

BOLTON PLANNING & ZONING COMMISSION  
SPECIAL MEETING AGENDA  
7:30 PM, WEDNESDAY, MARCH 23, 2016  
BOLTON TOWN HALL, 222 BOLTON CENTER ROAD

1. Call To Order
2. Approval of Minutes:  
January 13, 2016 Regular Meeting Minutes
3. Distribution/Discussion of Town Code of Ethics
4. Presentation by Aliza Makuch, Project Coordinator, Plan4Health, EHHD Regarding Chart Program
5. Discussion/Decision on Facility Improvements at Bolton Center School
6. Old Business
  - a. *DISCUSSION*: Establish a Plan (of Conservation & Development) Implementation Committee
7. Correspondence
8. Adjournment

**BOLTON PLANNING & ZONING COMMISSION**  
**REGULAR MEETING**  
**7:30 PM, January 13, 2016**  
**Bolton Town Hall, 222 Bolton Center Road**

**Minutes & Motions**

**Members Present:** Chairman Eric Luntta, Carl Preuss, James Copley, Neal Kerr, Jeffrey Scala, Arlene Fiano, Adam Teller, Christopher Davey (alternate), Thomas Robbins (alternate)

**Members Excused:** Nancy Silverstein (alternate)

**Staff Present:** Patrice Carson, AICP, Director of Community Development, Jim Rupert, Zoning Enforcement Officer, and Sarah Benitez, Recording Secretary

1. **Call to Order:** Chairman Eric Luntta called the meeting to order at 7:30 pm.
2. **Approval of Minutes:**  
December 9, 2015: J. Copley moved to approve the minutes. A. Teller seconded. Motion carried 6:0:1 (C. Preuss abstained due to absence at that meeting).
3. **Residents' Forum (Public Comment for items NOT on the agenda):** No residents present.
4. **Report of the Zoning Enforcement Officer:** ZEO Jim Rupert updated the PZC on enforcement activity. There has been progress in bringing the package stores into compliance and flashing lights are no longer in use.
5. **Old Business:**
  - a. **REVIEW/DISCUSSION: 2015 – 2016 Priorities List:**  
The PZC reviewed and updated the draft list with an added category "O" ("Ongoing"). A. Teller moved to approve the 2015 – 2016 Priorities List as amended. J. Scala seconded. Vote 7:0:0.
6. **New Business:**
  - a. **DISCUSSION: Establish a Plan (of Conservation & Development) Implementation Committee**  
The PZC discussed formation of the Committee. If a Committee were to be established it would have to be done by the Board of Selectmen. Patrice was asked to bring up the possibility of using 2+2+2 meetings for that purpose to First Selectman Robert Morra. Patrice was also asked to create a list from the tables of the leaders to see which leader has the most work which might help prioritize how the Implementation Committee is established. With regard to other items in the POCD, Patrice was asked to see if the PZC could have copies of a report on Bolton Lake done by George Knocklein. She was also asked to begin to compile a list of appraisers that the Commission would use for Fee-In-Lieu of Open Space purposes.

**b. 2016 Annual Appointment to CRCOG Regional Planning Commission:**

A. Fiano moved to appoint C. Davey to the CRCOG Regional Planning Commission. J. Cropley seconded. Motion carried unanimously 7:0:0.

**7. Correspondence:** Patrice reminded the Commissioners about the FOI Workshop at Town Hall on Monday, January 25, 2016 beginning at 6:30pm.

**8. Adjournment:** E. Luntta moved to adjourn. J. Scala seconded. Meeting adjourned at 8:51 pm.

Respectfully submitted,

*Sarah Benitez*

Sarah Benitez

PLEASE SEE MINUTES OF SUBSEQUENT MEETINGS FOR APPROVAL OF THESE MINUTES AND ANY CORRECTIONS HERETO.

TOWN OF BOLTON: CODE OF ETHICS

ACKNOWLEDGEMENT FORM

The Town of Bolton has adopted a Code of Ethics which code governs its relationships with employees, members of all boards, commissions, authorities and committees of the Town, Town officials, and consultants. I hereby acknowledge receiving a copy of such Code of Ethics and understand that it governs my relationship with the Town of Bolton, and that a copy of this ACKNOWLEDGEMENT FORM will be kept in my personnel file or, if not a paid employee, in the Town Clerk's Office.

Printed Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## CODE OF ETHICS

Accepted: By Board of Selectmen, November 10, 2015

Published: Hartford Courant November 17, 2015

Effective date: December 17, 2015

### PART I ADMINISTRATIVE LEGISLATION

#### 1. Legislative Intent.

The proper operation of government requires that public officials and public employees be independent, impartial and responsible to the people; that governmental decisions and policies be made free from undue influence and in the proper channels of governmental structure; that governmental office and employment not be used for unauthorized personal gain; that governmental officials and employees strive to avoid even the appearance of impropriety; and that the public have confidence in the integrity of its government. The purpose of this Code of Ethics is to set forth standards of ethical conduct to guide elected or appointed officials and employees of the Town of Bolton in the conduct of their public responsibilities and to develop and maintain a tradition of responsible and effective public service. In recognition of these goals, this Code of Ethics is established pursuant to authority granted to the Town by Connecticut General Statutes Section 7-148h as amended.

#### 2. Definitions.

For the purpose of this ordinance, the following terms shall have the indicated meanings:

**AGENCY** -- All boards, commissions, authorities and committees of the Town of Bolton, including the Board of Education, but not including a Town Meeting.

**BENEFICIAL INTEREST** -- Any nonfinancial interest or special treatment that is not common to other citizens of the Town. An individual's beneficial interests shall include the beneficial interests of all members of the person's family.

**BOARD** -- Shall mean the Ethics Board unless otherwise noted.

**CONFIDENTIAL INFORMATION** -- Information, whether transmitted orally or in writing that is obtained by an official or employee by reason of the person's public position and is of such nature that, at the time of transmission, it is not a matter of public record.

**CONSULTANT** -- Any independent contractor or professional person or firm that is engaged by and receives compensation from any agency for the purpose of providing scientific, technical or other specialized opinion to such agency and is in a position to influence any decision of an agency, official or employee.

**EMPLOYEE** -- Includes all persons, including but not limited to officers and supervisors, employed by the Town and encompasses all persons, including but not limited to officers and supervisors, employed by the Board of Education.

**FINANCIAL INTEREST** -- Any interest that has a monetary value of \$100 or more or generates a financial gain or loss of \$100 or more in a calendar year and is not common to the other citizens of the

Town. An individual's financial interests shall include the financial interests of all members of the person's family but shall not include any duly authorized compensation from the Town.

OFFICIAL -- Includes all persons who are members of a Town agency.

### **3. Consultants.**

- A. This Code of Ethics shall be incorporated into all contracts entered into by an agency and a consultant.
- B. Persons or firms who are engaged by and receive compensation from other entities, such as the state or federal government, and who are in a position to influence any decision of an agency, official or employee shall be guided by this Code of Ethics, and the Board of Ethics, upon complaint or its own motion, may make recommendations to the entity employing such persons.

### **4. Confidential Information.**

Except as otherwise required by law, no official, employee or consultant shall disclose, without proper authorization, confidential information, nor shall the person use such information to advance the person's financial or beneficial interests or the financial or beneficial interests of others. This section shall not be used to restrict the release of information that is properly available to the public.

### **5. Use of Influence.**

No official, employee or consultant may inappropriately use the person's position to influence a decision affecting a financial interest or a beneficial interest in the person's favor or in favor of any other person or entity.

### **6. Gifts and Favors.**

- A. No official, employee or consultant or any member of the person's immediate family nor any agency, employee organization or group of employees shall solicit or accept any valuable gift, whether in the form of a service, a loan at a less than a commercially reasonable rate, a material thing or a promise, from any person or entity who or which is interested directly or indirectly in any business transactions or pending matters that are within the purview of such prospective recipient's official responsibilities. No official or employee shall accept any special favor, treatment, consideration or advantage beyond that which is generally available to citizens of the Town from any person who, to the official or employee's knowledge, is interested directly or indirectly in any business transactions or pending matters that are within the person's official responsibilities. For purposes of this section, pending matters include, but are not limited to, applications to agencies, bids for work to be performed, applications for employment and bids for the furnishing of supplies, equipment or other items.
- B. The Board of Ethics shall formulate guidelines for delineating gifts and favors deemed not to be of value in order to avoid de minimis situations. Such guidelines shall become effective upon adoption by the Board of Selectmen.
- C. This section shall not apply to a political contribution otherwise reported as required by law.

### **7. Equal Treatment.**

Without proper authorization, no official, employee or consultant shall grant any special consideration, treatment or advantage to any citizen beyond that which is available to every other citizen.

## 8. Conflict of Interest.

- A. An official or employee or consultant has a conflict of interest when the person engages in or participates in any transaction, including private employment and the rendering of private services, that is incompatible with the proper discharge of the person's official responsibilities in the public interest or which gives the perception that the person's independent judgment or action in the performance of the person's official responsibilities has been impaired.
- B. An official or employee or consultant has a financial interest or beneficial interest that is incompatible with the proper discharge of the person's official responsibilities in the public interest if the person has reason to believe or expect that the person will derive such interest by reason of the person's performance of the person's official responsibilities.
- C. An official or employee or consultant does not have a financial or beneficial interest that is incompatible with the proper discharge of the person's official responsibilities in the public interest if any such interest accrues to the person as a member of a business, profession, occupation or group to no greater extent than it accrues to any other member of the business, profession, occupation or group that the person represents. This does not relieve an individual from the person's obligation to refrain from voting on any matter that would directly benefit the person's business, profession, occupation, group or family as required by this Code of Ethics, the Town of Bolton Charter and General Statutes Section 7-148h(b) as amended.
- D. An official or employee who has authority to participate in the specification, and/or the source-selection, and/or the approval process for a purchase of goods and/or services may not act as a supplier of those goods and/or services unless the following conditions are met:
  - 1) The official or employee did not participate in any way in the purchase specifications beyond routine advice on applicability and/or availability;
  - 2) The official or employee receives approval as a potential supplier for the purchase in question from the Board of Selectmen for town related items and Board of Education for School related items;
  - 3) If the official is a member of the Board of Selectmen or Board of Education approving potential supplier status, the official must recuse themselves from the vote on their approval as a potential supplier;
  - 4) The official or employee notifies the Board of Selectmen of the official's or employee's approved role as a potential supplier for the purchase in question; and
  - 5) The official or employee granted potential supplier status shall not in any way attempt to influence the purchasing decision.

## 9. Disclosure.

- A. Any official, employee or consultant who has a financial or beneficial interest, direct or indirect, in any contract, transaction or decision within the purview of the person's official responsibilities shall disclose that interest in writing to the Board of Selectmen. Such disclosure also shall be provided, in the case of an official, to the agency of which the official is a member, and, in the case of an employee or consultant, to the agency by which the person is employed or has been retained. Such disclosure shall disqualify the official, employee or consultant from participation in the matter, and violation of this section shall be grounds for removal by the appropriate agency in accordance with applicable law.
- B. No official or employee or consultant shall appear on behalf of any private person or party before any

agency in connection with any cause, proceeding, application or other matter in which the person has a financial or beneficial interest without first disclosing such interest to the agency, which shall record such disclosure in the record of the agency's proceeding. The Secretary or Clerk of said agency shall notify the First Selectman and, in the case of an official or employee of the Board of Education, the Chairman of the Board of Education, and the Chairman of the Board of Ethics in writing of such disclosure within three business days.

## **10. Incompatible Employment and Activities.**

- A. No official or employee shall engage in or accept private employment or render services for private interest when the employment or services: are incompatible with the proper discharge of the person's official duties; or which gives the perception that the person's independence of judgment or action in the performance of the person's official duty has been impaired. No consultant shall engage in employment or render services for interests other than the Town when such employment or services: are incompatible with the proper discharge of the person's consulting duties; or would tend to impair the independence of the person's judgment or action on the matter for which the person has been engaged by the Town.
- B. No former official, employee or consultant shall appear on behalf of any private person or other entity before any agency with which the person previously was employed or affiliated for a period of one year after the termination of the person's public service or employment. Such an individual may be relieved of the person's duty to refrain from such appearance upon written application to the Board of Ethics, which Board shall review the written application and relevant facts.
- C. No former official, employee or consultant shall appear on behalf of any private person or other entity before any agency in regard to a matter in which the person previously participated in the course of the person's official responsibilities for a period of one year after the termination of the person's public service or employment. Such an individual may be relieved of the person's duty to refrain from such appearance upon written application to the Board of Ethics, which Board shall review the written application and relevant facts.
- D. Subsections B and C of this section shall not prohibit any current or former official, employee or consultant from appearing before any agency on the person's own behalf or on behalf of members of the person's family. To avoid the appearance of impropriety, officials are strongly discouraged from appearing before their own agency unless extenuating circumstances exist such as in the case of an official representing or advocating on behalf of a child or student. When in doubt, an official should seek an opinion from the Board of Ethics prior to appearing before the person's own agency.
- E. An official should not appear before, or participate in the proceeding of, another agency in violation of Connecticut General Statutes Section 8-11 or 8-21 as amended or any other provision of the General Statutes.
- F. To avoid even the appearance of impropriety, an official not otherwise prohibited shall exercise care when appearing before other agencies and shall disclose whether the person is appearing in the person's official capacity or as a private citizen.

## **11. Ethics Acknowledgment Form**

- A. Every elected or appointed official shall sign and file with the Board of Selectmen an Ethics Acknowledgement Form, as approved by the Board of Selectmen, indicating the person's awareness

of the provisions of this Code of Ethics, the guidelines issued thereunder on or before being sworn into office. The Board of Selectmen shall adopt and implement a procedure for monitoring compliance with the aforesaid filing requirement.

B. Every consultant shall sign and file with the agency by which the person is retained an Ethics Acknowledgment Form, supplied by the Administrative Officer/Superintendent of Schools, indicating the person's awareness of the provisions of this Code of Ethics on or before being retained by an agency. The Board of Selectmen shall adopt and implement a procedure for monitoring compliance with the aforesaid filing requirement.

C. Employees.

(1) The Board of Selectmen shall adopt and the Administrative Officer shall implement a plan for making all employees, other than persons who are employed by the Board of Education, aware of the provisions of this Code of Ethics, the guidelines issued thereunder. The plan adopted by the Board of Selectmen shall contain a provision requiring that department heads review such provisions with all such employees at an interval to be determined by the Board of Selectmen. The plan shall be completed within 120 days after the adoption of this Code of Ethics, and a copy of the plan shall be filed with the Board of Ethics upon its adoption.

(2) Every employee, other than persons employed by the Board of Education, shall execute an Ethics Acknowledgment Form, supplied by the Administrative Officer, indicating the employee's awareness of the provisions of this Code of Ethics and the guidelines issued thereunder as follows:

(a) New employees shall execute the form at the time of employment and thereafter in accordance with Subsection C(2)(b) below.

(b) Current employees shall execute the form within 60 days after the adoption of the procedure set forth in Subsection C(1) above.

D. Board of Education.

(1) The Board of Education shall adopt and the Superintendent shall implement a plan for making all employees of the Board of Education aware of the provisions of this Code of Ethics, the guidelines issued thereunder. The plan adopted by the Board of Education shall contain a provision requiring that department heads review such provisions with all employees at an interval to be determined by the Board of Education. The plan shall be completed within 120 days after the adoption of this Code of Ethics, and a copy of the plan shall be filed with the Board of Ethics upon its adoption.

(2) Every employee of the Board of Education shall execute an Ethics Acknowledgment Form, supplied by the Superintendent, indicating the employee's awareness of the provisions of this Code of Ethics and the guidelines issued thereunder as follows:

(a) New employees shall execute the form at the time of employment and thereafter in accordance with Subsection D(2)(b) below.

(b) Current employees shall execute the form within 60 days after the adoption of the procedure set forth in Subsection D(1) above.

**12. Board of Ethics.**

- A. Establishment. As authorized by the Town of Bolton Charter, Ordinance and Section 7-148h as amended of the Connecticut General Statutes, the Board of Selectmen shall appoint a Board of Ethics consisting of six members, two of whom shall be registered Republicans, two of whom shall be registered Democrats and two of whom shall be unaffiliated voters. The members of the Board shall serve four-year terms, except that at the first appointment by the Board of Selectmen, one Republican, one Democrat and one unaffiliated voter shall be appointed for two-year terms, with the remaining members appointed for four-year terms.
- B. Organization and Procedure. The Board shall elect a Chairman and Vice Chairman/Secretary and shall establish its own rules and procedures to carry out the intent of this Ordinance, which shall be filed in the office of the Town Clerk and be available to any elector of the Town upon request to the Board. The first rules and procedures shall be established within six months of the date this Ordinance becomes effective. The need to maintain confidentiality in order to protect the privacy of public officials, employees and consultants shall be considered when establishing the rules and procedures. It shall keep records of its meetings and shall hold meetings at the call of the Chairman and at such other times as it may determine.
- C. Powers and Duties.
- (1) The Board shall render advisory opinions with respect to whether specific situations or activities may or may not result in a violation of the Code of Ethics to any agency or any official, employee or consultant pursuant to a written request or upon its own initiative. The Board may also issue operational guidelines. Such opinions and guidelines, until amended or revoked, shall be binding on the Board, and reliance upon them in good faith is an absolute defense in any action brought under the provisions of this ordinance. Any request or opinion, the disclosure of which invades the personal privacy of any individual (as that term is used in Connecticut General Statutes Section 1-19(b)(2) as amended by the Connecticut Freedom of Information Commission and the courts), shall be kept confidential in a personnel or similar file and shall not be subject to public inspection or disclosure. The Board may make available to the public any advisory opinions that do not invade an individual's privacy and may take other appropriate steps in an effort to increase public awareness of this Code of Ethics.
  - (2) The Board shall establish procedures by which any person may initiate complaints alleging a violation of this Code of Ethics. The Board itself may also initiate such a complaint. The Board shall have that power and to hold hearings concerning the application of this Code and its violation and may administer oaths and compel the attendance of witnesses by subpoena. As required by Section 7-148h(a) as amended of the Connecticut General Statutes, the provisions of Section 1-82(a) through (c) as amended of the Connecticut General Statutes and Section 1-82a as amended of the Connecticut General Statutes shall apply to all investigations and hearings held under this chapter. If the Board determines that there is probable cause, it shall continue the investigation and hold such further hearings as may be necessary. In the event a hearing is held, the person against whom such complaint is filed shall have the right to counsel, to confrontation of all witnesses, to cross-examination and to present evidence on his behalf. He shall have the right to have a hearing held in Executive Session or, at his request the hearing will be held in Open Session. If the Board determines that the respondent has, in fact, violated the provisions of this Code, it shall file a memorandum of decision with a recommendation for appropriate action with the Board of Selectmen, except with respect to individuals under the jurisdiction of the Board of Education, in which cases the memorandum of decision shall be filed with the Board of Education. In the case of a consultant, it shall also be filed with the contracting agency.

- (3) If an official, employee or consultant who is the subject of a complaint under investigation leaves office or employment after filing of the complaint but before resolution of the complaint, the Board shall have the power, by majority vote, to continue investigation of the complaint. If an ethics complaint is filed against a former Town of Bolton official, employee or consultant within 90 days after he or she has left employment for the Town, the Board shall have the power, by majority vote, to initiate an investigation.
- (4) The recommended action may include reprimand, public censure, restitution from any pecuniary benefit received because of the violation or other such action as the Board of Selectmen or Board of Education may deem appropriate in accordance with their respective responsibilities under the law, provided that in the case of union employees, such recommended action does not constitute a unilateral change in conditions of employment. No such recommendation shall limit the authority of the Board of Selectmen or the Board of Education under the Charter of the Town of Bolton or under any ordinance, statute or any other law, and the actions hereunder shall be supplemental to any authority the Board of Selectmen or Board of Education has under any ordinance, statute or any other law. Any discussion by the Board of Selectmen, Board of Education or contracting agency of an individual affected by said memorandum of decision shall be in executive session, unless the individual affected requests that such discussion be held in open session.

## RESOLUTION OF BOARD OF FINANCE

### 2016/17 Board of Education Facilities Improvements Program

RESOLVED, that the Board of Finance recommends that the Town of Bolton appropriate \$340,000, and that the Town issue bonds or notes and temporary notes in an amount not to exceed \$340,000 to finance the appropriation, for costs related to the Fiscal Year 2016/17 Board of Education Facilities Improvements Program at Bolton Center School, consisting of:

(a) carpet removal, floor tile asbestos abatement and carpet and/or tile replacement for the K-3 building section, first floor section and second floor sections including related work and improvements (estimated cost of \$260,000);

(b) lavatories and locker rooms renovations and replacements in the grades 5 through 8 section of the school including related work and improvements (estimated cost of \$50,000); and

(c) building oil burner and circulating pumps replacement including related work and improvements (estimated cost of \$30,000).

The appropriation may be spent for design, acquisition, installation and construction costs, related work and improvements, equipment, materials, architectural/engineering services, consulting fees, testing costs, survey costs, legal and administrative costs related to the projects, costs related to any application for and acceptance of available grants, legal fees, net interest on borrowings and other financing costs, and other expenses related to the projects. The Board of Selectmen shall be authorized to determine the scope and particulars of the projects and may reduce or modify the scope of the projects, and the entire appropriation may be spent on the projects as so reduced or modified; and shall be further authorized to delegate to the Temporary Public Building Commission all or any portion of such authority with respect to all or any portion of the project.

Policies	Leader	Partners
1. Protect water quality.	IWC	CC PZC
2. Manage stormwater runoff to maintain the water cycle and reduce the impacts of flooding.	IWC	PZC
3. Protect wetlands and watercourses.	IWC	CC PZC
4. Protect floodplain areas.	PZC	IWC CC
5. Educate homeowners about protecting water quality.	IWC	CC
6. Educate design professionals and homeowners about LID tools and techniques.	IWC	CC
7. Seek to restore natural edges (as opposed to "manicured" edges) to watercourses and waterbodies.	IWC	PZC CC
8. Clarify the stormwater managements section of the zoning regulations to refer to the standards in Section 7 of the Connecticut Water Quality Manual.	PZC	
9. Adopt regulations to help protect water quality in the Lower Bolton Lake watershed (impervious coverage, lot coverage, floor-area ratio, docks, etc.).	PZC	CC WC
10. Investigate establishing a multi-town entity to monitor and manage water quality in all three Bolton lakes (Upper, Middle, Lower).	CC	BOS
1. Consider natural resource issues at the time of development.	PZC	IWC CC
2. Protect important natural resources such as steep slopes, sensitive habitats, and other natural diversity areas.	PZC	IWC CC
3. Discourage the introduction of invasive species, and seek to remove invasive species.	PZC	IWC CC
4. Coordinate resource protection activities with interest groups, adjacent communities, and regional organizations.	Town	CC PZC IWC
5. Consider preparing a Natural Resources Inventory.	CC	IWC
6. Ensure that local application procedures require investigation of Natural Diversity Database sites as identified by CT-DEEP.	PZC	IWC
1. Convert managed open space into dedicated open space by acquiring land, easements, or development rights.	OSAP	BLT CC PZC
2. Continue to manage Bolton's open spaces in an ecologically sound manner for conservation, education, and recreation purposes.	OSAP	BLT CC
1. Preserve 20 percent of Bolton as open space.	OSAP	BLT CC PZC Town
2. Use the Open Space Plan to guide the preservation of open space in Bolton.	OSAP	BLT CC Town
3. Promote public use of, and access to, open space.	OSAP	BLT CC

4. Create a comprehensive greenway system that inter-connects areas.	OSAP	BLT CC Town
5. Work with the Bolton Land Trust and other organizations to preserve open space.	OSAP	PZC CC
6. Obtain open space (or a fee in lieu of open space) at the time of development of any subdivision.	PZC	OSAP BLT
7. Maintain the inventory of existing open space and desirable open space properties.	OSAP	BLT CC
8. Extend the Charter Oak Greenway through Bolton from Manchester to Coventry.	Town	BLT CC OSAP
9. Make better trail connections to Bolton Center: · from the Hop River Trail through the Heritage Farm, · along Toomey Road, · from Herrick Park, and · from the Charter Oak Greenway along Route 85.	Town	BLT CC OSAP HFC
10. Consider acquiring land adjacent to existing open spaces in order to expand and enhance those open spaces.	BOS	BLT CC OSAP
11. Create and distribute maps to identify publicly accessible open space in Bolton.	Town	BLT CC OSAP
12. Update the definition of "open space" in the Zoning Regulations and other local programs to reflect the definition recommended in the POCD (page 28).	PZC	OSAP CC
1. Maintain the open space set-aside provisions in the Subdivision Regulations.	PZC	
2. Maintain the Open Space Acquisition and Preservation Fund, and deposit monies in the fund through: · Fees-in-lieu-of-open space, · Town Meeting / referenda as properties become available (reactive), · annual appropriations in the operating budget (proactive), · special appropriations in the capital budget (proactive), and/or · bonding in anticipation of future open space purchases (proactive).	BOS	BOF PZC OSAP CC
3. Seek funding assistance from federal, state, and private organizations to preserve open space.	OSAP	BLT Town
4. Promote open space conservation development.	PZC	CC
5. Maintain the Open Space Acquisition and Preservation Committee.	BOS	
6. Encourage philanthropy for open space preservation.	BLT	OSAP

7. Maintain the Open Space Plan.	OSAP	BLT CC
8. Investigate how to establish a "fast track" process for approving the acquisition of open space.	OSAP	BLT Town
9. Amend the open space section in the Subdivision Regulations to allow, as part of a subdivision, the dedication of open space land elsewhere in Bolton that the Town is particularly interested in.	PZC	
1. Support existing farms and farmers.	Town	
2. Preserve farmland soils for future generations to farm.	Town	
3. Utilize the PA-490 farm assessment program.	Town	
4. Review local regulations for ways to enhance agricultural viability – such as allowing "value added" activities (e.g., farm stores).	PZC	
5. Consider allowing roadside signage that raises awareness of working farms.	PZC	
1. Maintain and enhance community character.	Town	
2. Retain a predominantly rural character.	Town	
3. Maintain scenic views and scenic areas.	PZC	
4. Establish and maintain gateway features that contribute to community character.	Town	
5. Create an inventory of the Town's scenic views so steps can be taken to preserve them in the future.	CC	
6. Adopt regulations to consider scenic areas and resources as part of any land use application.	PZC	
7. Consider adopting a scenic road ordinance (CGS Section 7-149a).	BOS	
8. Consider implementing the PA-490 "open space" program (CGS Section 12-107e).	BOS	Town
1. Identify historical and archeological resources.	BHS	Town
2. Promote sensitive ownership of historical and archeological resources (including the possibility of public-private partnerships).	BHS	Town
3. Promote educational programs so that people are sensitive to the value of historic and archeological resources.	BHS	Town
4. Encourage awareness of historic and archeological resources through the use of appropriate signage and displays.	BHS	Town
5. Allow adaptive reuse of historic buildings when it:  · will aid in the preservation of the historic structure, and  · is appropriate given the location of the site.	PZC	
6. Modify local regulations to include a requirement for archeological investigation as part of any new development near Lower Bolton Lake or Bolton Notch.	PZC	
1. Promote architectural character and community design as part of new development.	PZC	Town
2. Use the "Architectural and Site Design Guidelines" to promote appropriate business design for Bolton.	PZC	Town
3. Encourage developments that contribute to and enhance a "sense of place" in Bolton.	PZC	Town

1. Encourage community and civic activities that promote community engagement and enhance community spirit.	Town	
2. Maintain a community calendar to inform people of upcoming events.	Town	
3. Keep residents informed about community affairs (e.g., by using Community Access Television (CATV), email, the Town website, and other methods).	Town	
4. Encourage community volunteerism by recognizing local volunteers and developing programs to recruit new volunteers.	Town	
5. Explore ways to improve communication between the Town and residents.	BOS	Town
6. Work with local organizations to develop new ways of involving community members in local activities.	Town	
1. Promote energy conservation / sustainability.	BEC	Town
2. Promote water conservation.	CC	Town
3. Promote waste reduction / recycling / composting.	CC	Town
4. Educate residents about sustainability concepts.	CC	Town
5. Prepare and implement a Sustainability Plan.	Town	BEC CC
1. Regularly review and improve emergency preparedness and response.	Town	
2. Regularly review and improve hazard mitigation plans for recurring events, such as flooding.	Town	
3. Consider and discuss strategic options and responses to potential climate changes.	Town	
4. Assess the vulnerability of infrastructure (e.g., utilities, transportation, structures) to climate change and increased frequency of extreme storms, and develop strategies.	Town	
5. Work with utility companies to balance tree trimming and community character with electrical reliability.	Town	
1. Maintain the overall structure of Bolton with:  · a traditional colonial-era village center in Bolton Center, and  · more-intensive development along state highways where infrastructure is available.	PZC	Town
2. Maintain Bolton Center as a "priority funding area" in the State Conservation and Development Policies Plan.	Town	PZC
3. Consider recommending Route 44 and Route 6 as "priority funding areas" in the next State Plan.	Town	PZC
1. Implement the recommendations of the Bolton Center Study.	Town	
1. Promote business and economic development.	EDC	PZC BOS
2. Retain existing businesses and attract new businesses.	Town	EDC BOS
3. Recognize that nonbusiness land uses can also be economic development.	EDC	BOS PZC
4. Utilize town staff, on a part-time basis, to carry out economic development initiatives identified by the BOS, the PZC, and the EDC.	EDC	BOS PZC

5. Increase staffing, expertise and knowledge in the area of economic development.	BOS	EDC
6. Examine ways to take advantage of Bolton's favorable location midway between UCONN and Hartford.	EDC	Town
1. Implement recommendations from the special studies of Route 44 and Route 6.	PZC	EDC BOS Town
2. Form a working committee (with dedicated staff) including representatives from various land use boards to implement the Route 44 and Route 6 plans.	PZC	EDC BOS Town
3. Implement recommendations from the Route 44 Strategic Plan.	Town	EDC PZC BOS
4. Implement recommendations from the Route 6 Corridor Master Plan.	Town	EDC PZC BOS
5. Implement recommendations from the Route 6 Corridor Transportation Study.	Town	EDC PZC BOS
1. Seek ways to reduce restrictions on business development.	PZC	EDC
2. Review business zone uses and standards in order to reduce restrictions on appropriate business development.	PZC	EDC
3. Revisit business development incentives to help attract appropriate business development.	BOS	EDC
4. Review the number of business zones as well as their locations and extent.	PZC	EDC
1. Review residential development policies and standards.	PZC	
2. Review the location and extent of residential zoning districts.	PZC	
3. Review the uses and standards in the residential zones.	PZC	
4. Extend the R-3 zoning district to any area that drains to Lower Bolton Lake.	PZC	CC
5. Modify the standards for the R-3 zoning district in order to protect the water quality in Lower Bolton Lake.	PZC	CC
6. Establish a maximum density regulation for the R-3 zoning district in order to protect the water quality in Lower Bolton Lake.	PZC	CC
7. Review the provisions for multifamily development to ensure they reflect what the community wishes.	PZC	
8. If desired, implement other tools (such as a PUD or PDD) to guide future multifamily development.	PZC	
1. Provide for housing choices and options for an aging population.	PZC	Town
2. For people who choose to "age in place" in their current housing, consider maintaining or augmenting tax relief for seniors, dial-a-ride, meals-on-wheels, senior activities, and home health services.	BOS	
3. Provide opportunities for housing that is affordable for a diverse range of ages, incomes, and lifestyles.	PZC	BOS
4. Maintain accessory apartment regulations to help meet the housing needs or lifestyle needs of residents or their family members.	PZC	

5. Implement inclusionary zoning regulations, requirements, or conditions.	PZC	
6. Investigate ways to help create housing for people age 65 and older.	Town	PZC
7. Investigate ways to create housing for persons and families with moderate incomes.	Town	PZC
8. Adopt incentive housing zone regulations and other approaches to help address housing needs.	PZC	
1. Balance community facility "wants" with long-term community "needs."	BOS	
2. Maintain existing community facilities.	BOS	Town
3. Seek to consolidate general government activities at one facility.	BOS	
4. Continue to support and improve the local education system.	BOE	
5. Continue to encourage volunteer participation, especially for emergency services.	Town	
6. Continue to monitor utilization / expansion needs at Bentley Memorial Library.	Town	
7. Monitor utilization at the Town Garage site in the event that reconfiguration is warranted.	BOS	PW
8. Renovate / reuse the Heritage Farm buildings.	HFC	BOS
9. Investigate opportunities to add land area to the Town Garage site (or relocate activities elsewhere).	BOS	PW
1. Continue to work with CRCOG and CT-DOT to address locations on State highways where unsafe or hazardous conditions exist.	Town	
2. Continue to address locations on local roads where unsafe or hazardous conditions may arise.	PW	
3. Utilize "access management" strategies on Routes 6 and 44 to minimize curb cuts and maximize interconnections between properties.	PZC	
4. Continue to maintain the pavement quality of Town roads.	PW	
5. Continue to work with CRCOG and the CT-DOT to improve the configuration of the Route 384/6/44 interchange at Bolton Notch.	Town	
6. Consider allowing a reduction in paved width for new residential streets.	PZC	
1. Continue to encourage and support provision for walking and bicycles.	Town	
2. Become a part of any future bus services between Hartford and the University of Connecticut campus in Storrs.	BOS	Town
3. Evaluate options to improve municipal transit for commuters, senior citizens, and the disabled.	Town	
4. Retain / expand the commuter parking lot in Bolton.	Town	
5. Pursue "bicycle-friendly" status.	Town	
6. Evaluate local roads and State highways for their potential for bicycle use.	Town	PW
7. Designate and delineate local routes for bicycles.	Town	PW
1. Except as noted in the POCD, maintain most of Bolton as a sewer avoidance area where development utilizes on-site septic systems.	WPCA	
2. Within the sewer service area, limit future residential development based on the natural ability of the native soils to accommodate septic systems.	WPCA	
3. Continue to rely on on-site wells.	Town	
4. Encourage provision of public water service in the Route 44 corridor.	Town	

5. Encourage provision of natural gas service in Bolton, especially in the Route 44 corridor.	Town	
6. Continue to install cisterns and dry hydrants to meet fire suppression needs.	BOS	PZC PW
7. Continue to seek an appropriate balance between reliability of wired utilities and community character / environmental health.	Town	
8. Seek to balance the demand for wireless services and its public safety benefits with the visual and other impacts of new tower installations.	Town	
9. For wireless services, advocate for the least obtrusive location / installation.	BOS	PZC
10. Advocate for high-speed internet service and high-speed wireless service in Bolton.	BOS	EDC
11. Pursue expansion of sewer capacity for economic development.	Town	
1. Implement the POCD.	PIC	PZC
2. Regularly review POCD strategies, policies, and tasks to ensure they are relevant to community needs.	PIC	PZC
3. Coordinate implementation efforts with programs and efforts of regional planning agencies and adjacent municipalities.	PIC	PZC
4. Use the POCD to guide: <ul style="list-style-type: none"> <li>· granting of special permits,</li> <li>· zoning map or zoning text changes, and</li> <li>· statutory referrals from the Board of Selectmen (CGS 8-24) regarding municipal improvements.</li> </ul>	PZC	
5. Encourage the Board of Selectmen, Board of Finance, and other Town agencies to use the strategies, policies, and action steps in the POCD to: <ul style="list-style-type: none"> <li>· guide decisions on the Operating Budget,</li> <li>· guide decisions on the Capital Budget,</li> <li>· guide preparation of the long-term Capital Improvements Program, and</li> <li>· program capital improvements on the basis of a priority system related to the needs of the community and integrated with the Plan.</li> </ul>	PIC	PZC BOS BOF BOE
6. Establish a Plan Implementation Committee made up of representatives of various boards to prioritize, coordinate, and refine implementation of the Plan.	BOS Or PZC	
7. Prepare implementation tables to coordinate Plan implementation and help track responsibilities and priorities (who, what, when).	PIC	Town
8. Update Zoning Regulations to implement strategies, policies, and action steps in the Plan of Conservation and Development.	PZC	
9. Update Subdivision Regulations to implement strategies, policies, and action steps in the Plan of Conservation and Development.	PZC	