



A VIBRANT COMMUNITY

Overview

This booklet has been prepared for Westbrook residents and other persons interested in the formulation of the 2021 Plan of Conservation and Development (POCD) for Westbrook, Connecticut. This booklet is intended to provide an overview of strategies from the 2011 POCD related to the theme of “A Vibrant Community” with some suggested updates for consideration.

“For me, the real goal is [to] make vibrant and vital ... communities that are sustainable for the long run.”

Blaise Cupich
American Cardinal

Character / Sense of Place



Facilities / Services



Facilities / Services



Facilities / Services



On the following pages, **black text** means the concept was included in the 2011 POCD. **Red text** is used to identify 2011 POCD strategies with “action verbs”.

Blue text is used to present **new strategies or information** which may be relevant.

Are the strategies, policies, and action steps in this booklet appropriate for Westbrook for the next 10-20 years? Should anything be added? Should anything be deleted?



CHARACTER / SENSE OF PLACE

*Ensure new development enhances small town character ...
Protect elements that contribute to community character ...*

2020 Information

Information Resources

- Route 1 Corridor Study
- RiverCOG GrowSMART Plan

The 2011 POCD talked about things related to community character but did not have a clear strategy to recognize and protect character. The 2021 POCD should have a strategy on character.

A member of the Plan Update Committee wondered if Westbrook could do more to address blighted areas.

[Recognize and Protect Character]

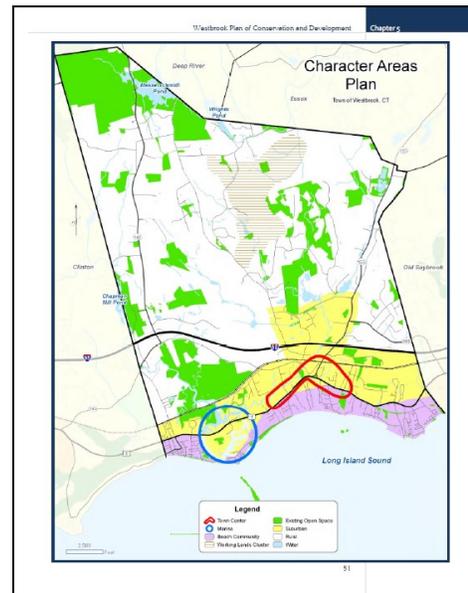
The 2011 POCD indicated that the following things could contribute to (or detract from) Westbrook's character.

Contribute to Westbrook's Character	<ul style="list-style-type: none"> • Farmland • Open Space • Forested land • Scenic roads • Scenic views • Volunteers 	<ul style="list-style-type: none"> • Historic buildings • Small businesses • Community events • Coastal resources • Marinas and boating
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Detract from Westbrook's Character	<ul style="list-style-type: none"> • Strip development patterns with large parking lots in front of buildings 	<ul style="list-style-type: none"> • Appearance of some buildings and development sites
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The 2011 POCD suggested Westbrook could be divided into five **character areas**:

- Marinas (blue circle),
- Beach community areas (purple),
- a New England village center (red outline),
- suburban residential development (yellow), and
- rural / working lands / open space / forest areas (white, tan, and green).



Protect Scenic Roads and Vistas

Westbrook has many scenic areas and scenic resources which attract visitors and help convince people to settle here.

Recognize and Protect Scenic Roads and Vistas	Leader / Partners
1. Protect scenic views and vistas in Westbrook	
2. Encourage preservation of vegetation on hills and hilltops	
3. Preserve and restore stonewalls along roadways	
4. Identify scenic vistas along roadways, rivers and shoreline	<input type="checkbox"/>
5. Consider establishing a local scenic road program since many scenic views (including stone walls, tree canopies, and river and shoreline views) are observed from a public right-of-way	<input type="checkbox"/>
6. Consider designating local scenic roads where scenic features or other character elements will be preserved to the extent practical when road work is undertaken	<input type="checkbox"/>
7. Request that Route 1 (in and around the Town Center) and Route 145 (Horse Hill Road) be included in DOT's Scenic Road Program	<input type="checkbox"/>

Scenic View



2020 Information

Information Resources

- Historic / Architectural Resource Survey
- Route 1 Corridor Study
- RiverCOG GrowSMART Plan

Historically Aware Stewardship

The most effective means of preserving historic resources can be ownership by people or organizations that are sensitive to the historic significance of the resource and are financially and emotionally committed to maintaining that resource

State / National Registers

These designations are basically for recognition and are not regulatory except that the designations may affect activities involving federal and/or state funding and may prevent unreasonable destruction of historic resources. These designations do not often affect the actions of private property owners.

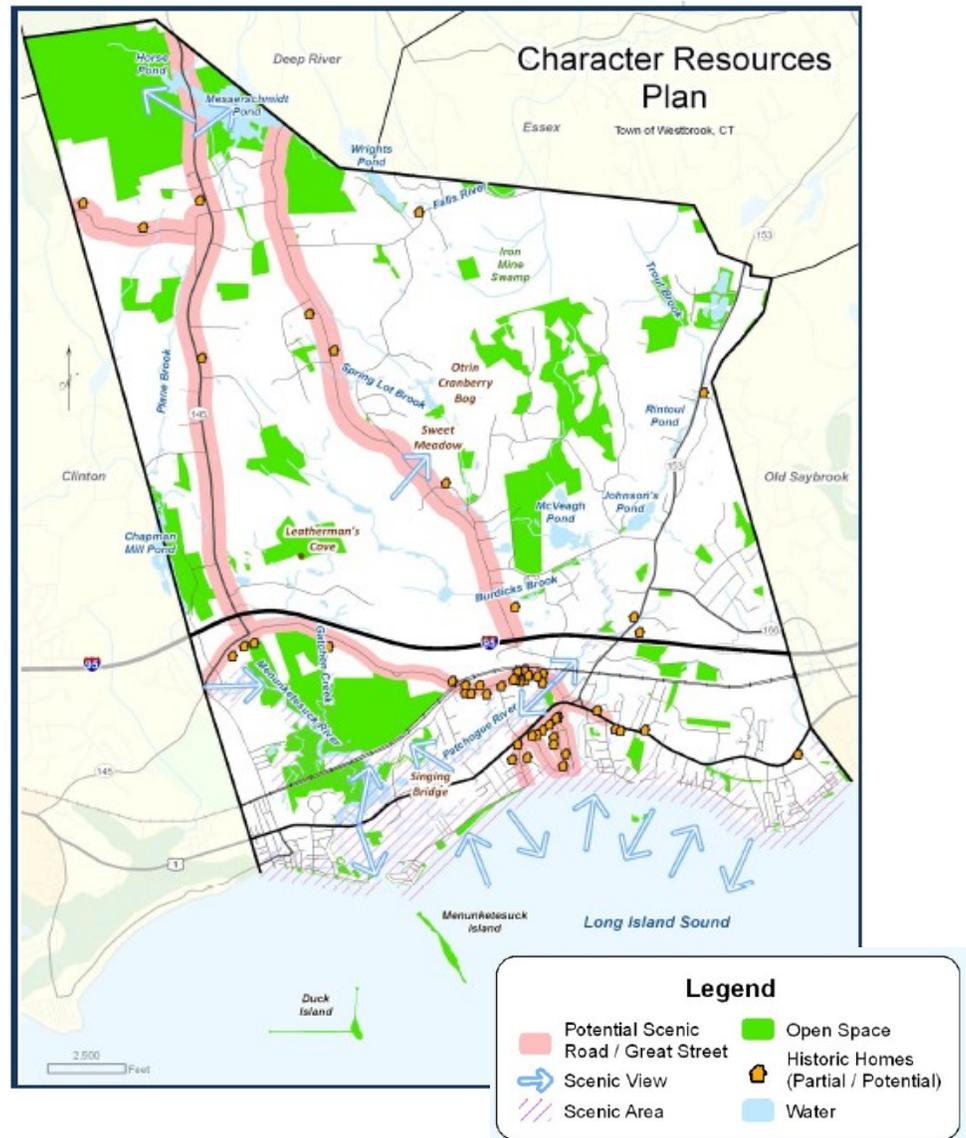
Local Historic District

A local historic district is regulatory and can affect the actions of private property owners. Westbrook has no local historic districts.

Protect Historic and Cultural Resources

The 2011 POCD recommended that Westbrook preserve cultural resources (archeological resources, historic buildings and sites, and other significant buildings and sites) to:

- provide a sense of identity and connection to the past,
- preserve community character, and
- enhance the Town's historical heritage.

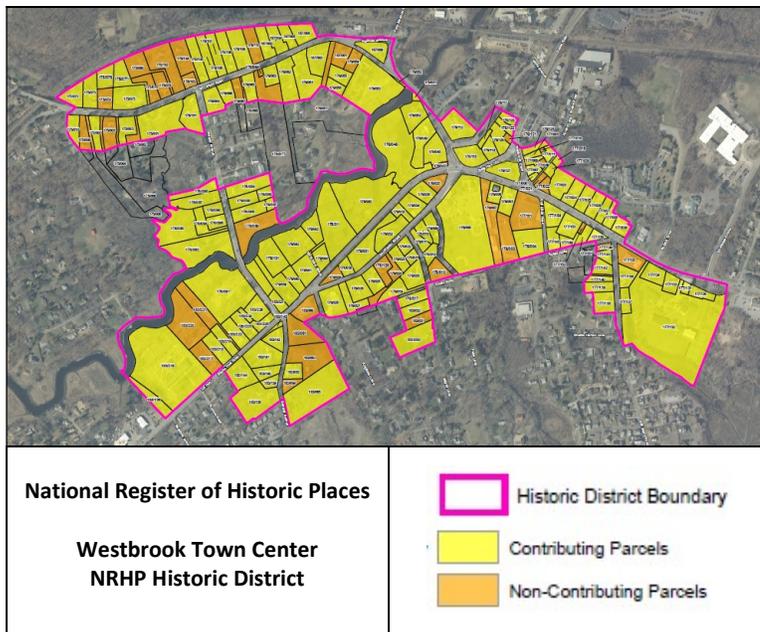


Recognize and Protect Historic and Cultural Resources	Leader / Partners
<ol style="list-style-type: none"> 1. Encourage “historically-aware stewardship” of historic properties 2. Support nomination of historic resources to the National Register of Historic Places and State Register of Historic Places 3. Support the establishment of local historic districts if supported by affected property owners 4. Consider adopting an ordinance to provide for demolition delay <input checked="" type="checkbox"/> 5. Consider adopting tax abatements for historic buildings <input type="checkbox"/> 6. Seek to protect cultural, historic, archaeological and scenic resources and continue to use the GIS system to map them <input type="checkbox"/> 7. Develop an archaeological sensitivity map with assistance from the State Archaeologist’s Office <input type="checkbox"/> 8. Consider requiring archaeological surveys for new development in areas identified as being archeologically sensitive <input type="checkbox"/> 9. Support educational programs and technical assistance related to historic preservation 	

Since the 2011 POCD, a National Register Historic District was established in Westbrook Town Center.

Since the 2011 POCD, Westbrook considered a demolition delay ordinance but decided not to adopt it.

In the last 10 years, information on local barns was shared with the State Historic Preservation Office.



Information Resources

- Route 1 Corridor Study
- RiverCOG GrowSMART Plan

Since the 2011 POCD, the Zoning Regulations were updated to include a “Design Guidelines” section (Section 7.A) which includes site-, building-, and zone-based design guidelines.

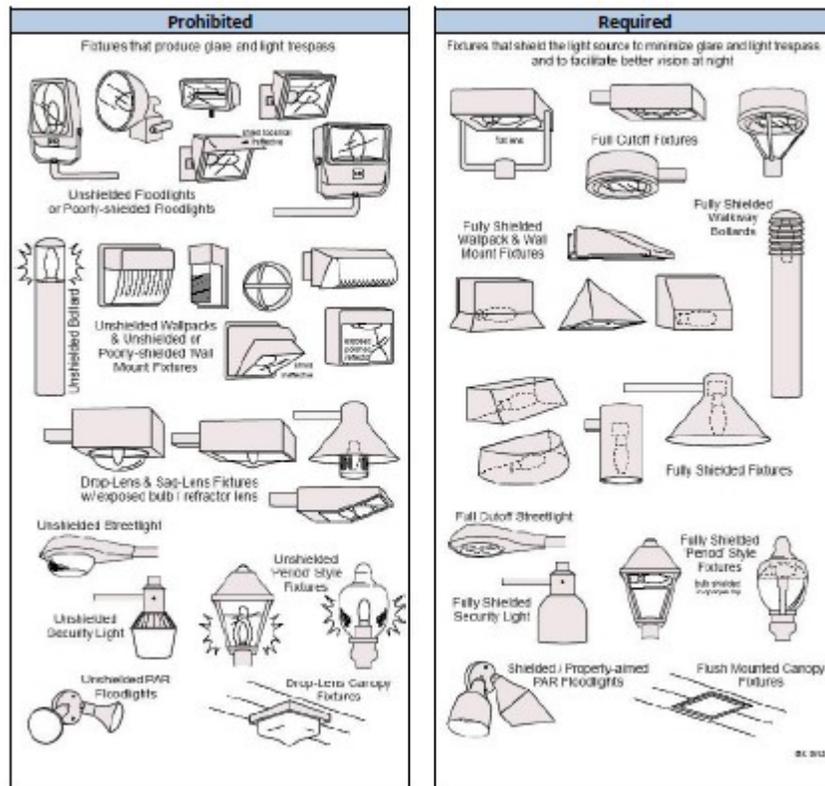
Since the 2011 POCD, the exterior lighting section of the Zoning Regulations was updated.

Ensure Sensitive Site and Building Design

The 2011 POCD observed that the appearance of sites and buildings are important elements of community character and that Westbrook should not allow new buildings or other development to detract from the overall character of the community.

Ensure Sensitive Site and Building Design	Leader / Partners
1. Strengthen the design review process by adopting design guidelines	☑
2. Continue to seek ways to improve overall building and site design	
3. Continue to seek ways to strengthen the overall design review process	
4. Evaluate if mandatory design review should be required in certain areas	☑
5. Develop lighting standards to minimize light pollution	☑
6. Consider adopting a Village District (where the Zoning Commission gets greater authority over the design aspects of an application) for the Town Center area.	

Exterior Lighting Graphic From The Zoning Regulations



Enhance Public Spaces

Public spaces, particularly spaces owned and maintained by the Town, are important to the character of the community. These spaces convey the Town’s image and can leave a lasting impression on residents, businesses and visitors.

Information Resources

- Town Center Vision Study
- Sidewalk Plan
- Route 1 Corridor Study
- RiverCOG GrowSMART Plan

Recognize and Protect Scenic Roads and Vistas	Leader / Partners
<ol style="list-style-type: none"> 1. Enhance areas that create a “first impression” of Westbrook with enhancements ranging from simple (signs and/or plantings) to more elaborate (landscaping or public art). <input checked="" type="checkbox"/> 2. Continue efforts to enhance streetscapes with streetscape elements (such as street trees, sidewalks, street lighting, street furniture, awnings, and fences and walls) since roadways have a disproportionate impact on Town character even though they only comprise about 6 percent of the Town’s land area). 3. Continue efforts to enhance streetscapes by hiding overhead utilities and promoting property maintenance 4. Continue efforts to increase the aesthetic appeal of the community through placement of public art and creative landscaping 5. Continue to support beautification programs such as the “Adopt-A-Spot” program 6. Enhance existing streetscapes along Routes 1 and 153 (especially at key entry points into Town) 7. Create stronger connections to the past by <ol style="list-style-type: none"> a. installing plaques at sites and places that lend insight into Westbrook’s history and b. naming new roads after relevant people / places / events 	

Over the past decade, several of the “gateways” into Westbrook have been improved with new signage and landscaping.

Gateway Signage



2020 Information

Over the past few years, a Farmer’s Market has been conducted in Westbrook.

The Zoning Regulations allow agricultural uses in almost all residential zoning districts and in the industrial zoning districts.

Agricultural regulations were “audited” as part of the update of the Zoning Regulations.

Recognize and Protect Working Lands

The term “working lands” refers to farms, fields, timbered / forested lands, and other lands that are managed for monetary value. Working lands provide for economic activity and job creation and can provide a local source of food. These lands also contribute to Westbrook’s overall community character. Much of Westbrook’s working lands are used for horses, horse riding and breeding farms, forestry operations (saw timber and firewood) and greenhouses.

Recognize and Protect Working Lands	Leader / Partners
1. Encourage the preservation of active farms	
2. Encourage the reactivation of farmland	
3. Encourage the preservation of farmland soils	
4. Encourage use of best management practices as part of farm and forestry activities through participation in the “Horse Environmental Awareness Program”	
5. Encourage “farm to chef” programs at local restaurants.	
6. Support equestrian uses and activities	
7. Explore the viability of a local farmers’ market	<input checked="" type="checkbox"/>
8. Conduct a zoning audit to ensure zoning regulations are farm-friendly	<input checked="" type="checkbox"/>
9. Explore the potential “purchase of development rights” to preserve working lands, especially in locations where it contributes to the overall Open Space Vision.	<input type="checkbox"/>

Westbrook Farm



FACILITIES & INFRASTRUCTURE

Ensure adequate facilities and infrastructure ...
Provide quality municipal services in a cost-effective manner...



Plan For [Community] Facility Needs

With regard to community facilities, the 2011 POCD recommended:

- Continuing to identify long-term capital needs and manage their financial impacts on the annual budget.

Possible Long-Term Needs

- Office / meeting space at Mulvey Mun. Center
- Sharing school and government facilities
- A Community Center
- Fire station expansion
- Emergency response needs (staffing, communication coverage, and street naming / numbering).

2020 Information

Information Resources

- Capital Replacement Plan for Westbrook Municipal Buildings (CREC, 2007)
- Capital Improvement Plan FY2020-24
- 2019 School Enrollment Projections

In the 2021 POCD, this section might be renamed to “Facilities & Infrastructure”

Plan For and Coordinate New Facility / Infrastructure Needs	Leader / Partners
1. Continue to plan for community facility needs	
2. Undertake a comprehensive community facility inventory and assessment in order to prioritize future needs	<input type="checkbox"/>
3. Assess office and meeting space needs at Mulvey Municipal Center	<input type="checkbox"/>
4. Evaluate locations of existing facilities	<input type="checkbox"/>
5. Assess the need for a community center	<input type="checkbox"/>
6. Assess the need for fire station expansion	<input type="checkbox"/>
7. Address communication needs of emergency management services	<input checked="" type="checkbox"/>
8. Address navigation needs (street naming and numbering) of emergency management services	<input type="checkbox"/>
9. Develop policies to guide the siting of new community facilities	<input type="checkbox"/>
10. Continue to explore opportunities to consolidate the maintenance of school and Town government facilities	
11. Coordinate facility scheduling (Town / School) to fully utilize existing facilities	
12. Continue to work with public safety and other volunteers to determine ways to expand and retain the volunteer pool	
13. Assess the need for paid daytime [emergency response] personnel	<input type="checkbox"/>

Westbrook schools are anticipated to have enough capacity (i.e., quantity of space) to accommodate enrollments over the next 10 years or so based on information from the School Superintendent and the Board of Education.

Recent efforts have been devoted to improving emergency communications through establishment of an emergency services cell tower

The Capital Budget programs approximately \$1.1 million for building and roof maintenance at Town buildings and for HVAC upgrades at Mulvey Municipal Center.

2020 Information

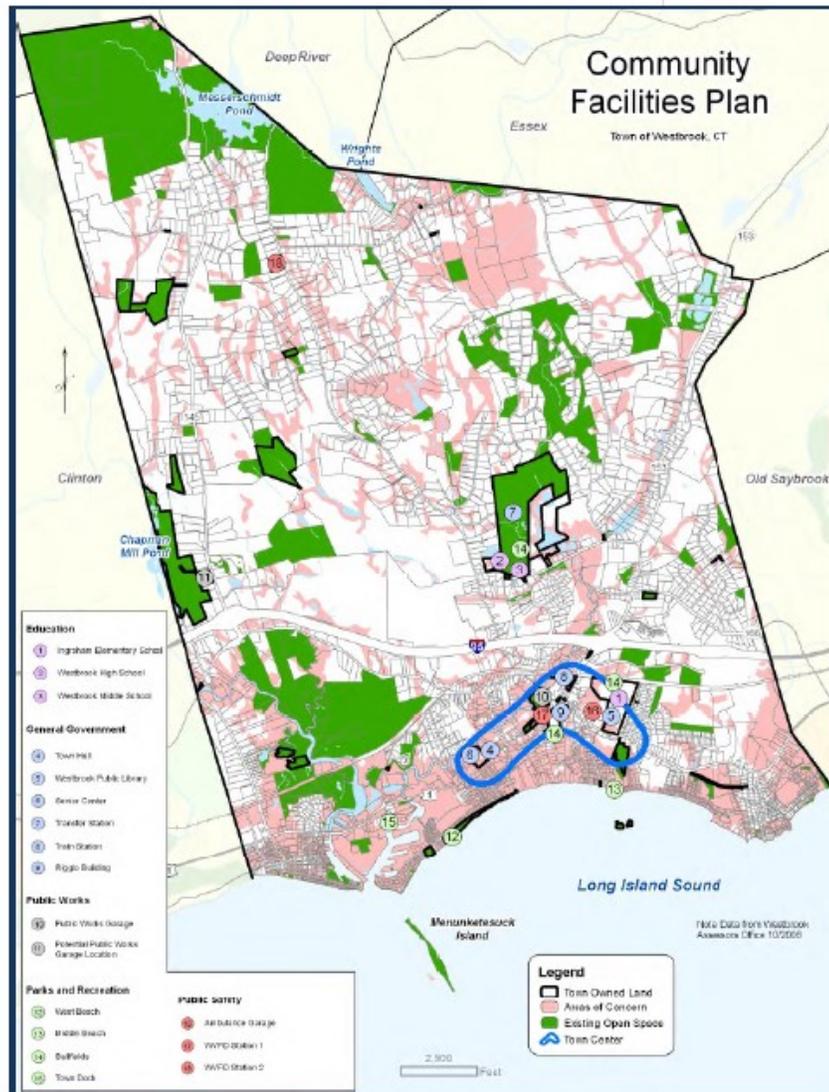
The discussion of criteria for siting of facilities may be toned down in the 2021 POCD

The 2011 POCD also recommended an evaluation of whether municipal facilities were appropriately sited:

2. Evaluate the locations of existing facilities.
3. Develop policies to guide the siting of new facilities.

Possible Siting Considerations

- Environmental (sea level rise, flood risk, etc.)
- Location (Town Center, geographic center, etc.)
- Convenient access
- Proximity to various transportation modes



Address Transportation / Circulation Needs

ADDRESS VEHICULAR TRANSPORTATION / CIRCULATION NEEDS

The following policies and action steps might be considered for the road system in Westbrook.

Address Vehicular Transportation / Circulation Needs	Leader / Partners
<ol style="list-style-type: none"> 1. Continue to address safety and capacity issues (if any) on Town roads while balancing improvement needs with environmental and character impacts 2. Continue to work with CT-DOT to address safety and capacity issues (if any) on State roads while balancing improvement needs with environmental and character impacts 3. Work with the state to ensure that any Route 1 improvements which might be proposed balance local and regional needs 4. Work regionally to develop solutions for Route 1 and other State roads 5. Improve access management along Route 1 <input checked="" type="checkbox"/> 6. Maintain roads to ensure that roads can be used to their full capacity as efficiently and as cost-effectively as possible 7. Create a pavement management system <input type="checkbox"/> 8. Seek additional funding sources for road maintenance 9. Assess roads and align zoning and land use decisions to road capacity 10. Carefully plan for road improvements 11. Continue to require roads to interconnect as part of subdivisions and new development (rather than create only cul-de-sacs) 12. Look for opportunities to create more east / west connectors that have minimal adverse impact on sensitive natural resources <ol style="list-style-type: none"> a. Extend Pequot Park Road to Pond Meadow Road b. Connect Toby Hill Road to Halls Road c. Extend Toby Hill Road to East Pond Meadow Road 	

2020 Information

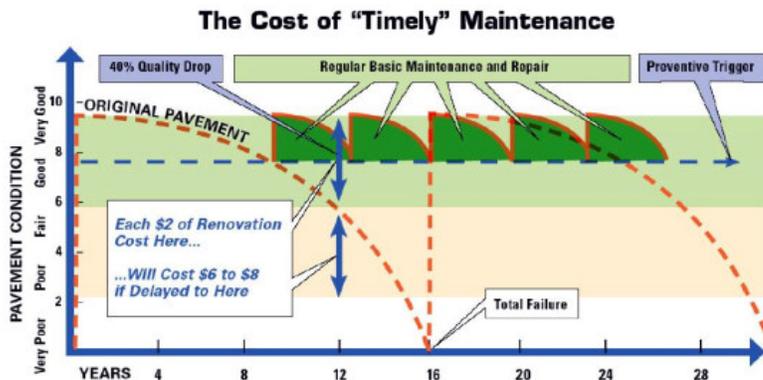
Information Resources

- Route 1 Corridor Study
- 2019 Regional Transportation Improvement Program (TIP)

Westbrook is currently budgeting \$150,000 per year for a "paving program" (this may not be adequate based on the number of road-miles in Westbrook)

The update to the Zoning Regulations included a section on "access management"

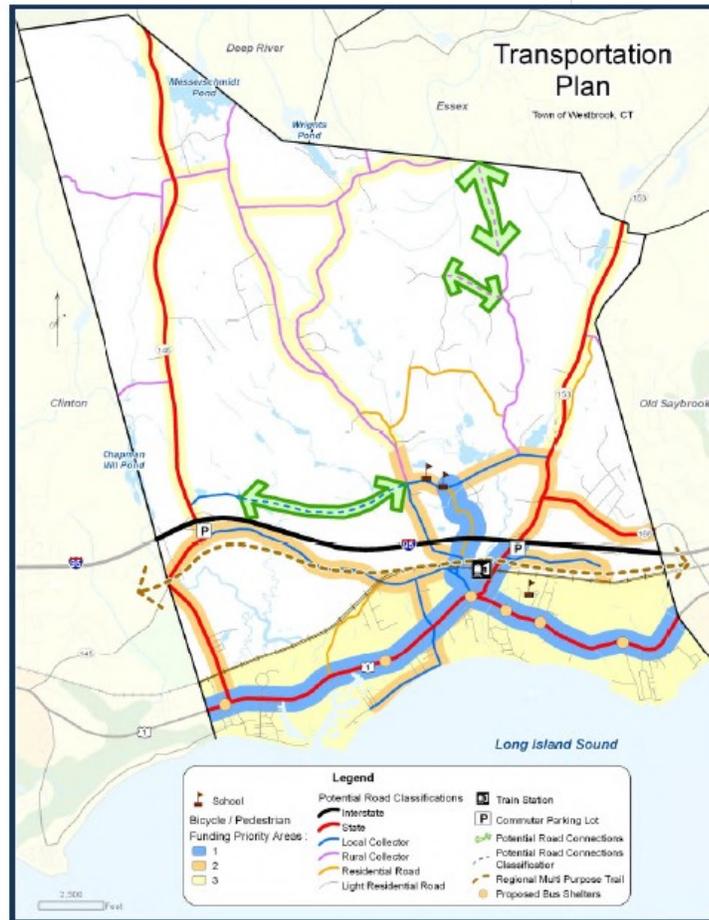
The 2021 POCD should present the "cost curve" illustrating how deferred pavement maintenance increases the costs over the long run.



2020 Information

The 2019 Regional Transportation Improvement Program (TIP) identified the following as Westbrook’s transportation priorities for the roadway system:

1. Road / bridge improvements (multiple locations)
2. Implement the Route 1 Corridor Study
3. RT 145 scenic road corridor



RiverCOG Route 1 Corridor Study (*not fully vetted locally*)

In terms of the roadway system, the RiverCOG Route 1 study recommended *considering*:

- Connecting Flat Rock Road (Outlet Mall) to Route 166 in Old Saybrook south of I- 95.
- Enhancing resiliency for the roadway system (sea level rise, flooding, etc.)
- Adopting the Corridor Study or parts thereof into the POCD

In terms of other strategies, the RiverCOG Route 1 study recommended:

- Strengthening economic sustainability
- Enhancing design guidelines for development
- *Considering* modifying zoning to encourage mixed-use development (with housing) within 1/4 mile of rail station
- *Considering* adopting town center district zoning to incorporate “transit-oriented development” (TOD) principles for site layout, densities, parking, and mix of uses

ADDRESS PEDESTRIAN / BICYCLE CIRCULATION NEEDS

The following policies and action steps might be considered for the pedestrian and bicycle systems in Westbrook.

Address Pedestrian Circulation Needs	Leader / Partners
<ol style="list-style-type: none"> 1. Adopt a complete streets policy where road rights-of-way will be made available for all transportation modes and users <input type="checkbox"/> 2. Regularly update the sidewalk plan to reflect community needs and desires 3. Update the sidewalk plan <input checked="" type="checkbox"/> 4. Evaluate the sidewalk needs of an aging population (e.g., ramps, crossing times) 5. Evaluate the sidewalk needs for school-aged children 6. Continue efforts to close sidewalk gaps along Route 1 7. Continue to require installation of sidewalks for new development 8. Continue to provide municipal funding for sidewalks 9. Continue seek grants for sidewalk construction 10. Work with regional partners to create a regional multi-purpose trail system 11. Seek to enhance the non-motorized off-road trail network 	
Address Bicycle Circulation Needs	Leader / Partners
<ol style="list-style-type: none"> 1. Seek to make roads feel safer for bicyclists by sweeping shoulders, restriping, adding signage, undertaking simple modifications etc. as opportunities arise 2. Establish bicycle routes, with signage <input type="checkbox"/> 3. Identify priority areas for bicycle improvements <input type="checkbox"/> 4. Provide bicycle racks at Town facilities and schools <input type="checkbox"/> 5. Encourage, or require, the installation of bicycle racks at the train station, businesses, institutional uses, multi-family residences, etc. 6. Support the creation of a bicycle advocacy group 	

RiverCOG Route 1 Corridor Study (*not fully vetted locally*)

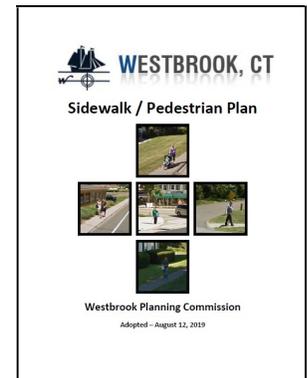
In terms of the bicycle / pedestrian system, the RiverCOG Route 1 study recommended:

- Upgrading pedestrian amenities in high activity nodes.
- Improving bicycle amenities (shoulder width, signage,

2020 Information

Information Resources

- 2019 Sidewalk Plan
- 2019 Regional Transportation Improvement Program (TIP)



The Capital Improvement Plan programs \$50,000 for sidewalk construction in FY 20-21 and then \$100,000 per year for the next four years for engineering and grant acquisition for the sidewalk improvement program.

In 2020, construction began on sidewalks connecting the Town Center area to the train station (and potentially for a section of Route 1, funds permitting)

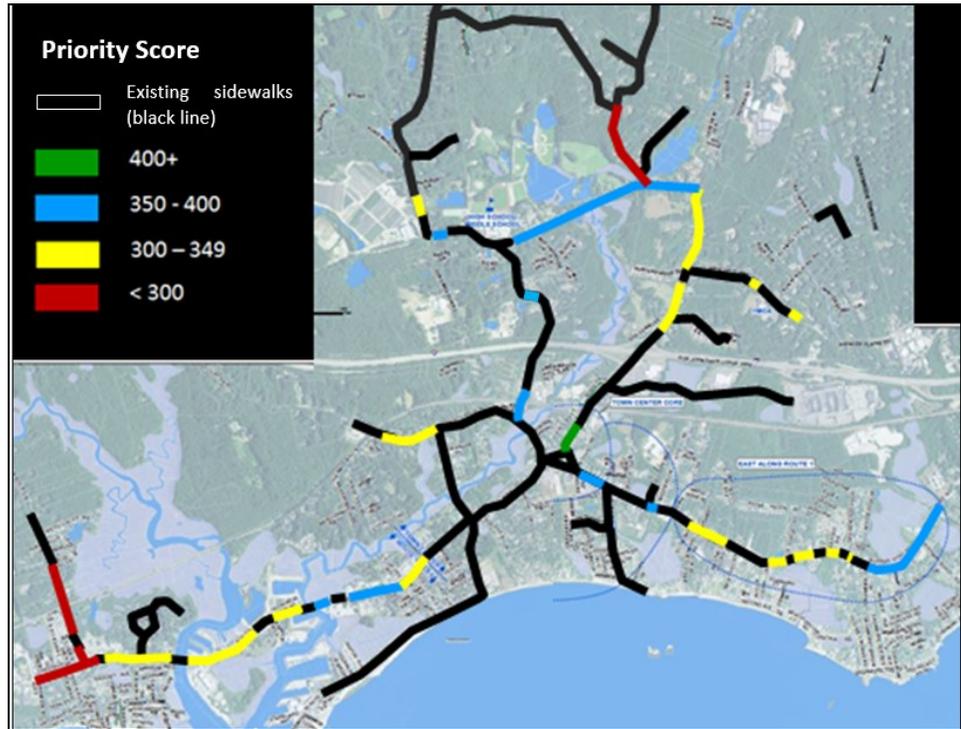
The CT-DOT has adopted a policy to re-stripe State highways with 11' lane widths to enhance opportunities for bicycle use.

2020 Information

The 2019 Regional TIP identified the following as Westbrook's transportation priorities *for the pedestrian / bicycle system*:

1. Sidewalk connector from rail station to Town Center
2. Implementation of town Sidewalk Plan
3. Menunketesuck Greenway trail construction
4. Extension of Shoreline Greenway from Menunketesuck Greenway at Clinton town line to Old Saybrook

Sidewalk Priorities From 2019 Sidewalk Plan



Bicycle Suitability Map



ADDRESS TRANSIT NEEDS

With regard to transit (trains and buses), the 2011 POCD recognized that it is an important transportation option for people who do not have access to an automobile, could not drive, or preferred not to drive.

Continue to Support Public Transit	Leader / Partners
<ol style="list-style-type: none"> 1. Continue to support Shoreline East rail service for Westbrook 2. Expand the train station ☑ 3. Continue to support efforts to make it easier to get to and from the train station without using a car 4. Continue to support the 9-Town Transit Service 5. Support expansion of 9-Town Transit bus routes 6. Support the installation of bus shelters along 9-Town Transit bus routes 7. Work with transit providers to promote awareness of services and routes, particularly in the Route 1 corridor 8. Consider working with transit providers to develop a pilot shuttle program as an additional option for residents and visitors to get around within Westbrook (especially valuable for the marinas, as many of the people that visit these facilities do not have access to automobiles). 9. Continue to support the "Transit on Call", and "Dial a Ride" services to Westbrook residents 	

RiverCOG Route 1 Corridor Study

In terms of the transit system, the RiverCOG Route 1 study recommended:

- Improving the Shoreline Shuttle transit system (routing, frequency, bus stops, paratransit, buses).
- Modifying zoning to encourage mixed-use with housing at 8-20 units per acre within 1/4 mile of rail station

2020 Information

Information Resources

- Route 1 Corridor Study
- RiverCOG GrowSMART Plan
- 2019 Regional Transportation Improvement Program (TIP)
- 9-Town Transit website

Westbrook has 2 commuter parking lots (23 spaces at Exit 64 and 50 spaces at Exit 65)

The 2019 Regional TIP identified the following as Westbrook's transportation priorities for the transit system:

1. Bus stops along RT 1
2. Improved connections to the waterfront / marinas / boat launches

The 2019 Regional TIP identified the following as other transportation priorities for Westbrook:

1. Transit oriented development near the rail station / village center
2. Improved connections to the waterfront / marinas / boat launches
3. Harbor dredging and improved marina access
4. Kirtland Landing boat launch / kayak / canoe trails
5. Implementation of recommendations from Natural Hazard Mitigation Plan

Information Resources

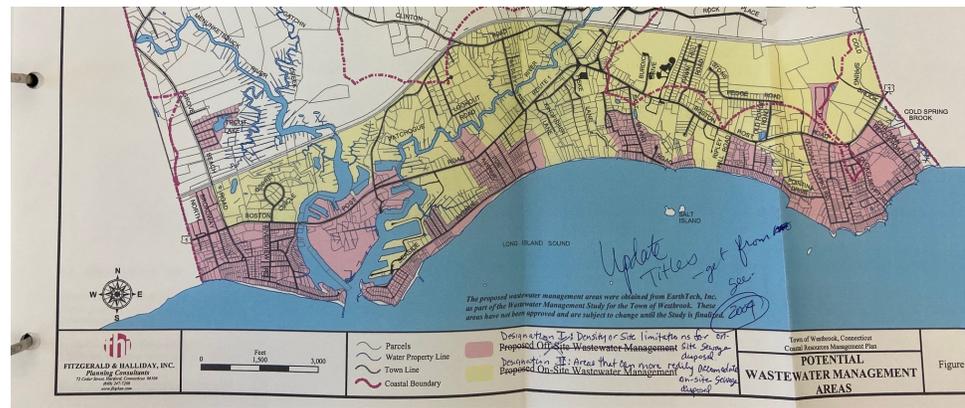
- 2005 Wastewater Management Plan
- Septic Ordinance (#18-36)

The Capital Budget programs approximately \$330K over the next 5 years for the Wastewater Improvement Program

Manage Wastewater / Avoid Sewers

Westbrook properties depend on privately managed on-site septic systems for wastewater management. While such systems can work well when properly managed, they can also pose pollution / health risks if improperly maintained or installed. The risks can be higher for systems which are older or are located in high density areas.

Potential Wastewater Management Areas



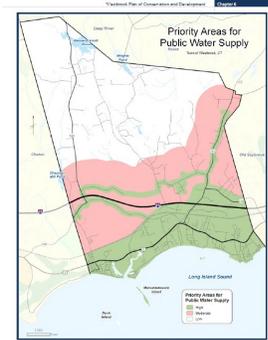
The overall wastewater approach in Westbrook has been evaluated several times over the years. Since completion of an Onsite Wastewater Management Plan in 2005, Westbrook has been proceeding on the basis of a “sewer avoidance” approach since it was determined to be the most cost-effective strategy for the entire community.

Maintain and Improve Wastewater Management and Avoid Sewers	Leader / Partners
<ol style="list-style-type: none"> 1. Avoid centralized sewers by implementing the Onsite Wastewater Management / Sewer Avoidance Plan 2. Continue to ensure that septic systems are properly maintained by enforcing the ordinance which requires that septic systems be pumped out every five years and be properly maintained 3. Continue to require the upgrade of septic systems to meet the requirements of the Health Code (or higher local requirements) prior to additions, winterization, and other types of new construction 4. Prohibit new development if septic requirements cannot be met 5. Continue to work with state regulatory agencies to find meaningful wastewater solutions that do not require a centralized sewer system 6. Consider wastewater management alternatives 7. Complete and adopt a Wastewater Engineering Plan which would analyze sewage disposal options for the Town practically, environmentally, and financially in order to address the different needs in different parts of Westbrook. □ 	

Enhance Water Service

With regard to water service, the 2011 POCD recommended:

Enhance Water Service	Leader / Partners
<ol style="list-style-type: none"> 1. Seek to ensure a safe and adequate water supply within Westbrook 2. Encourage the improvement and expansion of public water service 3. Continue efforts to upgrade and expand water lines in shoreline areas since the density of development and septic systems could cause challenges for the safe use of wells 4. Require well users along the shore to test their water regularly <input type="checkbox"/> 5. Encourage connection to public water in “high priority” areas 6. When and where feasible and practical, continue to encourage extension of water service in moderate priority areas as part of new development and as opportunities arise 7. For firefighting, require the installation of cisterns or dry hydrants connected to ponds for development that does not have access to a public water supply <input type="checkbox"/> 	



Green = High Priority Areas
 Pink = Moderate Priority Areas

Support Other Utilities

The 2011 POCD recommended that the work with utility providers to encourage utility upgrades and extensions as needed.

Support Other Utilities	Leader / Partners
<ol style="list-style-type: none"> 1. Work with utility providers to extend and improve service as necessary 2. Continue to encourage extension of natural gas within Westbrook. 3. Continue to encourage the improvement of internet speed and capacity in Westbrook for the benefits of residents and businesses 4. Continue to encourage the improvement of wireless communications capacity in Westbrook (including 5G services) for the benefits of residents and businesses while balancing this with community character and other goals 	

Maps has been requested from the CT Siting Council to illustrate the quality of cell phone service in Westbrook

2020 Information

As part of the 2021 POCD, these will be relocated to other sections where they are relevant.

Over the past 10 years, the Town has acquired local streetlights and converted them to LED lighting.

Reduce Long-Term Costs of Infrastructure

Recognizing that maintaining community infrastructure can become expensive, the 2011 POCD recommended:

Reduce Long-Term Maintenance Costs of Infrastructure	Leader / Partners
1. Since bridge inspection and maintenance can be expensive, limit new bridge construction unless the bridge provides a community benefit	
2. When new bridges are needed, use low maintenance materials	
3. Evaluate street lighting and eliminate unnecessary lighting	<input type="checkbox"/>
4. Seek ways to reduce overall operating costs of streetlights	<input checked="" type="checkbox"/>
5. Reduce road widths required in new developments since wider roads cost more to build and maintain, generate greater volumes of stormwater runoff, can encourage people to drive faster, and can detract from community character.	<input type="checkbox"/>
6. Explore creative ways to pay for maintenance and improvement of the stormwater management system including non local funding sources (e.g., state and federal grants), a stormwater fee program, or other method	<input type="checkbox"/>

Enhance Government Administration

The 2011 POCD made some recommendations with regard to overall government administration,

Enhance Government Administration	Leader / Partners
1. Inform and involve citizens in all community affairs including continuing to develop communication tools to inform residents of community news and encourage a next generation of volunteers	
2. Expand on-line services to facilitate communication and interaction with government <input type="checkbox"/>	
3. Maintain adequate staffing	
4. Provide / support commission and staff training	
5. Continue to document the "local knowledge base" into an archive of information available to others, today and in the future.	
6. Implement document management and permit tracking systems as ways to store, maintain, and retrieve data more efficiently for Staff, applicants, and residents <input type="checkbox"/>	
7. Review and update land use regulations on a regular basis <input type="checkbox"/>	
8. Maintain the Geographic Information System as a way to organize and present location-related data	
9. Improve financial controls and accounting procedures	
10. Comply with reporting requirements in a timely manner	
11. Keep required records in accordance with Connecticut Secretary of State Retention Schedules	
12. Continue to work cooperatively with neighboring communities on regional issues	

A member of the Update Committee wanted the POCD to recommend finding ways to encourage volunteers.

A member of the Update Committee wanted the POCD to talk about whether the Town needed to increase staffing (number of people) and/or capabilities (skill set of people) at Town Hall to better address the increasingly complex issues that communities face.

A member of the Update Committee wondered if the POCD should recommend the Town hire a "grant writer" to get grants. Another member commented that getting the grant is half of the equation. The Town also needs to have people to administer / manage the grant and that changes the analysis.

