P&Z	L-T	1, 3
Monitor new businesses in Guilford and review for trends and insights.	EDC	S-T	3
Clarify Coastal Area Management (CAM) review requirements for areas impacted in Coastal Resilience Plans.	P&Z	L-T	1, 2, 3
Consider a comprehensive update of zoning to include potential definitions for Alternative Treatment Systems, Transit Oriented Development, and mixed-use strategies.	P&Z	L-T	1, 2, 3, 4, 6

Goal 4. Encourage Development of a Diverse Housing Supply for Households with a Broad Range of Incomes, Family Size, and Ages.

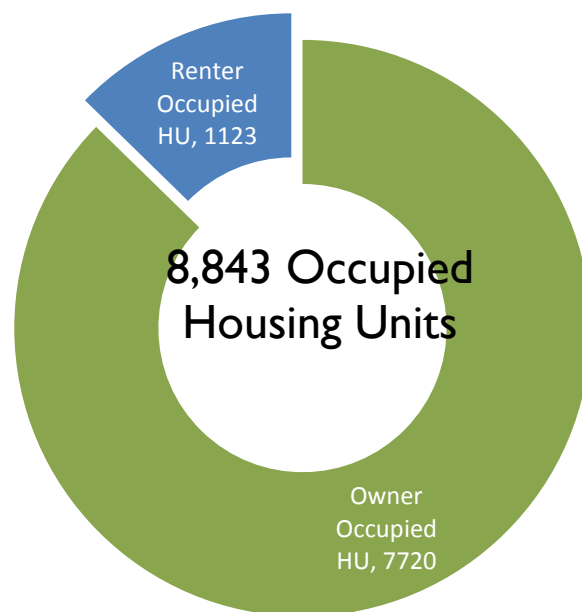
HOUSING/REAL ESTATE BACKGROUND

The 2012 US Census's American Community Survey (ACS) recorded 9,684 housing units in Guilford. Eighty-eight hundred forty-three (91.3%) housing units were occupied resulting in an 8.7% vacancy rate. Of the 841 vacant housing units, 481 (49.0%) were vacant due to seasonal, recreational, or occasional use, suggesting that more than half of the vacant housing units are due to the seasonal nature of their use. By removing the seasonal residences, Guilford's vacancy rate drops to 4.43%.

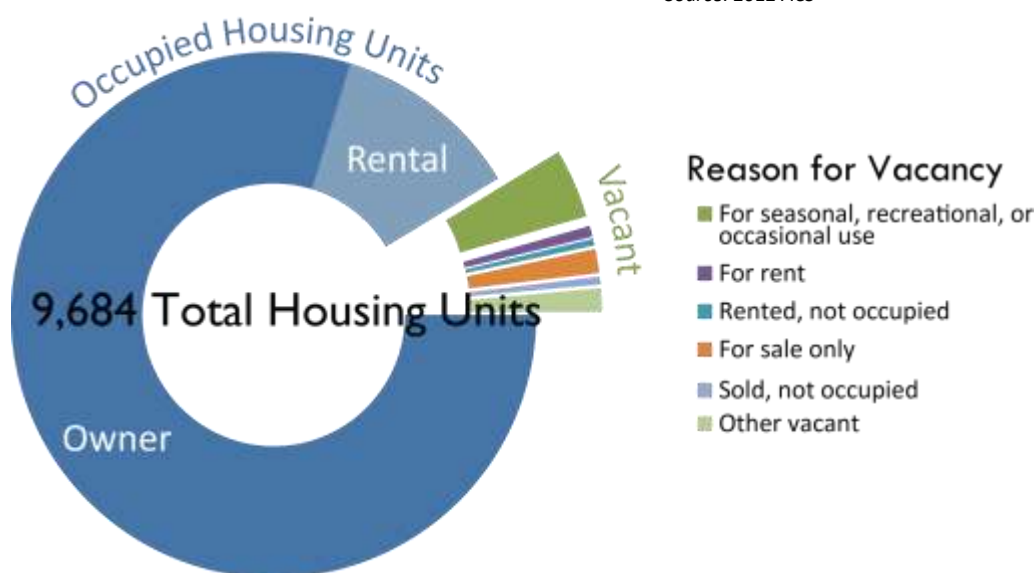
Of the total 8,843 occupied housing units, 87.3% are owner occupied, and 12.7% are renter occupied.

For comparison, in 2000 there were 8,724 housing units in Guilford, and 93.4% of them were occupied. Of those occupied, 85.4% were owner occupied, and 354 housing units were reported as seasonal, recreational, or occasional use. While a low vacancy rate connotes desirability, it can also create competition in the real estate market, especially at lower ends of the market, creating a barrier to affordability.

A strong housing market in the late 1990s pushed single-family sales prices to an all-time high in 2005. The number of annual single-family housing sales dropped by almost 65% from the high of 425 in 1999 to the low of 149 in 2011. The numbers have improved considerably since 2011; however, they remain well below the 350-400 numbers that were once the norm from the mid 1990s through the mid 2000s.



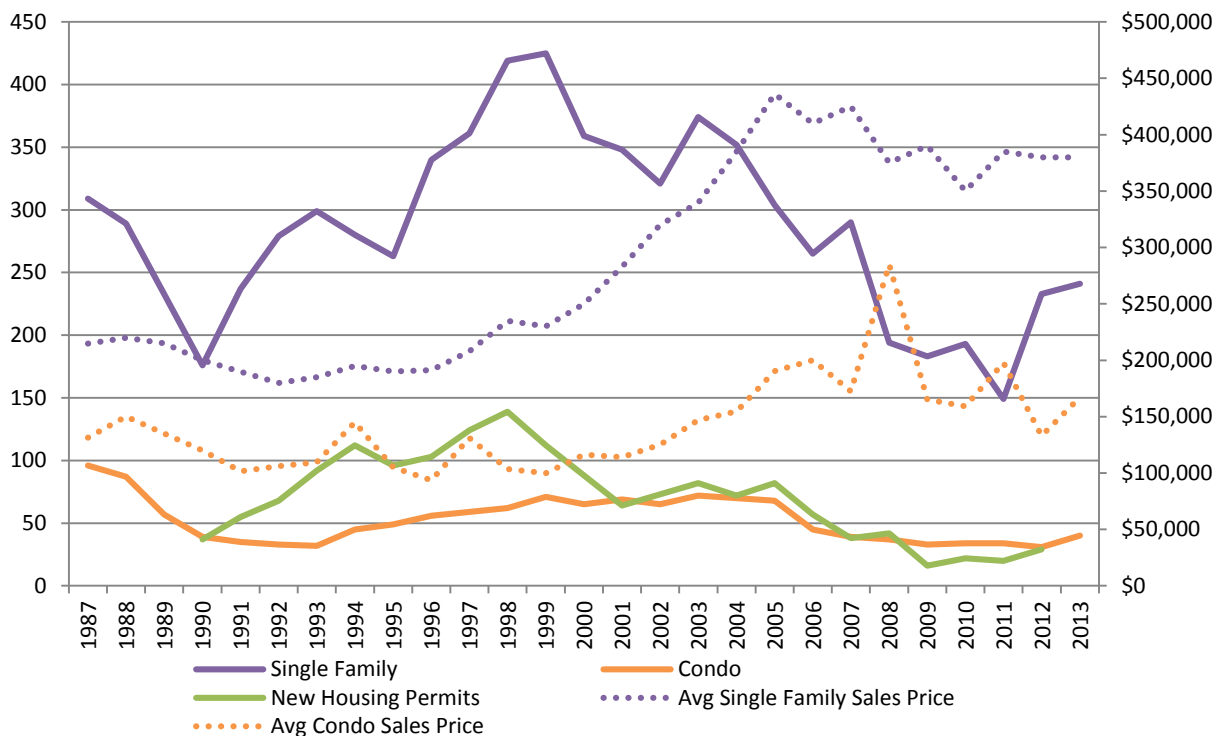
Source: 2012 ACS



Source: 2012 ACS

The number of sales is down although housing prices for single-family homes have not seen nearly as dramatic a change. Prices are off 13% from their peak but have stabilized and remained between \$375,000 and \$390,000 since 2008, except for 2010 when the median hit \$350,000. This trend has been steady despite the drop in the number of sales. As the number of sales increases, it is expected that prices will begin to rise again although not at the growth levels seen from 2005-2007, which may be seen as historic outliers.

Residential Sales and Permits, 1987-2013

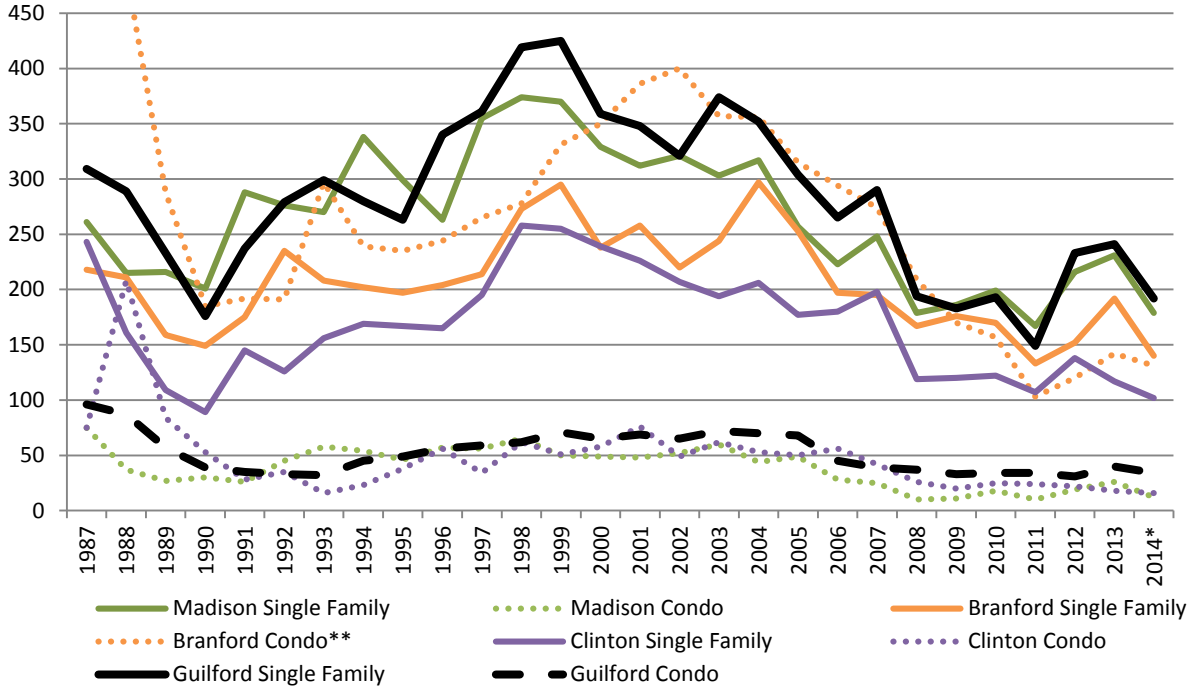


Source: The Warren Group, Permit data DECD

Guilford has a similar sales and median price history as its neighboring shoreline communities. Guilford and Madison have the most robust single-family housing markets both in terms of number of sales and median price; however, Branford, due to its large amount of condominium units, has the most number of transactions. All housing units saw their peak in the number of sales in the late 1990s and have seen much less turnover since 2008. Data for 2014 does not include the last 3 months of the year; however, it still suggests that although the market is recovering somewhat it is still well below the number of sales per year 10 years ago.

Conversely, prices have remained remarkably consistent throughout New Haven County. While prices certainly have dropped from a high peak in 2007-2008, they have remained flat from about 2010 but still well above any prices seen prior to 2000. Condominium median sales prices often have more defined peaks and valleys reflecting single years when a new condo complex was sold, flooding the market with units at a similar sales price and skewing the data.

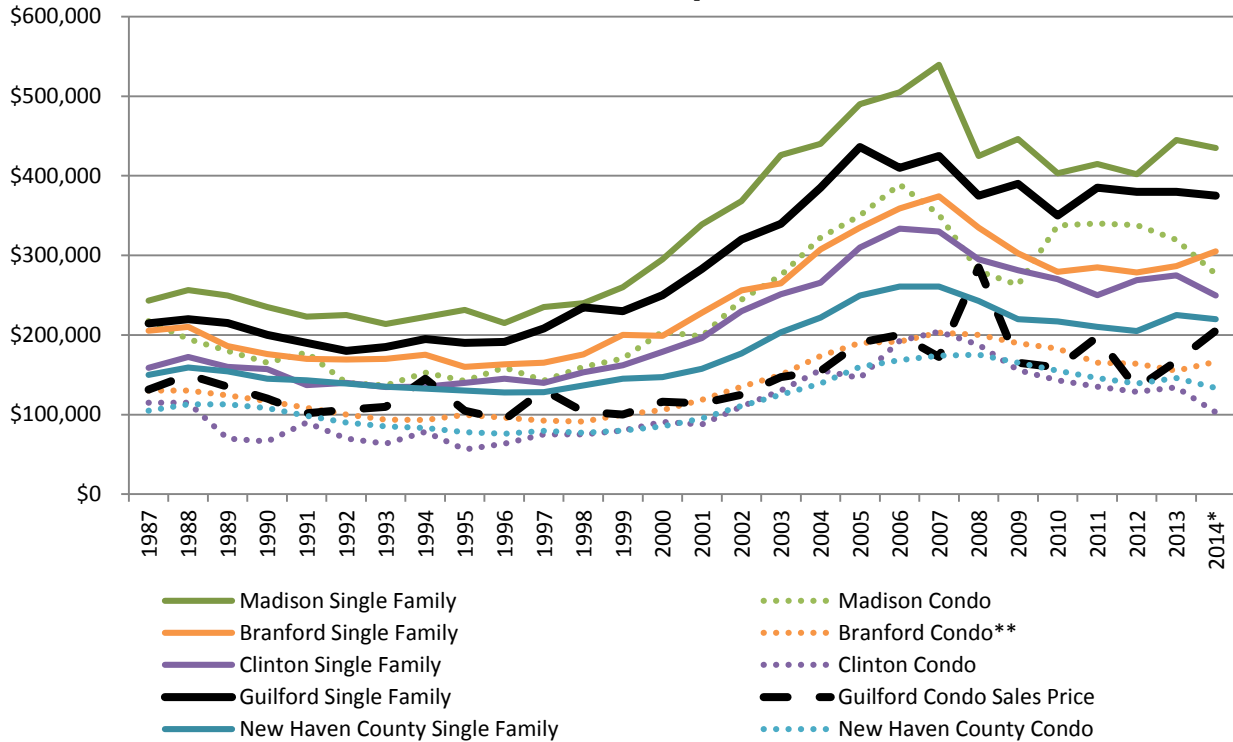
Residential Sales/Year Comparison, 1987-2014*



Source: The Warren Group

*2014 numbers are January- October. **Branford had 644 condo sales in 1987 and 487 condo sales in 1988. They have been suppressed from this graphic in order to maintain the proportionality and readability.

Median Sales Price/Year Comp., 1987-2014*



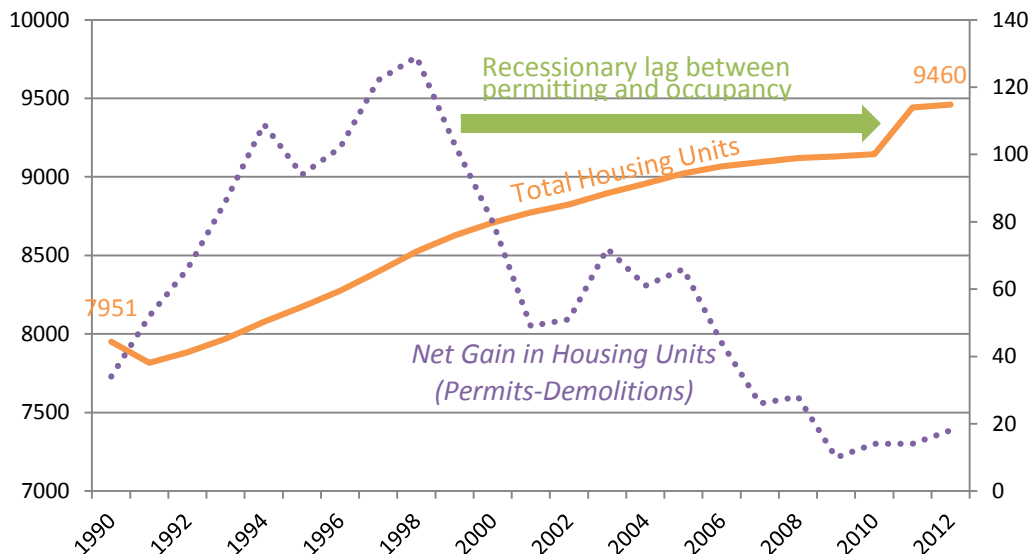
Source: The Warren Group

*2014 numbers are January- October

Age of Housing Units and Structures

Housing permit data has also been down significantly since the late 1990s. From 1995 to 2000, there were an average of 110 housing permits issued per year. From 2005 to 2010, this number dropped to an average of 43 per year and, since 2010, this has further dropped to an average of 25 per year. The lack of new housing permits is expected to result in a delayed decline in population growth as the delay between permitting and occupancy can be several years. This lag is most apparent in the recessionary delay between the peak of housing permits in the late 1990s and early 2000s not being reflected in a large increase in housing units until 2010 due to local market conditions.

Change in Housing Units, 1990-2012



Source: DECD

Affordability

With Guilford's housing values amongst the highest in the region, the town should consider strategies to enhance the opportunities for younger people and families with modest incomes as well as seniors on fixed incomes to remain in Guilford.

According to the 2012 5-Year ACS estimates, 40.6% of homeowners and 50.0% of renters in Guilford pay more than 30% of their household income to cover housing costs, which is considered by the federal government to be cost burdened (housing costs are mortgage or rent, utilities, taxes, and insurance). This number is on par or slightly lower than the cost burden for the state of Connecticut as a whole which, nevertheless, suggests barriers for affordability.

In 2010, the median household income in Guilford was \$95,745, and the median single-family house price was \$350,000. Using the median household income, a person in Guilford spending 30% of his/her income on housing would spend roughly \$2,390 per month. A rough calculation of a monthly payment for a house bought for \$350,000, with 10% down and assuming a 30-year fixed-rate loan at 5%, would be \$2,490. Increasing the down payment to 20% would reduce that payment to about \$2,302 per month. These calculations include taxes (mill rate of 27.42) and a placeholder percentage of .5% for insurance and utilities.

HUD issues on an annual basis a schedule of fair market rents for counties and metropolitan areas across the United States. HUD's FY 2014 Final Fair Market Rents provide a better picture of actual rents in these areas at the present time. Fair market rents are based upon census data that is updated through various rental housing survey tools. For 2014, the fair market rents for the New Haven-Meriden, Connecticut HUD Metro Fair Market Rents Area was \$812 for a studio/efficiency apartment, \$980 for a one-bedroom

apartment, \$1,223 for a two-bedroom apartment, \$1,523 for a three-bedroom apartment, and \$1,690 for a four-bedroom apartment.

The state legislature has established an affordable housing appeals procedure to provide assistance with development of affordable housing throughout the state. The procedure does not apply where at least 10% of the dwelling units in the municipality are affordable.

Affordable levels means housing for which persons and families pay 30% or less of income, where such income is less than or equal to 80% of the median income. In Guilford, this would be \$79,000.

Where municipalities do not reach the 10% level required for exclusion from the appeals procedure, proposed assisted housing and set-aside developments may appeal denial of municipal zoning approvals to the court. Set-aside developments must reserve 30% of the units for affordable housing. One-half of those set-aside units must be rented to persons or families whose income is less than or equal to 80% of the lesser of the state or area median income; the remaining half of the set-aside units must be reserved at 60% of the lesser of the state or area median income.

The most recent data from the State Department of Economic and Community Development Affordable Housing Appeals Program puts the number of affordable housing units in Guilford in 2013 at 216. This is 2.25% of the number of housing units in the town according to the 2010 Census. Under Connecticut General Statutes, a municipality with fewer than 10% of its housing units qualified as affordable is subject to affordable housing appeals from developers who propose affordable housing developments. In affordable housing appeals cases, the municipality has to prove the public health, safety, or welfare interests protected by a denial of a proposed development.

Guilford's Zoning Regulations allow for new affordable housing in a number of ways. "An apartment dwelling unit ...accessory to a single-family dwelling [is allowed] by special permit in the R-1, R-3, R-4, R-5, R-6, R-7 and R-8 Districts... in order to provide a housing type that is more affordable than the single-family home." Additionally, Guilford Housing Authority or other not-for-profit organizations are allowed to construct and maintain dwelling units in the same seven zones at a density determined individually for each project.

While Guilford is not likely to reach the 10% threshold of the Affordable Housing Appeals Act because of the sheer numbers of new or converted units that would be required, steps can be taken to increase the availability of affordable units in the community.

The majority of subsidized housing units in Guilford are provided by the Guilford Housing Authority, the Mutual Housing Association of South Central Connecticut, and Neighborworks/New Horizons. Together they provided 155 units of senior housing on three sites and 72 units for nonsenior families.

Guilford's Housing Stock and Diversification for Future Needs

Guilford's housing stock is predominantly detached single-family homes. While there has been considerable movement to provide more diverse housing options, such as 133 accessory apartments, nearly all of Guilford housing units continue to be in detached single-family homes.

Housing Units in Structures

Total housing units	9,684
1-unit, detached	8,198
1-unit, attached	379
2 units	263
3 or 4 units	241
5 to 9 units	239
10 to 19 units	88
20 or more units	209
Mobile home	67
Boat, RV, van, etc.	0

Source: US Census

It is important for the town's growth to provide "starter homes," apartments, and condominiums to encourage young people and families to come to Guilford. Diverse housing options allow these families to gain access into Guilford, and provide choices for other residents to stay in the community. Attracting young families can help to offset some of the declines in school population that has happened in the last several years, and provide new families to take over homes of "empty-nesters." As the population in Guilford ages, it is important that alternative living arrangements for seniors exist so that seniors have options to downsize without leaving their communities. In an area like Guilford, in an aging region, diversity of housing types can help to draw seniors into Guilford for quality of life. Additionally, multi-family units can add diversification to the tax-base, spreading the tax burden beyond single family homes.

Housing for aging population differs from housing for younger cohorts, especially families, for several reasons.

Retirees are on fixed incomes and, for many, these fixed incomes are relatively low. The Guilford Housing Authority provides 155 housing units for seniors in the community. These units' rental prices are set at a percentage of the occupants' incomes. An adequate supply of units that are affordable to those on fixed incomes is a key concern in many aging communities.

Empty nesters often find that they no longer need or wish to care for larger homes that once housed their families. Additionally, the equity accrued in larger homes can often bolster retirement funds, so the monetary incentive to downsize can outweigh sentimental attachments. Empty nesters therefore rely on a strong housing market in order to sell their existing homes and an adequate supply of smaller units that can support them as they age. These smaller units are often condominium units or apartments that allow close connection to goods and services.

The town's role is to provide adequate zoning that allows diversity of units in areas that are near goods and services. Guilford can also examine its existing infrastructure and can create modifications that support seniors where necessary. This can include a range of actions from altering the length of stop lights to allow those with limited mobility to cross, to shuttle services, to adding sidewalks and bus stops to help those who are no longer able to drive to stay mobile. Additionally, while some choose to find alternative housing as they age, many choose to stay in their homes. The town should continue to implement tax modification or abatement for seniors (Senior Tax Program) in Guilford and continue to fund any programs that provide services to seniors as they age in place, such as the senior lunch program.

STRATEGIES AND ACTIONS

1. *Modify zoning and policies to encourage diversity/variety of housing.*

The most cost-effective way to provide more affordable and diverse housing opportunities is to provide developers with options to build denser housing. The town can have an active role in the promotion of targeted higher density housing, allowing developers to build in a way that makes sense to their bottom lines while meeting the needs and wants of the town. These modifications can also encourage "green" standards such as LEED-ND, which encourages developments that are more conducive to multimodal transportation options, water management techniques, and sustainable building design along with "traditional village" type developments.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Where appropriate, consider the following zoning changes:	P&Z	S-T	1, 4
Allow larger accessory apartments.			
Allow 2- to 3-family units in existing housing stock.			
Substitute affordable housing in lieu of age-restricted requirements in certain zones (i.e., Guilford Village West).			
Increase residential density in the R3 , R5 , R8.			
Consider an incentive housing zoning program.	P&Z	Ongoing	1, 4
Support the adaptive reuse of historic structures for housing.	P&Z, GPA	L-T	1, 4
Consider payments to a Housing Trust Fund in order to fund the construction, rehabilitation, or repair of housing.	BOS	L-T	1, 4
Allow resilience improvements or amenities at FEMA standards as of right.	P&Z	S-T	1, 2, 4

2. *Provide and support the development of public infrastructure to support higher density development.*

By either providing or supporting polices to provide infrastructure to targeted areas, the town can entice developers to increase their density and profitability and create more housing options in the town.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Encourage the Connecticut Water Company to provide public water in locations appropriate to support higher density housing.	BOS	S-T	4, 7
Develop a comprehensive plan for Advanced Wastewater Treatment Systems (ATS) especially in locations appropriate to higher density housing.	P&Z, BOS, CC	Immediate	2,3,4,7
Consider providing a subsidy to support higher density affordable residential development.	BOS	L-T	4
Undertake a Circulation and Mobility Plan, including exploring connecting apartments to services through intra-Guilford bus service.	BOS, GPA, EDC	S-T	1, 3, 4, 6

3. Work with affordable housing developers to develop housing consistent with the goals of this plan.

Not-for-profit and other affordable housing developers should have an active role in the expansion of the types of housing available in Guilford. The town needs to continue to provide specific guidance and support for these developers in order to make sure that the most vulnerable populations can remain in Guilford in housing that they can afford.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Evaluate town land and consider transfers of publicly owned land to developers/partners to build affordable housing.	BOS	L-T	1, 3, 4
Consider providing support to developers, including advocacy with local and state agencies, for projects that align with Town Goals & Objectives	BOS	S-T	1, 3, 4
Encourage commercial/residential mixed-use development where appropriate such as on Route 1 West and Route 80.	EDC, P&Z	S-T	1, 3, 4
Support activities of a locally based nonprofit housing development and advocacy entity.	HP, BOS	Ongoing	4
Promote energy efficiency in new housing developments as a way to reduce overall operation costs thereby making the housing more affordable including promotion of standards such as LEED.	CC, PWC	S-T	4, 7
Revitalize the Guilford Housing Partnership to act as a link between government and affordable housing entities.	BOS	S-T	4

4. Work with the Guilford Housing Authority to develop new projects.

The town should look at new ways to help the work of the Guilford Housing Authority, including the potential to subsidize new developments with land gifts, and especially to look at legal ways to allow the authority to build housing for families as it continues to provide services and housing to seniors.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Consider subsidizing new Housing Authority developments with land transfers.	BOS	L-T	4
Amend town ordinance creating Guilford Housing Authority to allow development of family housing.	BOS	S-T	4

5. Research and Planning

The town should have a strong understanding of housing needs in Guilford, developers' interests, and how these intersect with land use. Research and proper planning can ensure that necessary housing is built in the future and that it is in areas most amenable and connected to critical services.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Conduct a workshop with for-profit developers to explore options for new development.	EDC, HP	S-T	1, 3, 4
Inventory and evaluate land availability for affordable housing including assessments of infrastructure opportunities and constraints. Identify priority areas such as where transit is available.	BOS, HP	S-T	1, 4
Complete a townwide housing needs assessment, including types of housing that may be needed such as supportive housing, group homes, elderly housing, family housing, and extended stay facilities.	BOS, HP	S-T	4

Goal 5. Provide Community Facilities for Education, Recreation, and Emergency Services.

Community facilities in Guilford are supported by the local, state, and federal government as well as private and nonprofit groups. These facilities and programs for education, recreation, public works, and life safety contribute to Guilford's community character and quality of life. The town should continue to provide facilities that meet community needs with a high level of service.

October 1, 2014 Guilford Public School data counted 3,394 students in grades Pre-K through 12th. These numbers are down 3% from October 1, 2013. Enrollment projections done by H.C. Planning in November of 2014 predict a ten-year decrease in enrollments of over 25% or 848 students. These decreases in enrollments are due largely to a large drop in births to Guilford resident mothers, which averaged 200 per year in the early 2000's and now average 120-130 per year. Additionally higher unemployment and lower housing sales numbers have decreased the numbers of incoming kindergarten students further decreasing the overall school population.

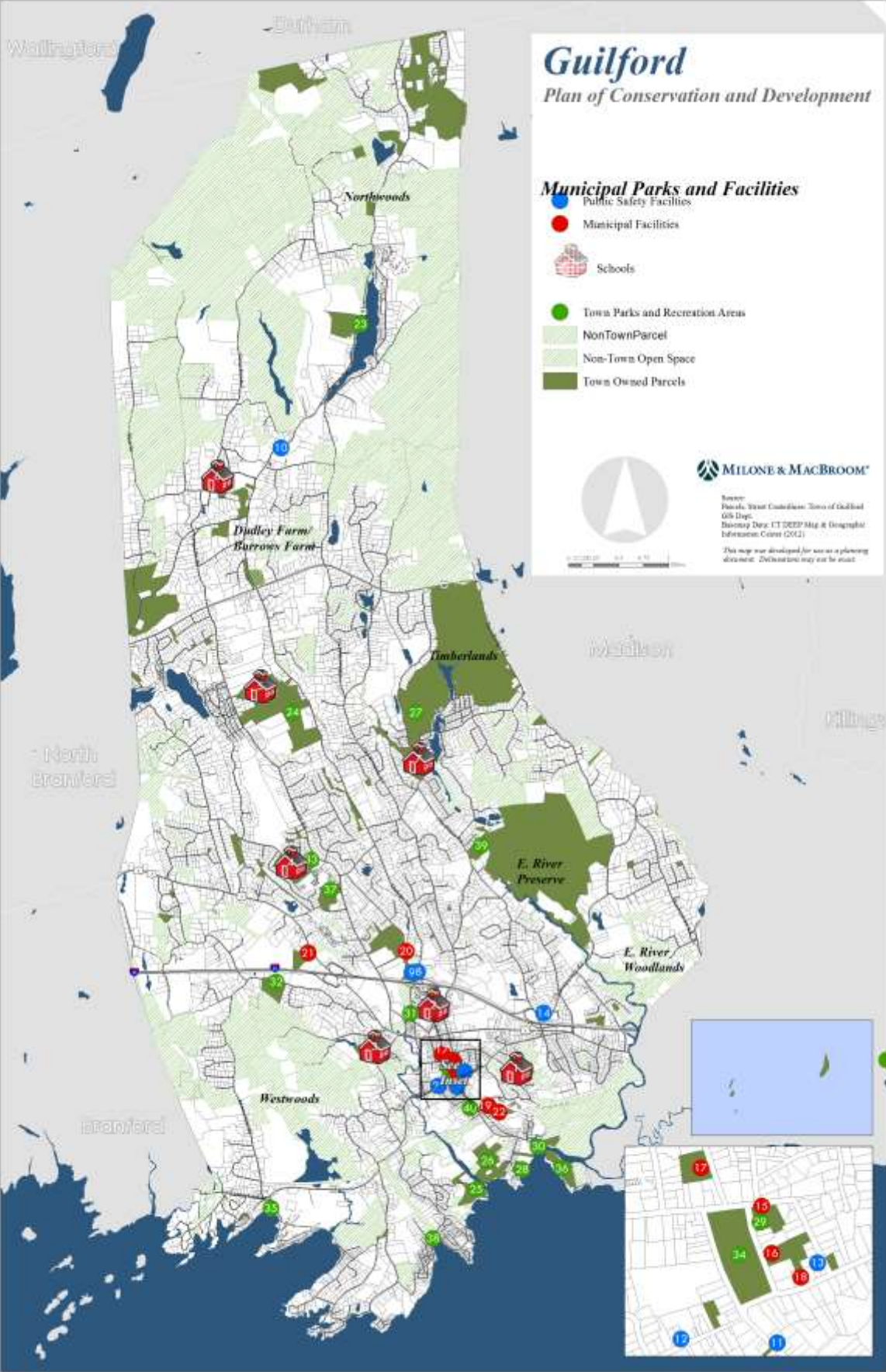
The town is continuing to invest in its school facilities with a new high school being constructed on New England Road, with an expected completion in fall 2015. Considerable investments in maintenance and energy conservation projects have also been completed in the last several years at the six other school locations. Safety in school facilities has become a priority, and the town should continue to invest prudently in maintenance and improvement of its schools. In 2010, a site feasibility study was performed as part of the high school development work and determined that the Baldwin Bittner site on Long Hill Road is well suited toward the development of a school facility should the need arise in the future. In 2013, a facility condition assessment was conducted and has contributed to a 5-year capital plan.

The Parks and Recreation Department maintains 40 playing fields and provided nearly 550 classes and special events last year with the total number of participants exceeding 18,000. After a major survey in 2010 and grant received in 2012, the Department has completed the renovation of Jacob's Beach. Significant open space for recreation including hiking, fishing, and hunting is provided by the State of Connecticut, the South Central Region Water Authority, the town, and the Guilford Land Conservation Trust.

In August 2011 when Tropical Storm Irene battered the town, the Community Center served as an emergency shelter for 37 people over the course of six nights as well as provided 1,887 meals and 675 showers with other services such as charging stations and water filling. Hurricane Sandy necessitated emergency sheltering for 85 residents for 8 days, 2,055 meals, and 320 showers. Once the high school construction is complete, it will become the secondary emergency shelter for the town.

The Guilford Police Department and Guilford Fire headquarters located at 390 and 400 Church Street, respectively, are new facilities since the 2002 PoCD.

Town facilities, parks, and public recreation areas are shown on the following maps. All town-owned parcels are shown regardless of whether they are used for public recreation or facilities or are potentially developable. Properties acquired since April 2001 are supposed to be categorized as Class A: Low Impact Use, or Committed Open Space; Class B: Moderate Impact Use, or Recreation Use; and Class C: Possible High Impact Use, or developable. However, not all parcels have been classified properly.



-  Calvin Leete Elementary
-  Elisabeth Adams Middle
-  Cox Elementary
-  Guilford High School
-  Baldwin Intermediate
-  Melissa Jones Elementary
-  Guilford Lakes Elementary
-  8 Police Headquarters
-  9 Fire Headquarters
-  10 Fire Stations # 4 & 5
-  11 Fire Station # 2
-  12 Fire Station # 3
-  13 Fire Station # 1
-  14 YNH Shoreline Medical Center
-  15 Guilford Library
-  16 Guilford Town Hall
-  17 Guilford Community Center
-  18 Town Hall Annex
-  19 Guilford Day Care
-  20 Animal Control
-  21 Transfer Center
-  22 Public Works
-  23 Lake Quonnipaug Town Beach
-  24 Bitmer Park
-  25 Chaffinch Island Park
-  26 Chittenden Park
-  27 Guilford Golf Course
-  28 Jacobs Beach
-  29 Lathrop Park
-  30 Guilford Marina
-  31 Mill Pond
-  32 Peddlers Park
-  33 Town Tennis Courts
-  34 Guilford Town Green
-  35 Shell Beach
-  36 Grass Island Park
-  37 Long Hill Park
-  38 Daniel's Ave Beach
-  39 Nut Plains Park
-  40 Rollwood Park

In order to continue to meet the community's needs, the following strategies and actions are suggested for community facilities for education, recreation, and emergency services.

STRATEGIES AND ACTIONS

1. *Continue to support individuals, the community, and the environment with facilities and services that increase quality of life, promote a healthy lifestyle, and are coordinated and accessible.*

Changes to the overall demographics of Guilford can have profound effects on the facility needs of its residents. Additionally, changing environmental concerns and cultural interests can change the desires of the community as to what the town facilities can and should provide.

Action	Who?	When?	Goals
Continue to monitor demographic and educational needs as well as emerging needs and resilience and make appropriate recommendations for the acquisition of land for community facilities, especially parcels adjacent to existing facilities.	LAC, CC, BOE,	S-T	5
Consider policies that encourage the adoption of green building standards, energy conservation, and renewable energy use for all town facilities.	PWC, BOS	L-T	5, 7
Provide services to vulnerable populations and minority demographics and encourage asset development in Guilford's youth including the need and availability of day care and pre-kindergarten.	BOE, PRC	S-T	5
Consider providing support for family caregivers, create walkable neighborhoods less dependent on automobiles, expand shuttle service, and provide postsecondary education classes in order to support aging population.	PRC, BOS	S-T	5, 6
Recognize the expanded role of emergency services, the department of health, and public works and in extreme weather conditions ensure they are adequately provisioned to provide services.	BOS, DoH, Police & Fire	S-T	5

2. *The town should maintain and manage facilities to maximize their utilization and continued use in cost-effective ways.*

The town should continue to work with the Land Acquisition Committee, Conservation Commission, and private open space groups to plan for strategic land acquisitions that help establish greenways, minimize fragmentation of open space, and increase coastal resilience. The town should explore reductions in operating costs through the use of life cycle assessment, renewable energy, periodic assessment of needs, and master planning for improvements across departments. The Board of Education should continue to monitor decreasing public school enrollments to thoughtfully plan for future facility investments.

Action	Who?	When?	Goals
Act on recommendations from the Board of Selectmen Task Force for the review of Operational Efficiency Town of Guilford 2010.	BOS	S-T	5
Create a Master Plan for development of Guilford's recreational facilities and include an update to the Athletic Fields Facilities Study.	PRC	L-T	5
The town should continue to allow the use of school facilities for community needs and investigate the use of school facilities after hours for activities such as summer theater and adult and continuing education.	BOE, PRC	Ongoing	5
Update the Long Range Capital Improvement Plan with municipal and education facilities. Indicate short- and long-term facility plans accounting for maintenance and replacement of major items.	BOE, BOS	S-T	5
Continue to work with local and regional organizations to identify and develop multi-use trails, with an emphasis on providing linkages to other Connecticut trails including the Shoreline Greenway Trail and parks and schools.	CC, PRC, GLCT, BOS	Ongoing	1, 2, 5, 6, 8
Study obsolete and underutilized facilities to meet community needs or for divestment of assets.	LAC, BOE	L-T	5

3. *The town should continue to strengthen relationships with local private organizations that support these goals.*

Encourage zoning regulations and land use policies such as Planned Residential Developments (PRDs), open space subdivisions, and low impact development that preserve open space, especially where continuity of open space and significant natural resources (SNRA Inventory) have been identified.

Consider zoning regulations that encourage the private development of appropriate recreational, cultural, and arts facilities, especially in areas where infrastructure can support more density, and provide for enhanced walking opportunities and sidewalks.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Work with property owners and public entities to restore and manage their lands in a way that furthers open space goals such as restoration of habitat, turning farms back into food production, maintaining and reopening viewsheds and vistas, removing invasive species, and addressing marsh migration.	CC, Ag, BOS	L-T	1, 2, 5
Consider zoning regulations to encourage the private development of appropriate recreational, cultural, and arts facilities as well as uses that expand marina and harbor facilities, protect coastal resources, and promote public access to the waterfront.	P&Z	L-T	1, 2, 3, 5, 6
Support efforts of local organizations to coordinate events to encourage tourism and recreation in keeping with Guilford's character and resources included as part of the Circulation and Mobility Plan.	GPA, EDC, BOS	Ongoing	1, 3, 4, 5, 6
The town should work to categorize its land aquired, in conjunction with open space organizations, to make sure that parcels are designated for strategic open space, strategic recreation or future municipal use, or as potentially developable (Class A, B, C).	BOS, CC, LAC, PRC	Immediate	2, 5

Goal 6. Provide Safe, Efficient, and Compatible Transportation Infrastructure.

CONTEXT

Guilford's transportation infrastructure includes rail and bus public transit, roads, sidewalks, bikeways, and pedestrian paths. Details describing this system can be found in *Town of Guilford Transportation Plan May 15, 2003*. Clearly, the majority of residents rely on automobiles for personal mobility and trucks for delivery of goods. Thus, a major focus of this plan is making this transportation system work better and more efficiently. In addition, connections to alternate modes of travel should be promoted so residents are less dependent on the private automobile and can reduce the overall vehicle miles traveled.

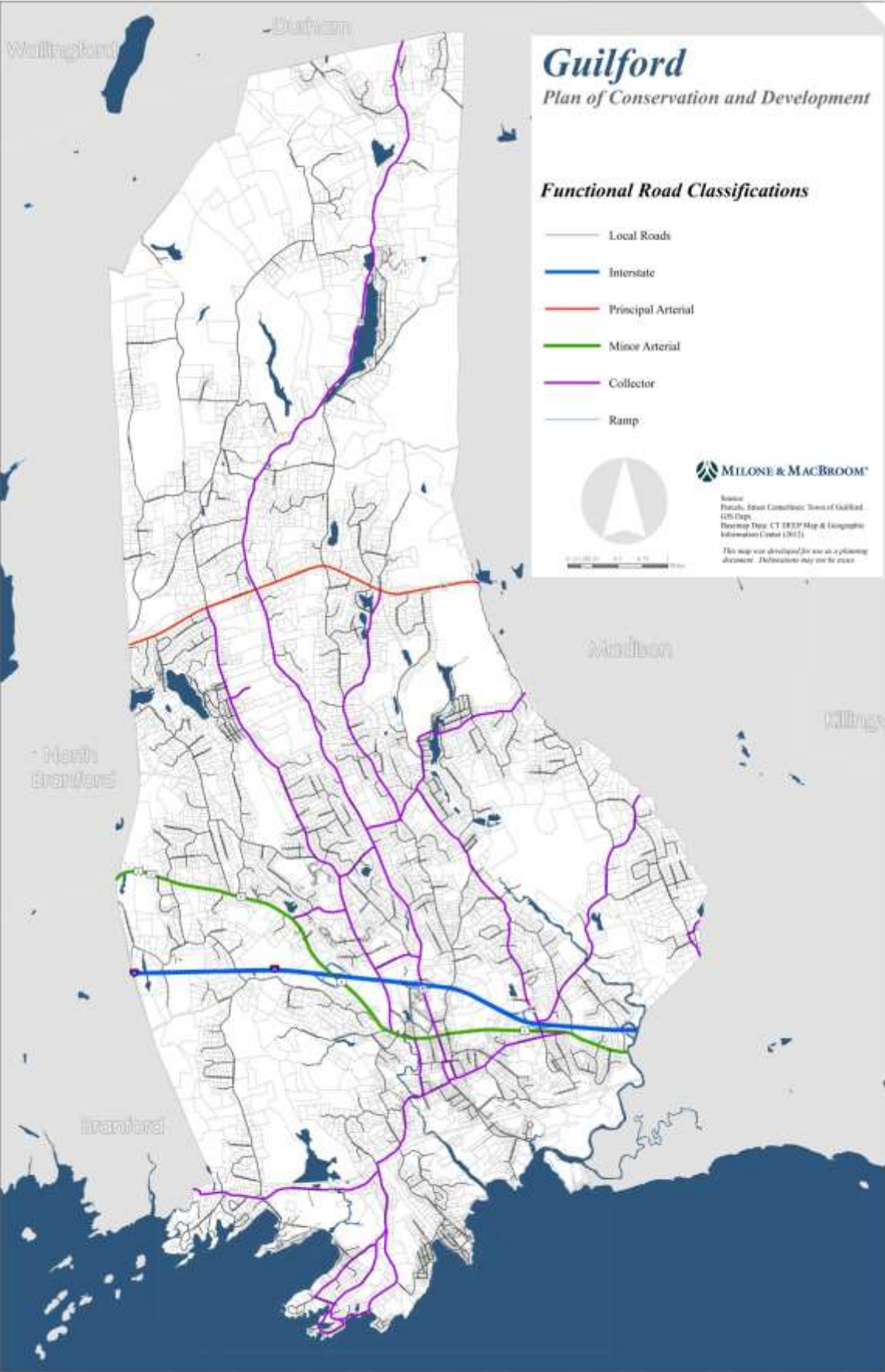
The Connecticut Department of Transportation has classified five types of roads in the town of Guilford based on traffic volumes, accessibility, and function: 1. Principal Arterial: Interstate; 2. Principal Arterial: Other; 3. Minor Arterial; 4. Collector; and 5. Local Roads. These classifications are often for segments of roads, so roads may change classification from one end to the other.

Principal Arterial: Interstate are roads that provide limited-access, multilane, high-volume, high-capacity facilities intended to accommodate high-speed travel over long distances. In Guilford, this is I-95.

Principal Arterial: Other roads connect major development and activity centers inside and outside of the town. In Guilford, this is Route 80.

Minor Arterials connect principal arterials and augment the traffic-carrying capabilities of the entire roadway system, providing a greater degree of access to abutting land uses. In Guilford, Route 1 has been classified as a Minor Arterial. Route 1 has different classifications in different parts of Connecticut depending on the DOT's hierarchy.







Collector streets provide an even higher degree of access to abutting land and uses and a somewhat diminished level of through mobility than the higher classifications.



Guilford

Plan of Conservation and Development

Functional Road Classifications

-  Local Roads
-  Interstate
-  Principal Arterial
-  Minor Arterial
-  Collector
-  Ramp



MILONE & MACBROOM

Source:
 Historic Street Commissions, Town of Guilford,
 GIS Data,
 BaseMap Data, CT DEP Map & Geographic
 Information Center (2012)

This map was developed for use as a planning
 document. Deliberations may vary over time.



STRATEGIES AND ACTIONS

1. Provide new roads and road improvements that support other planning goals.

Connectivity throughout the town, especially in the east-west direction, can be limited and is limiting to new developments. The town should consider investigating new roads to complement the existing road network, existing development, and potential future development.

Action	Who?	When?	Goals
Consider the development of new east/west roads including extension of Bullard Drive from Long Hill Road to Route 77.	PWC, BOS	L-T	1, 6
Support the development of a new road from Route 77 (south of the Adams School) to State Street and Route 1 (near Pinchbeck's).	PWC, BOS	L-T	1, 6
Develop an industrial access road extending west from Carter Drive to provide access to industrially zoned land.	BOS	L-T	1, 3, 6
Complete Nut Plains Road West, connecting upper State Street with Route 77.	PWC	S-T	6
Consider the effects of climate change and sea level rise, especially those in the Hazard Mitigation and Coastal Resiliency Plans, and assess appropriate resilience measures to mitigate their effect on critical infrastructure.	BOS, CC, HZ	Immediate	2, 6

2. Encourage alternative modes of transportation for in-town travel including bikeways and buses.

Reducing car travel trips is important to reducing overall reliance on cars and fossil fuels and for promoting individuals' health. The town should actively seek ways to reduce car travel including looking at alternative modes of transport, such as bikes for medium distance travel and buses for long-distance travel. These modes should create connections to existing transportation, such as I-95 and the train station, in order to create a true multimodal transport network.

Action	Who?	When?	Goals
Implement Long Hill Road Bikeway Plan to promote bike use between the high school and the Town Center.	BOS	S-T	1, 6
Consider the development of the multi-use trails in Complete Streets planning and the Circulation and Mobility Plan.	PRC	S-T	1, 3, 4, 6
Consider means to encourage more taxis, rental and shared vehicles, and bus service.	BOS	L-T	5, 6
Consider a municipal trolley system to supplement regional bus and rail services with in-town circuits and coordinate with Circulation and Mobility Plan	BOS, EDC	L-T	1, 3, 4, 6

3. Expand sidewalks and pedestrian facilities.

One of the easiest ways to reduce car travel trips is to encourage people to walk between locations that are close. In addition, any new bus or train service will need to link these modes to people's final destination or to their cars. A comprehensive study and plan of circulation and mobility downtown can use this information to expand a pedestrian network to where people need to go now and where they might in the near future.

Action	Who?	When?	Goals
Consider adoption of bond issue to provide funds for sidewalk renovation and development in accordance with a long-range plan to expand these facilities.	BOS	L-T	1, 6
Implement short-term priorities for sidewalk extensions including Boston Street from its end east to Soundview Road, and River Street from Route 146 north to Broad Street.	BOS	S-T	1, 6
Support regional plans for hiking and walking trails, e.g., the New England Scenic Trail and the Shoreline Greenway Trail.	PRC, BOS	L-T	1, 6, 8
Expand sidewalk program to Route 1 West and to Guilford High School	BOS	S-T	1, 6

4. *Maintain a safe and efficient network of town roads.*

The majority of Guilford's residents travel by car most of the time. Therefore, above all, the town must maintain its road network and make travel on town roads as safe and efficient as possible.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Upgrade collector roads to modern standards for safety and efficiency.	BOS	Ongoing	6
Consider bond issue for long-term road improvements.	BOS	L-T	6
Consider road improvements for improved coastal neighborhood access.	BOS	Ongoing	2, 6, 8
Develop system of priorities and a schedule for improvement of existing roads in accordance with the bonding plan noted above.	PWC	S-T	6
Enhance lighting and signing of existing roads for safety and improved aesthetics.	BOS, PWC	L-T	1, 6

Goal 7. Provide Appropriate and Compatible Utilities and Infrastructure to Support Guilford's Population.

CONTEXT

The availability of infrastructure to support community development is critical. Local government plays a leading role in planning, promoting, and providing this infrastructure (also see the section of this plan regarding transportation infrastructure). Particularly important in supporting development that is compatible with the natural environment and promoting economic development are provisions for sewage disposal, water supply, telecommunications, and energy facilities. In most cases, private utilities provide this infrastructure. However, where the town is not a direct provider, it can support, encourage, and provide incentives for the private providers.

STRATEGIES AND ACTIONS

1. *Explore the potential of creating sewage disposal facilities to support other planning goals.*

Guilford has a sewer avoidance plan in order to remain in compliance with state criteria. The town relies on septic systems that require extended leach fields, which can limit the types of higher density development that takes place in Guilford. In areas with potential sea rise, rising water tables can cause existing systems to fail.

Action	Who?	When?	Goals
Through state and local regulatory changes, encourage the use of new technologies of sewage disposal to promote flexible development patterns such as PRDs and open space subdivisions and provide improved sewage disposal outcomes where appropriate.	BOS	L-T	3, 7
Consider providing sewage disposal facilities for multiple users where appropriate to support other planning goals.	P&Z	L-T	7
In conjunction with implementation of the <i>Coastal Resilience Plan</i> , consider providing sewage disposal systems in neighborhoods where sea level rise makes individual sewage systems vulnerable.	BOS	L-T	2, 7
Consider a shared sewer agreement with the Town of Branford in order to provide sewage disposal capacity to support development on the western portion of Route 1.	BOS	L-T	3, 4, 7, 8
Maintain the septic tank maintenance program.	DoH	Ongoing	7
Update the zoning code to reflect new development goals and new technologies in advanced sewer treatment systems.	P&Z, BOS, CC	S-T	2, 3, 4, 7

2. *Encourage the expansion of public water supply where appropriate.*

Public water supply in targeted areas can support existing development while allowing new uses and redevelopment. In already dense areas and along development corridors, especially where sea level rise is expected, adequate town-provided water is critical to maintaining communities and allowing development patterns to best fit the town.

Action	Who?	When?	Goals
Encourage public water service expansion to support flexible development patterns and new development consistent with other plans.	DoH	S-T	2, 3, 4, 7
Support public water supply extensions in neighborhoods vulnerable to sea level rise in accordance with the <i>Coastal Resilience Plan</i> .	DoH	L-T	2, 3, 4, 7
Make the protection of aquifers and public groundwater resources a conservation priority.	BOS, DoH, WPCA	L-T	2, 7, 8
Catalogue and monitor private well use in areas where sea level rise is expected.	DoH	S-T	2, 7

3. Provide high-quality telecommunications facilities and services.

Telecommunications and information infrastructure is becoming an essential daily communication needs and a critical need in times of emergencies. In order to ensure that both the daily and emergency needs of the town are met, the following actions should be undertaken.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Examine regulations to allow facilities that provide convenient communications services to support residential users and to promote business opportunities while preserving historic areas and other scenic resources.	P&Z	L-T	1, 3, 7
Provide high-quality emergency communication services including inter-town service and upgrading police and fire radio systems and towers as necessary.	BOS	Ongoing	5, 7
Consider viewsheds and character when considering utility improvements such as telephone boxes in the downtown and burying utilities in Historic Districts.	GPA, HDC	L-T	1, 7
Encourage burying utilities to avoid storm-related outages, especially in areas where utilities are being replaced after storm damage.	CC, BOS	S-T	1, 7

4. Support the provision of a variety of energy production and distribution facilities.

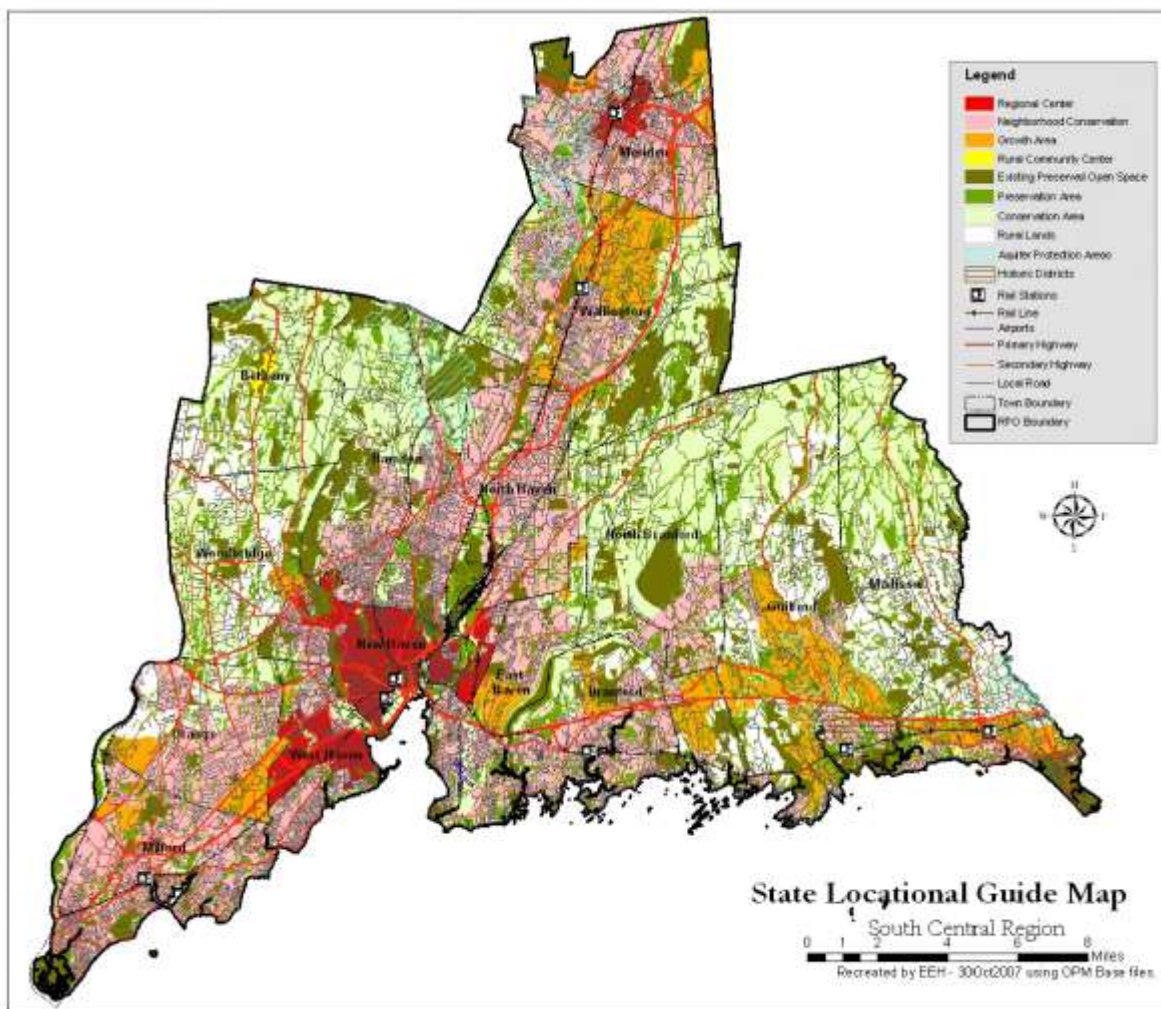
A large diversity of energy production is critical to maintaining energy distribution sustainably. The town should look to short-term changes that can reduce fossil fuel dependence, such as increased energy efficiency and increased use of alternative energy solutions that can provide clean and consistent power in the future.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Work with private utilities to extend natural gas service to suitable areas.	BOS	S-T	3, 4, 7, 8
Require and encourage the provision of underground electric service to new development and to retrofit older neighborhoods.	BOS	L-T	1, 7
Continue program to insure maximum energy efficiency in town buildings.	BOS	Ongoing	1, 5, 7
Encourage the development of small-scale renewable energy systems such as wind energy, solar energy, and geothermal energy.	P&Z	S-T	1, 7
Through new regulation, provide opportunities for motor vehicle fuel technologies including electric plug ins and other new technologies and fuels.	BOS	Ongoing	6, 7

Goal 8. Encourage Participation in Cooperative Efforts to Promote the Health and Welfare of the South Central Connecticut Region.

Guilford's well-being is to a large extent dependent on the health and welfare of the metropolitan region of which it is a part and the state of Connecticut. The metropolitan region is narrowly defined as the South Central Connecticut region containing the 15 towns and cities surrounding the city of New Haven. Guilford is also very much a part of the New York City tri-state region and, of course, the state of Connecticut.

The town should work with and through both formal and informal arrangements with other towns, regional institutions, and the state in order to accomplish the planning goals described in this PoCD. Specifically the following actions and strategies should be pursued:



STRATEGIES AND ACTIONS

1. *The Town should be continue to work with other towns in the area of land conservation, establishing and maintaining open space conservation areas and greenways that cross town boundaries, including hiking trails systems and wildlife corridors.*

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Continue to support development and maintenance of interconnecting hiking trail systems and bikeways such as the National Park Service, the CT Forest and Park Association, Shoreline Greenway Trail.	BOS, P&Z	Ongoing	1, 3, 8
Continue to support regional organizations with open space land holdings, particularly the regional Water Company, in an effort to maintain these areas as open space in perpetuity.	BOS, Regional Water Company	Ongoing	1, 2, 8

2. *The Town should continue to be well-represented on the Regional Planning Commission and actively participate in its programs related to Transit Oriented Development, regional transportation planning, and smart growth.*

The Town of Guilford currently participates in a variety of regional efforts primarily structured through the South Central Regional Council of Governments (SCRCOG) and its subsidiary entities, the regional Planning Commission and the Regional Growth Partnership.

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
The town should remain active participants in the SCRCOG's economic development programs and initiatives.	BOS	Ongoing	1, 3, 8
Continue to work with SCRCOG Hurricane Sandy Coastal Resilience's competitive grant program to integrate green infrastructure projects.	BOS, SCRCOG	Ongoing	1, 2, 7, 8
Consider projects such as the Sustainable Communities regional Planning Grant to integrate housing, economic development, transportation and environmental planning in appropriate areas, such as town center south. Explore and apply for Transit Oriented Development grants to address planning goals in Town Center South and Route 1 West.	BOS, SCRCOG	Ongoing	1, 3, 4, 6, 8
Continue involvement in I-95 capacity and buffering.	BOS	Ongoing	6, 8
Support expansion and enhancement of the Shoreline East train service	BOS	Ongoing	3, 6, 8
Seek grants for transportation planning, esp. matching grant program available to any municipality for demand responsive transportation for the elderly and disabled.	BOS	Ongoing	6, 8

3. *The Town should be well-represented on the Regional Planning Commission and actively participate in its programs related Coastal Resilience planning and other Climate Change related issues.*

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Continue to work with SCRCOG Hurricane Sandy Coastal resilience in competitive grant program to integrate green infrastructure projects.	BOS, SCRCOG	Ongoing	2, 8
Work with the State and neighboring towns on infrastructure and safety improvements for Route 146.	BOS	Ongoing	1, 8
Support the Regional Hazard Mitigation plan.	BOS	Ongoing	2, 6, 7, 8

4. *The town, through its elected representatives to the Connecticut Legislature, should work closely with State of Connecticut departments and agencies to achieve its planning goals.*

<i>Action</i>	<i>Who?</i>	<i>When?</i>	<i>Goals</i>
Continue to identify opportunities and apply for grants and other funding:	BOS	Ongoing	1, 2, 3, 4, 5, 6, 7, 8
STEAP Grants – Community facilities			
Coastal resilience			
Energy independence			
Transportation			
Housing Diversity			

5. *Through informal multi-town collaborations, the town should work with its counterparts to achieve the planning goals described herein.*
6. *The town should work with private organizations with a regional, statewide, or national focus to accomplish its objectives, e.g., The Nature Conservancy, the Regional Plan Association, the American Planning Association, and similar organizations.*
7. *Specifically in the area of conservation, recreation, and connectivity, the town should continue its working relationships with the RWA, the Connecticut Forest and Park Association, the Shoreline Greenway Trail Association, and the National Park Service.*
8. *The town should consider an intermunicipal approach to coastal resources and climate change.*

Making It Happen – Action Strategies and Responsibilities

FUTURE LAND USE PLAN

The recommendations of each of the preceding chapters can be combined to present an overall Future Land Use Plan for Guilford. The Future Land Use Plan is a reflection of the stated goals, objectives, and recommendations of the Plan as well as an integration of the preceding elements of the Plan of Conservation and Development.

The Future Land Use Plan is presented as a map with the following area definitions. Areas not targeted by the following categories are generally considered growth areas, and development should continue to occur according to existing zoning and land use restrictions.

River Corridors River/ Riparian Corridors, especially along the East and West Rivers, have fragile ecosystems and are subject to greater pressures from development encroachment. Additionally, their protection has implications for downstream ecosystems. Special protections should be considered in these areas to limit development within certain distances of these corridors to limit negative effects.

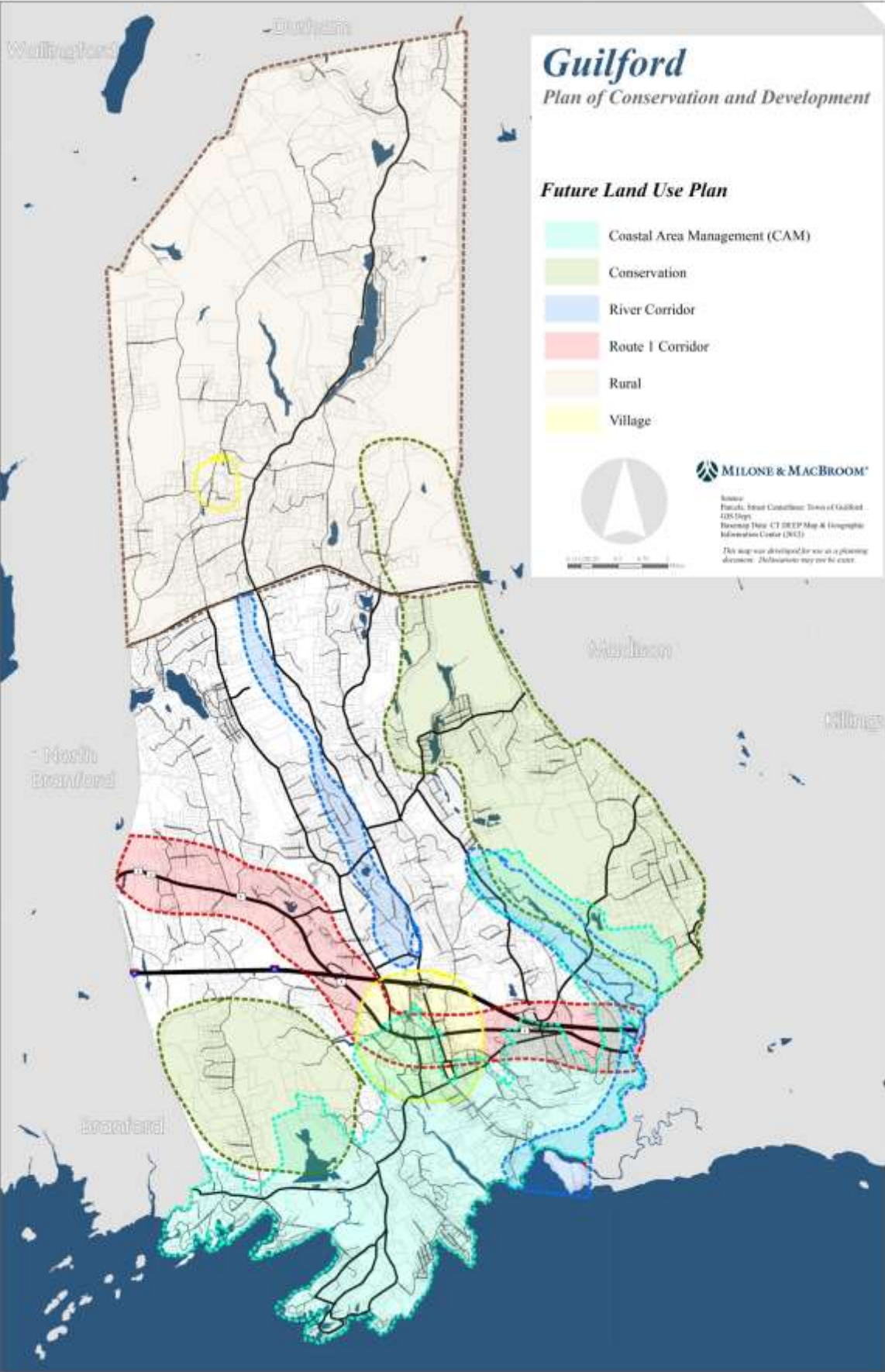
Rural The areas of North Guilford north of Route 80 still maintain much of the rural agricultural character of early Guilford. Protection of agrarian resources, such as barns, fields, and stone walls should be a priority in these areas, and new development should seek to enhance the rural and agrarian nature of these areas. Additionally, future open space acquisitions should be targeted to connect parcels in existing public ownership.

Conservation These areas are largely protected as permanent open space through public ownership and easement. Areas that are not protected should be targeted for future open space acquisitions in order to maintain these natural areas, if/ when their current use is no longer feasible. New development in these areas should look to minimize impact on the existing open space, by limiting site lines and aiming to reduce fragmentation of open space.

Village The two special village areas, Downtown Guilford and Meetinghouse Hill have historic village development patterns, around central churches, with a mix of localized retail and housing at a village scale. Development should continue to respect local styles, including those governed by Historic Districts. These areas should be targeted for new activities that promote the civic life of Guilford's residents and promote arts and cultural activities.

Route 1 Corridor Commercial development, redevelopment, and other economic activity should be targeted towards the areas along the Route 1 corridor. These activities, still limited by particular zoning in each area,

Coastal Area Management (CAM) These areas are within the existing Coastal Area Management (CAM) boundary and are therefore subject to regulations in accordance with the Coastal Management Act of the Connecticut General Statutes. Development in these areas is expected to continue to be sensitive to critical coastal resources, and to incorporate the recommendations set forth in the Municipal Coastal Program dated August 2008.



ACTION AGENDA

Agenda of all actions assigned to the BOS

Action	Board of Selectmen	Who?	When?
Character 1.1	Implement Plan for Open Space and Municipal Land needs and update where necessary.	BOS, LAC	L-T

Goal 1: Preserve Guilford's Character, Culture, and Scenic Values

Action 1 Strategy 1

Text of Action

All of the groups assigned to this action

Timeframe for the action

Action	Board of Selectmen	Who?	When?
Facilities 3.4	The town should work to categorize its land acquired, in conjunction with open space organizations, to make sure that parcels are designated for strategic open space, strategic recreation or future municipal use, or as potentially developable (Class A, B, C).	BOS, CC, LAC, PRC	Immediate
Housing 2.2	Develop a comprehensive plan for Advanced Wastewater Treatment Systems (ATS) especially in locations appropriate to higher density housing.	P&Z, BOS, CC	Immediate
Transportation 1.5	Consider the effects of climate change and sea level rise, especially those in the Hazard Mitigation and Coastal Resiliency Plans, and assess appropriate resilience measures to mitigate their effect on critical infrastructure.	BOS, CC, HZ	Immediate
Character 1.1	Implement Plan for Open Space and Municipal Land needs and update where necessary.	BOS, LAC	Ongoing
Character 1.5	Promote state tax exemptions for agriculture and forestry.	Ag, BOS, Assessor	Ongoing
Character 3.4	Continue to develop and promote a variety of community events to create places for the community to interact with each other and with local government.	BOS, PRC	Ongoing
Character 5.3	Continue to maintain Route 146 as a scenic road.	BOS, SRAC, Conn DOT	Ongoing
Character 5.4	Support efforts to establish safe bike and pedestrian access along Route 146 and in other coastal areas.	BOS, Conn DOT	Ongoing
Character 6.4	Work with neighboring towns to plan for development, especially along Route 80.	BOS	Ongoing
Commerce 3.2	Integrate the work of groups striving to drive tourism to Guilford (e.g., Guilford Preservation Alliance, Shoreline Chamber of Commerce, Shoreline Arts Council) such as consolidated marketing and web marketing tools.	BOS, EDC	Ongoing
Commerce 4.5	Enhance the town's website to support economic development marketing and promotion site, including posting all marketing materials and developing new materials using testimonials.	BOS, EDC	Ongoing

Action	Board of Selectmen (Continued)	Who?	When?
Commerce 6.1	Ensure that Guilford remains a member of regional economic development organizations, such as REX, CEDAS, and NEDA.	BOS	Ongoing
Commerce 6.2	Remain proactive regarding regional rail, air, marine, and road transportation initiatives in order to keep Guilford visible in these initiatives.	EDC, BOS, CoC	Ongoing
Commerce 6.4	Continue to work with the Department of Economic and Community Development (DECD), Guilford's state legislators, and other state representatives to keep Guilford in the forefront for key programs, such as the Small Business Administration, grants, and legislation beneficial to the town.	EDC, BOS	Ongoing
Facilities 3.3	Support efforts of local organizations to coordinate events to encourage tourism and recreation in keeping with Guilford's character and resources included as part of the Circulation and Mobility Plan.	GPA, EDC, BOS	Ongoing
Housing 3.4	Support activities of a locally based nonprofit housing development and advocacy entity.	HP, BOS	Ongoing
Regional 1.1	Continue to support development and maintenance of interconnecting hiking trail systems and bikeways such as the National Park Service, the CT Forest and Park Association, Shoreline Greenway Trail.	BOS, P&Z	Ongoing
Regional 1.2	Continue to support regional organizations with open space land holdings, particularly the regional Water Company, in an effort to maintain these areas as open space in perpetuity.	BOS, Regional Water Company	Ongoing
Regional 2.1	The town should remain active participants in the SCRCOG's economic development programs and initiatives.	BOS	Ongoing
Regional 2.2	Continue to work with SCRCOG Hurricane Sandy Coastal Resilience's competitive grant program to integrate green infrastructure projects.	BOS, SCRCOG	Ongoing
Regional 2.3	Consider projects such as the Sustainable Communities regional Planning Grant to integrate housing, economic development, transportation and environmental planning in appropriate areas, such as town center south. Explore and apply for Transit Oriented Development grants to address planning goals in Town Center South and Route 1 West.	BOS, SCRCOG	Ongoing
Regional 2.4	Continue involvement in I-95 capacity and buffering.	BOS	Ongoing
Regional 2.5	Support expansion and enhancement of the Shoreline East train service	BOS	Ongoing
Regional 2.6	Seek grants for transportation planning, esp. matching grant program available to any municipality for demand responsive transportation for the elderly and disabled.	BOS	Ongoing
Regional 3.1	Continue to work with SCRCOG Hurricane Sandy Coastal resilience in competitive grant program to integrate green infrastructure projects.	BOS, SCRCOG	Ongoing
Regional 3.2	Work with the State and neighboring towns on infrastructure and safety improvements for Route 146.	BOS	Ongoing
Regional 3.3	Support the Regional Hazard Mitigation plan.	BOS	Ongoing

Action	Board of Selectmen (Continued)	Who?	When?
Regional 4.1	Continue to identify opportunities and apply for grants and other funding: STEAP Grants - Community facilities Coastal resilience Energy independence Transportation Housing Diversity	BOS	Ongoing
Transportation 4.1	Upgrade collector roads to modern standards for safety and efficiency.	BOS	Ongoing
Transportation 4.3	Consider road improvements for improved coastal neighborhood access.	BOS	Ongoing
Utilities 3.2	Provide high-quality emergency communication services including inter-town service and upgrading police and fire radio systems and towers as necessary.	BOS	Ongoing
Utilities 4.3	Continue program to insure maximum energy efficiency in town buildings.	BOS	Ongoing
Utilities 4.5	Through new regulation, provide opportunities for motor vehicle fuel technologies including electric plug ins and other new technologies and fuels.	BOS	Ongoing
Character 1.11	Implement the recommendations of the 2009 Plan, Planning for Farmland Preservation	Ag, BOS	S-T
Character 1.4	Adopt new bond issue to replenish land acquisition fund.	BOS	S-T
Character 1.6	Consider including the preservation of stone walls, fences, and barns as part of existing or proposed scenic and viewshed preservation activities.	P&Z, BOS	S-T
Character 1.8	Create a mechanism to coordinate the Land Acquisition, Planning and Zoning, Conservation, and Historic District Commissions to better proactively address scenic concerns.	BOS	S-T
Character 2.4	Consider property tax abatement for restoration or improvements on historic properties.	BOS, HDC	S-T
Character 2.6	Consider redevelopment of underutilized buildings near the train station and town garage for tourism or other recreation options.	PWC, BOS	S-T
Character 3.1	Encourage the creation of a diversity of housing that is affordable to more people.	P&Z, BOS, GIH	S-T
Character 4.1	Implement the Town Center South Plan.	P&Z, BOS, HDC	S-T
Character 4.3	Initiate a Circulation and Mobility Plan for parking, pathways, and connectivity including bathroom/amenity needs, possible shuttle connections, and necessary wayfinding. Integrate the town sidewalk program and the Guilford Village Walkways project into this plan.	P&Z, BOS	S-T
Character 4.5	Plan for a village-style mixed-used redevelopment including retail, office, and residential on large parcels and in existing nodes, especially along Route 1 and areas along Route 80.	BOS, P&Z	S-T
Commerce 2.2	Consider the role of the Land Acquisition Committee in acquiring land for economic development.	BOS, P&Z, LAC	S-T
Commerce 4.7	Encourage the Board of Selectmen to proactively host community workshops to build consensus toward townwide "can and can't's" and "should and shouldn't's" relating to new development and apply those suggestions in zoning code updates.	BOS, P&Z	S-T

Action	Board of Selectmen (Continued)	Who?	When?
Commerce 4.8	Encourage the Board of Selectmen to bring the leaders of various constituencies together in a series of workshops to build consensus.	BOS	S-T
Facilities 1.4	Consider providing support for family caregivers, create walkable neighborhoods less dependent on automobiles, expand shuttle service, and provide postsecondary education classes in order to support aging population.	PRC, BOS	S-T
Facilities 1.5	Recognize the expanded role of emergency services, the department of health, and public works and in extreme weather conditions ensure they are adequately provisioned to provide services.	BOS, DoH, Police & Fire	S-T
Facilities 2.1	Act on recommendations from the Board of Selectmen Task Force for the review of Operational Efficiency Town of Guilford 2010.	BOS	S-T
Facilities 2.4	Update the Long Range Capital Improvement Plan with municipal and education facilities. Indicate short- and long-term facility plans accounting for maintenance and replacement of major items.	BOE, BOS	S-T
Housing 2.1	Encourage the Connecticut Water Company to provide public water in locations appropriate to support higher density housing.	BOS	S-T
Housing 2.4	Undertake a Circulation and Mobility Plan, including exploring connecting apartments to services through intra-Guilford bus service.	BOS, GPA, EDC	S-T
Housing 3.2	Consider providing support to developers, including advocacy with local and state agencies, for projects that align with Town Goals & Objectives.	BOS	S-T
Housing 3.6	Revitalize the Guilford Housing Partnership to act as a link between government and affordable housing entities.	BOS	S-T
Housing 4.2	Amend town ordinance creating Guilford Housing Authority to allow development of family housing.	BOS	S-T
Housing 5.2	Inventory and evaluate land availability for affordable housing including assessments of infrastructure opportunities and constraints. Identify priority areas such as where transit is available.	BOS, HP	S-T
Housing 5.3	Complete a townwide housing needs assessment, including types of housing that may be needed such as supportive housing, group homes, elderly housing, family housing, and extended stay facilities.	BOS, HP	S-T
Resources 1.1	Practice Low Impact Development techniques (e.g., minimal impervious cover) for town properties and town roads and develop design standards for cul-de-sac design, driveway standards, and parking regulations.	BOS	S-T
Resources 2.2	Incorporate natural infrastructure into coastal resilience planning.	P&Z, BOS	S-T
Transportation 2.1	Implement Long Hill Road Bikeway Plan to promote bike use between the high school and the Town Center.	BOS	S-T
Transportation 3.2	Implement short-term priorities for sidewalk extensions including Boston Street from its end east to Soundview Road, and River Street from Route 146 north to Broad Street.	BOS	S-T
Transportation 3.4	Expand sidewalk program to Route 1 West and to Guilford High School	BOS	S-T

Action	Board of Selectmen (Continued)	Who?	When?
Utilities 1.6	Update the zoning code to reflect new development goals and new technologies in advanced sewer treatment systems.	P&Z, BOS, CC	S-T
Utilities 3.4	Encourage burying utilities to avoid storm-related outages, especially in areas where utilities are being replaced after storm damage.	CC, BOS	S-T
Utilities 4.1	Work with private utilities to extend natural gas service to suitable areas.	BOS	S-T
Commerce 4.4	Consider offering incentives for attracting business and development in Guilford such as tax credits.	BOS, EDC	S-T, L-T
Character 1.7	Work with utilities to identify priority areas for underground utilities in scenic corridors and Historic/ Village Districts.	BOS	L-T
Character 2.2	Expand delay of demolition ordinance to all buildings in the town over 50 years old.	BOS, HDC	L-T
Character 5.5	Develop a comprehensive plan for Route 146 as described in the Community Coastal Resilience Plan.	BOS, P&Z, HZ, SRAC, Conn DOT	L-T
Commerce 3.7	Make connections to the New England National Scenic Trail and other outdoor activities.	BOS	L-T
Commerce 4.1	Make the Economic Development Coordinator a full-time position with part of his/her role to act as a point person to help navigate the local approval process.	BOS	L-T
Facilities 1.2	Consider policies that encourage the adoption of green building standards, energy conservation, and renewable energy use for all town facilities.	TE, BOS	L-T
Facilities 3.1	Work with property owners and public entities to restore and manage their lands in a way that furthers open space goals such as restoration of habitat, turning farms back into food production, maintaining and reopening viewsheds and vistas, removing invasive species, and addressing marsh migration.	CC, Ag, BOS	L-T
Housing 1.8	Consider payments to a Housing Trust Fund in order to fund the construction, rehabilitation, or repair of housing.	BOS	L-T
Housing 2.3	Consider providing a subsidy to support higher density affordable residential development.	BOS	L-T
Housing 3.1	Evaluate town land and consider transfers of publicly owned land to developers/partners to build affordable housing.	BOS	L-T
Housing 4.1	Consider subsidizing new Housing Authority developments with land transfers.	BOS	L-T
Resources 2.1	Assure that new and replacement culverts are designed and installed to meet state standards for river health.	BOS, TE	L-T
Resources 2.3	Develop a comprehensive plan for ATS including the applicability and desirability in various areas of town, installation, monitoring, operation of, and process for review, and plan to periodically review and update ATS standards to reflect improvements in the technology.	BOS, WPCA, TE, EDC	L-T
Resources 5.5	Consider pursuing acquisition of properties in flood-prone areas susceptible to sea level rise as appropriate.	HZ, LAC, BOS, P&Z	L-T
Transportation 1.1	Consider the development of new east/west roads including extension of Bullard Drive from Long Hill Road to Route 77.	PWC, BOS	L-T
Transportation 1.2	Support the development of a new road from Route 77 (south of the Adams School) to State Street and Route 1 (near Pinchbeck's).	PWC, BOS	L-T

<i>Action</i>	<i>Board of Selectmen (Continued)</i>	<i>Who?</i>	<i>When?</i>
Transportation 1.3	Develop an industrial access road extending west from Carter Drive to provide access to industrially zoned land.	BOS	L-T
Transportation 2.3	Consider means to encourage more taxis, rental and shared vehicles, and bus service.	BOS	L-T
Transportation 2.4	Consider a municipal trolley system to supplement regional bus and rail services with in-town circuits and coordinate with Circulation and Mobility Plan	BOS, EDC	L-T
Transportation 3.1	Consider adoption of bond issue to provide funds for sidewalk renovation and development in accordance with a long-range plan to expand these facilities.	BOS	L-T
Transportation 3.3	Support regional plans for hiking and walking trails, e.g., the New England Scenic Trail and the Shoreline Greenway Trail.	PRC, BOS	L-T
Transportation 4.2	Consider bond issue for long-term road improvements.	BOS	L-T
Transportation 4.5	Enhance lighting and signing of existing roads for safety and improved aesthetics.	BOS, PWC	L-T
Utilities 1.1	Through state and local regulatory changes, encourage the use of new technologies of sewage disposal to promote flexible development patterns such as PRDs and open space subdivisions and provide improved sewage disposal outcomes where appropriate.	BOS	L-T
Utilities 1.3	In conjunction with implementation of the Coastal Resilience Plan, consider providing sewage disposal systems in neighborhoods where sea level rise makes individual sewage systems vulnerable.	BOS	L-T
Utilities 1.4	Consider a shared sewer agreement with the Town of Branford in order to provide sewage disposal capacity to support development on the western portion of Route 1.	BOS	L-T
Utilities 2.3	Make the protection of aquifers and public groundwater resources a conservation priority.	BOS, DoH, WPCA	L-T
Utilities 4.2	Require and encourage the provision of underground electric service to new development and to retrofit older neighborhoods.	BOS	L-T
<i>Action</i>	<i>Planning and Zoning</i>	<i>Who?</i>	<i>When?</i>
Commerce 2.4	Explore appropriate locations for wastewater infrastructure, especially Advanced Treatment Systems (ATS) locations to advance economic development goals.	EDC, WPCA, CC, P&Z, DoH	Immediate
Housing 2.2	Develop a comprehensive plan for Advanced Wastewater Treatment Systems (ATS) especially in locations appropriate to higher density housing.	P&Z, BOS, CC	Immediate
Character 1.3	Work with owners of working agricultural lands to preserve and retain active agricultural operations including the purchase of development rights.	Ag, P&Z, LAC	Ongoing
Character 2.3	Promote adaptive reuse of historic barns in the Town Center zone and historic structures in general throughout the town.	HDC, P&Z	Ongoing
Character 3.3	Continue to encourage the creation of accessory apartments as a method to increase housing diversity and promote aging in place through more flexible regulations.	P&Z	Ongoing
Character 4.2	When examining economic development activities, such activities should enhance character, especially as it relates to the proposed Preservation Inventory and Character Plans.	EDC, P&Z, HDC	Ongoing

Action	Planning and Zoning (Continued)	Who?	When?
Character 4.6	Preserve architectural characteristics of the Town Center and promote the reuse of historic buildings including barns that have these characteristics.	P&Z, EDC, DRC	Ongoing
Character 5.2	Work with coastal neighborhoods to implement policies from the Community Coastal Resiliency Plans.	P&Z, HZ	Ongoing
Commerce 1.1	Develop zoning to promote mixed-use and multifamily development in appropriate locations.	P&Z, EDC	Ongoing
Housing 1.6	Consider an incentive housing zoning program.	P&Z	Ongoing
Resources 3.4	Maintain the maximum amount of vegetation on slopes greater than 15 percent, particularly next to watercourses and wetlands and consider these areas for conservation easements.	P&Z, IWC	Ongoing
Regional 1.1	Continue to support development and maintenance of interconnecting hiking trail systems and bikeways such as the National Park Service, the CT Forest and Park Association, Shoreline Greenway Trail.	BOS, P&Z	Ongoing
Commerce 5.1	Identify ATS "avoidance" and "welcome" areas and consider opportunities for the town to invest in strategic locations.	DoH, P&Z, CC, EDC	S-T
Character 1.2	Consider updating Open Space Zoning Regulations to include mandatory Open Space Subdivisions.	P&Z	S-T
Character 1.6	Consider including the preservation of stone walls, fences, and barns as part of existing or proposed scenic and viewshed preservation activities.	P&Z, BOS	S-T
Character 3.1	Encourage the creation of a diversity of housing that is affordable to more people.	P&Z, BOS, GIH	S-T
Character 4.1	Implement the Town Center South Plan.	P&Z, BOS, HDC	S-T
Character 4.3	Initiate a Circulation and Mobility Plan for parking, pathways, and connectivity including bathroom/amenity needs, possible shuttle connections, and necessary wayfinding. Integrate the town sidewalk program and the Guilford Village Walkways project into this plan.	P&Z, BOS	S-T
Character 4.5	Plan for a village-style mixed-used redevelopment including retail, office, and residential on large parcels and in existing nodes, especially along Route 1 and areas along Route 80.	BOS, P&Z	S-T
Character 4.7	Create design standards for commercial signage, lighting, and billboards in conjunction with business and billboard owners following standards in the Dark Sky Initiative.	P&Z, EDC, DRC, CC	S-T
Character 4.9	Consider Village District regulations for neighborhoods where design standards or an extra level of review could preserve overall character.	HDC, P&Z	S-T
Character 5.1	Ensure that neighborhood character issues are included as part of the town's coastal resilience planning efforts.	P&Z	S-T
Commerce 1.2	Develop zoning to encourage entrepreneurial start-up businesses and collaborative work spaces that promote such businesses.	P&Z, EDC	S-T
Commerce 2.2	Consider the role of the Land Acquisition Committee in acquiring land for economic development.	BOS, P&Z, LAC	S-T
Commerce 4.7	Encourage the Board of Selectmen to proactively host community workshops to build consensus toward townwide "can and can't's" and "should and shouldn't's" relating to new development and apply those suggestions in zoning code updates.	BOS, P&Z	S-T

Action	Planning and Zoning (Continued)	Who?	When?
Commerce 7.1	Explore ways to ensure that the land use and building permit process is expeditious, consistent with the need to enhance transparency and promote public participation.	P&Z	S-T
Housing 1.1	Where appropriate, consider the following zoning changes:	P&Z	S-T
Housing 1.2	<ul style="list-style-type: none"> ● Allow larger accessory apartments. 	P&Z	S-T
Housing 1.3	<ul style="list-style-type: none"> ● Allow 2- to 3-family units in existing housing stock. 	P&Z	S-T
Housing 1.4	<ul style="list-style-type: none"> ● Substitute affordable housing in lieu of age-restricted requirements in certain zones (i.e., Guilford Village West). 	P&Z	S-T
Housing 1.5	<ul style="list-style-type: none"> ● Increase residential density in the R3; R5; R8. 	P&Z	S-T
Housing 1.9	Allow resilience improvements or amenities at FEMA standards as of right.	P&Z	S-T
Housing 3.3	Encourage commercial/residential mixed-use development where appropriate such as on Route 1 West and Route 80.	EDC, P&Z	S-T
Resources 1.3	Update site plan review criteria to maintain less than 10 percent effective impervious surface.	P&Z, IWC	S-T
Resources 2.2	Incorporate natural infrastructure into coastal resilience planning.	P&Z, BOS	S-T
Resources 3.2	Remove regulatory and administrative barriers to promote open space subdivisions over standard subdivisions and incorporate best practices into open space regulations.	P&Z	S-T
Utilities 1.6	Update the zoning code to reflect new development goals and new technologies in advanced sewer treatment systems.	P&Z, BOS, CC	S-T
Utilities 4.4	Encourage the development of small-scale renewable energy systems such as wind energy, solar energy, and geothermal energy.	P&Z	S-T
Commerce 2.1	Undertake a comprehensive zoning review following the completion of studies for Route 1 West, Town Center South, and Route 80/ North Guilford, especially examining I-1, MU-OS, and CD zones in these areas.	P&Z, EDC	S-T/ L-T
Character 4.4	Encourage higher density housing along Route 1.	P&Z	L-T
Character 5.5	Develop a comprehensive plan for Route 146 as described in the Community Coastal Resilience Plan.	BOS, P&Z, HZ, SRAC, Conn DOT	L-T
Character 6.1	Initiate a study of North Guilford and establish strategies to maintain character and target certain areas for future growth.	P&Z	L-T
Commerce 3.3	Consider zoning to support the diversification of lodging and accommodations, including camping, B&Bs, and upscale extended stay hotels.	P&Z, EDC	L-T
Commerce 6.5	Use transit-oriented development to promote new housing in Guilford for workers in the region.	P&Z	L-T
Commerce 7.2	Modify zoning to encourage business development in appropriate locations/scales for the creative economy and entrepreneurship and to protect existing neighborhoods.	P&Z	L-T
Commerce 7.4	Clarify Coastal Area Management (CAM) review requirements for areas impacted in Coastal Resilience Plans.	P&Z	L-T
Commerce 7.5	Consider a comprehensive update of zoning to include potential definitions for Alternative Treatment Systems, Transit Oriented Development, and mixed-use strategies.	P&Z	L-T

<i>Action</i>	<i>Planning and Zoning (Continued)</i>	<i>Who?</i>	<i>When?</i>
Facilities 3.2	Consider zoning regulations to encourage the private development of appropriate recreational, cultural, and arts facilities as well as uses that expand marina and harbor facilities, protect coastal resources, and promote public access to the waterfront.	P&Z	L-T
Housing 1.8	Support the adaptive reuse of historic structures for housing.	P&Z, GPA	L-T
Resources 1.2	Revise stormwater regulations so that rainfall calculations and design standards incorporate climate change.	P&Z	L-T
Resources 3.1	Consider revising buildable land definition to include riparian buffers and other natural resource setbacks.	P&Z	L-T
Resources 5.1	Pursue recommendations for specific hard shoreline/structural measures, such as beach nourishment, wave attenuation structures, and maintaining or upgrading existing hard structures for property protection where appropriate.	HZ, TE, CC, P&Z	L-T
Resources 5.2	Pursue the use of living shoreline protective measures where appropriate. The Community Coastal Resilience Plan suggests the West River/Chittenden Park area as a pilot study area.	HZ, TE, CC, P&Z	L-T
Resources 5.3	Carefully regulate development and redevelopment along the shoreline, expanding the use of buffers to facilitate storm surge and wave attenuation.	HZ, P&Z	L-T
Resources 5.4	Consider the implementation of increasing building standards to enhance coastal resilience, such as adopting freeboard, liberal building height standards, and applying V Zone standards in A Zones.P&Z	HZ, P&Z	L-T
Resources 5.5	Consider pursuing acquisition of properties in flood-prone areas susceptible to sea level rise as appropriate.	HZ, LAC, BOS, P&Z	L-T
Utilities 1.2	Consider providing sewage disposal facilities for multiple users where appropriate to support other planning goals.	P&Z	L-T
Utilities 3.1	Examine regulations to allow facilities that provide convenient communications services to support residential users and to promote business opportunities while preserving historic areas and other scenic resources.	P&Z	L-T
<i>Action</i>	<i>Economic Development Commission</i>	<i>Who?</i>	<i>When?</i>
Commerce 2.4	Explore appropriate locations for wastewater infrastructure, especially Advanced Treatment Systems (ATS) locations to advance economic development goals.	EDC, WPCA, CC, P&Z, DoH	Immediate
Character 4.2	When examining economic development activities, such activities should enhance character, especially as it relates to the proposed Preservation Inventory and Character Plans.	EDC, P&Z, HDC	Ongoing
Character 4.6	Preserve architectural characteristics of the Town Center and promote the reuse of historic buildings including barns that have these characteristics.	P&Z, EDC, DRC	Ongoing
Commerce 1.1	Develop zoning to promote mixed-use and multifamily development in appropriate locations.	P&Z, EDC	Ongoing
Commerce 3.2	Integrate the work of groups striving to drive tourism to Guilford (e.g., Guilford Preservation Alliance, Shoreline Chamber of Commerce, Shoreline Arts Council) such as consolidated marketing and web marketing tools.	BOS, EDC	Ongoing

Action	Economic Development Commission (Continued)	Who?	When?
Commerce 4.2	Consider Economic Development early in the local approval process so that support can be coordinated, and worthwhile projects have in-town champions.	EDC	Ongoing
Commerce 4.3	Promote Guilford outside the immediate geographic area, such as at regional or national trade shows. Consider partnerships with Guilford Preservation Alliance, Shoreline Chamber of Commerce, Shoreline Arts Council to achieve this.	EDC	Ongoing
Commerce 4.5	Enhance the town's website to support economic development marketing and promotion site, including posting all marketing materials and developing new materials using testimonials.	BOS, EDC	Ongoing
Commerce 4.6	Encourage the EDC to increase consensus-building activities such as hosting workshops for the community, breakfast meetings with local businesses, and GCTV programs.	EDC	Ongoing
Commerce 6.2	Remain proactive regarding regional rail, air, marine, and road transportation initiatives in order to keep Guilford visible in these initiatives.	EDC, BOS, CoC	Ongoing
Commerce 6.3	Collaborate with neighboring towns on cultural, tourism, and transportation issues, where appropriate.	EDC, CoC	Ongoing
Commerce 6.4	Continue to work with the Department of Economic and Community Development (DECD), Guilford's state legislators, and other state representatives to keep Guilford in the forefront for key programs, such as the Small Business Administration, grants, and legislation beneficial to the town.	EDC, BOS	Ongoing
Facilities 3.3	Support efforts of local organizations to coordinate events to encourage tourism and recreation in keeping with Guilford's character and resources included as part of the Circulation and Mobility Plan.	GPA, EDC, BOS	Ongoing
Commerce 5.1	Identify ATS "avoidance" and "welcome" areas and consider opportunities for the town to invest in strategic locations.	DoH, P&Z, CC, EDC	S-T
Commerce 5.2	Undertake a Circulation and Mobility Plan, including expanding Parks & Recreation van service.	EDC, GPA, PRC	S-T
Character 4.7	Create design standards for commercial signage, lighting, and billboards in conjunction with business and billboard owners following standards in the Dark Sky Initiative.	P&Z, EDC, DRC, CC	S-T
Commerce 1.2	Develop zoning to encourage entrepreneurial start-up businesses and collaborative work spaces that promote such businesses.	P&Z, EDC	S-T
Commerce 2.3	As part of a Circulation and Mobility Plan, look at connecting businesses and jobs to where people live and promote more compact and transit-oriented development in the future.	EDC	S-T
Commerce 3.1	As part of a Circulation and Mobility Plan, examine additional parking around The Green; bike/pedestrian trails and seasonal jitney or shuttle service between the railroad station, The Green, and other points of interest and the commuter parking lots at I-95; and directional signage to The Green and other points of interest.	EDC, GPA	S-T
Commerce 7.3	Monitor new businesses in Guilford and review for trends and insights.	EDC	S-T
Housing 2.4	Undertake a Circulation and Mobility Plan, including exploring connecting apartments to services through intra-Guilford bus service.	BOS, GPA, EDC	S-T

Action	Economic Development Commission (Continued)	Who?	When?
Housing 3.3	Encourage commercial/residential mixed-use development where appropriate such as on Route 1 West and Route 80.	EDC, P&Z	S-T
Housing 5.1	Conduct a workshop with for-profit developers to explore options for new development.	EDC, HP	S-T
Commerce 4.4	Consider offering incentives for attracting business and development in Guilford such as tax credits.	BOS, EDC	S-T, L-T
Commerce 2.1	Undertake a comprehensive zoning review with an eye for economic development following the completion of studies for Route 1 West, Town Center South, and Route 80/ North Guilford, especially examining I-1, MU-OS, and CD zones in these areas.	P&Z, EDC	S-T/ L-T
Commerce 3.3	Consider zoning to support the diversification of lodging and accommodations, including camping, B&Bs, and upscale extended stay hotels.	P&Z, EDC	L-T
Commerce 3.4	Evaluate support for the entertainment (music and dance) industry as a special business opportunity.	EDC	L-T
Commerce 3.5	Support agritourism and entertainment activities on farms as a business opportunity, including at the fairgrounds.	EDC, Ag	L-T
Commerce 3.6	Support commercial marine activities including at the marina.	EDC	L-T
Resources 2.3	Develop a comprehensive plan for ATS including the applicability and desirability in various areas of town, installation, monitoring, operation of, and process for review, and plan to periodically review and update ATS standards to reflect improvements in the technology.	BOS, WPCA, TE, EDC	L-T
Transportation 2.4	Consider a municipal trolley system to supplement regional bus and rail services with in-town circuits and coordinate with Circulation and Mobility Plan	BOS, EDC	L-T
Action	Conservation Commission	Who?	When?
Commerce 2.4	Explore appropriate locations for wastewater infrastructure, especially Advanced Treatment Systems (ATS) locations to advance economic development goals.	EDC, WPCA, CC, P&Z, DoH	Immediate
Facilities 3.4	The town should work to categorize its land aquired, in conjunction with open space organizations, to make sure that parcels are designated for strategic open space, strategic recreation or future municipal use, or as potentially developable (Class A, B, C).	BOS, CC, LAC, PRC	Immediate
Housing 2.2	Develop a comprehensive plan for Advanced Wastewater Treatment Systems (ATS) especially in locations appropriate to higher density housing.	P&Z, BOS, CC	Immediate
Transportation 1.5	Consider the effects of climate change and sea level rise, especially those in the Hazard Mitigation and Coastal Resiliency Plans, and assess appropriate resilience measures to mitigate their effect on critical infrastructure.	BOS, CC, HZ	Immediate
Facilities 2.5	Continue to work with local and regional organizations to identify and develop multi-use trails, with an emphasis on providing linkages to other Connecticut trails including the Shoreline Greenway Trail and the New England Trail.	CC, PRC, GLCT	Ongoing
Resources 2.6	Systematically survey watersheds for pollutants that may enter public water with increased stormwater runoff and sea level rise.	WPCA, CC	Ongoing
Resources 2.7	Consider areas that should remain undeveloped for future migration of marsh and habitat.	CC, LAC	Ongoing

Action	Conservation Commission (Continued)	Who?	When?
Resources 3.3	Ensure that Significant Natural Resource Areas as shown in the Natural Resource Inventory (2005), and connections among them receive particular focus for protection. They should be considered priority areas for land acquisition and, when town staff advise applicants on site design, minimizing impacts should be of special concern.	LAC, CC	Ongoing
Commerce 5.1	Identify ATS "avoidance" and "welcome" areas and consider opportunities for the town to invest in strategic locations.	DoH, P&Z, CC, EDC	S-T
Character 4.7	Create design standards for commercial signage, lighting, and billboards in conjunction with business and billboard owners following standards in the Dark Sky Initiative.	P&Z, EDC, DRC, CC	S-T
Facilities 1.1	Continue to monitor demographic and educational needs as well as emerging needs and resilience and make appropriate recommendations for the acquisition of land for community facilities, especially parcels adjacent to existing facilities.	LAC, CC, BOE,	S-T
Housing 3.5	Promote energy efficiency in new housing developments as a way to reduce overall operation costs thereby making the housing more affordable including promotion of standards such as LEED.	CC, TE	S-T
Resources 1.4	Update impervious surface regulations to remove wetlands and water bodies from calculations.	IWC, CC	S-T
Resources 4.1	Inventory parcels over 10 acres and work to identify critical habitat and connections on them. Supplement work done during the Natural Resource Inventory and Assessment.	CC, LAC	S-T
Utilities 1.6	Update the zoning code to reflect new development goals and new technologies in advanced sewer treatment systems.	P&Z, BOS, CC	S-T
Utilities 3.4	Encourage burying utilities to avoid storm-related outages, especially in areas where utilities are being replaced after storm damage.	CC, BOS	S-T
Facilities 3.1	Work with property owners and public entities to restore and manage their lands in a way that furthers open space goals such as restoration of habitat, turning farms back into food production, maintaining and reopening viewsheds and vistas, removing invasive species, and addressing marsh migration.	CC, Ag, BOS	L-T
Resources 2.4	Develop an ongoing water quality monitoring program within the town. Potential indicators include counts of sensitive aquatic organisms (e.g., through CT DEEP's volunteer stream monitoring protocol), degraded waters as determined by the state, and stormwater runoff volumes.	WPCA, CC, DoH	L-T
Resources 5.1	Pursue recommendations for specific hard shoreline/structural measures, such as beach nourishment, wave attenuation structures, and maintaining or upgrading existing hard structures for property protection where appropriate.	HZ, TE, CC, P&Z	L-T
Resources 5.2	Pursue the use of living shoreline protective measures where appropriate. The Community Coastal Resilience Plan suggests the West River/Chittenden Park area as a pilot study area.	HZ, TE, CC, P&Z	L-T

<i>Action</i>	Board of Education	<i>Who?</i>	<i>When?</i>
Facilities 2.3	The town should continue to allow the use of school facilities for community needs and investigate the use of school facilities after hours for activities such as summer theater and adult and continuing education.	BOE, PRC	Ongoing
Facilities 1.1	Continue to monitor demographic and educational needs as well as emerging needs and resilience and make appropriate recommendations for the acquisition of land for community facilities, especially parcels adjacent to existing facilities.	LAC, CC, BOE,	S-T
Facilities 1.3	Provide services to vulnerable populations and minority demographics and encourage asset development in Guilford's youth including the need and availability of day care and pre-kindergarten.	BOE, PRC	S-T
Facilities 2.4	Update the Long Range Capital Improvement Plan with municipal and education facilities. Indicate short- and long-term facility plans accounting for maintenance and replacement of major items.	BOE, BOS	S-T
Facilities 2.6	Study obsolete and underutilized facilities to meet community needs or for divestment of assets.	LAC, BOE	L-T
<i>Action</i>	Historic District Commission	<i>Who?</i>	<i>When?</i>
Character 2.3	Promote adaptive reuse of historic barns in the Town Center zone and historic structures in general throughout the town.	HDC, P&Z	Ongoing
Character 6.3	Preserve the character of Meeting House Hill National Register District.	HDC, LAC	Ongoing
Character 4.2	When examining economic development activities, such activities should enhance character, especially as it relates to the proposed Preservation Inventory and Character Plans.	EDC, P&Z, HDC	Ongoing
Character 2.4	Consider property tax abatement for restoration or improvements on historic properties.	BOS, HDC	S-T
Character 4.1	Implement the Town Center South Plan.	P&Z, BOS, HDC	S-T
Character 4.8	Encourage the creation of new Local Historic Districts, or increase the boundaries of existing Local Historic Districts for areas where the preservation of architectural character is critical.	HDC, GPA	S-T
Character 4.9	Consider Village District regulations for neighborhoods where design standards or an extra level of review could preserve overall character.	HDC, P&Z	S-T
Utilities 3.3	Consider viewsheds and character when considering utility improvements such as telephone boxes in the downtown and burying utilities in Historic Districts.	GPA, HDC	L-T
Character 2.1	Consider expanding the historic districts on Water Street, Boston Street, Graves Avenue, Meeting House Hill, Clapboard Hill, and Route 146. Encourage establishment of local historic districts or village districts in Town Center, Meeting House Hill, Route 146, Clapboard Hill Road, Whitfield Street, and other appropriate areas.	HDC	L-T

<i>Action</i>	Historic District Commission (Continued)	<i>Who?</i>	<i>When?</i>
Character 2.2	Expand delay of demolition ordinance to all buildings in the town over 50 years old.	BOS, HDC	L-T
Character 2.5	Supplement the Guilford Preservation Alliance's historic structures survey with a Preservation and Character Plan, including mapping of architectural, cultural, and archeological resources to better inform future preservation policies. Include cultural landscapes and character areas.	HDC, GPA	L-T
<i>Action</i>	Hazard Mitigation	<i>Who?</i>	<i>When?</i>
Transportation 1.5	Consider the effects of climate change and sea level rise, especially those in the Hazard Mitigation and Coastal Resiliency Plans, and assess appropriate resilience measures to mitigate their effect on critical infrastructure.	BOS, CC, HZ	Immediate
Character 5.2	Work with coastal neighborhoods to implement policies from the Community Coastal Resiliency Plans.	P&Z, HZ	Ongoing
Resources 5.6	Continue to pursue other infrastructure improvements that will improve resiliency, such as recommended roadway alterations and protection or replacement of water supply wells and septic systems.	HZ, TE, DoH	Ongoing
Character 5.5	Develop a comprehensive plan for Route 146 as described in the Community Coastal Resilience Plan.	BOS, P&Z, HZ, SRAC, Conn DOT	L-T
Resources 5.1	Pursue recommendations for specific hard shoreline/structural measures, such as beach nourishment, wave attenuation structures, and maintaining or upgrading existing hard structures for property protection where appropriate.	HZ, TE, CC, P&Z	L-T
Resources 5.2	Pursue the use of living shoreline protective measures where appropriate. The Community Coastal Resilience Plan suggests the West River/Chittenden Park area as a pilot study area.	HZ, TE, CC, P&Z	L-T
Resources 5.3	Carefully regulate development and redevelopment along the shoreline, expanding the use of buffers to facilitate storm surge and wave attenuation.	HZ, P&Z	L-T
Resources 5.4	Consider the implementation of increasing building standards to enhance coastal resilience, such as adopting freeboard, liberal building height standards, and applying V Zone standards in A Zones.	HZ, P&Z	L-T
Resources 5.5	Consider pursuing acquisition of properties in flood-prone areas susceptible to sea level rise as appropriate.	HZ, LAC, BOS, P&Z	L-T
<i>Action</i>	Scenic Roads Commission	<i>Who?</i>	<i>When?</i>
Character 5.3	Continue to maintain Route 146 as a scenic road.	BOS, SRAC, Conn DOT	Ongoing
Character 5.5	Develop a comprehensive plan for Route 146 as described in the Community Coastal Resilience Plan.	BOS, P&Z, HZ, SRAC, Conn DOT	L-T

<i>Action</i>	<i>Public Works Commission/Town Engineer</i>	<i>Who?</i>	<i>When?</i>
Resources 5.6	Continue to pursue other infrastructure improvements that will improve resiliency, such as recommended roadway alterations and protection or replacement of water supply wells and septic systems.	HZ, TE, DoH	Ongoing
Character 2.6	Consider redevelopment of underutilized buildings near the train station and town garage for tourism or other recreation options.	PWC, BOS	S-T
Housing 3.5	Promote energy efficiency in new housing developments as a way to reduce overall operation costs thereby making the housing more affordable including promotion of standards such as LEED.	CC, TE	S-T
Transportation 1.4	Complete Nut Plains Road West, connecting upper State Street with Route 77.	PWC	S-T
Transportation 4.4	Develop system of priorities and a schedule for improvement of existing roads in accordance with the bonding plan noted above.	PWC	S-T
Facilities 1.2	Consider policies that encourage the adoption of green building standards, energy conservation, and renewable energy use for all town facilities.	TE, BOS	L-T
Resources 2.1	Assure that new and replacement culverts are designed and installed to meet state standards for river health.	BOS, TE	L-T
Resources 2.3	Develop a comprehensive plan for ATS including the applicability and desirability in various areas of town, installation, monitoring, operation of, and process for review, and plan to periodically review and update ATS standards to reflect improvements in the technology.	BOS, WPCA, TE, EDC	L-T
Resources 5.1	Pursue recommendations for specific hard shoreline/structural measures, such as beach nourishment, wave attenuation structures, and maintaining or upgrading existing hard structures for property protection where appropriate.	HZ, TE, CC, P&Z	L-T
Resources 5.2	Pursue the use of living shoreline protective measures where appropriate. The Community Coastal Resilience Plan suggests the West River/Chittenden Park area as a pilot study area.	HZ, TE, CC, P&Z	L-T
Transportation 1.1	Consider the development of new east/west roads including extension of Bullard Drive from Long Hill Road to Route 77.	PWC, BOS	L-T
Transportation 1.2	Support the development of a new road from Route 77 (south of the Adams School) to State Street and Route 1 (near Pinchbeck's).	PWC, BOS	L-T
Transportation 4.5	Enhance lighting and signing of existing roads for safety and improved aesthetics.	BOS, PWC	L-T
<i>Action</i>	<i>Land Acquisition Committee</i>	<i>Who?</i>	<i>When?</i>
Facilities 3.4	The town should work to categorize its land acquired, in conjunction with open space organizations, to make sure that parcels are designated for strategic open space, strategic recreation or future municipal use, or as potentially developable (Class A, B, C).	BOS, CC, LAC, PRC	Immediate
Character 1.1	Implement Plan for Open Space and Municipal Land needs and update where necessary.	BOS, LAC	Ongoing

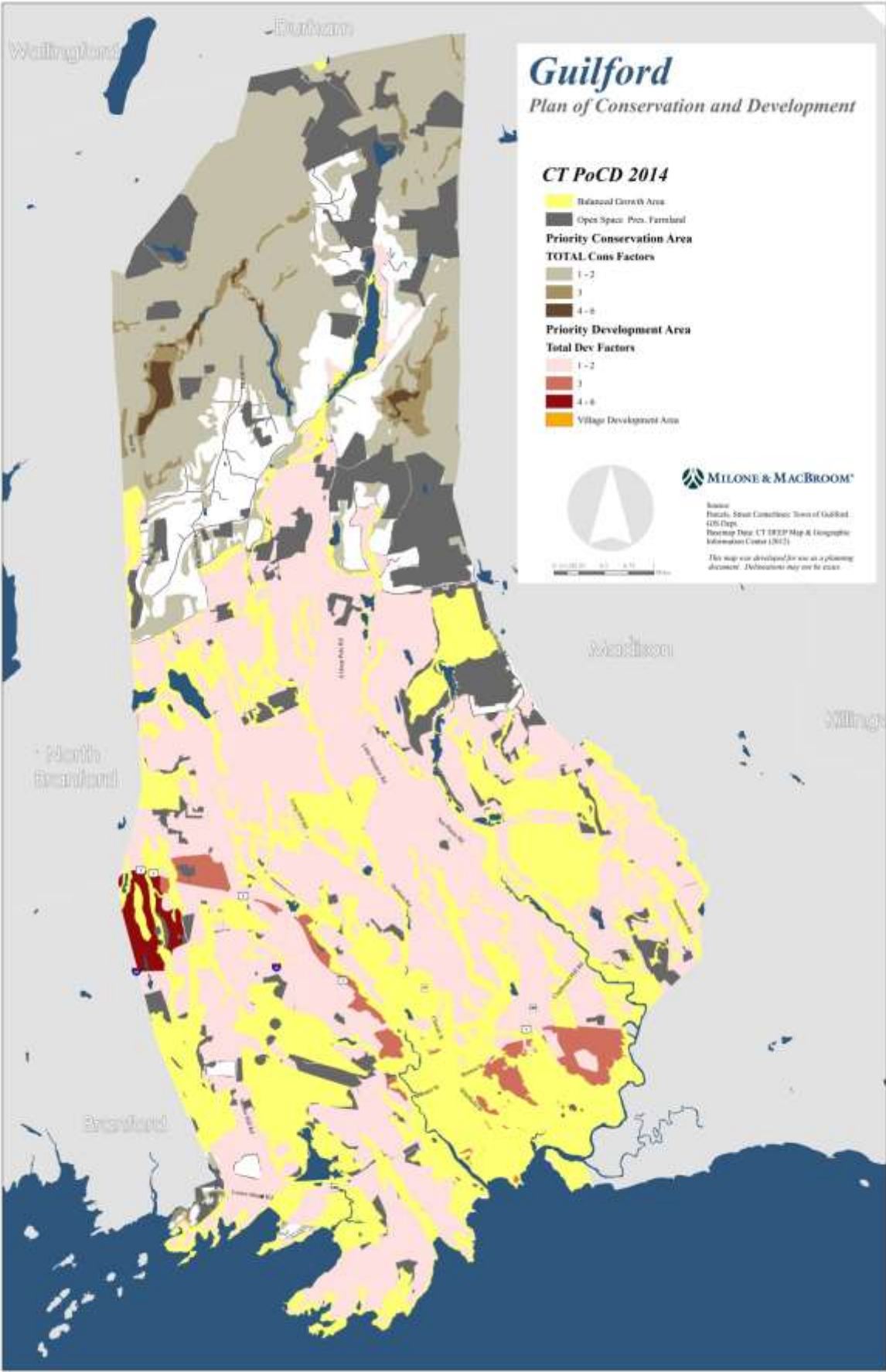
<i>Action</i>	Land Acquisition Committee (Continued)	<i>Who?</i>	<i>When?</i>
Character 1.3	Work with owners of working agricultural lands to preserve and retain active agricultural operations including the purchase of development rights.	Ag, P&Z, LAC	Ongoing
Character 1.9	Work with Land Trusts to purchase land and easements to preserve these cultural landscapes and coastal views.	LAC	Ongoing
Character 6.3	Preserve the character of Meeting House Hill National Register District.	HDC, LAC	Ongoing
Resources 2.7	Consider areas that should remain undeveloped for future migration of marsh and habitat.	CC, LAC	Ongoing
Resources 3.3	Ensure that Significant Natural Resource Areas as shown in the Natural Resource Inventory (2005), and connections among them receive particular focus for protection. They should be considered priority areas for land acquisition and, when town staff advise applicants on site design, minimizing impacts should be of special concern.	LAC, CC	Ongoing
Resources 4.3	Engage nonprofit groups that have a "protect and preserve" mission to collaboratively protect fragmentation through target acquisitions.	GLCT, LAC	Ongoing
Character 1.10	Categorize town land to make sure that parcels are designated for strategic conservation, recreation or future municipal use, or as excess.	LAC	S-T
Commerce 2.2	Consider the role of the Land Acquisition Committee in acquiring land for economic development.	BOS, P&Z, LAC	S-T
Facilities 1.1	Continue to monitor demographic and educational needs as well as emerging needs and resilience and make appropriate recommendations for the acquisition of land for community facilities, especially parcels adjacent to existing facilities.	LAC, CC, BOE,	S-T
Resources 4.1	Inventory parcels over 10 acres and work to identify critical habitat and connections on them. Supplement work done during the Natural Resource Inventory and Assessment.	CC, LAC	S-T
Resources 4.2	Target new open space acquisitions to create connectivity with existing protected open spaces to enhance wildlife corridors.	LAC	S-T
Facilities 2.6	Study obsolete and underutilized facilities to meet community needs or for divestment of assets.	LAC, BOE	L-T
Resources 5.5	Consider pursuing acquisition of properties in flood-prone areas susceptible to sea level rise as appropriate.	HZ, LAC, BOS, P&Z	L-T
<i>Action</i>	Agricultural Commission	<i>Who?</i>	<i>When?</i>
Character 1.3	Work with owners of working agricultural lands to preserve and retain active agricultural operations including the purchase of development rights.	Ag, P&Z, LAC	Ongoing
Character 1.5	Promote state tax exemptions for agriculture and forestry.	Ag, BOS, Assessor	Ongoing
Character 6.2	Continue to encourage agriculture and the preservation of agricultural land and buildings.	Ag	Ongoing
Character 1.11	Implement the recommendations of the 2009 Plan, Planning for Farmland Preservation	Ag, BOS	S-T

<i>Action</i>	<i>Agricultural Commission (Continued)</i>	<i>Who?</i>	<i>When?</i>
Commerce 3.5	Support agritourism and entertainment activities on farms as a business opportunity, including at the fairgrounds.	EDC, Ag	L-T
Facilities 3.1	Work with property owners and public entities to restore and manage their lands in a way that furthers open space goals such as restoration of habitat, turning farms back into food production, maintaining and reopening viewsheds and vistas, removing invasive species, and addressing marsh migration.	CC, Ag, BOS	L-T
<i>Action</i>	<i>Parks and Recreation Commission</i>	<i>Who?</i>	<i>When?</i>
Facilities 3.4	The town should work to categorize its land acquired, in conjunction with open space organizations, to make sure that parcels are designated for strategic open space, strategic recreation or future municipal use, or as potentially developable (Class A, B, C).	BOS, CC, LAC, PRC	Immediate
Character 3.2	Maintain and enhance town programs and services for seniors, especially transportation.	PRC	Ongoing
Character 3.4	Continue to develop and promote a variety of community events to create places for the community to interact with each other and with local government.	BOS, PRC	Ongoing
Facilities 2.3	The town should continue to allow the use of school facilities for community needs and investigate the use of school facilities after hours for activities such as summer theater and adult and continuing education.	BOE, PRC	Ongoing
Facilities 2.5	Continue to work with local and regional organizations to identify and develop multi-use trails, with an emphasis on providing linkages to other Connecticut trails including the Shoreline Greenway Trail and the New England Trail.	CC, PRC, GLCT	Ongoing
Commerce 5.2	Undertake a Circulation and Mobility Plan, including expanding Parks & Recreation van service.	EDC, GPA, PRC	S-T
Facilities 1.3	Provide services to vulnerable populations and minority demographics and encourage asset development in Guilford's youth including the need and availability of day care and pre-kindergarten.	BOE, PRC	S-T
Facilities 1.4	Consider providing support for family caregivers, create walkable neighborhoods less dependent on automobiles, expand shuttle service, and provide postsecondary education classes in order to support aging population.	PRC, BOS	S-T
Transportation 2.2	Consider the development of multi-use trails in Complete Streets planning and the Circulation and Mobility Plan.	PRC	S-T
Facilities 2.2	Create a Master Plan for development of Guilford's recreational facilities and include an update to the Athletic Fields Facilities Study.	PRC	L-T
Transportation 3.3	Support regional plans for hiking and walking trails, e.g., the New England Scenic Trail and the Shoreline Greenway Trail.	PRC, BOS	L-T
<i>Action</i>	<i>Inland Wetland Commission</i>	<i>Who?</i>	<i>When?</i>
Resources 3.4	Maintain the maximum amount of vegetation on slopes greater than 15 percent, particularly next to watercourses and wetlands and consider these areas for conservation easements.	P&Z, IWC	Ongoing
Resources 1.3	Update site plan review criteria to maintain less than 10 percent effective impervious surface.	P&Z, IWC	S-T
Resources 1.4	Update impervious surface regulations to remove wetlands and water bodies from calculations.	IWC, CC	S-T

<i>Action</i>	<i>Water Pollution Control Authority</i>	<i>Who?</i>	<i>When?</i>
Commerce 2.4	Explore appropriate locations for wastewater infrastructure, especially Advanced Treatment Systems (ATS) locations to advance economic development goals.	EDC, WPCA, CC, P&Z, DoH	Immediate
Resources 2.5	Identify sources and reduce bacterial contamination that impacts shellfish beds.	Shell, WPCA	Ongoing
Resources 2.6	Systematically survey watersheds for pollutants that may enter public water with increased stormwater runoff and sea level rise.	WPCA, CC	Ongoing
Resources 2.3	Develop a comprehensive plan for ATS including the applicability and desirability in various areas of town, installation, monitoring, operation of, and process for review, and plan to periodically review and update ATS standards to reflect improvements in the technology.	BOS, WPCA, TE, EDC	L-T
Resources 2.4	Develop an ongoing water quality monitoring program within the town. Potential indicators include counts of sensitive aquatic organisms (e.g., through CT DEEP's volunteer stream monitoring protocol), degraded waters as determined by the state, and stormwater runoff volumes.	WPCA, CC, DoH	L-T
Utilities 2.3	Make the protection of aquifers and public groundwater resources a conservation priority.	BOS, DoH, WPCA	L-T
<i>Action</i>	<i>Department of Health</i>	<i>Who?</i>	<i>When?</i>
Commerce 2.4	Explore appropriate locations for wastewater infrastructure, especially Advanced Treatment Systems (ATS) locations to advance economic development goals.	EDC, WPCA, CC, P&Z, DoH	Immediate
Resources 5.6	Continue to pursue other infrastructure improvements that will improve resiliency, such as recommended roadway alterations and protection or replacement of water supply wells and septic systems.	HZ, TE, DoH	Ongoing
Utilities 1.5	Maintain the septic tank maintenance program.	DoH	Ongoing
Commerce 5.1	Identify ATS "avoidance" and "welcome" areas and consider opportunities for the town to invest in strategic locations.	DoH, P&Z, CC, EDC	S-T
Facilities 1.5	Recognize the expanded role of emergency services, the department of health, and public works and in extreme weather conditions ensure they are adequately provisioned to provide services.	BOS, DoH, Police & Fire	S-T
Utilities 2.1	Encourage public water service expansion to support flexible development patterns and new development consistent with other plans.	DoH	S-T
Utilities 2.4	Catalogue and monitor private well use in areas where sea level rise is expected.	DoH	S-T
Resources 2.4	Develop an ongoing water quality monitoring program within the town. Potential indicators include counts of sensitive aquatic organisms (e.g., through CT DEEP's volunteer stream monitoring protocol), degraded waters as determined by the state, and stormwater runoff volumes.	WPCA, CC, DoH	L-T
Utilities 2.2	Support public water supply extensions in neighborhoods vulnerable to sea level rise in accordance with the Coastal Resilience Plan.	DoH	L-T
Utilities 2.3	Make the protection of aquifers and public groundwater resources a conservation priority.	BOS, DoH	L-T

<i>Action</i>	Shellfish Commission	<i>Who?</i>	<i>When?</i>
Resources 2.5	Identify sources and reduce bacterial contamination that impacts shellfish beds.	Shell, WPCA	Ongoing
<i>Action</i>	Design Review Committee	<i>Who?</i>	<i>When?</i>
Character 4.6	Preserve architectural characteristics of the Town Center and promote the reuse of historic buildings including barns that have these characteristics.	P&Z, EDC, DRC	Ongoing
Character 4.7	Create design standards for commercial signage, lighting, and billboards in conjunction with business and billboard owners following standards in the Dark Sky Initiative.	P&Z, EDC, DRC, CC	S-T
<i>Action</i>	Guilford Housing Partnership	<i>Who?</i>	<i>When?</i>
Housing 3.4	Support activities of a locally based nonprofit housing development and advocacy entity.	HP, BOS	Ongoing
Housing 5.1	Conduct a workshop with for-profit developers to explore options for new development.	EDC, HP	S-T
Housing 5.2	Inventory and evaluate land availability for affordable housing including assessments of infrastructure opportunities and constraints. Identify priority areas such as where transit is available.	BOS, HP	S-T
Housing 5.3	Complete a townwide housing needs assessment, including types of housing that may be needed such as supportive housing, group homes, elderly housing, family housing, and extended stay facilities.	BOS, HP	S-T
<i>Action</i>	Guilford Preservation Alliance	<i>Who?</i>	<i>When?</i>
Facilities 3.3	Support efforts of local organizations to coordinate events to encourage tourism and recreation in keeping with Guilford's character and resources included as part of the Circulation and Mobility Plan.	GPA, EDC, BOS	Ongoing
Commerce 5.2	Undertake a Circulation and Mobility Plan, including expanding Parks & Recreation van service.	EDC, GPA, PRC	S-T
Character 4.8	Encourage the creation of new Local Historic Districts, or increase the boundaries of existing Local Historic Districts for areas where the preservation of architectural character is critical.	HDC, GPA	S-T
Commerce 3.1	As part of a Circulation and Mobility Plan, examine additional parking around The Green; bike/pedestrian trails and seasonal jitney or shuttle service between the railroad station, The Green, and other points of interest and the commuter parking lots at I-95; and directional signage to The Green and other points of interest.	EDC, GPA	S-T
Commerce 6.6	Collaborate with regional entities on cultural tourism activities.	GPA, CoC	S-T
Housing 2.4	Undertake a Circulation and Mobility Plan, including exploring connecting apartments to services through intra-Guilford bus service.	BOS, GPA, EDC	S-T
Character 2.5	Supplement the Guilford Preservation Alliance's historic structures survey with a Preservation and Character Plan, including mapping of architectural, cultural, and archeological resources to better inform future preservation policies. Include cultural landscapes and character areas.	HDC, GPA	L-T
Housing 1.7	Support the adaptive reuse of historic structures for housing.	P&Z, GPA	L-T
Utilities 3.3	Consider viewsheds and character when considering utility improvements such as telephone boxes in the downtown and burying utilities in Historic Districts.	GPA, HDC	L-T

<i>Action</i>	Guilford Interfaith Housing	<i>Who?</i>	<i>When?</i>
Character 3.1	Encourage the creation of a diversity of housing that is affordable to more people.	P&Z, BOS, GIH	S-T
<i>Action</i>	Guilford Land Conservation Trust	<i>Who?</i>	<i>When?</i>
Facilities 2.5	Continue to work with local and regional organizations to identify and develop multi-use trails, with an emphasis on providing linkages to other Connecticut trails including the Shoreline Greenway Trail and the New England Trail.	CC, PRC, BOE	Ongoing
Resources 4.3	Engage nonprofit groups that have a "protect and preserve" mission to collaboratively protect fragmentation through target acquisitions.	GLCT, LAC	Ongoing
<i>Action</i>	Shoreline Chamber of Commerce	<i>Who?</i>	<i>When?</i>
Commerce 6.2	Remain proactive regarding regional rail, air, marine, and road transportation initiatives in order to keep Guilford visible in these initiatives.	EDC, BOS, CoC	Ongoing
Commerce 6.3	Collaborate with neighboring towns on cultural, tourism, and transportation issues, where appropriate.	EDC, CoC	Ongoing
Commerce 6.6	Collaborate with regional entities on cultural tourism activities.	GPA, CoC	S-T



Guilford

Plan of Conservation and Development

CT PoCD 2014

- Balanced Growth Area
- Open Space: Pres. Farmstead
- Priority Conservation Area**
- TOTAL Cons Factors**
- 1-2
- 3
- 4-6
- Priority Development Area**
- TOTAL Dev Factors**
- 1-2
- 3
- 4-6
- Village Development Area



MILONE & MACBROOM

Source:
 Historic Street Composites: Town of Guilford
 GIS Data:
 Base Map Data: CT DEP Map & Geographic
 Information Center (2012)

This map was developed for use as a planning
 document. Deliberations may vary in nature.



PLAN CONSISTENCY

Regional Plan

The South Central Regional Council of Governments (SCRCOG) found the Guilford PoCD to be consistent with the Regional Plan.

Connecticut General Statutes, Section 8-23

Chapter 126, Section 8-23 of the Connecticut General Statutes, as amended, provides the standards and legal requirements for the creation of or update of a municipal PoCD. The updated 2015 Guilford PoCD is consistent in all respects with the governing state statute.

2013-2018 Conservation & Development Policies: The Plan for Connecticut

Section 8-23(d)(5) of the state statutes requires that municipalities take into account the State Plan of Conservation and Development and note any inconsistencies.

According to the state plan, there are six Growth Management Principles with which the municipal PoCDs should be consistent. It should be noted that "...the statutory mandate for consistency with the State Plan only applies to state agencies, as outlined in CGS Section 16a-31. The State Plan is advisory to municipalities, due to the fact that there is no statutory requirements for municipal plans, regulations, or land use decisions to be consistent with it."(page 4) Nonetheless, it is important to illustrate the ways in which Guilford's updated PoCD is consistent with the Growth Management Principles in the state plan, which mirror the statutory requirements for PoCDs contained in CGS Section 8-23(e)(1)(F).

Growth Management Principle #1

Redevelop and revitalize regional centers and areas with existing or currently planned physical infrastructure.

The Character, Lands, and Commerce chapter this PoCD contain elements that are consistent with this general growth management goal. In addition, the updated PoCD, especially Guilford's approach village development, focusing mixed-use development in these areas, and expanding economic development in the downtown, is consistent with the state agency policies under this general goal.

Growth Management Principle #2

Expand housing opportunities and design choices to accommodate a variety of household types and needs.

The Housing Chapter in this PoCD recognizes the changing demographics and the need for continued evolution of the town's housing stock to include new types of housing at varying costs. These elements are consistent with this general growth management goal.

Growth Management Principle #3

Concentrate development around transportation nodes and along major transportation corridors to support the viability of transportation options.

The Housing, Character, Facilities, and Transportation chapters of this PoCD contain elements that are consistent with this general growth management goal through the corridor approach to revitalizing Guilford's established villages and corridors and through expanding development along the Route 1 and Route 80 corridors. Additionally, discussion of increased development downtown and near the Train station, and an expanded trail network expand types of transportation options in Guilford.

Growth Management Principle #4

Conserve and restore the natural environment, cultural and historical resources, and traditional rural lands.

The Character and Land Chapters coupled with a focus on energy and sustainability are consistent with this general growth management goal. In addition, the updated PoCD focuses on clustering development in historic village centers and conserving the rural identity of north Guilford.

Growth Management Principle #5

Protect and ensure the integrity of environmental assets critical to public health and safety.

The Resources chapter guided by general sustainability principles are consistent with this general growth management goal. In addition, the updated PoCD is consistent with the following state agency policies under this general goal by providing comprehensive updates to policies addressing future climate effects on coastal areas.

Growth Management Principle #6

Promote integrated planning across all levels of government to address issues on a statewide, regional, and local basis.

This PoCD recognizes and addresses the importance of Guilford's role in its regional economy and contains elements that are consistent with this general growth management goal. In addition, the PoCD offers considerable ways to create linkages between government committees and departments.

State Plan Locational Guide Map

The Future Land Use Plan map for the 2015 Guilford PoCD is generally consistent with the Locational Guide Map contained in the 2014-2018 State Plan. This PoCD's Future Land Use Plan conforms closely to the State Plan Locational Guide Map, with an emphasis on guiding future development in Guilford with residential, commercial, industrial, and cultural center areas generally aligning with the state-identified Priority Funding Areas and/or Balanced Growth Priority Funding Areas. However, several key inconsistencies are present.

- The Future Land Use Plan calls for special protections for River Corridors, while the State Plan Location Map identifies many of these areas as Balance Growth Areas.
- The Future Land Use Plan calls for special protections for the Westwoods and East River Preserve areas as Conservation areas, while the State Plan Location Map identifies many of these areas as Balance Growth Areas.

Acknowledgements

PLANNING AND ZONING COMMISSION

Richard Meier (Chair)

Raymond Bower (Vice Chair)

Walter Corbiere
Joshua Hershman

Francesco Michael D'Andrea

Thomas Cost

Richard Wallace

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Alfred Purzycki

TOWN STAFF

George Kral, Town Planner

Kevin Magee, Environmental Planner

Regina Reid, Zoning and Wetlands Enforcement Officer

Lisa Brewer, Planning and Zoning Administrative Assistant

Brian McGlone, Economic Development Coordinator

RESIDENTS OF GUILFORD

CONSULTANTS: MILONE AND MACBROOM, INC.

Appendix A: Town Boards and Commissions

The following town boards and commissions are active in Guilford:

- 375th Anniversary Celebration Committee
- Agricultural Commission
- Board of Assessment Appeals
- Conservation Commission
- Design Review Committee
- East River Preserve Deer Study Committee
- Economic Development Commission
- Board of Education
- Energy Task Force
- Board of Ethics
- Board of Finance
- Board of Fire Commissioners
- Guilford Green Committee
- Guilford High School Building Committee
- Guilford Lakes Golf Course Commission
- Harbor Management Commission
- Hazard Mitigation Commission
- Historic District Commission
- Housing Authority
- Housing Partnership
- Human Services Council
- Inland Wetlands Commission
- Land Acquisition Commission
- Marina Commission
- Pension Committee
- Parks and Recreation Commission
- Planning and Zoning Commission
- Plan of Conservation & Development Steering Committee
- Board of Police Commissioners
- Pre-Disaster Plan Mitigation Oversight Committee
- Public Works Commission
- Scenic Roads Advisory Committee
- Board of Selectmen
- Shellfish Commission
- Standing Building Committee
- Standing Fields Committee
- Tree Advisory Board
- Veterans' Advisory Joint Committee
- Water Pollution Control Authority
- Youth and Family Services Board
- Zoning Board of Appeals
- Building Code Board of Appeals