

Economic Development

| Goal | Action/Task | Responsible Lead* | Partners | Priority | Notes/updates/status |
|---|---|-------------------|----------------------|----------|----------------------|
| Increase availability of commercially zoned land to allow new businesses to locate here | 1. Consider expanding the boundaries of the current general business zones located in village center areas. | P&Z | EDC | | |
| | 2. Review the zoning regulations for the general business zones. Revise set-backs, parking requirements, lot area, and coverage requirements as needed to add flexibility and increase the availability of usable commercially zoned land. | P&Z | EDC | | |
| | 3. Consider establishing new commercial or mixed use zones . | P&Z | EDC, SCT | | |
| | 4. Consider a “Planned Development District” regulation or other flexible zoning tool to allow the Commission to consider business/commercial uses outside of the existing general business zones at the request of an applicant. | P&Z | EDC | | |
| | 5. Pursue the clean-up and redevelopment of the former industrial area on River Rd. South in Cornwall Bridge. | BOS | EDC, SCT | | |
| Make it easier for residents to work from home and allow low-impact businesses in residential zones | 6. Update Cornwall’s home-based business regulations . Allow low impact home-based businesses in residential zones. Consider removing owner occupancy requirement for certain types of businesses in residential areas such as offices or allowing residents to rent barns for low-impact business uses. | P&Z | NHCOG | | |
| | 7. Consider zoning regulations to allow weddings and other events in residential areas by special permit. | P&Z | | | |
| Support our existing businesses | 8. Support the development of improved wastewater systems in West Cornwall as a town-wide and town-financed activity. | BOS | BOF | | |
| | 9. Develop public restrooms in Cornwall’s two commercial/village centers. | EDC | | | |
| | Collaborate with the town’s major employers | EDC | Trinity Conf. Center | | |
| | 10. Develop and carry out a Buy Local & Hire Local campaign. | EDC | | | |
| | 11. Support the development of housing for people who work in Cornwall. | BOS | CHC | | |
| | 12. Continue to support the “Explore Cornwall” campaign and website. | BOS | EDC, Trinity Conf. | | |

Implementation Table

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| | | | Center, SCT | | |
| Promote high speed internet & cell signal coverage | 13. Follow the efforts of Northwest ConneCT (regional fiber-optic network advocate). | EDC | BOS, NHCOG | | www.northwest-connect.org |
| | 15. Consider a plan to enhance broadband, cell, and internet services as an economic strategy while maintaining optimum health standards. | BOS | P&Z | | |
| Promote our natural resource to attract visitors and create new business opportunities. | 16. Support the hiking/biking trail along the river to connect Cornwall Bridge and West Cornwall. | BOS | Park & Rec, CC | | |
| | 17. Support Housatonic River " Wild & Scenic " designation. | HRC | CC, BOS | | |
| | 18. Encourage recreational businesses in Cornwall. | EDC | BOS | | |
| | 19. Support businesses that provide gathering places for residents (ie. Food, beverage, dancing, music, etc.) | EDC | | | |

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| Leverage cultural resources such as artists, musicians, and writers to develop arts/culture-based businesses | 20. Create an Arts & Culture Committee to promote our cultural resources including promoting the development of writer/artist retreats and the other actions listed below. | BOS | SCT | | |
| | 21. Develop a Cultural Arts Center to provide studio and gallery/performance space. | Arts & Culture | SCT | | |
| | 22. Encourage participation in the Beer Trail, Clayway, and the Arts & Culture Trail. | Arts & Culture | | | |
| Support local and regional economic development efforts | 23. Support a funding vehicle or entity to direct investments/donations for town projects supporting the actions and goals in this POCD. Examples include the Norfolk Foundation (invested in Norfolk Hub and village center business). | BOS | EDC, BOF, Cornwall Foundation | | |
| | 24. Continue to support the work of the Cornwall Economic Development Commission including annual support in the town budget. | BOS | | | |
| | 25. Participate in collaborative regional economic development projects as outlined in the 21-town region's Comprehensive Economic Development Strategy (CEDS) | EDC | NHCOG, NWCT EDC | | www.nwcteconomicdevelopment.org |

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| Support transportation related businesses | 26. Press for the rehabilitation of the train tracks passing through Cornwall to provide greater safety and to open the possibility of restored passenger service. | BOS | NHCOG, Trinity Conf. Center | | |
| | 27. Support transportation related businesses (eg. Charging station for electric cars, a local taxi service and a bike rental business.) | EDC | SCT | | |
| Support agriculture and farm businesses | 28. Ensure Cornwall’s zoning remains responsive to changes in agriculture and the needs of farm businesses. | P&Z | | | |
| | 29. Support the NWCT Regional Food Hub which provides farmers a wholesale market channel for their locally grown food including delivering locally grown food to schools in our region. | NHCOG | SCT | | www.nwctfoodhub.org |
| | 30. Encourage the development of a year-round farm market . | EDC | | | |

Housing

| Goal | Action/Task | Responsible Lead* | Partners | Priority | Notes/updates/status |
|--|--|-------------------|----------|----------|----------------------|
| Increase the number of affordable housing units by at least 25 over the next 10 years. | 1. Encourage private giving of land and funding to Cornwall Housing Corporation (CHC) to allow them to build more housing. Work with the Cornwall Conservation Trust to see if future donors could be asked to consider a portion of the preserved property being provided to CHC to be used for housing. | CHC, CCT | | | |
| | 2. Adopt a town ordinance or zoning regulation change that allows a “Free second cut” for property owners who wish to donate a lot for affordable housing to a local housing non-profit like the CHC. This would exempt the property owner from the subdivision regulations for this purpose (example: Salisbury, CT). Once the ordinance or regulation is in place, make residents aware of this new option at least once per year through Chronicle articles, postcards, brochures, or other methods. | P&Z | BOS | | |
| | 3. Consider a town ordinance that creates a conveyance fee to fund a Land Acquisition Fund (example: Goshen, CT) that could be used for the acquisition of land for housing. Allow local non-profits to make proposals for use of the Fund to the Board of Selectmen. | BOS | | | |
| Increase the number of attainable rental housing units | 4. Update the town’s zoning regulations to allow multi-family housing (2 or more units together in one structure or on one site) that could be built by a non-profit or private developer. | P&Z | CHC | | |
| | 5. Ensure that the zoning regulations allow the conversion of existing homes to multi-family. Conduct outreach to let property owners know about this option. | P&Z | | | |

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| | 6. Examine the current accessory apartment regulations to add increased flexibility such as allowing the accessory apartment to be bigger than the primary residence. | P&Z | | | | |
| Make building homes in Cornwall less expensive. | 7. Consider decreasing the minimum lot size required by zoning to build a lot where appropriate. | P&Z | | | | |
| | 8. Increase the possibilities for smaller houses by examining the requirements for buildable area, etc. to see whether they could be made more flexible. | P&Z | | | | |
| | 9. Work with Torrington Area Health, DPH and DEEP to facilitate approvals of lower-cost, environmentally friendly alternatives to conventional septic systems . Create a handout or brochure to keep in the land use office that explains the alternative systems that are already allowed including composting toilets and greywater systems. | Cornwall's TAHD local rep. | TAHD | | | |
| | 10. Consider adopting a flexible zoning tool such as a Planned Development District (PDD), Planned Residential District (PDR), or Incentive Housing Zone (IHZ) that would allow to allow the Commission to consider proposed residential developments such as co-housing or condominiums at the request of an applicant. | P&Z | NHCOG, SCT | | | |
| Make our housing stock more energy efficient and accessible | 11. Update the town's zoning regulations to assure that residents can add wheelchair ramps or meet other ADA requirements without needing a special permit or variance due to setbacks or other restrictions. | P&Z | | | | |
| | 12. Promote energy efficiency programs offered by Eversource and others once per year through the Chronicle or other means. | CC | ETF | | | |
| Support first time homebuyers and those seeking housing options | 13. Increase awareness of Housing Development Fund (HDF)'s down-payment assistance and free first-time homebuyer education classes and online resources. Reference: www.hdfconnects.org | CHC | | | | |
| | 14. Create a privately funded community revolving loan fund to provide down-payment assistance to potential homeowners seeking to buy in Cornwall. | P&Z | | | | |

Natural Resources

| Goal | Action/Task | Responsible Lead* | Partners | Priority | Notes/updates/status |
|-------------------------------|--|-------------------|----------------|----------|----------------------|
| Protect priority "Open Space" | 1. Pursue the preservation and permanent protection of important "open space land" including the protection of scenic areas, ridge-lines, wildlife corridors, farmland, water resources, and land with opportunities for passive recreation. Create a methodology for evaluating and ranking the conservation value of properties that become available for sale in Cornwall. | CC | CCT, WHLT, BOS | | |

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| | 2. Establish and maintain an Open Space Inventory [Plan] including a priority list of areas and properties to be preserved. Coordinate with all conservation organizations in town, public and nonprofit, to develop and maintain the Inventory. | CC | CCT, HVA, WHLT, SCT | | |
| | 3. Encourage gifts of land and conservation easements that contribute to the protection of Cornwall’s priority open spaces. | CC | CCT | | |
| | 4. Ensure that Cornwall’s conservation subdivision regulations are kept up to date with current best practices to preserve quality/priority open space in new developments. | P&Z | | | |
| Protect water quality | 5. Compare existing floodplain regulations in Cornwall with DEEP’s “Model Floodplain Management Regulations” and revise as appropriate. | Inland Wetlands Agency (IWA) | | | |
| | 6. Educate citizens about the value of watersheds and how to support watershed health | CC | HVA | | |
| | 7. Protect all of Cornwall’s water resources including all water bodies, aquifers, wetlands, and watercourses. Improve the impaired water quality of Moll Brook, Furnace Brook, and the Hollenbeck. | IWA | HRC, Cream Hill Lake SG, BOS | | |
| | 8. Identify a monitoring procedure and management plan for water quality and educate residents about how to conduct personal monitoring using local agencies. | CC | SCT | | |
| | 9. Amend the subdivision and zoning regulation requirements on storm water management to require, whenever feasible, the use of low-impact design (LID) techniques for the management of storm water runoff. Example: Morris, CT Low Impact Sustainable Development Design Manual | P&Z | NCD, NHCOG | | |
| Promote sustainability efforts | 10. Achieve and maintain SustainableCT certification . The SustainableCT.org Program, a voluntary certification program, is a master list of best practices, expertise, and funding to create strong, resilient towns. | CC | ETF, SCT | | |
| | 11. Help the Finance officer to utilize the “EPA Portfolio Manager” which monitors and tracks energy use to help with implementing energy conservation measures in municipal buildings consistent with the Clean Energy Communities Municipal Action Plan. | BOF | ETF, CC, BOS | | |
| | 12. Identify opportunities for shared solar or virtual net metering. | ETF | CC | | |
| | 13. Establish a Sustainability Manger to implement conservation measures and other SustainableCT actions. | BOS | ETF, CC | | |
| Protect Cornwall’s | 14. Create a Horizon-Line map utilizing methodology similar to that used by Kent. | P&Z | HVA | | |

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| horizon-lines | 15. Consider drafting and adopting a “ Horizon-line Conservation Overlay District ” similar to that adopted by Kent in 2005. The intent of this regulation would not be to restrict development. A Horizon-line Conservation Overlay District is advisory in nature and can help guide development away from the higher elevations where it would be seen from Town roads and reduce environmental disturbance. | P&Z | CC | | |
| Monitor & protect air quality | 16. Monitor air quality in coordination with Western Connecticut Clean Air Action. The purpose is to collect data before and after the Cricket Valley Energy Center generates emissions in nearby Dover Plains, NY starting in 2019. | CC | WCCAA, CT Dept. of Env. Protection | | |
| | 17. Track emissions locally to understand emissions characteristics including spatial distribution and timing. Interpret, educate and inform public of findings. Develop citizen participation and advocacy in the safekeeping of our air. | CC | WCCAA, CT Dept. of Env. Protection | | |

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|---|--|-------------------|---------------|----------|---|
| Address proliferation of invasive species | 18. Develop Early Detection and Rapid Response (EDRR) protocols and education of the public for Cornwall’s most problematic invasive species. The 2019 town-wide survey indicated that 67% of respondents are willing to pursue funding for invasive control. If invasive species are addressed at the beginning stages of their infestation (Early Detection/Rapid Response), the cost and effort will be substantially reduced. | CC | CCT, HVA, HRC | | |
| | 19. Establish a regional partnership to coordinate early detection & management of invasive species. The need for coordinated and sustained action is paramount so a well-organized, prioritized management plan is especially important. | CC | CCT, HVA, HRC | | |
| Support Cornwall’s Rural Character | 20. Consider applying to the State to designate all state roads in Cornwall as State Scenic Highways. Cornwall's main roads have a great influence on how Cornwall is perceived. To help support Cornwall's rural character, Cornwall should apply to the State to designate all State-maintained roads within Cornwall as “scenic.” | CC | BOS, CT DOT | | |
| | 21. Consider incorporating CTDEEP standards or “best practice” standards for addressing noise and light pollution in current and new regulations. Noise and light pollution can cause a significant disturbance to neighbors and to Cornwall's rural character. | P&Z | CC | | “Outdoor lighting in Residential Districts” (example: Washington, CT) |

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| | 22. Support remediation of the brownfield site on Route 7. | CC | | | |
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Community, Cultural & Youth Resources

| Goal | Action/Task | Responsible Lead* | Partners | Priority | Notes/updates/status |
|---|--|-------------------|----------------------------|----------|----------------------|
| Enhance communication and collaboration between existing town groups and enhance online communications platforms. | 1. Appoint or hire a Communications coordinator/director to better coordinate efforts between/among town organizations including events. This person could also develop the Resource Guide as described below, help with new resident and volunteer promotion/recruitment efforts, and improve online town resources. If a Community Hub is established (see action below) this person could help staff a Hub space as well. | BOS | SCT | | |
| | 2. Continue to support the Cornwall Chronicle and consider implementing an opt-in monthly e-newsletter . According to the POCD survey, 67% of respondents say the best way to notify them of town events or issues is the Chronicle and 53% said email would be best. | BOS | | | |
| Enhance accessibility to town resources and volunteer opportunities | 3. Compile information including, but not limited to, a summary of Town organizations, contact list, volunteer opportunities, and basic rural homeownership guide into a “Town Directory: Resources, Guide to Rural Life and Contact Information” . A digest version should be included in the town website as well as with the <i>Chronicle</i> . A list of volunteer drivers (formerly FISH) could be developed as well as the availability of the Senior Bus. Medical Equipment On Loan and the North West Corner Chore Service can also be included. | BOS | SCT | | |
| Increase student enrollment at CCS | 4. Create a public-private partnership program to entice new young families to town. This could include private fundraising efforts to pay for 4 new pre-school children to attend Cornwall Child Center each year. | EDC | Cornwall Child Care Center | | |
| Retain and attract EMS/Fire volunteers through support and incentives | 5. The high costs of hiring EMS providers makes retention and attraction of volunteers particularly important. Consider creating new and/or wider promotion of the existing incentives for young EMS/fire volunteers . Consider housing incentives including a down-payment assistance program or promoting CHC’s parcel program to volunteers. | BOS | Cornwall Fire/EMS, CHC | | |
| | 6. Participate in “Make Me A Firefighter.org” Program to help recruit new volunteers. | Cornwall Fire | BOS | | |

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| Enhance recreational and social opportunities for young adults | 7. Consider creating age-specific events with enhanced outreach. Ex. bridge dance/ similar music or other events. | Parks & Rec | | | |
| Encourage more social service businesses and organizations | 8. Consider revising zoning to allow social service and professional businesses to locate in Cornwall Plains. Businesses and organizations that can serve the needs of Cornwall’s older citizens should be especially encouraged to locate here, including healthcare providers and other support services. | P&Z | | | |
| Encourage the development of a central community “Hub” | 9. Develop a central gathering space or community “Hub”. Work with the Hughes Memorial Library in West Cornwall to see if that space could work. The library and school serve nicely as a venue for many civic events and meetings but are not appropriate for all events, particularly of the social kind. The Hub could also be a co-working and collaboration space. Example: Norfolk Hub (Norfolk, CT) | EDC | | | |
| Encourage preservation of historic resources | 10. Cornwall’s historic barns & buildings speak to our rich farming heritage, add value to homes and neighborhood viewsheds, and encourage tourism. Encourage public & private organizations to consider conserving these irreplaceable treasures as part of their mission. | BOF | CT Trust Historic Pres. | | |
| Address pedestrian, car, and bike safety | 11. Continue work to control speeds and improve pedestrian/bike safety in Cornwall Bridge and West Cornwall. Create pedestrian network/complete streets in Cornwall Bridge to make it a stronger village economic center. | BOS | CT DOT, NHCOG | | |