TOWN OF KILLINGLY

2020 - 2030

PLAN OF CONSERVATION AND DEVELOPMENT

APPROVED: April 20, 2020
EFFECTIVE DATE: May 4, 2020 @ 12:01 am
(Covid-19 Crisis)

KILLINGLY PLANNING AND ZONING COMMISSION

2018-2020

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SECTION 1 – INTRODUCTION

The Plan of Conservation and Development has its legal basis in state statute. Connecticut law requires each community to have a plan and to update that plan every ten years.

"At least once every ten years the [Planning] commission shall prepare or amend and shall adopt a plan of conservation and development for the municipality. Following adoption, the commission shall regularly review and maintain such Plan." Section 8-24, Connecticut General Statutes.

This Plan of Conservation and Development is the principal statement of policy for the Town of Killingly. It provides a broad context or blueprint for decision making that fosters a healthy environment, a thriving economy and a high quality of life for all residents. It considers and balances the population, types of housing, and employment growth with habitat preservation, agriculture, open space, and infrastructure needs. It presents a vision for the Town's future, and a series of various recommendations and / or strategies for achieving that vision.

The intent of the Plan is to guide the Town's efforts in land use planning and growth management, the provision of public facilities and services, environmental protection, economic development, land use and land conservation.

The goal of this Plan is to provide Killingly with a comprehensive, understandable and usable blue print to guide future decisions.

The Plan states the Town's aims in terms broad enough to allow application to a wide range of situations, yet with enough detail to serve as a guide to the refinement of regulations, ordinances and other implementation tools. It is the intent of the Plan to stimulate, not stifle, quality creative design.

The quality of life in Killingly, as in most communities, consists of a great many dimensions or factors. The Plan must provide a central theme that unites these factors, yet it must recognize that efforts to enhance the various factors may come into conflict. The Plan should allow for flexibility and creativity in its application in order to accommodate competing objectives.

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SECTION 2 – KILLINGLY IN PERSPECTIVE

Historical Perspective

Over 300 years

Killingly celebrated its 300th anniversary as an incorporated town in 2008. Over the past three centuries, many dramatic changes have occurred.

The first occupants were, of course, the Native Americans. Before English colonists came from the east, the land was occupied by the Nipmuc, independent bands of people in some 40 villages in central Massachusetts, northeastern Connecticut and northern Rhode Island. In Connecticut, they were subjects of the powerful Pequot to the south and suffered the same fate as the Pequot tribe following the Pequot War in 1637. By this time, the Nipmuc people, peaking at about 10,000 people around 1600, had been radically reduced in numbers, first by disease and then by war. After King Philip's War in 1675, it is believed that many of the remaining native people left the area for safer havens to the north.

Original Township – 1700s

The original township of Killingly was laid out in 1708. Within its boundaries was land from Plainfield, Connecticut north to the Massachusetts border, an area called Whetstone Country. The present-day boundaries of the Killingly we know today, came about in 1855, resulting from the formation of Thompson in 1783 and Putnam in 1855.

For many years, Killingly (Whetstone Country) was only sparsely settled. The "Colony of Connecticut", who named it Aspinock, owned the area. The government gave tracts of land in Aspinock to leading men of the Colony in recognition of civil or military services. Early grantees settled on land close to the principal rivers of the area: the Quinebaug, Five Mile, French, and Whetstone. Like their indigenous predecessors, early European settlers earned their livelihood from subsistence agriculture. In the early 1700s, Killingly had only 30 families. Organization of a community government was slow, as it was not until 1728 that Killingly had its first town meeting. Travel was difficult and utilized primarily the old trails of the native people. It was not until 1750 that a road was opened to Providence, Rhode Island. It should be noted that by the late 1700s, the number of families in Killingly had increased to 400, due in large part to the easier access to more populated areas.

Industrial Revolution

The coming of the Industrial Revolution to America in the late 18th century had a huge impact on Killingly. Beginning in Britain and spreading throughout the world, the Industrial Revolution was a major technological, socioeconomic and cultural change. An economy based on manual labor was replaced by one dominated by industry and manufacturing.

Specific to this region, the arrival of new technology from Slater Mill in Pawtucket, Rhode Island and the Blackstone River Valley westward, marked the transition in Killingly from an agrarian to a mill-based economy. Water from constantly flowing rivers of northeastern Connecticut powered mill machinery.

Killingly's industry, like most others in the area, was mainly the production of textiles and Killingly thrived. By 1810, stagecoaches were operating in and out of Killingly to Norwich, Providence, Hartford and Worcester. By 1819, the town had four cotton mills, with their associated mill housing that formed village centers. By 1836, Killingly was called the "greatest cotton manufacturing town" in Connecticut.

Many roads were built connecting major population centers in all directions from Killingly. A major improvement to transportation was the completion of the Norwich and Worcester Railroad in 1839. This meant that textiles from Killingly could now be quickly shipped to Norwich, where ocean vessels could take the goods to ports near their final destinations.

The completion of the railroad fostered the development of the Danielson and Dayville communities and the development of even larger mills near these centers. Bigger mills and higher production potential meant the need for more employees. This need was satisfied by the immigration of many French Canadians who did not have such work opportunities in the Canadian maritime. With the larger mills came more mill houses near the mills to provide living quarters for the managers and workers. A considerable amount of the mill housing structures remain as a prominent visual presence even today, though many of the mills are now gone.

Another form of transportation that was popular during this time was the trolley line. The first line was constructed in the late 1800s, once the Rhode Island General Assembly approved a charter for the construction of a trolley line from downtown Providence through Scituate and

Foster, RI to East Killingly. In 1896, the Connecticut General Assembly approved a charter for the completion of this line to Danielson, joining the tracks of the People's Tramway to Elmville. The Peoples Tramway was a north-south trolley line from Plainfield through Putnam to North Grosvenordale, stopping at Lake Alexander.

However, the increasing popularity of the automobile and the improvement of roads made the slow inter-urban trolleys economically unfeasible, and short-lived. The last trolley from Providence to Danielson was in October 1920, as the route was disrupted by the construction of the Scituate Reservoir system and the trolley line was not relocated. Route 12 from Norwich to Worcester, and Route 6 from Hartford to Providence through Danielson were both completed in the 1920s.

The prosperity brought by the textile mills continued until the end of the 19th century. After the Civil War, production of cotton goods gradually moved south, where cotton was grown and where labor was cheaper. One by one, the cotton mills in Killingly ceased operations.

There was a brief respite to this faltering of Killingly's economy. Following World War I, the Powdrell and Alexander Company commenced curtain manufacturing in Killingly. By the end of the 1920s, P&A had six factories in operation. The last one was constructed in Dayville in 1929. Danielson earned the name "Curtain Town USA". Sadly, the Great Depression soon followed, and several mills closed. Floods in 1936 and 1938 caused severe damage. There was a recovery during World War II, but thereafter, the downturn continued. Today, very few "original mills" remain within the Killingly community, and those that do are often vacant and in need of structural repair.

Agriculture

Killingly's other industry has been agriculture. Agriculture is significant in that its past and present have shaped the landscape. Subsistence farming, long the livelihood of many residents, is, for the most part, history. However, dairy farming and the raising of chickens represented contributions to Killingly's economy, although small compared to the mill contribution. Presently, there is a cattle farm and one large orchard operation, with many smaller farms. There are some commercial greenhouses, one of which is recognized throughout the United States. Although the percentage of Killingly's land having deep, rich soils for cultivation is small,

the loss of agricultural land devoted to farming has increased over the past few decades, mainly due to residential development.

Killingly 1950 to Present

Within the town of Killingly, there exist seven villages – Attawaugan, Ballouville, Danielson, Dayville, East Killingly, Rogers (f/k/a Goodyear and Williamsville) and South Killingly. Danielson was incorporated as a Borough in 1854. Except for South Killingly, the present-day villages were first organized during the period of mill development and expansion. Of the seven villages, only two, Danielson and Dayville, are presently commercial centers. The other five are generally residential, with small commercial enterprises.

Reviving Killingly's Economy

Reviving Killingly's past vibrant economy has been a slow process. New development patterns began to emerge in the 1960s.

Development of Route 395

The arrival of what is now Interstate 395 was completed from I-95 in Waterford to the Rhode Island border in Killingly in 1958 and to Route 101 in Killingly in 1962. In 1968, the expressway was extended north to Worcester, with an interchange at the Massachusetts Turnpike crossover.

This expressway has become an important asset for Killingly, as now the town is connected by an interstate north and northeast to Worcester and Boston, and south and southwest to New Haven and New York. Killingly, as a crossroads community, could now capitalize on the growing use of trucks to transport goods.

This expressway also allows people to live in Killingly and have easy access to jobs within the Worcester, Providence, New London and Hartford areas.

Eastern Connecticut Enterprise Corridor

In 1994, the Connecticut General Assembly approved the creation of the Eastern Connecticut Enterprise Corridor, including the 8 towns adjacent to I-395. Killingly's participation in this program has resulted in additional development of three industrial parks. The Killingly Industrial

Park began in the 1970s. The Tracy Farm Industrial Park and the Killingly Oaks Park developed in the 1980s and 1990s.

Development of the Killingly Industrial Park was slow at first until 1998, when Killingly and Putnam spent $8 million in local and state funds for a program called "Smart Parks." This program provided an improved infrastructure of roads and utilities for the industrial parks. The capital expenditure resulted in an increase in development of the I-Park. Located in Killingly's industrial area are distribution centers for Staples, Frito-Lay, United Natural Foods, Walgreens Pharmacy, Automatic Rolls and its newest addition of Steele and Wire Products Co. Other businesses within Killingly's industrial area includes Miyoshi (an international company), and Web Industries. Other industrial manufacturers within Killingly include Rogers Corp., Spirol and Delta Rubber, with many smaller local businesses as well. As of this writing, all the locations/sites within the Killingly Industrial Park are occupied.

The Exit 41 area (Route 101 in Dayville) is becoming the town's commercial center. There is a large shopping center located just to the west of I-395, known as Killingly Commons, which was developed on the site of the Anchor Glass manufacturing site. Killingly Commons has become well-known, both within the Killingly community, as well as neighboring communities, north, south, west and east of the Commons, including those border communities in neighboring Rhode Island and Massachusetts.

Off the same exit, to the east of I-395, a resurgence of commercial and retail entities has taken place. Sites that were once vacant now contain major retail stores and several local businesses.

Limited undeveloped commercial space, as well as an undeveloped Mixed-Use Interchange Zone of approximately 85 acres, is located near I-395's Exit 43 (Attawaugan Crossing), close to the town's industrial area.

Mill Mixed Use Development

In 2004, Killingly adopted a regulation to put new life into the old manufacturing mills. The regulations, entitled Mill Mixed Use Development District (MMUDD), allows for mixed-use development, residential, commercial, industrial or any combination thereof, in designated mill properties. Said regulations were revised in 2014 / 2015 to accommodate greater flexibility in the MMUDD. To date, there have been two applications under the MMUDD regulations – one

mill, unfortunately could not be saved; however, under the MMUDD regulations, the developer did preserve certain architectural features of the original mill site during the redevelopment of the site. This new apartment complex opened in January 2019. There was another mill which was scheduled to be redeveloped under the new MMUDD regulations. However, since that approval, the mill changed hands and in 2019, was destroyed by fire. The new owners are working with DEEP and the EPA to clean up the site and will then re-develop the site under the MMUDD regulations. They will re-develop a portion of the structure to pay homage to the mill that once stood on that site.

Open Space / Recreational Space

Killingly continues to expand its parkland, recreational and open space areas for its residents. Owen Bell Park is the Town's major recreation facility. This park contains ball fields, a basketball court, skateboard facilities, a boundless playground, a splash pad, a running track and walking trails. This is the site of the Town's 4th of July festivities and various track and field events for local schools. There are many other passive and active recreational areas in town, as well as several open space areas. The Killingly Parks and Recreation Department and the Killingly Conservation Commission share the responsibility of management of these areas. More information is provided under the community facilities portion of this document.

As a community, the Town and private parties have engaged in programs to bring residents together in family events. A partial listing of these events include Spring Fest, which is the start of Second Saturdays, which ends with the Tomato Festival on the Second Saturday in September; the July 4th Red, White and Blue Event; Music in Davis Park (Thursdays during July and August); Bike Night; Scarecrow Village; Frosty's Night Out; Breakfast with Santa and a Victorian Christmas in downtown Danielson.

The Killingly Conservation Commission conducts a number of public walks and scenic back road tours throughout the year.

Schools

Besides its own public educational system, which is described in further detail later in this plan, Killingly is home to two excellent regional schools. H.H. Ellis Regional Vocational-Technical High School (Ellis Tech) is a target high school run by the State of Connecticut and Quinebaug Valley

Community College (QVCC) is a regional state college. Many Killingly tradesmen have received their initial schooling at Ellis Tech. QVCC offers associate degrees, and is also a stepping stone to Bachelor Degree programs at universities such as the University of Connecticut (UCONN) in Storrs, CT and Eastern Connecticut State University (EASTERN) in Windham, CT. In the recent past, Ellis Tech and QVCC have both worked on increasing mechanical education, as well as the rise in technical training required for manufacturing. This program was started to meet the needs of local employers. There are other four-year colleges nearby in New London, CT, Providence, RI, Smithfield, RI and Worcester, MA.

Clearly, Killingly has restored its vitality, but more needs to be done. This plan provides guidance to community leaders on how the Town can move into the future, while keeping the Town's natural assets available to its residents. The goal is to provide employment and services for its residents while maintaining the sought-after rural and village environments for residents to live in. It is possible to do this while maintaining this space as part of the "Last Green Valley," a National Heritage Corridor.

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SECTION 3.1 – CULTURAL AND HISTORIC RESOURCES

BACKGROUND

Killingly's cultural and historic resources are extensive and varied. For example, the cultural and historical resources include historic areas of the community, individual buildings, cemeteries, bridges and other infrastructure, roads with scenic values, open spaces with scenic viewpoints, farm land, and archaeological areas.

A "Cultural Resources Plan, Killingly, Connecticut" was published for the Town and the Killingly Historical Society in 1993. The report detailed the Town's cultural and historical resources; outlined the challenges and threats facing those resources and options for their protection. Since the publication of that report, many historic structures have been lost to the trials and tribulations of time; i.e. fire, age and lack of maintenance.

The 1993 Cultural Resources Plan remains a good starting point when one considers the culture and history of the community. It is time, however, for the report to be revised and updated to accurately reflect the cultural and historical landscape which remains. We must not forget what we have lost; however, we must also remember that historic preservation not only includes the brick and mortar, it reflects the stories, emotions and labor of those who have gone before us.

If we forget the past, we deny our children knowledge of who we are, where we came from and a connection to their ancestors.

GOALS

1. Preserve the integrity of historic, architectural and archaeological resources, in order to protect the community's heritage for the education and enjoyment of current and future populations.

POLICIES

Policy 1 – Protect, manage and restore communities, structures and sites that have historic, cultural, architectural and/or archaeological significance.

> P1 **Action 1** – Ensure that the Town's regulations provide a way for development to be compatible with the preservation, restoration, rehabilitation, and/or reconstruction of the historic, cultural, architectural, and archaeological resources.

RESPONSIBLE PARTY(IES): Planning and Zoning Commission; Killingly Historical Society; Killingly Historical District Committee; Planning and Development Staff
TIME FRAME: Ongoing

P1 **Action 2** – Develop educational programs promoting preservation and an understanding of history for the general public and students.
RESPONSIBLE PARY(IES): Killingly Historical Society
TIME FRAME: Ongoing

P1 **Action 3** – In cases where adverse impacts are made to significant historic, cultural, architectural, or archaeological resources, implement mitigation strategies contained within the cultural resources plan to minimize these adverse effects.
RESPONSIBLE PARTY(IES): Killingly Historical Society; Planning and Development Staff; Engineering Staff
TIME FRAME: Ongoing

P1 **Action 4** – Based upon the State and National Historic District listings - Inventory and plot on a GIS mapping system the location of each historic home in Killingly and use the inventory for general preservation purposes, including the identification of potential historic districts and as a guide for land-use decisions.
RESPONSIBLE PARTY(IES): Planning and Development Staff; Killingly Historical Society
TIME FRAME: Long Term (7 to 9 years)

Policy 2 – Promote the acquisition and use of open space for areas with significant heritage resources through collaboration with the town, local non-profit land trusts, state agencies and/or national entities.

P2 **Action 1** – Coordinate the creation of history trails, greenways and driving tours that connect historic and cultural resources.
RESPONSIBLE PARTY(IES): Killingly Historical Society; Killingly Conservation Commission; Killingly Agricultural Commission; Killingly Parks and Recreation Department; Planning and Development Staff
TIME FRAME: Medium Term (4 to 6 years)

P2 **Action 2** – Increase public awareness and involvement in these heritage resources through a variety of approaches, using the media (web sites, brochures, publications, presentations and channel 22), interpretive facilities and signs, state and town historical site marker programs.
RESPONSIBLE PARTY(IES): Killingly Historical Society; Killingly Conservation Commission; Killingly Agricultural Commission
TIME FRAME: Ongoing

P2 **Action 3** – Continue to update the Town's inventory of historic, cultural, architectural, and archaeological resources.
RESPONSIBLE PARTY(IES): Killingly Historical Society; Killingly Conservation Commission; Killingly Agricultural Commission; Planning and Development Staff
TIME FRAME: Ongoing

Policy 3 – Support innovative design solutions that allow adaptive reuse of historic and industrial buildings through incentive programs and design guidelines.

P3 **Action 1** – Implement architectural design guidelines and incentive-based programs for historic districts to preserve the integrity of structures.
RESPONSIBLE PARTY(IES): Killingly Historical Society; Planning and Zoning Commission; Planning and Development Staff
TIME FRAME: Medium Term (4 to 6 years)

P3 **Action 2** – Provide information and guidance from the CT Trust for Historic Preservation, the Last Green Valley National Heritage Corridor and similar organizations in the form of public outreach to assist homeowners in protecting historic structures.
RESPONSIBLE PARTY(IES): Killingly Historical Society
TIME FRAME: Ongoing

P3 **Action 3** – Develop architectural renderings of building designs that are compatible with existing historic structures for use in either a design manual or as part of a village district approach.
REPONSIBLE PARTY(IES): Planning and Development Staff; Engineering Staff
TIME FRAME: Medium Term (4 to 6 years)

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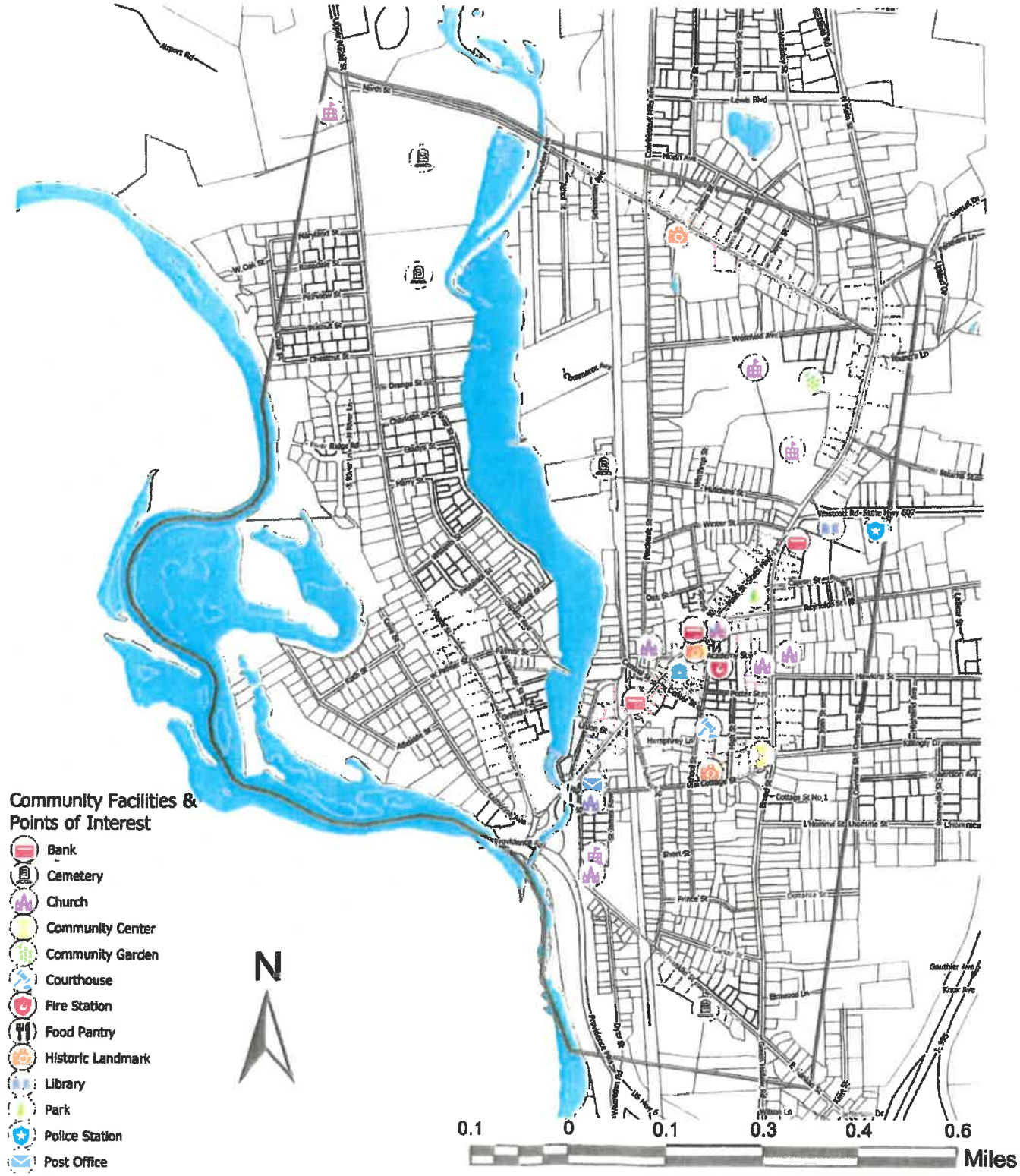
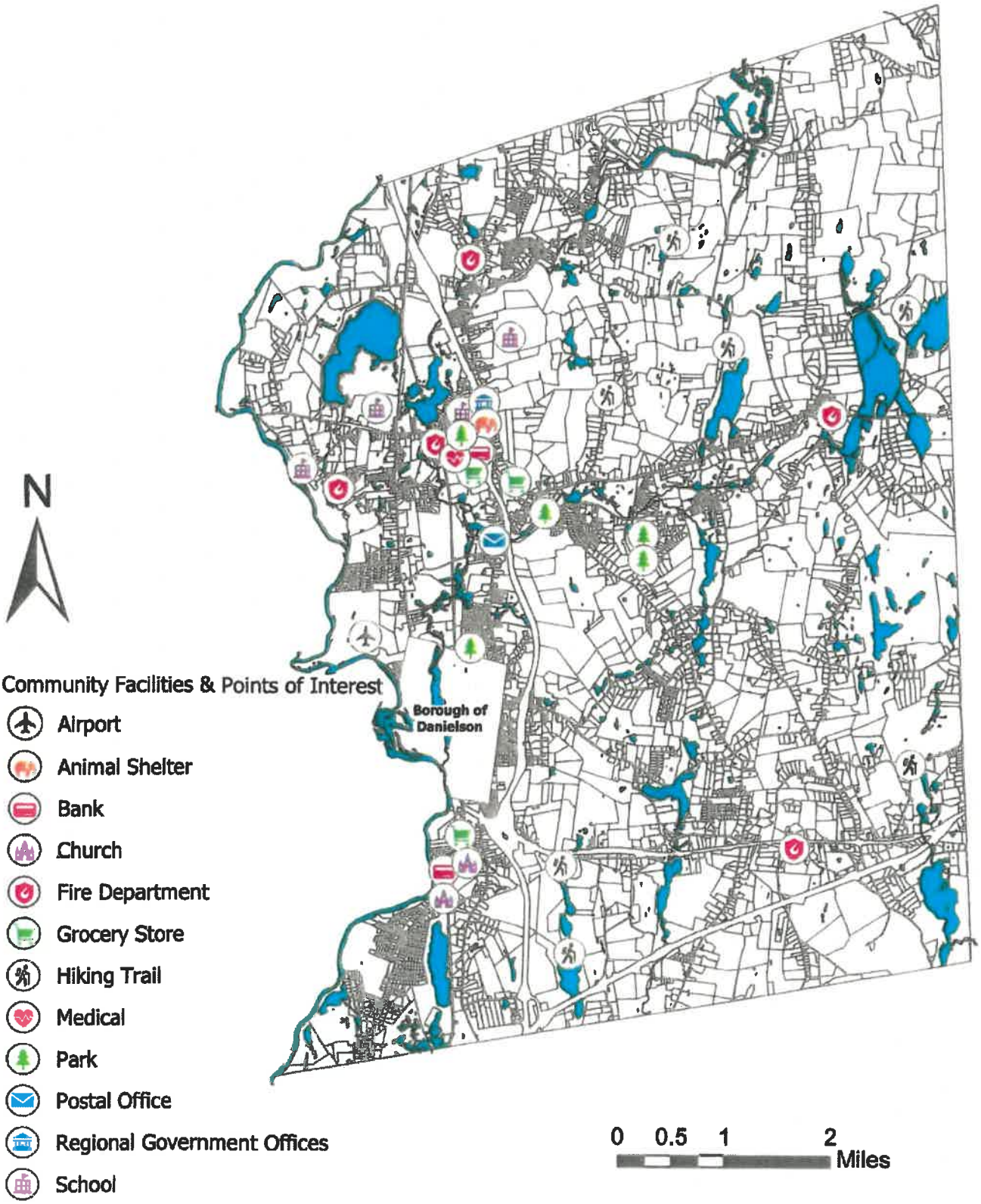
Danielson Borough Community Facilities Map



Town of Killingly Community Facilities Map



SECTION 3.2 – ECONOMICS

BACKGROUND

A healthy and vibrant town economy is fundamental to the well-being of the community. Town services, such as transportation, education, public safety and health, all depend in large degree on a strong economy. Economic viability protects the character of the community, ensuring that it remains and improves as a desirable place to live, visit and work. Growing and maintaining a dynamic town economy is no easy task. The competition from other towns, states, and even other nations, is intense. Killingly is not an island-it must compete in the global economy. How it chooses to compete-the strategies employed-will determine its success or failure.

The Killingly economy is diverse and growing. The Town boasts more businesses and employment than the other 16 towns of northeastern Connecticut (members of NECCOG).

The Town has strengths that can be enhanced to foster economic opportunity. Its strategic location in southern New England is one of those key strengths. Easy access to Boston, MA, Providence, RI, Worcester and Springfield, MA, Hartford and New London, CT, and New York, NY, coupled with some of the most affordable land (some of which are still in large parcels), make Killingly a desirable place for business placement. The Town's four exits (43, 41, 38 and 37) off interstate 395 and the Providence and Worcester Railroad provide strong transportation links. Quinebaug Valley Community College provides flexible high-quality post-secondary education and business-specific training. Not to be overlooked is the quality of life offered by the community. The Town's rural character, outdoor recreation options, schools, low crime rate and relatively affordable housing costs make Killingly an attractive community in which to do business.

Poverty and underemployment are major concerns. The Town is consistently above the state average in unemployment rates, with some employers finding it difficult to find qualified workers for their businesses. Educational attainment, while above average at the secondary level, falls short in terms of persons receiving bachelor and more advanced degrees.

Economic development in Killingly is overseen by the Town's Economic Development Commission. The Town's Economic Development Office conducts the day-to-day economic development work. In 1997, the Town established the position of Economic Development Coordinator, securing the Town's commitment to economic development. This office actively solicits and responds to business inquiries and markets the Town's assets. The office works closely with the Northeast Connecticut Chamber of Commerce, Northeast Economic Alliance (which can lend funds), the USDA Rural Development, Quinebaug Valley Community College, The Last Green Valley National Heritage Corridor, Eastern Connecticut Tourism District, Connecticut Department of Economic and Community Development, Main Street, Inc., the Killingly Business Association and other entities.

The Killingly Industrial Park has been a success in terms of jobs created and revenues gained for the Town. The park has more than 3,200 employees, occupying a total of 2,100,000 square feet of space. The Municipal Development Plan for a 72-acre expansion adjacent to the existing fully developed park was approved in January 2018, along with a build-out potential for 390,000 sf of manufacturing space. At the time of this writing, the Town is in the process of selling the last remaining parcel of this industrial expansion area.

The site of the former Anchor Glass industrial facility is one of Killingly's newer development projects, Killingly Commons. This project involves more than 500,000 square feet of retail space. This brownfield site has been remediated and all but one of the construction pads are occupied, making Killingly the competitive retail center of northeastern Connecticut.

The Main Street (Route 12) area of Danielson, the Town's historic retail center, has recently seen an increase of interest in the development of once-vacant store fronts. The Town is currently in the last stages of completing a façade improvement program, bringing a new look and vision along Main Street. At one time, the retail development along Route 6 towards our neighboring Town of Brooklyn, and the development further north on Route 12 into Dayville, had cut into the economic base of the area. However, new businesses are once again locating along Main Street. Most of the businesses located within the Downtown Danielson National Historic District, focus on providing personalized customer service and diversity of products and amenities.

The Killingly Business Association, a non-profit merchants' group, actively promotes shopping locally by hosting community events and using joint advertising. At one time, the group worked only to promote the Main Street businesses. It has been so successful that businesses located throughout Killingly have joined and they now market and promote businesses within Killingly overall. Promoting "Make It Killingly".

The Town of Killingly is a member and participant in the Eastern Connecticut Enterprise Corridor (ECEC). The ECEC was legislatively authorized in 1995 as a rural version of the long-standing enterprise zone concept in place in many urban areas. The ECEC includes parcels in 8 towns along Interstate 395 from Thompson to Griswold. The program provides various incentives for eligible manufacturing businesses to locate or expand on qualified sites. Most notable was an 80 percent property tax abatement for the first five years for a qualifying company. This program no longer receives funding or support from the State and the participating municipalities must determine how to handle that situation. Killingly had numerous properties qualified under this program and had assisted many businesses, locations and expansions since the program began.

Developable land is available at 3 interchanges along I-395, notably the Mixed-Use Interchange at Exit 43, General Commercial land at Exit 41 and the Business Park district at Exit 38.

The Town adopted their first Mill Mixed-Use Development District (MMUDD) regulations in 2004, the purpose of which is to provide the opportunity to fully utilize former mill structures and related properties that are part of the Town's landscape, character and history. These regulations were most recently revised and amended in 2015, allowing an even wider range of opportunities than the original regulations.

Killingly is also a member of the Northeastern Connecticut Economic Partnership. The Partnership is a confederation of 21 towns in northeastern Connecticut that have developed a Comprehensive Economic Development Strategy (CEDS) in accordance with guidelines from the Economic Development Administration (EDA). The CEDS plan, which was created in 2002, and which is regularly updated, is a prerequisite for federal economic development funding from EDA.

GOAL

1- Maximize the quantity, quality and diversification of Killingly's employers and employable workforce while maintaining the advantages of Killingly's character.

POLICIES

Policy 1 – Promote "Killingly" as the Town's one recognized identity, and market that identity as widely and positively as possible both within and outside of the Town.

P1-**Action 1** – Work with the postal service, and all other appropriate parties, to achieve a single zip code or at least a single town name on postal addresses.
RESPONSIBLE PARTY(IES): Town Manager
TIME FRAME: Long Term (7 to 9 years)

P1-**Action 2** – Continue to enhance the Town's web site, with emphasis on the Economic Development section, as an effective marketing tool for building a positive perception of Killingly, both within and outside of it borders.
RESPONSIBLE PARTY(IES): Economic Development Director; Economic Development Commission
TIME FRAME: Ongoing

P1-**Action 3** – Work with the public and private sector to gain recognition as "Killingly" in as many ways, (labor area, phone directory, maps etc.) as possible.
RESPONSIBLE PARTY(IES): Town Manager; Economic Development Director; Economic Development Commission
TIME FRAME: Ongoing

P1-**Action 4** – Encourage businesses to primarily market as "Killingly" instead of the Borough or Village names through education and incentives such as inclusion in the Killingly Business Directory.
RESPONSIBLE PARTY(IES): Economic Development Director, Economic Development Commission
TIME FRAME: Ongoing

Policy 2 – Maximize the quality and diversification of Killingly's employers, both large and small.

P2-**Action 1** – Assist in the retention of current employers and promote their expansions to occur within Killingly. Regularly interact with current employers to learn what their ever-changing needs are; then act to provide those needs, whenever possible, to help maintain the employers' presence within Killingly.

RESPONSIBLE PARTY(IES): Town Manager; Economic Development Director; Economic Development Commission
TIME FRAME: Ongoing

P2-**Action 2** – Educate employers as to the availability of business incentives and coordinate them with available resources.
RESPONSIBLE PARTY(IES): Economic Development Director; Economic Development Commission
TIME FRAME: Ongoing

P2-**Action 3** – Attract new businesses to Town that will raise the standard of living of its employees above the current average, as well as increase economic stability through the diversification of employers.
RESPONSIBLE PARTY(IES): Economic Development Director; Economic Development Commission; Town Manager; Town Council
TIME FRAME: Ongoing

P2-**Action 4** – Encourage complimentary businesses to locate in Killingly which will enhance existing businesses located in Town.
RESPONSIBLE PARTY(IES): Economic Development Director; Economic Development Commission; Town Manager; Town Council
TIME FRAME: Ongoing

P2-**Action 5** – Promote the development of recreational activities and work-life balance opportunities to attract employees and employers to relocate to the region (i.e. restaurants, entertainment, etc.).
RESPONSIBLE PARTY(IES): Economic Development Director; Economic Development Commission; Killingly Parks and Recreation Department; Town Manager; Town Council
TIME FRAME: Ongoing

P2-**Action 6** – Support the Regional Tourism-marketing Plan.
RESPONSIBLE PARTY(IES): Economic Development Director, Economic Development Commission; Town Manager
TIME FRAME: Ongoing

P2-**Action 7** – Continue to update and improve the Killingly Local Business Directory, the Retail Shopping Guide, and the Business Guide, and distribute them upon request.
RESPONSIBLE PARTY(IES): Economic Development Director; Economic Development Commission
TIME FRAME: Ongoing

Policy 3 – Maximize the quality, quantity and diversification of Killingly's workforce.

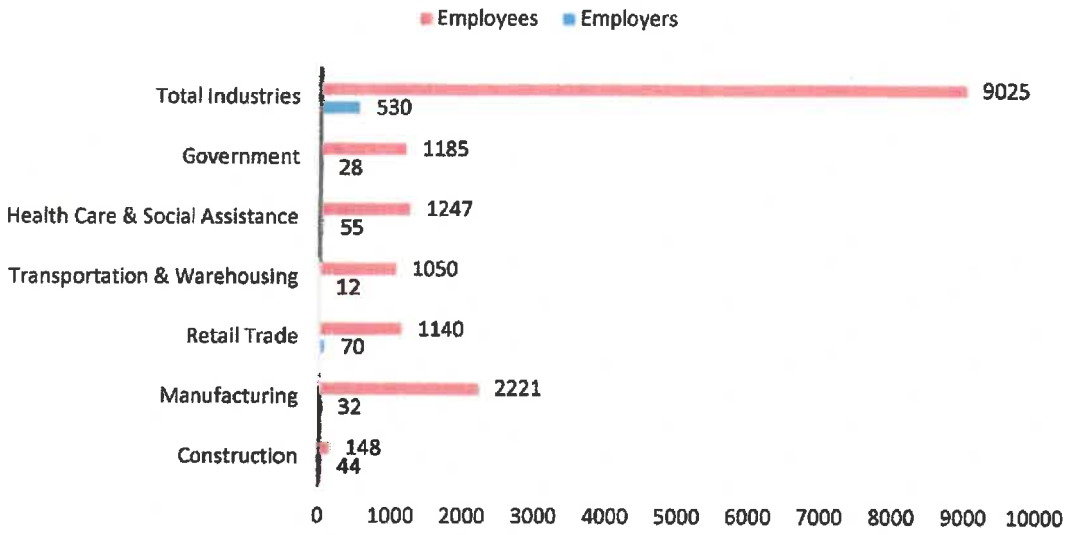
P3-**Action 1** – Actively promote workforce readiness, including vocational training, adult education and higher educational opportunities to increase the level of skills to match the needs of local employers.
RESPONSIBLE PARTY(IES): Economic Development Director; Economic Development Commission; Town Manager; Town Council
TIME FRAME: Ongoing

P3-**Action 2** – Support specialized training programs at Quinebaug Valley Community College (and its' Advanced Manufacturing Center), Ellis Regional Vocational Technical School, the Killingly High School Career Center, Killingly's Vocational Agriculture Center, and other educational and business services offered to businesses and Killingly workforce in general.
RESPONSIBLE PARTY(IES): Economic Development Director; Economic Development Commission; Town Manager, Town Council
TIME FRAME: Ongoing

P3-**Action 3** – Support the quality of the public and private education system from pre-K onward, to foster economic prosperity for the community.
RESPONSIBLE PARTY(IES): Economic Development Director; Economic Development Commission
TIME FRAME: Ongoing

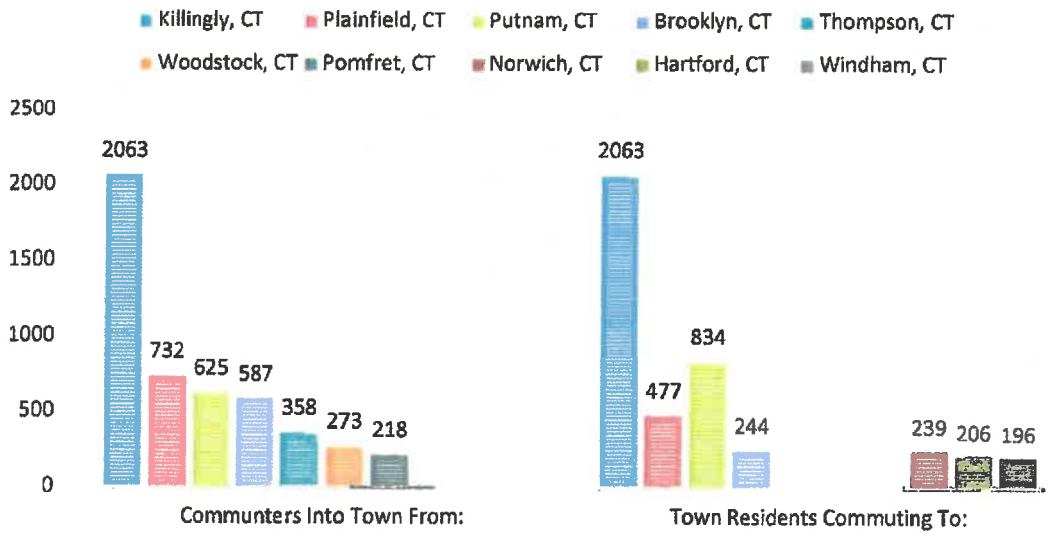
P3-**Action 4** – Promote the quality-of-life advantages of Killingly's accessibility to major employment centers, its rural character, and other attractive amenities.
RESPONSBILE PARTY(IES): Economic Development Director; Economic Development Commission; Town Manager; Town Council; All Boards and Commissions
TIME FRAME: Ongoing

KILLINGLY BUSINESS PROFILE (2018)



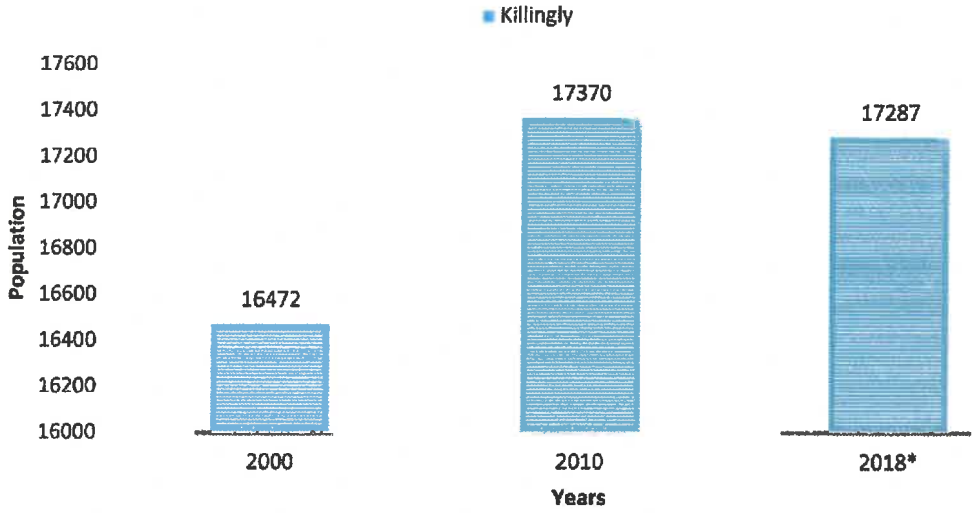
Source: Connecticut Economic Resource Center (CERC), 2018 Business Profile.

LABOR FORCE - COMMUTERS



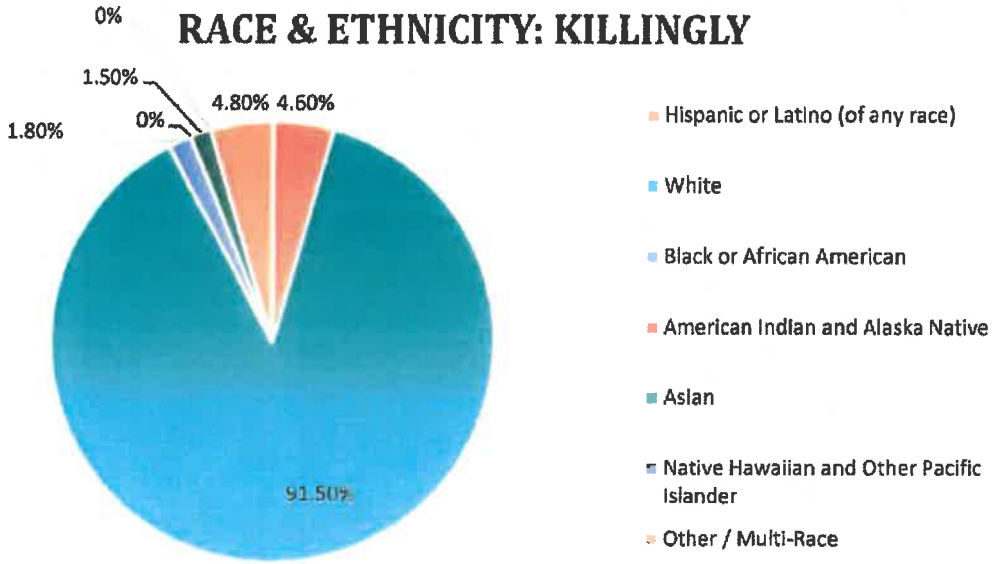
Source: Connecticut Economic Resource Center (CERC), 2015 Connecticut Commuters.

POPULATION CHANGE



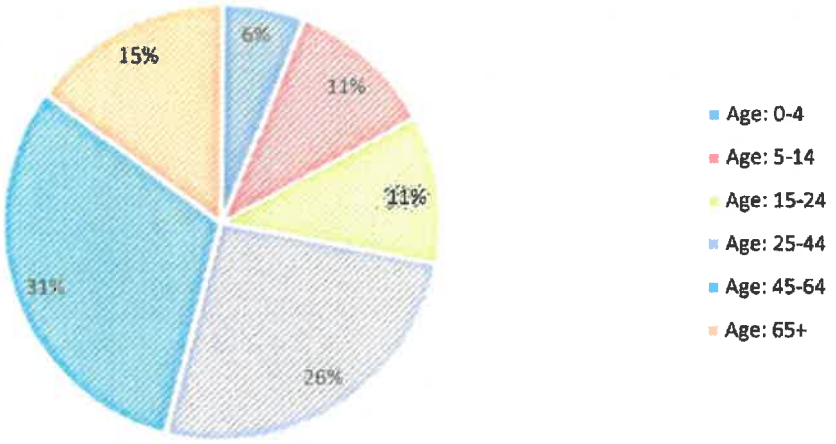
Source: United States Census Bureau.
*Population estimate which shows a -0.5% population change

RACE & ETHNICITY: KILLINGLY



Source: United States Census Bureau, 2018 Estimate.

AGE DISTRIBUTION: KILLINGLY



Source: Connecticut Economic Resource Center (CERC), 2013-2017.

SECTION 3.3 – EDUCATION

BACKGROUND

Education is a fundamental responsibility for Killingly. Towns are mandated, by the state and federal government to provide elementary and secondary education for its residents. This charge is the Town's most expensive, and often controversial, undertaking. More important than the costs of this obligation are the opportunities to provide the youth of the community the tools necessary to succeed in life.

Killingly has one of the largest school districts in northeastern Connecticut. Killingly schools enroll approximately 2,500 students, Pre-K through Grade 12. The Killingly school system is under the control of the Killingly Board of Education and is governed by State Statute. The Town's Superintendent of Schools oversees day-to-day operations of the school system. There are five schools within the school system.

1. Goodyear Early Childhood Center School (located in Rogers) – a pre-school and family resource center;
2. Killingly Central (located on Soap Street in Dayville) – for grade K-4;
3. Killingly Memorial (located on Main Street Danielson) – for grades K-4;
4. Killingly Intermediate (located on Upper Maple Street) – for grades 5-8;
5. Killingly High School (located on Putnam Pike) – for grades 9-12; this school also contains a regional Vo-Ag center;

The "Old" Killingly High School (located on Westfield Avenue) was built in 1965, and though it is not currently housing any public schools for the Town of Killingly, the Board of Education leases space in the building to Eastconn for their educational purposes. This building also contains the Superintendent's Office and the support services for the Board of Education.

The Killingly Board of Education just completed their most recent District Advancement Plan / Strategic Action Plan for their 2019-2022 cycle. This was a months' long process where school administrators, teachers, parents, town council representatives and town staff representatives discussed how to bring the education of the youth of Killingly to the next level. Their motto – "Attend Today, Achieve Tomorrow", Killingly Public Schools. The result of the process was the

"Killingly Board of Education, District Advancement Plan, 2019-2022 Executive Summary" and the "Killingly Board of Education Strategic Action Plan 2019-2022."

Some of the highlights of the Strategic Action Plan are as follows:

Academics – Theory of Action

Goal #1 – Create a proficiency-based learning system, ensuring equitable achievement opportunities for all students.

Goal #2 – Bring to life the KPS portrait of a graduate with students, families and the community, ensuring all students are prepared for life success.

Talent Management – Theory of Action

Goal #3 – KPS will recruit and retain highly effective professionals who are collaborative, respectful, supportive and reflective critical thinkers.

Organizational Systems – Theory of Action

Goal #4 – Update facilities to provide a safe, healthy, adaptable learning environment conducive to student centered teaching and learning for the 21st century.

Goal #5 – Ensure Pre-K to 12 students have access to progressive digital learning tools and the skill to utilize them, preparing them for future success.

School Culture and School Climate – Theory of Action

Goal #6 – KPS will provide a safe, healthy and supportive environment for learning where students build resilience through the integration of social, emotional and academic skills.

Goal #7 – KPS will cultivate positive student, family, community partnerships that support learning, build pride and recognize the value of education.

Only the goals of the plan were reproduced in this document, as the Board of Education is on a three- year cycle to review and update their action items. Therefore, if the reader wishes to learn more about the District Advancement Plan 2019-2022 Executive Summary, or the Strategic Action Plan, additional information is available at https://www.killinglyschools.org.

Other Educational Institutions Within Killingly

The Town is also home to H.H. Ellis Vocational-Technical School (Ellis Tech), (located on Upper Maple Street) – it is part of the State's regional vocational-technical school system; and the St. James School (located on Water Street), a private Catholic school for grades Pre-K to 8th grade. Both schools draw students from Killingly, and the surrounding communities.

The Quinebaug Valley Community College (QVCC) is located on Upper Maple Street and is a State-run community college. The College began in 1971 – graduating its first class in 1973, with 19 degrees issued. In 2005, the College issued 174 degrees. QVCC is a public institution, operated by the State of Connecticut and accredited by the New England Association of Schools and Colleges and the Connecticut Board of Governors for Higher Education. The College offers 16 Associate Degrees in fields such as Accounting, Aviation Maintenance, Computer Services, and Fine Arts. Additionally, the college has Certificate Programs in areas such as Applied Management, Early Childhood Education and various Medical Services. In 2005, more than 1,770 people were enrolled in Associate Degree Programs and another 5,100 in the Certificate Programs. QVCC also boasts a state-of-the art library with more than 30,000 volumes of books available.

Though the Town of Killingly has only minor, if any, input into these educational institutions, the Town is grateful for their continuing efforts to assist the community of Killingly.

GOALS

To facilitate, as far as possible, all positive learning environments and actively participate in the creation and maintenance of educational excellence in our children's schools.

COMMENT

As the Killingly Board of Education, and its partners, have recently completed a 3-year study of their goals, policies and action items we hereby incorporate that plan in its totality into this document by reference thereto. Said plan is known as the **Killingly Public Schools District Advancement Plan.**

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SECTION 3.4 – HOUSING

BACKGROUND

Housing is a key issue now and for the future of Killingly. The development, maintenance, and redevelopment of housing plays a major role in shaping the community's physical character, transportation investments, public infrastructure investments, and the need for and location of schools and community facilities. Killingly has a wide spectrum of housing types, including rural farmhouses, old mill housing, seasonal vacation homes, mobile homes, garden apartments, and single and multi-family homes.

The dominate type of housing is the single-family detached unit which accounts for nearly 64% of the Town's total housing stock. New housing stock is expanding at an unsteady rate in the Town of Killingly. Over the past five years, the permits issued have gone from a low of 14 permits in 2015 to a high of 48 permits in 2018, with the second highest permits of 45 in 2016. The other years, 2014, 2017, and 2019, had permit numbers in the upper 20's. Killingly is still in the recovery process from the 2008 housing collapse.

Though most of the housing units are single-family homes, the Town is made up of a significant number of multi-family units. Since 2009, several condominiums and planned elderly projects were permitted and are currently at various stages of completion.

Approximately 30% of the Town's housing units are renter-occupied. Many of the Town's mill-housing villages and older homes are not owner-occupied and have been converted into multi-family units. Many of these units are not maintained and are in poor condition. Many historic homes have been converted into multi-family units – often obscuring their former elegance. Having a lack of owner-occupied rental properties leads to absentee landlords, which sometimes causes the related issue of inadequacy of housing units.

Inadequate or substandard housing can lead to other economic, health and social problems for the community. Problems associated with substandard housing can result in a higher crime rate, drug usage, fires and increased high school dropout rates. The appearances of run-down housing in an area can also hinder economic development by discouraging developers from investing in the Town.

In the past, the Town had difficulty encouraging development of senior and assisted living arrangements and other alternatives to nursing home care; however, over the past two to three years, the Town has received a small number of applications for multiple units of senior and assisted-living arrangements under the Town's revised Planned Residential Development regulations. These alternatives seek to reduce senior citizens reliance on convalescent homes. Seniors that no longer wish to live in and maintain their homes will now have more options for independent living.

Killingly has retained much of its historic building stock – mill villages, farmhouses, and older homes. Unfortunately, not all of these structures have survived the hands of time. Once the economic center of villages, several mills now remain in a deteriorated state. The MMUD (Mill Mixed-Use Development) regulations established by the Planning and Zoning Commission was designed to enable the redevelopment of several mills in town. Unfortunately, it is the private owner that truly decides what happens to those historical mills; the Town can only offer its support through regulations such as the MMUD to try to encourage the owners to work to save and redevelop those historic sites.

Another trend that has taken hold is the commuter homeowner. Killingly, and other towns in northeastern Connecticut, have become bedroom communities for Hartford, Providence, Worcester, Boston and other places outside the region. One reason for this is the relative high cost of housing in those employment centers and the relative affordability of housing in this region. One result of this change has been an increase in housing prices beyond the means of locally-generated incomes.

It is necessary to balance the need to provide affordable housing with its economic impact. The State of Connecticut defines affordable housing as housing which does not cost a family more than 30% of its gross income. Housing costs are defined as being equivalent to rent or mortgage payment plus utilities.

The level of affordability of housing varies for different income levels and circumstances. Killingly's housing is generally affordable when viewed from the perspective of median household income and median family income currently within the Town. One must remember

that using the median family income means that there are many residents that earn below the median income as well.

Killingly is currently exempt from the State's Affordable Housing Land Use Appeals procedure as 12.2% of its housing was considered affordable in 2016 under Connecticut General Statutes Section 8-30K. A minimum of 10% of a Town's housing stock must meet the criteria in order to qualify for this exemption.

Though it appears that Killingly provides enough affordable housing stock to residents of the community, one must consider the type, adequacy and cost of such affordable housing staying in line with those that truly need affordable housing.

The Planning and Zoning Commission included a density bonus for affordable housing units in its revised subdivision regulations in order to maintain and/or increase this percentage.

Even more recently, the Planning and Zoning Commission recently enacted a revised version of its various housing regulations:

1)"Secondary Dwelling Unit" zoning regulations. It is the intent of the Secondary Dwelling Unit regulations to; a) Provide flexibility in housing options in response to the changing needs of families; b) Create new housing units while respecting and maintaining the appearance and scale of single-family development; c)Provide housing that responds to smaller household size and increasing housing costs; d) Provide opportunities for a younger generation to live independently; and e) Provide an older generation with a means of obtaining rental income, security, companionship, and/or services, thereby enabling them to stay more comfortably in homes and neighborhoods they might otherwise need to leave.

2) "Planned Residential Development" zoning regulations. The intent of these regulations is to; a) Provide for controlled flexibility in land development schemes; b) Establish performance criteria for residential development; and c) Establish opportunity for innovative combinations of housing by encouraging; (1)A creative clustering approach to the development of residential land in the Low and Medium Density Zones; (2) A desirable community environment that would not be possible through the strict application of minimum requirements of the Zoning Regulations and Subdivision Code; (3) A wide choice in the types of living units available in Killingly; (4) Open areas and/or recreational opportunities for the Planned Residential

Development; (5) An efficient use of land with shorter networks of utilities and streets and greater economies in development costs; and (6) Residential developments which are compatible with surrounding land use intensity, the existing road system, sanitary sewer system and public water system.

Though the requests for secondary dwelling units are currently few, there is a growing interest in this type of housing and the opportunities it allows for multi-generational family living.

Though planned residential development is not a new idea to Killingly, the recent revisions allow for more flexibility in design for both Independent Residential Living (think families) and Residential Life Care Communities (think of aging in place communities).

The revisions to both regulations have been well received by both developers and those wanting to live in the community.

GOAL

1 - Housing, in both quantity and quality, available for the full range of income levels, which would complement the positive natural and cultural characteristics of the Town.

POLICIES

Policy 1 – Ensure housing development matches the needs of the Town and blends with the existing infrastructure and neighborhoods.

> P1-**Action 1** – Amend the Town's zoning and subdivision regulations to protect residential areas from incompatible uses and promote scale and design consistent with the existing neighborhood character and protection of natural resources.
> **RESPONSIBLE PARTY(IES):** Planning and Zoning Commission; Planning and Development Staff; Community Development Staff
> **TIME FRAME:** Long Term (7 to 9 years)
>
> P1-**Action 2** – Proactively maintain a program of full code enforcement for all housing types, including identifying structures that should be razed.
> **RESPONSIBLE PARTY(IES):** Building Official; Fire Marshal, Planning and Development Staff; Town Manager
> **TIME FRAME:** Ongoing

Policy 2 – Promote and maintain an adequate supply of housing at, and for, all income levels.

P2-**Action 1** – Adapt existing non-residential buildings for residential use where appropriate.
RESPONSIBLE PARTY(IES): Community Development Staff; Engineering Department; Planning and Development Department; Economic Development Office
TIME FRAME: Ongoing

P2-**Action 2** – Put covenants into place on affordable housing to ensure the long-term or permanent affordable status of these units.
RESPONSIBLE PARTY(IES): Community Development Staff; Planning and Development Staff; Town Manager; Legal Counsel
TIME FRAME: Ongoing

P2-**Action 3** – Promote higher density housing capability.
RESPONSIBLE PARTY(IES): Planning and Zoning Commission; Planning and Development Staff; Community Development Staff
TIME FRAME: Long Term (7 to 9 years)

P2-**Action 4** – Research and implement programs that create an increase in the number of owner-occupied rental properties.
RESPONSIBLE PARTY(IES): Planning and Development Staff; Community Development Staff; Planning and Zoning Commission
TIME FRAME: Long Term (7 to 9 years)

Policy 3 – Provide housing options for populations with special needs.

P3-**Action 1** – Work with social service providers and public agencies to locate support facilities and infrastructure that complements housing (affordable and needs based) development.
RESPONSIBLE PARTY(IES): Town Manager; Community Development Staff
TIME FRAME: Ongoing

P3-**Action 2** – Encourage the production of a range of housing types for the elderly and for people with disabilities in areas that are adequately served by the proper support facilities and infrastructure.
RESPONSIBLE PARTY(IES): Community Development Staff; Planning and Development Staff; Planning and Zoning Commission
TIME FRAME: Ongoing

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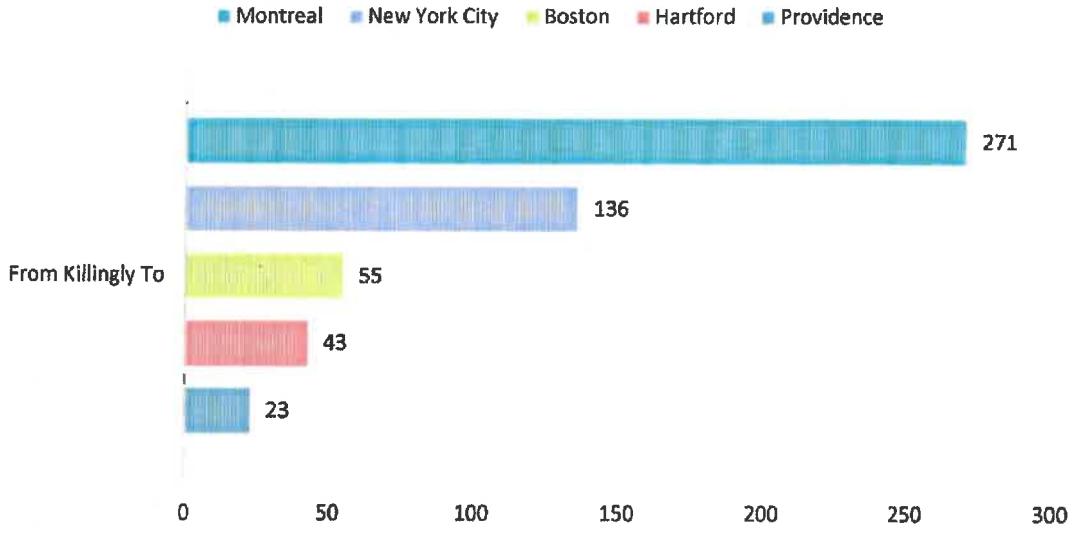
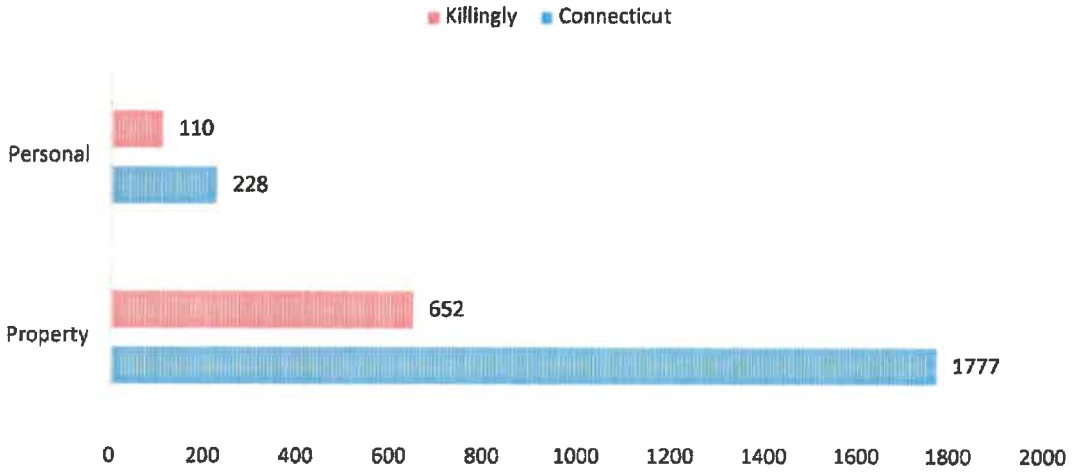
DISTANCE TO MAJOR CITIES (MILES)



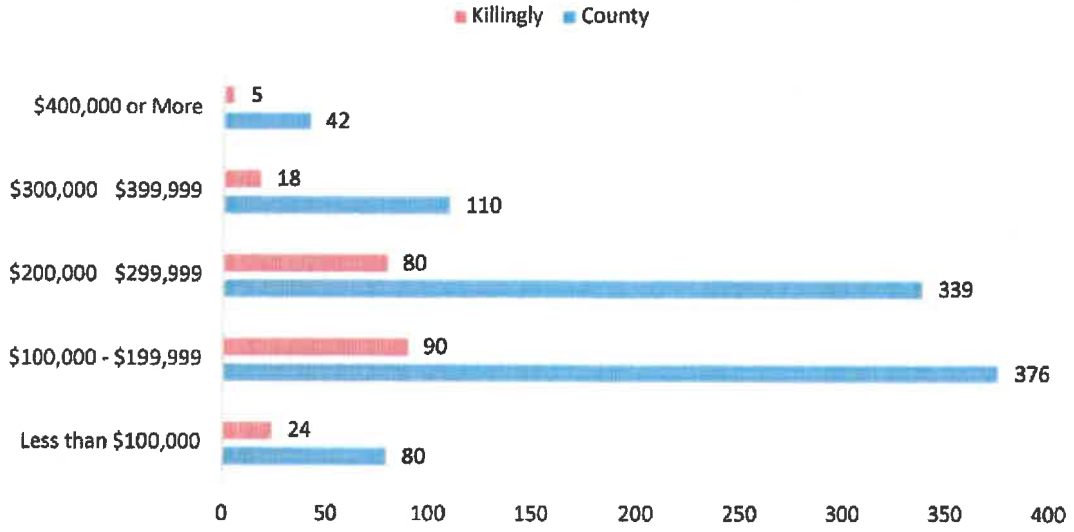
Source: Connecticut Economic Resource Center (CERC).

CRIME RATES (PER 100,000 RESIDENTS)



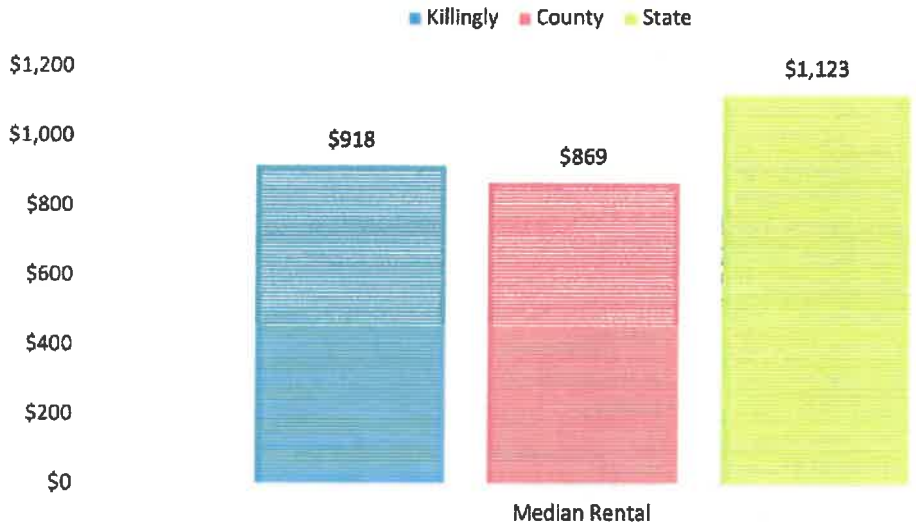
Source: Connecticut Economic Resource Center (CERC), 2017.

DISTRIBUTION OF HOUSE SALES



Source: Connecticut Economic Resource Center (CERC), 2017.

RENTAL COST



Source: Connecticut Economic Resource Center (CERC), 2013-2017.

SECTION 3.5 – LAND USE

BACKGROUND

The Land Use section describes the desired location, distribution, and extent of land for such uses as agriculture, housing, business, open space and natural resources, recreation, public facilities, education, and more. The intent of this chapter is to guide the physical growth, use, and development of Killingly through the year 2030.

The Future Land Use Plan shows graphically how the Town's land use policies apply to the land area of the Town of Killingly and where growth should and should not be accommodated over the next decade. The Future Land Use Plan is not a zoning map. It is intended to show, in a general sense, the desired pattern of future land use and development. The intention is that this Future Land Use Plan will guide revisions to the Town's zoning regulations and maps to assure that those regulations are consistent with the policies set forth in this Plan of Conservation and Development. The boundaries shown on the Future Land Use are general. The allowed uses and development standards set out for each land use designation should serve as guidelines as the zoning regulations are reviewed and revised.

Land use patterns in Killingly have remained consistent for most of its settled history. Most of the residential and commercial development lies along the lowlands of the Quinebaug and Five Mile River valleys. The steeper and rocky lands east of I-395 and Route 12 remain rural and reflect a low population density. The change has occurred in the relative density of activities and the use of certain commercial and industrial uses. Danielson maintains the largest concentration of population, with more than one-quarter of the Town's total population. Dayville has evolved into the retail/commercial center of the Town, which was amplified when the former Anchor Glass property was transformed into a retail complex, Killingly Commons. The advent of the industrial park in the late 1970's has turned the northwest corner of the Town into the industrial center of the region. New residential growth has occurred primarily outside of the former village centers in the form of subdivisions and single-family units. The former village centers often contain single-family homes where more and more have been split into multi-family homes.

The Town's land use regulations are the Town's primary tool in addressing and responding to development/change. These regulations include zoning, subdivision, and wetlands. Each is important in the implementation and maintenance of many of the policies described in this plan. The Town's geographic information system (GIS) was recently updated and contains needed information for land use decisions and other operational aspects of Town government.

LAND USE LAND COVER CHANGE

The Town last updated its subdivision regulations in 2011 when it completed a comprehensive update. The approach taken in this 2011 version was to allow for flexible development that protects water resources and reduces the cost of infrastructure. The regulations are flexible in that they allow for development designed in a cluster, or in a conventional manner, or in a combination of the two. Density bonuses are provided for additional protected open space, affordable housing, and energy efficient housing. The regulations require the use of Low Impact Development techniques for roads and other infrastructure.

The Town's zoning regulations are a mix of dated material, and sections that were recently updated, such as:

- **The Mill Mixed-Use Development (MMUD)**; (updated 06/2015) the update was a result of "lessons learned" during the implementation of the original MMUD regulations, the update included more allowed and special permitted uses; revised performance and compatibility standards and various other areas of the regulations,
- **Planned Residential Development**; (updated 09/2017) provided for controlled flexibility in land development schemes; establish performance criteria for residential development; establish opportunity for innovative combination of housing by encouraging a creative clustering approach to the development of residential land in the low and medium density zones; provide for a desirable community environment that would not be possible through the strict application of the minimum requirements of the zoning regulations and the subdivision code; provide a wide choice in the types of living units available in Killingly; provide for open areas and/or recreational opportunities for the planned residential development; provide for an efficient use of land with shorter networks of utilities and streets and greater economies in development costs; and finally, create residential developments which are compatible

with surrounding land use intensity, the existing Town road system, sanitary sewer system and public water system.

- **Earth Filling and Excavation:** (updated 12/2017) included an update of the performance standards, what was a permitted activity and what activities required a special permit, and finally, the length and the number of times a permit can be renewed.
- **Administration and Enforcement:** (updated 04/2018); now allows the zoning enforcement officer to provide a "reasonable accommodation" for applicants seeking relief from a zoning regulation under, Fair Housing Act (FHA) and/or American with Disabilities Act (ADA); said accommodation will be written per the applicant and shall expire when the applicant no longer needs such accommodation. The purpose of such accommodation will be to grant a person a modification or exception from zoning laws when such accommodations may be necessary to afford a person with a disability an equal opportunity to use and enjoy a dwelling, property, business, etc.
- **Secondary Dwelling Unit:** (updated 08/2018) allowed for secondary dwelling units in rural, low and medium density zones as well as residential medium density (Borough of Danielson); the purpose behind this section is to provide flexibility in housing options in response to the changing needs of families; create new housing units while respecting and maintaining the appearance and scale of single-family development; provide housing that responds to smaller household size and increasing housing costs; provide opportunities for a younger generation to live independently; and provide an older generation with a means of obtaining rental income, security, companionship, and/or services, thereby enabling them to stay more comfortably in homes and neighborhoods they might otherwise need to leave.
- **The Agricultural Regulations**; (updated 06/2019) the update of this section was a two-year process (2017 to 2019), that included many meetings by the Agriculture Commission to determine what was in the best interest of both the farming community and residential neighbors,
- **Definitions** – this section was often updated when each of the above sections of regulations were updated to include any new and/or updated definitions pertaining each section.

At the time of this writing, the Planning Zoning Commission is working on updating and revising the Off-Street Parking and Loading regulations to meet the needs of today's residents, commercial and industrial entities and meeting the standards being put forth through the MS4 state regulations.

The Town realizes the need to make sure that both the subdivision and zoning regulations meet the needs of the residents of Killingly, while at the same time meet the standards and requirements set forth by the State regarding such regulations.

A multitude of zoning districts have evolved over time in both the Town and the Borough, and the situation is sometimes more confusing than clarifying; therefore, a simplification of the current zones, based upon the similarity of zones, may help to reduce the confusion and provide a more user/resident friendly zoning map and accompanying regulations. This would be a long-term project which would also involve another comprehensive update of the zoning regulations.

The Connecticut Plan of Conservation and Development, in addition to spelling out a range of policies, includes a locational guide map. This map is used by the State in making decisions as to future conservation. For purposes of this plan, and to demonstrate consistency or inconsistency between the plans, the same nomenclature is used in the Town's Locational Guide Map. Consistency with the State plan, while not required, is one of the charges made to local commissions in the update of their Plan. Statute requires that the local commission note any inconsistencies between the plans.

Development Area Policies (in order of priority)
Regional Centers – Redevelop and revitalize the economic, social, and physical environment of the state's traditional centers of industrial and commerce.
Neighborhood Conservation Areas – Promote infill development and redevelopment in areas that are at least 80% built up and have existing water, sewer, and transportation infrastructure to support such development.
Growth Areas – Support staged urban-scale expansion in areas suitable for long-term economic growth that are currently less than 80% built up but have existing or planned infrastructure to support future growth in the region.

Conservation Area Policies (in order of priority)
Existing Preserved Open Space – Support the permanent protection of public and quasi-public land dedicated for open space purposes.
Preservation Areas – Protect significant resource, heritage, recreation, and hazard-prone areas by avoiding structural development, except as directly consistent with the preservation value.
Conservation Areas – Plan for the long-term management of lands that contribute to the state's need for food, water and other resources and environmental quality by ensuring that any changes in use are compatible with the identified conservation value.
Rural Lands – Protect the rural character of these areas by avoiding development forms and intensities that exceed on-site carrying capacity for water supply and sewage disposal, except where necessary to resolve localized public health concerns.

GOAL

1 - To provide for the development of Killingly in a systematic approach that balances the natural environment with residential housing and business/industrial development that are appropriate in the context of the community.

POLICIES

Policy 1 – Plan and implement responsible development and re-development of the community.

P1-**Action 1** – Development should be accommodated within the appropriate zoning and existing neighborhoods and should be kept to an appropriate scale and design to minimize impacts upon existing neighborhoods.
RESPONSIBLE PARTY(IES): Planning and Zoning Commission; Planning and Development Staff; Inland Wetlands and Watercourses Commission
TIME FRAME: Ongoing

P1-**Action 2** – Maintain rural and limited development areas that do not have access to public utilities such as such as sewer and water.
RESPONSIBLE PARTY(IES): WPCA; Engineering Department; Planning and Zoning Commission; Planning and Development Staff
TIME FRAME: Ongoing

P1-**Action 3** – Adopt the Borough of Danielson Zoning Regulations into the Town Zoning Regulations to provide consistency.
RESPONSIBLE PARTY(IES): Planning and Development Staff; Planning and Zoning Commission
TIME FRAME: Medium Term (4 to 6 years)

Policy 2 – Encourage and promote business development within the designated commercial and industrial areas.

P2-**Action 1** – Establish guidelines that encourage businesses that fit the character of the area, i.e. smaller businesses in the downtown Danielson corridor with larger businesses in the Rout 12 / Route 101 area.
RESPONSIBLE PARTY(IES): Planning and Zoning Commission; Planning and Development Staff; Economic Development Director; Economic Development Commission
TIME FRAME: Ongoing

P2-**Action 2** - Support the economic development commission to promote the economic goals of the Town through the Town's commissions.

RESPONSIBLE PARTY(IES): Planning and Development Staff; Planning and Zoning Commission; All Boards and Commissions
TIME FRAME: Ongoing

P2-**Action 3** – Market the Town of Killingly, and all it has to offer (residential, commercial, open space), to those businesses that would benefit Killingly.
RESPONSIBLE PARTY(IES): Economic Development Director; Economic Development Commission; Town Manager; Town Council; All boards and commissions
TIME FRAME: Ongoing

P2-**Action 4** – Encourage infill development in areas where public utilities are available.
RESPONSIBLE PARTY(IES): Economic Development Director; Economic Development Commission; Planning and Development Staff; Planning and Zoning Commission
TIME FRAME: Ongoing

P2-**Action 5** – Identify areas for potential commercial/industrial development.
RESPONSIBLE PARTY(IES): Economic Development Director; Economic Development Commission; Planning and Development Staff; Planning and Zoning Commission
TIME FRAME: Short Term (1 to 3 years)

Policy 3 – Protect natural, cultural and historical resources within the town.

P3-**Action 1** – Establish overlay districts to preserve environmentally sensitive areas, as well as culturally and historically significant places.
RESPONSIBLE PARTY(IES): Planning and Zoning Commission; Planning and Development Staff; Inland Wetlands and Watercourses Commission; Killingly Conservation Commission, Killingly Agricultural Commission; Open Space Land Acquisition Committee; Killingly Historical Society
TIME FRAME: Mid to Long Term (4 to 9 years)

P3-**Action 2** – Develop interconnected and unfragmented network of "public" open spaces to accommodate existing ecosystems and the biodiversity of various habitats and the wildlife that lives there.
RESPONSIBLE PARTY(IES): Killingly Conservation Commission; Open Space Land Acquisition Committee; Planning and Development Staff; Inland Wetlands and Watercourses Commission; Open Space Land Acquisition Committee
TIME FRAME: Long Term (7 to 9 years)

P3-**Action 3** – Be deliberate in the acquisition of open space to address the Town's goal to create interconnected open spaces and public trails.
RESPONSIBLE PARTY(IES): Open Space Land Acquisition Committee; Killingly Conservation Commission; Planning and Development Staff

TIME FRAME: Long Term (7 to 9 years)

P3-**Action 4** – Limit the expansion of public water and sewer into the rural areas east of I-395, except when necessary to protect the public health and the environment.
RESPONSIBLE PARTY(IES): WPCA; Engineering Department, Department of Public Works
TIME FRAME: Ongoing

P3-**Action 5** – Work towards the completion of the River Trail and develop other trail systems, as well as other passive and active recreation opportunities for public use.
RESPONSIBLE PARTY(IES): Planning and Development Staff; Engineering Department; Department of Public Works
TIME FRAME: Ongoing

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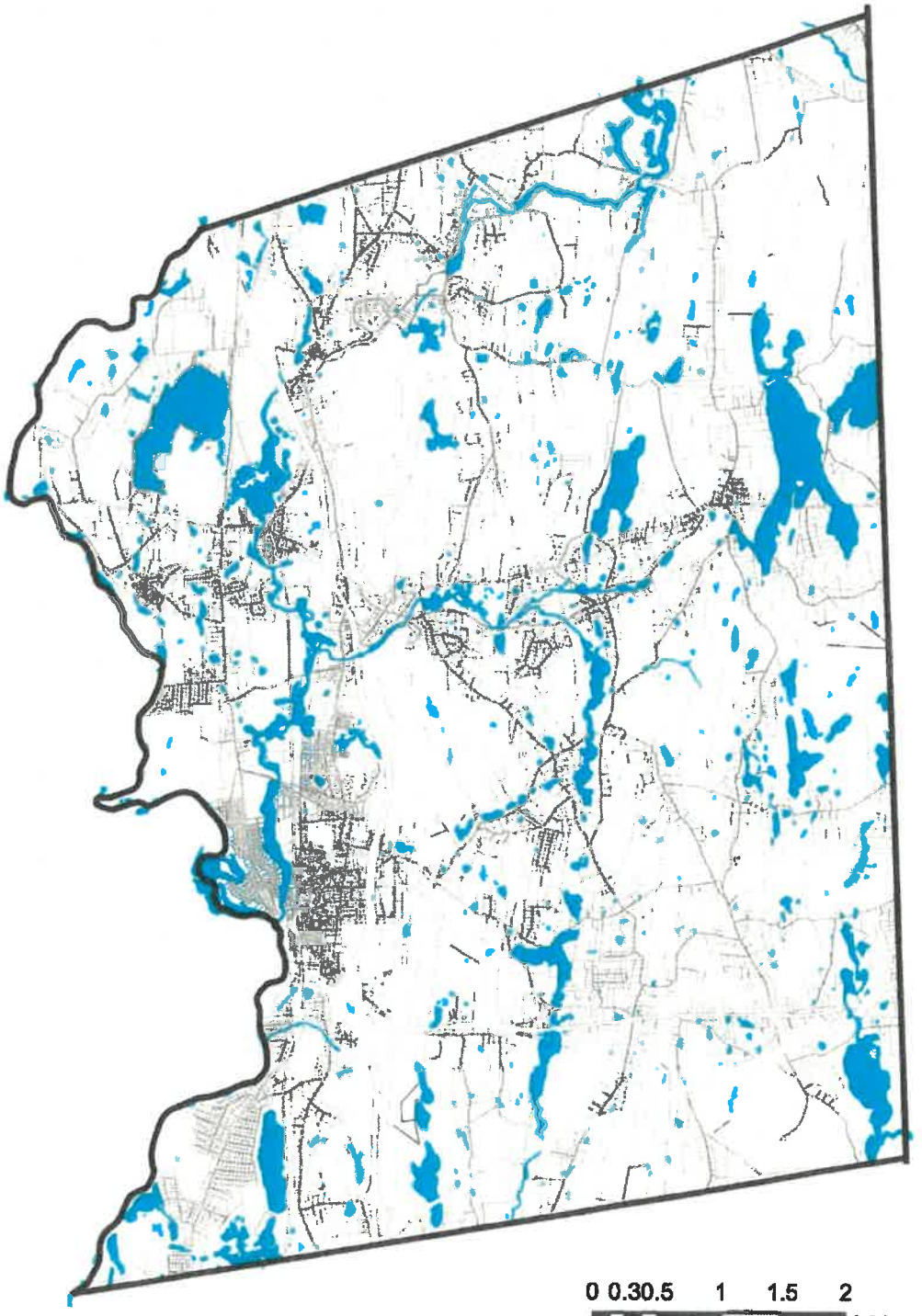
Parcel Map



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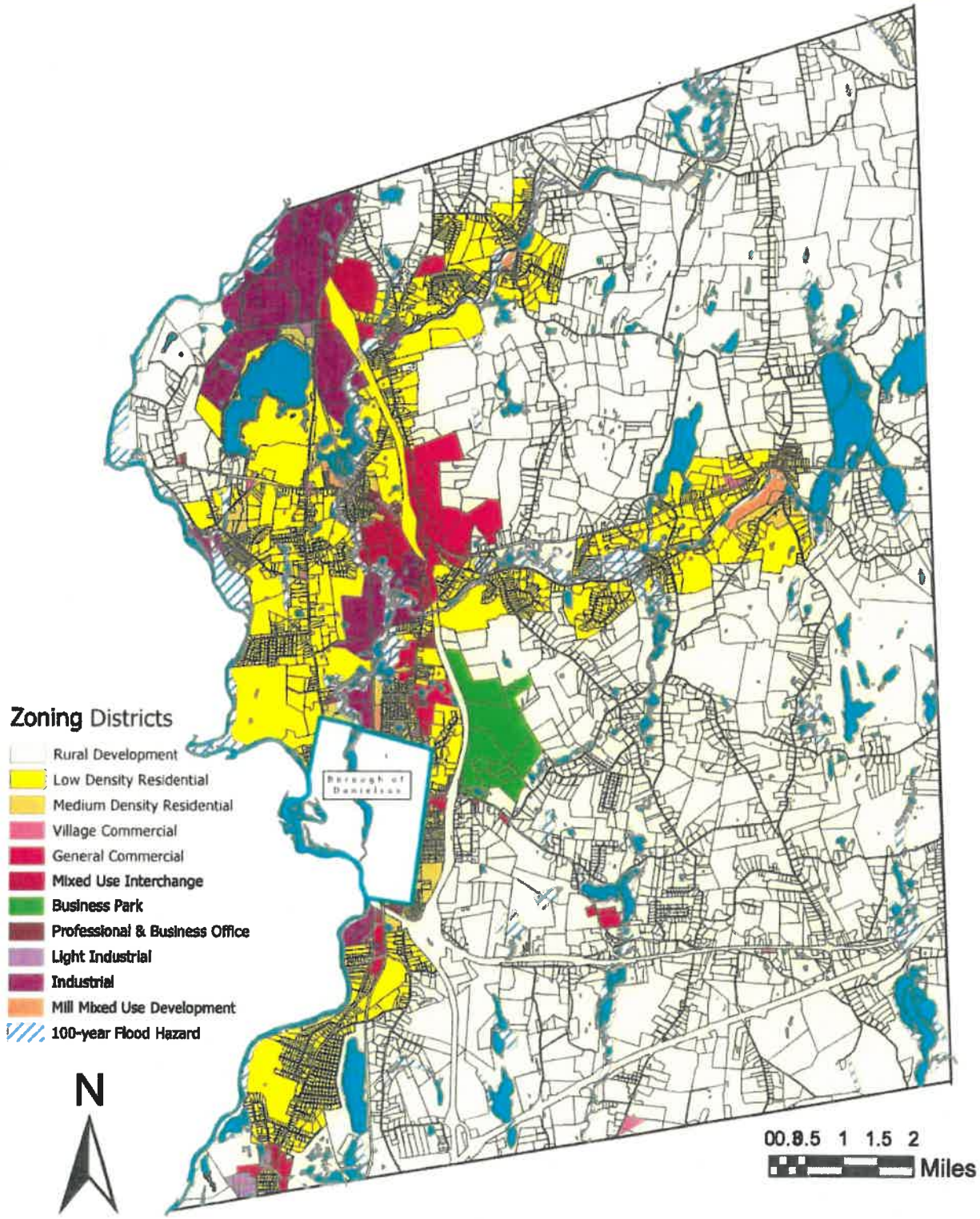
0 0.30.5 1 1.5 2 Miles

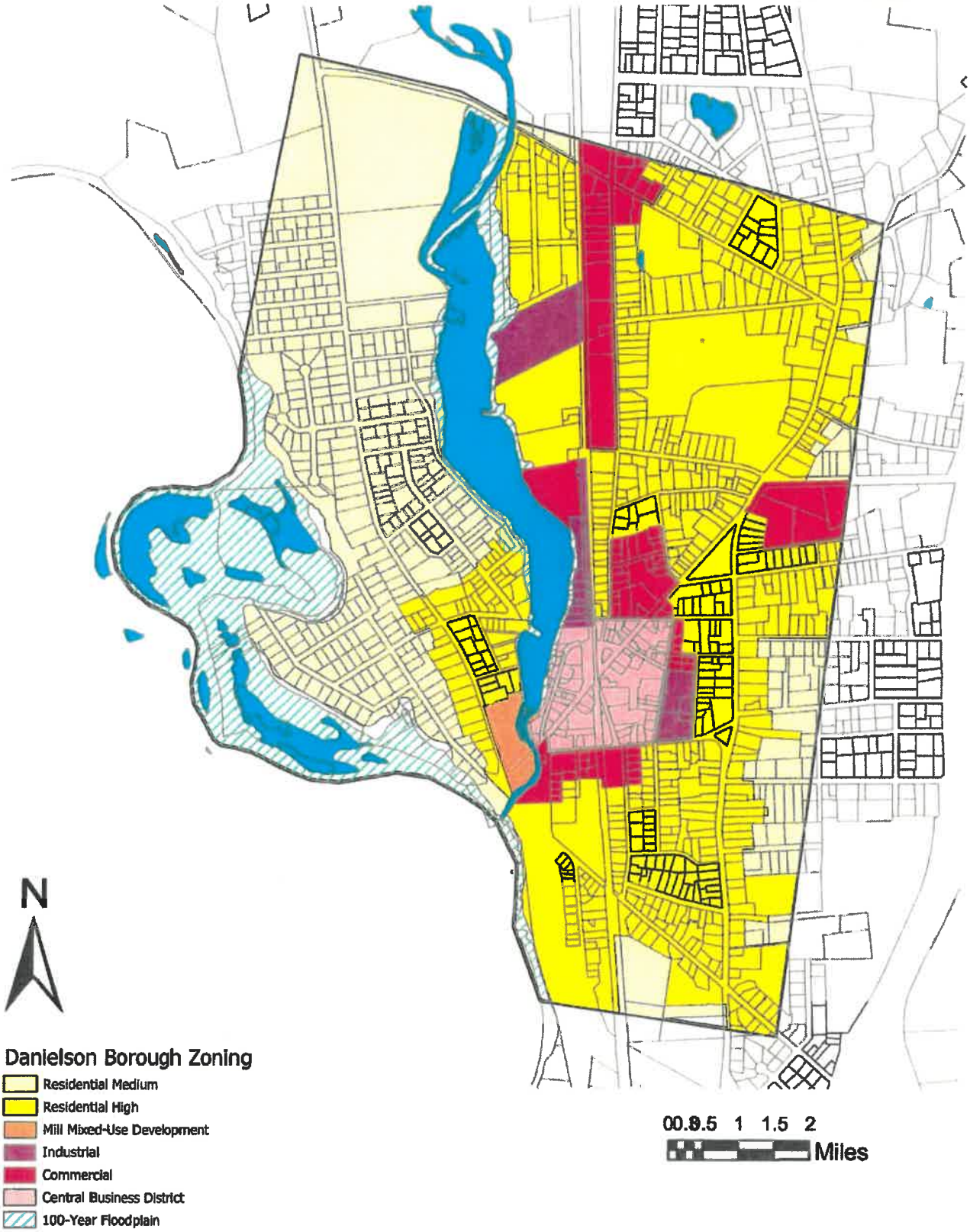
Legend

Property Boundaries

Town of Killingly Zoning Map

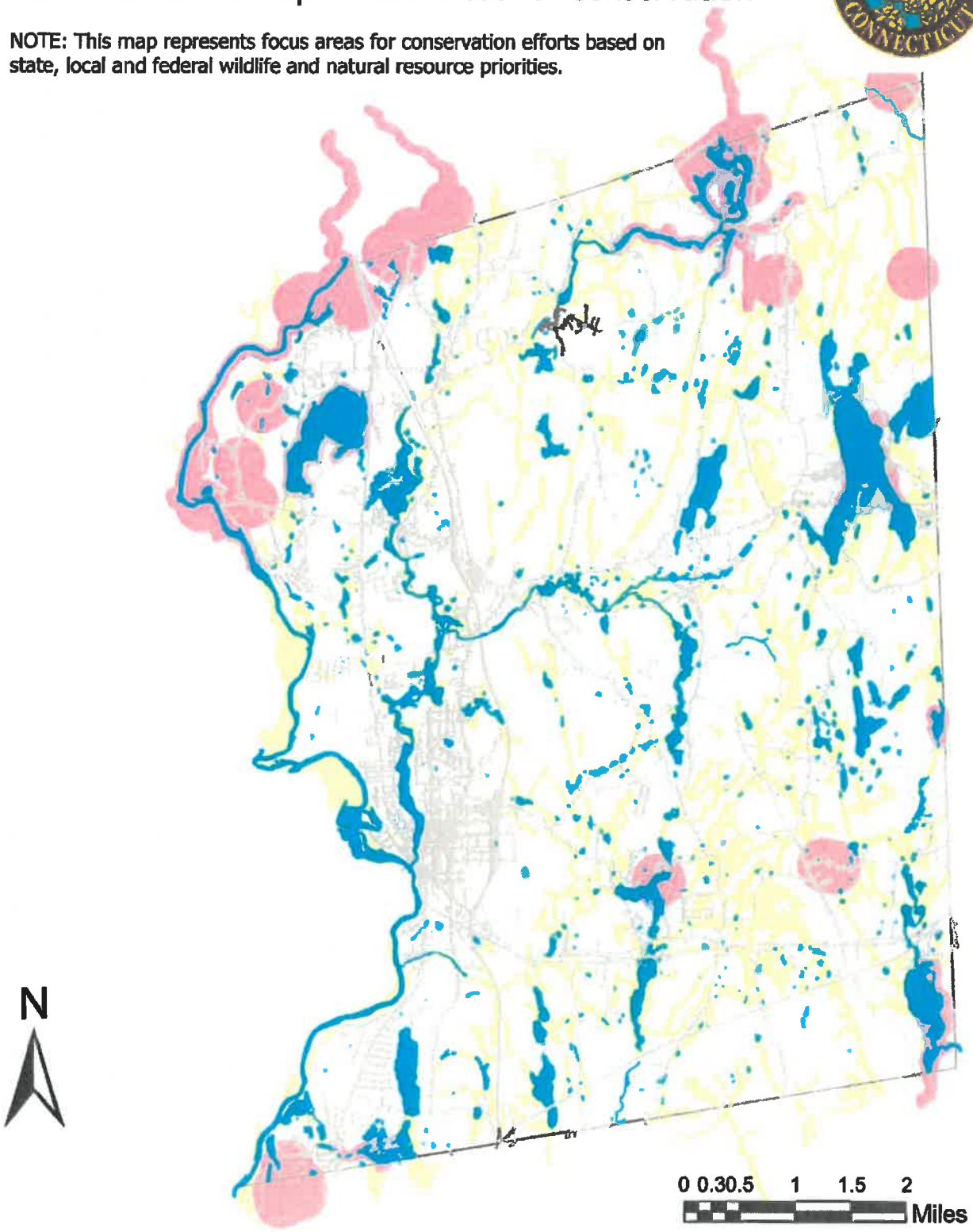


Danielson Borough Zoning Map



Future Land Use Map: Focus Areas for Conservation

NOTE: This map represents focus areas for conservation efforts based on state, local and federal wildlife and natural resource priorities.



Legend

- Wetlands with 100' buffer
- Natural Resource & Open Space Focus Area
- DEEP Critical Habitat Areas

SECTION 3.6 – NATURAL RESOURCES

BACKGROUND

The management and preservation of natural resources are fundamental to the future and well-being of the Town. Key natural resources include water, soils, agricultural lands, forests, open space, and wildlife habitat. Each is important – and they are all connected to each other.

As a state, Connecticut has made a significant commitment to the protection and preservation of its environmental resources. The Connecticut Plan of Conservation and Development is the broad policy umbrella that sets forth the State's environmental policies. Specific environmental laws cover such areas as wetlands and watercourses, aquifer protection, water quality and endangered species. Additionally, the State has programs such as open space / watershed acquisition and purchase of development rights of farmlands, geared towards making environmental policy a reality.

The State's towns and cities, either through mandate or through partnerships, carry out many of the State's programs. Killingly's Inland Wetlands and Watercourses Commission, Killingly's Aquifer Protection Agency, and Conservation Commission are examples of this work.

Killingly's natural resources are diverse and subject to compromise due to land use and other decisions. Maintaining the quantity and quality of natural resources within the Town is critical to its future well-being.

WATER RESOURCES

Extensive water resources exist within the Town of Killingly, in the form of surface water (streams, lakes, and ponds) and groundwater. Protecting these water resources is a fundamental objective of this plan. Killingly's water resources are also an important economic asset that increases property values and bring tourist dollars into the community. The benefits these aquatic resources provide include wildlife habitat, passive recreation, and drinking water.

The Town has 50 ponds, reservoirs or lakes and 38 rivers, streams and brooks. The four largest water bodies are Alexander Lake (190 acres), Middle Reservoir (97 acres), Killingly Pond (73 acres), and Chase Reservoir (72 acres). Other ponds worth noting are Quinebaug Pond, Ross Pond, Tetreault Pond, Smith Pond, Alvia Chase Reservoir, Bog Meadow Pond, Eddie Pray

Reservoir, Wheaton's Pond, Dayville Pond, Acme Pond, Whetstone Brook Pond, and Crystal Pond just to name a few.

The Quinebaug River is the Town's largest river, which marks the Town's western boundary. Other rivers of note are the Five Mile River, Quandoc River, Whetstone Brook, Cady Brook, Slater Brook, Mashentuck Brook, Attawaugan Brook, Warren Brook and Snake Meadow Brook.

There are three principal drainage basins in the Town: Quinebaug, Five Mile, and the Moosup. Additionally, the Town contains five sub-regional drainage basins: Cady Brook, Five Mile River, Quandoc River, Snake Meadow River, and Whetstone Brook. A drainage basin is the geographic area where all water running off the land drains to a given stream, river, lake, or wetland. Drainage basins are not bound by and often overlap political boundaries. Proper planning and protection of a watershed requires the cooperation of all parties within a watershed and therefore the Town must be prepared to cooperate with and work with its neighbors. Pollution impacting watersheds is caused by a variety of land use activities, including development, transportation, residential, agriculture, and may originate anywhere in the watershed.

The State of Connecticut Department of Energy & Environmental Protection (DEEP) uses a water quality classification system to designate eligible uses of state waters. The system is a two-tiered system that assigns a water body's current water quality classification and its water quality goal. Connecticut General Statutes prohibit discharges of industrial and municipal waste water into drainage basins or water bodies with a water quality goal of AA or A. Most of the Town's surface waters are in the A, AA, or B category. According to the current Department of Energy and Environmental Protection GIS Data, no waterbodies or watercourses are below a "B" category, which appears to be a marked improvement from prior years. (Please see the Water Quality Classification Map.)

Lowlands along stream courses and poorly drained soils serve as natural storage basins for runoff during the heavy rains and winter thaws. These areas play an important function by storing floodwater and controlling the rate at which runoff reaches downstream locations. The Federal Emergency Management Agency (FEMA) maps these areas as part of the National Flood Insurance Program. Those areas within the 100-year flood zones are especially prone to periodic flooding and storm damage to any development within its limits. In addition, Killingly has a special overlay zoning regulation protecting the Five Mile River in the northeastern portion

of the Town. Given the topography of Killingly, the 100-year flood zones are generally confined within a few hundred feet of the watercourse.

Potable water – water used for drinking purposes – is derived from private wells and public water supplies – which also come from wells. These wells draw upon groundwater, which comes from both bedrock and stratified drift aquifers underlying the Town of Killingly and surrounding towns.

Aquifers are a resource that needs to be monitored and protected. Some aquifers are relatively shallow and are recharged from rainfall and stream flow. Because they are open to the surface, they are particularly susceptible to contamination from human activities such as fuel-tank leakage, sewage, oil and gas spills, and agricultural / lawn chemicals. The highest yields for wells are generally extracted from the thick course-grained deposits located near large streams. This type of aquifer is composed primarily of sand or sand and gravel overlays by fine to very fine sand, salt and clay. It may be possible to obtain relatively large volumes of groundwater from course-grained stratified drift aquifers. According to the Water Quality Classifications Map of Connecticut, groundwater within the Town of Killingly is classified as "GA, "GAA", "GAAs".

The Town also has three Level "A" Aquifer Protection Areas; A-71 Plainfield; A-68 Brooklyn; and A-69 Hopkins Well that fall under the State's Aquifer Protection Program. These high yield aquifer areas with wells serving more than 1,000 people have, as a matter of state public policy, been protected from further or potential contamination. Towns, like Killingly, are required to regulate activities within these areas to protect groundwater supplies. The Town of Killingly has had aquifer protection regulations since 1980 and has now adopted the State's model regulation to be consistent with the Aquifer Protection Act, the Town's latest revision was done in 2019.

SOIL RESOURCES

Soil resources are a major influence on the Town's development patterns and future development. Soils control the placement of septic systems for housing, road and bridge construction, wetlands are defined by soil type, and productive lands for agriculture are defined by soils.

Wetland soils account for approximately 5,200 acres of the 31,987 acres of the Town. Wetland soils are distributed in all sectors of the town. Soil types, as identified by a licensed soils

scientist, determine wetlands, and watercourses are determined by characteristics as defined in the regulation's definitions. Wetlands and watercourses are protected by state statute and regulated locally by the Town's Inland Wetlands and Watercourses Commission.

Wetlands have a range of importance warranting protection, including:

* Flood and storm control by the hydrologic absorption and storage capacity of wetlands;

*Wildlife habitat by providing breeding, nesting, and feeding grounds and cover for many forms of wildlife, waterfowl, including migratory waterfowl, and rare, threatened, or endangered wildlife species;

* Protection of subsurface water resources and provision of valuable watersheds and recharging ground water supplies;

* Pollution treatment by serving as a biological and chemical oxidation basin;

*Erosion control by serving as a sedimentation area and filtering basin, absorbing silt and organic matter; and

* Sources of nutrients in water food cycles and nursery grounds and sanctuaries for fish.

Killingly has limited agricultural soils. Those areas in Killingly having soils best suited to agriculture have been classified as either Prime Farmland or Additional Farmland of Statewide Importance. Agricultural soils are scattered throughout the Town. Much of these soils lie within the I-395 / Route 12 corridor and are therefore not viable as an agricultural production resource, with few exceptions. There is a significant concentration of prime soils along North Road in the Town's eastern section. Farmland soils comprise approximately 7,278 acres (3,532 Important and 3,746 Prime) of the Town's acreage. According to the University of Connecticut Center for Land Use Education, there were 2,911 acres of land in production for agriculture in 2002. This acreage was maintained in 2006.

There are three farms preserved under the State's Farmland preservation program. The Griffiths Farm, located in the southeast corner of Town, the DeFazio Apple Orchard (formerly known as Palazzi Farm) located in the northeastern section of Town, and a portion of the Jordan Farm (most of which is based in Sterling, CT). Under this program, the State buys the landowners' right to develop, in perpetuity, the property for other than agricultural uses while

the landowner retains ownership. Other farmed properties need to be identified for protection under this program.

The Town has an open space fund (established in 2001), managed by the Open Space Land Acquisition Commission. To date, no acquisitions have been made. However, the Killingly Conservation Commission is working on a list of potential acquisitions and the prioritizing of such potential purchases. One source of funds that should help in this effort is the addition of the "fee in lieu of open space" option under the Town's subdivision regulations. A commercial project that received permits in 2008 contributed a substantial sum to the fund and provided a good base fund of working capital for an open space grant application once a priority property is identified.

As a soil resource, sand and gravel deposits represent an important natural, as well as economic resource. All types of construction are dependent upon the availability of this resource. During times of accelerated housing and economic development, sand and gravel become valuable commodities. Killingly is a net exporter of sand and gravel, with considerable deposits still available. Excavation and the removal of soil materials have potential environmental impacts due to a change in the makeup of the soil and soil elevations. Impacts are dependent on the ultimate use of the land after the completion of sand and gravel removal. Killingly has in place a comprehensive regulation addressing sand and gravel extraction, which was just updated in December 2017.

More than half the total land area of the Town is forestland (some of these lands may also be defined as open space); within these lands are numerous areas of unfragmented forests. Forests provide many benefits such as cleaning the air and water and providing a habitat for wildlife. They provide recreational opportunities, timber, firewood, maple syrup, and other forest products, and contribute heavily to rural character. Development, both residential and commercial, often results in disruption, or fragmentation of the natural landscape and associated wildlife habitat. Fragmentation reduces the diversity of wildlife, contributes to the degradation of water resources, and affects community character.

The Town has areas identified by the Department of Energy and Environmental Protection (DEEP) with unique or endangered species present. The special areas are not identified with much specificity in order to prevent species or habitat disruption. However, development may

adversely affect these resources and as such, additional care must be taken when development is considered. Similarly, there are areas of archeological significance within the Town. The Town's subdivision regulations account for this possibility and require review when an archeological situation is suspected.

Minimizing fragmentation of natural areas and retaining open space and forest connectivity as Killingly grows will protect environmental quality and rural character. Sustaining this habitat quality, including sustaining and if possible, permanently protecting one or more habitat corridors, is a challenge. This land is primarily in private ownership. However, there are several large parcels under State ownership, Town ownership, and non-profit control. The Conservation Commission is working on a natural resource inventory and will continue to improve, refine, and utilize this information to assist Killingly in maintaining habitat quality.

TREES

An often-overlooked resource is trees along public rights of ways, parks, schools, and municipal property. The public trees are the responsibility of the Town; with the Town's Tree Warden taking on much of this responsibility. These trees not only contribute significant environmental benefits such as improving air quality, mitigating the effects of noise pollution, intercepting and slowing storm water run-off, but also providing social benefits such as pride in community, increased real estate values and enhanced tourism benefits through fall foliage and summer shading. Trees are one of the most visible and dramatic positive contributors to Killingly's rural character and its economic well-being.

490 LAND

Most of the Town's "Open Lands" are privately owned and not open to the public. For the most part, these lands are in the 490 program. The 490 program is Connecticut's use-value assessment law, which provides for the taxation of properties classified as farm, forest, or open space at their use value, rather than their market value. The three categories are independent from each other. Forest properties must have not less than twenty-five (25) acres and be certified by the State Forester. Farm properties are subject to six statutory criteria which are administered by the Tax Assessor of the Town in which the property is located, and the Open Space property eligibility is determined by the planning commission.

GOALS

1 – Preserve protect, manage, and restore the Town's natural resources;
2 – Preserve the unique character of our town, villages and rural areas, by preserving their linkage to open space and natural resources;
3 – Balance development rights with natural resource protection;

POLICIES

Policy 1 – Encourage development projects that involve revitalization, re-development, and infill development.

P1 **Action 1** – Encourage the use of Low Impact Development (LID) techniques for new developments and redevelopment projects and pursue such commitments that will protect the Town's natural resources and water resources.
RESPONSIBLE PARTY(IES): Planning and Zoning Commission; Inland Wetlands and Watercourses Commission; Planning and Development Staff
TIME FRAME: Ongoing

P1 **Action 2** – Encourage the reduction of stormwater runoff and peak flow volumes through innovative practices such as; reducing impervious driveways and parking areas (MS4); creating shared parking between adjacent land uses; using pervious parking surfaces in low use parking lots; conveying drainage from impervious areas to pervious surfaces; creating swales; maximizing the use of infiltration landscaping in streetscapes.
RESPONSIBLE PARTY(IES): Planning and Zoning Commission; Planning and Development Staff; Engineering Department
TIME FRAME: Ongoing

Policy 2 – Increase in the percentage of protected open space and protected agricultural lands from the current 7.1% to an overall percentage of 21% of the Town's land area.

P2 **Action 1** – Develop mechanisms, procedures, policies and education materials.
RESPONSIBLE PARTY(IES): Killingly Conservation Commission; Planning and Zoning Commission; Open Space Land Acquisition Committee; Agricultural Commission; Planning and Development Staff
TIME FRAME: Short Term (1 to 3 years)

P2 **Action 2** – Education of the general public regarding such mechanisms, procedures, policies.
RESPONSIBLE PARTY(IES): Killingly Conservation Commission; Planning and Zoning Commission; Open Space Land Acquisition Committee; Agricultural Commission; Planning and Development Staff
TIME FRAME: Ongoing

Policy 3- Encourage the improvement of efforts to protect, manage, and restore natural areas such as: exceptional wildlife habitat; fragile, uncommon or rare animals; plants and ecosystems; scenic vistas; hiking trail corridors and greenways; surface water, wetland and aquifers; sand and gravel deposit; area with educational value; areas with recreational value; and steep slopes.

P3 **Action 1** – Provide permanent protection via conservation easements for Town owned parcels that are not currently protected, in accordance with recommendations from the Killingly Conservation Commission and Open Space land Acquisition Committee.
RESPONSIBLE PARTY(IES): Planning and Development Staff; Town Council
TIME FRAME: Ongoing

P3 **Action 2** – Adopt and apply land use regulations that require the integration of features such as native vegetation, wildlife habitat, stone walls, and roadside trees.
RESPONSIBLE PARTY(IES): Planning and Zoning Commission; Planning and Development Staff
TIME FRAME: Medium Term (4 to 6 years)

P3 **Action 3** – Update and maintain an accurate inventory of natural resources and update maps for land use decisions, including the Killingly Open Space Map.
RESPONSIBLE PARTY(IES): Planning and Development Staff
TIME FRAME: Short Term (1 to 3 years)

P3 **Action 4** – Consider, and possibly create, an overlay district for the upper Whetstone Watershed, Quandoc Brook Watershed, the western section of the Five Mile River, and the region where the reservoirs are located; to protect those and the surrounding natural resources.
RESPONSIBLE PARTY(IES): Inland Wetlands and Watercourses Commission; Planning and Zoning Commission; Planning and Development Staff
TIME FRAME: Short Term (1 to 3 years)

Policy 4 – Encourage active Conservation Commission and Open Space Land Acquisition Commission to advise and guide the Town in the protection of natural resources; and make a concerted effort to preserve large, unfragmented, connected areas of land that provide exceptional wildlife habitat, critical farmlands and protection of other resources.

P4 **Action 1** – Establish and/or maintain strong lines of communication between Town Commissions, Town staff, environmental organizations, historical societies, and others responsible for the Town's resources.
RESPONSIBLE PARTY(IES): All Town Staff; all Town Boards and Commissions
TIME FRAME: Ongoing

P4 **Action 2** – Maintain an inventory of trees in public spaces, and public view sheds, with special attention to large, rare and/or historic specimens
RESPONSIBLE PARTY(IES): Town Tree Warden
TIME FRAME: Ongoing

Policy 5 – Promote natural, cultural and agricultural resources to Town citizens and tourists using a variety of approaches

P5 **Action 1** – Discourage the planting of species on the CT invasive plant list.
RESPONSIBLE PARTY(IES): Planning and Zoning Commission; Inland Wetlands and Watercourses Commission; Agricultural Commission; Planning and Development Staff
TIME FRAME: Ongoing

P5 **Action 2** – Encourage the Town, utilities and other agencies to plant trees and to protect trees along Town roads where feasible; and protect and maintain trees in parks, school properties and other municipal properties.
RESPONSIBLE PARTY(IES): Town Tree Warden; Department of Public Works; Killingly Parks and Recreation Department; Planning and Zoning Commission; Planning and Development Staff
TIME FRAME: Ongoing

P5 **Action 4** – Educate the public, by using the media, such as websites, brochures and channel 22 to disseminate information about our natural resources.
RESPONSIBLE PARTY(IES): Killingly Conservation Commission; Planning and Development Staff; Killingly Parks and Recreational Staff; Agricultural Commission
TIME FRAME: Ongoing

P5 **Action 5** – Offer educational programs to the general public regarding the protection and stewardship of the Town's natural resources and parks.
RESPONSIBLE PARTY(IES): Killingly Conservation Commission; Planning and Development Staff; Killingly Parks and Recreational Staff; Agricultural Commission
TIME FRAME: Ongoing

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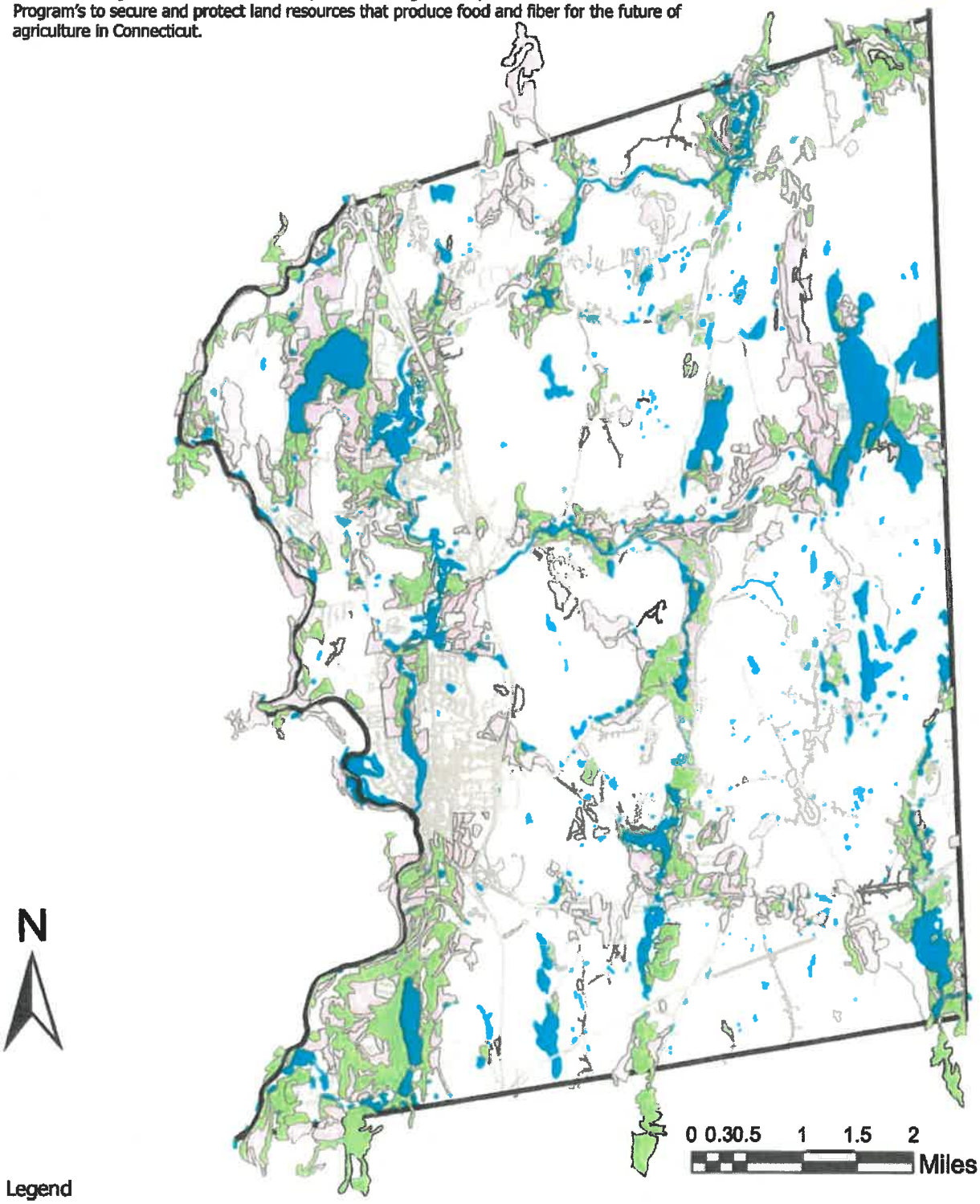
Agricultural Soils Map

NOTE: Farmland Soils can be used to identify the location and extent of lands that have productive soils. Those lands may qualify to be protected from conversion to nonagricultural uses. It is the goal of the Connecticut Department of Agriculture, Farmland Preservation Program's to secure and protect land resources that produce food and fiber for the future of agriculture in Connecticut.

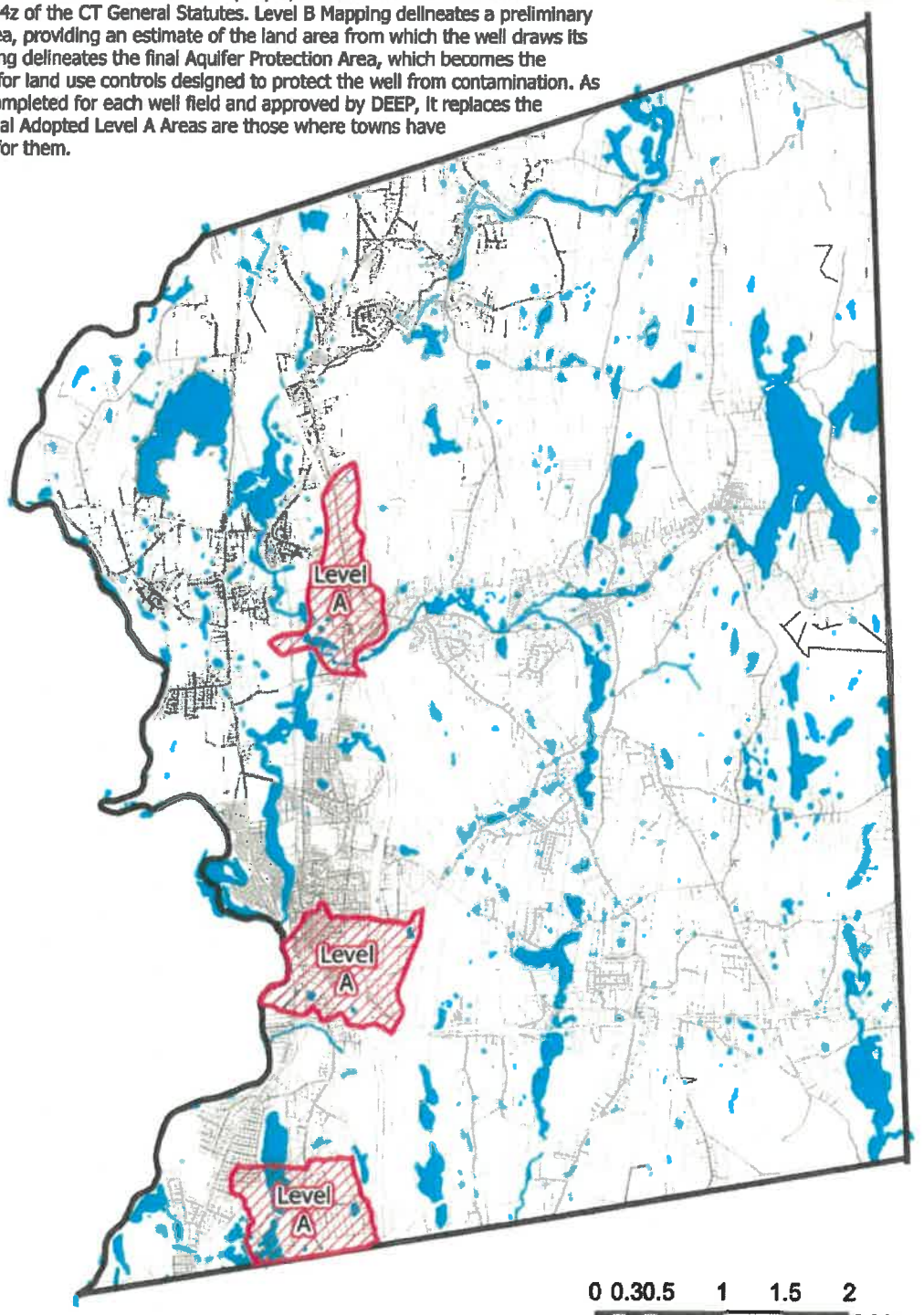


Legend

- Prime Farmland Soils
- Soils of Statewide Importance

Level A Aquifer Protection Area Map

NOTE: The Aquifer Protection Areas were delineated through CT's Level A and Level B Mapping Processes. Aquifer Protection Areas are delineated for active public water supply wells in stratified drift that serve more than 1000 people, in accordance with Sections 22a-354c and 22a-354z of the CT General Statutes. Level B Mapping delineates a preliminary aquifer protection area, providing an estimate of the land area from which the well draws its water. Level A Mapping delineates the final Aquifer Protection Area, which becomes the regulatory boundary for land use controls designed to protect the well from contamination. As Level A Mapping is completed for each well field and approved by DEEP, it replaces the Level B Mapping. Final Adopted Level A Areas are those where towns have land use regulations for them.

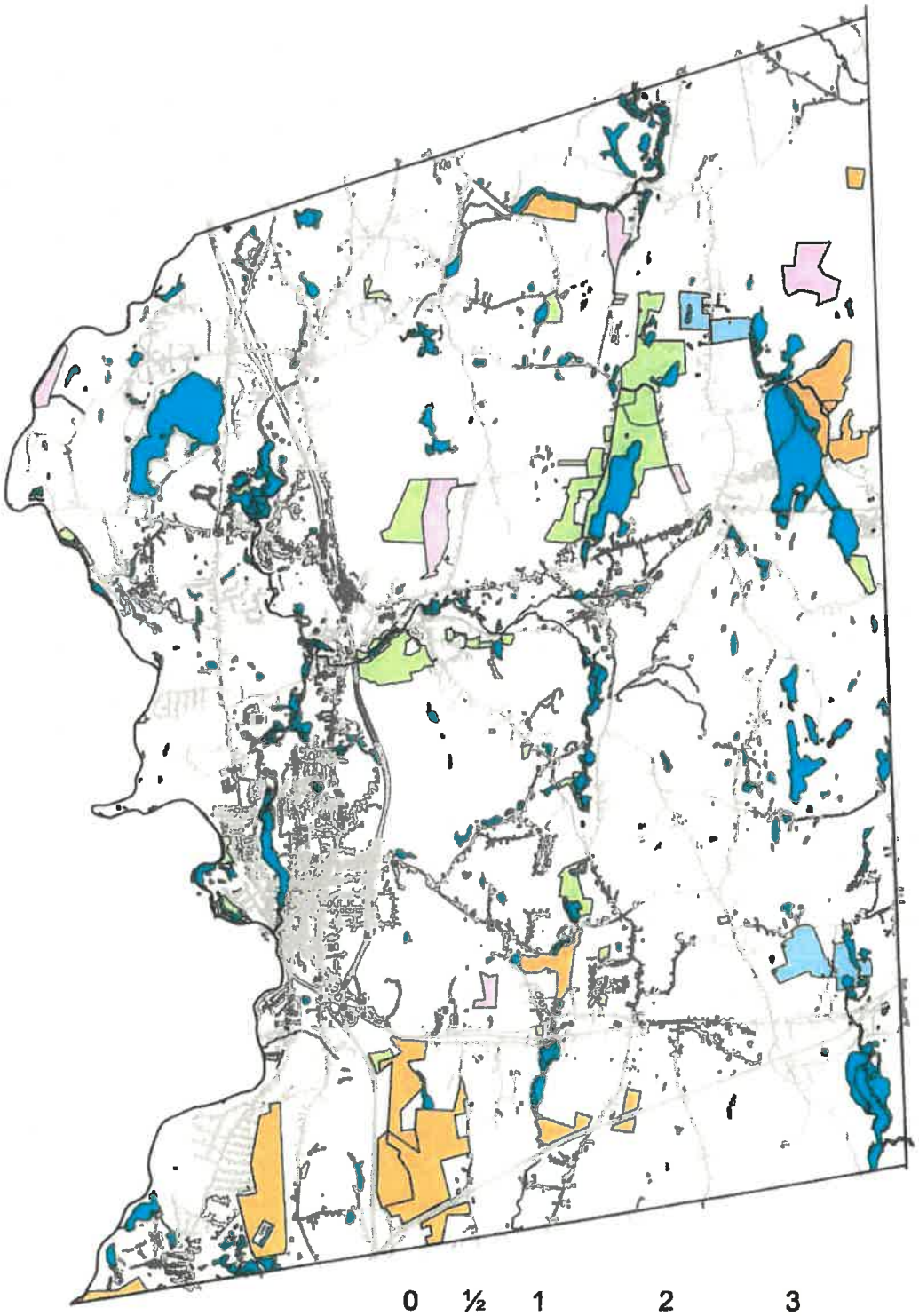


Legend

Aquifer Protection Overlay Zone

Conservation Land Map

NOTE: This map depicts land that has been preserved as conservation land in perpetuity.



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Legend

- Land Trusts
- State Conservation Land
- Protected Farmland
- Town Conservation Land

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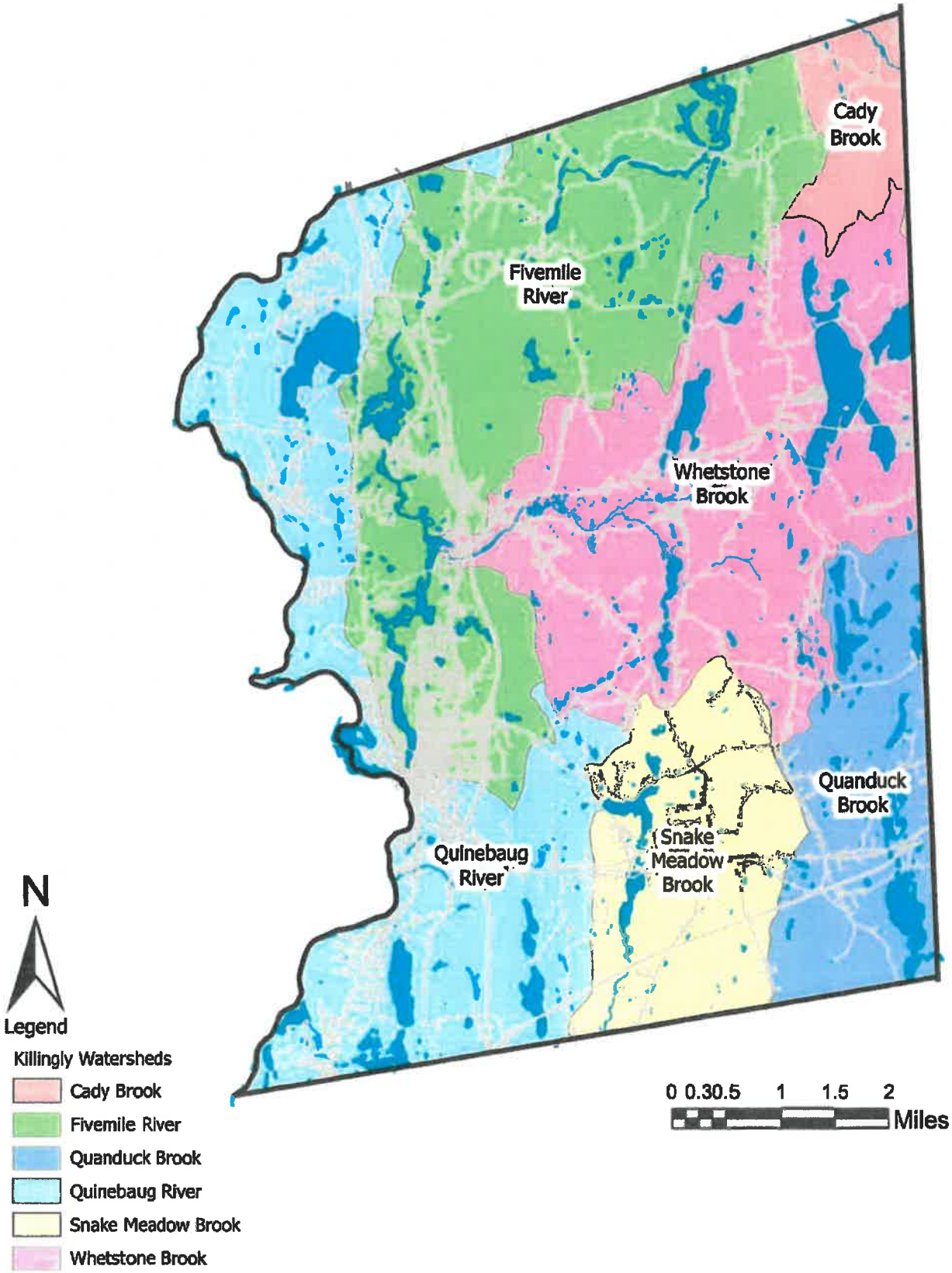
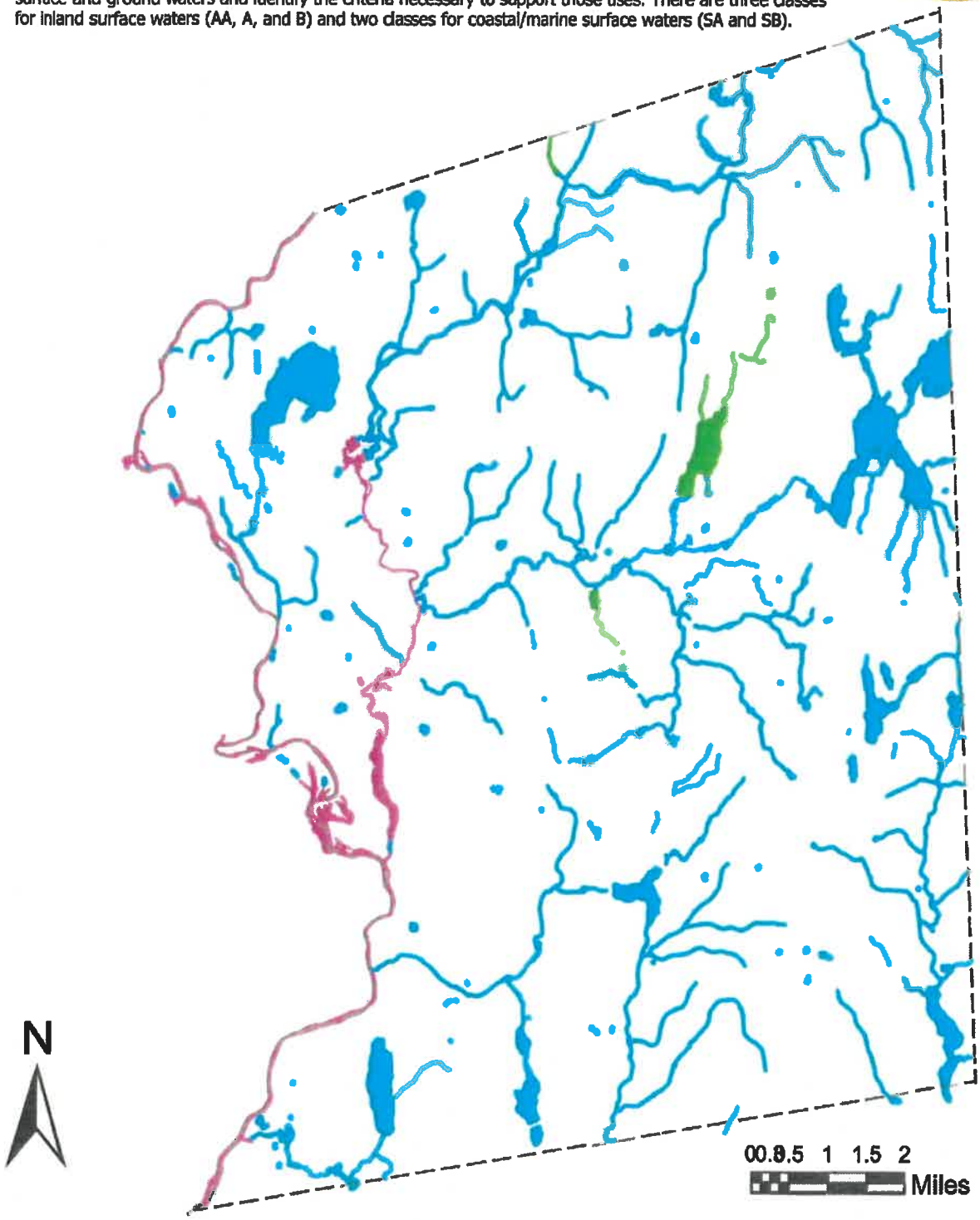
Drainage Basin Map

NOTE: This map represents watersheds at the HUC-12 scale



Water Quality Classification Map

NOTE: Water Quality Classifications have been assigned to all surface and ground waters throughout the state. The Classifications, based on the adopted Water Quality Standards, establish designated uses for surface and ground waters and identify the criteria necessary to support those uses. There are three classes for inland surface waters (AA, A, and B) and two classes for coastal/marine surface waters (SA and SB).



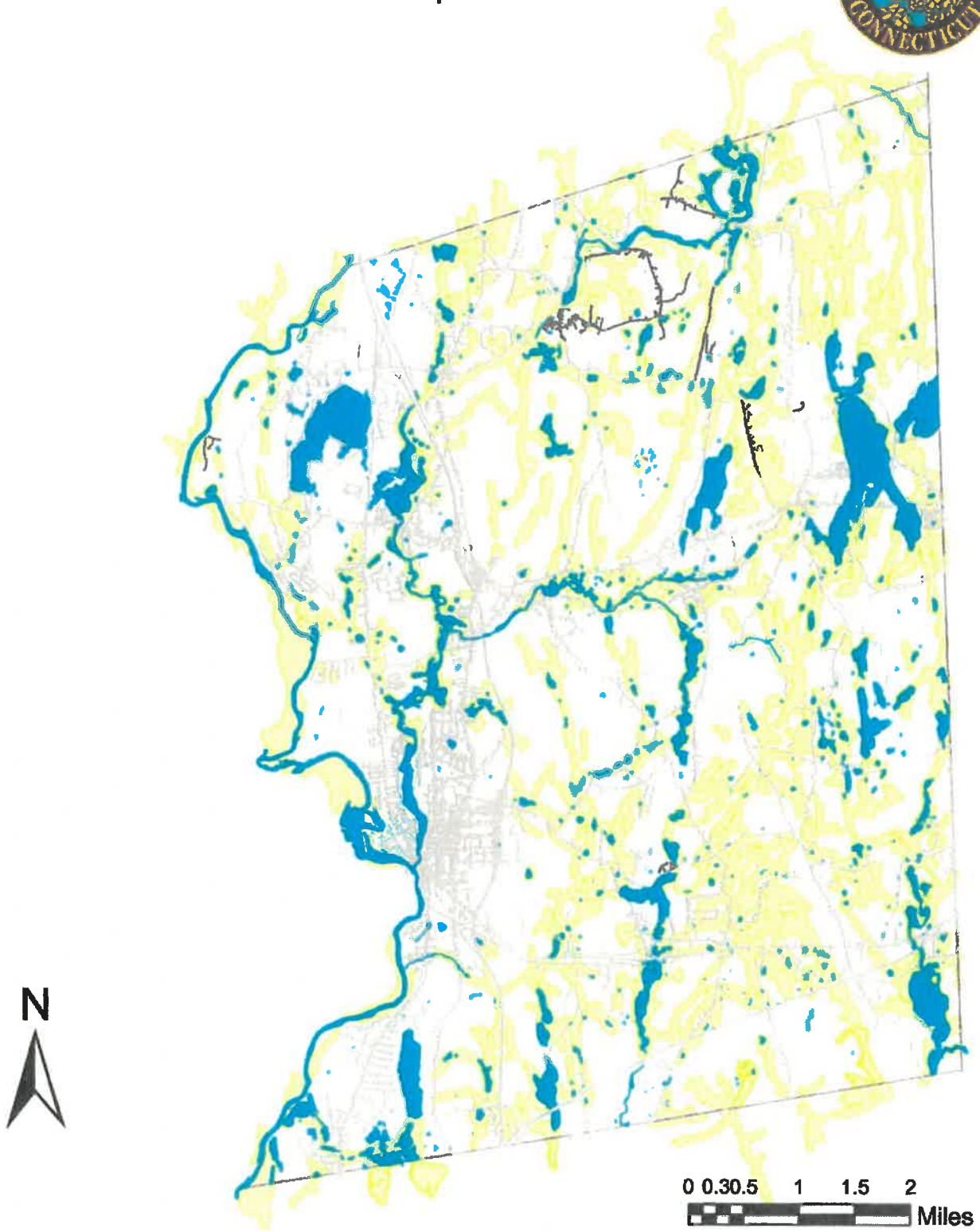
Surface Water Quality; Streams & Waterways

- A: Good to excellent potential public supply and other uses
- AA: Good to excellent public water supply
- B: Fishable and swimmable conditions, may be good to excellent quality

Surface Water Quality; Waterbodies

- A: Good to excellent potential public supply and other uses
- AA: Good to excellent public water supply
- B: Fishable and swimmable conditions, may be good to excellent quality

Wetlands & Watercourses Map



Legend

- Killingly Water Bodies
- Wetlands with 100' buffer

SECTION 3.7 – NON-TRANSPORTATION INFRASTRUCTURE

BACKGROUND

WATER RESOURCES

According to Connecticut Water Company, Killingly has an ample supply of surface and subsurface water resources. Water is supplied to residents and industry by three private water companies and by private wells. The largest private water company is the Connecticut Water Company that serves the Danielson and Dayville areas.

WASTEWATER TREATMENT

The Town has an extensive wastewater treatment system that spans more than 50 miles (including twelve pump stations) and covers the most intensively developed parts of the Town. The system, dating back to the early 1900s, is focused on Danielson and has undergone numerous expansions and upgrades. Killingly owns and operates, through the Killingly Water Pollution Control Authority, the Town's wastewater collection system. The day-to-day operation of the system is done through contract with a private contractor.

The system operates with an 8 million gallon per day capacity. The system currently serves Danielson, Rogers, Dayville, Attawaugan, Ballouville, East Killingly and a part of southwest Killingly. The remainder of the town utilizes private, on-site sewage systems. The sewer system also provides limited service to the town of Brooklyn and a connection to an industrial area in Pomfret.

At the time of this writing, the wastewater treatment facility located on Wauregan Road, south of Route 6 is in the process of an extensive renovation and upgrade. The expected completion date is approximately 2 to 3 years away.

MUNICIPAL SEPARATE STORM SEWER SYSTEM (MS4)

At present, the Town is in the process of working to meet the requirements of the Municipal Separate Storm Sewer System (commonly referred to as MS4). This is a multi-year project, which will involve different Town departments, to bring the Town into compliance with the National Pollutant Discharge Elimination System (NPDES) permit process. Most recently, Town Staff is working on developing an ordinance related to MS4, and the objectives of the proposed

ordinance is to prohibit and eliminate illicit connections and discharges to the municipal separate storm sewer system, and to establish legal authority to carry out all inspection, surveillance and monitoring procedures necessary to ensure compliance.

SOLID WASTE MANAGEMENT

Managing municipal solid waste (MSW) is a growing challenge for communities throughout Connecticut and the nation. In addition to tighter environmental regulation and consequences for not adhering to those regulations, most people now agree that we must protect our environment. Currently, residents must use a private hauler for their solid waste or bring their trash to the Town's transfer station for a fee. Recycling may be done through their hauler or at the Town's transfer station located off Brickhouse Road. A permit is required for both residential use and commercial use for the disposal of recyclables and bulky waste. The Town was looking into the possibility of a town-wide collection service; however, this issue was voted upon during a town-wide vote in November 2019 and was voted down.

ELECTRIC POWER – NATURAL GAS

Eversource provides both electric power and natural gas services to the Town. The areas served with natural gas are primarily Danielson, Dayville, and Rogers.

COMMUNICATION

Two high-speed communication cables were planned for installation over the past decade throughout the Town of Killingly. At present, the east/west connection is completed; however, the north/south connection is not completed. It is not clear whether any local connections are currently planned; however, future connections should be actively pursued. Digital telecommunications (specifically telecommunication towers) are located throughout the community, and these types of installations are under the purview of the Connecticut Siting Council. The Town is notified whenever there are updates planned for any of the towers.

GOALS

The Town shall ensure that sanitary sewer, potable water, solid waste, stormwater management systems and facilities, as well as energy and telecommunications, meet existing and projected demands.

POLICIES

Policy 1 – To create a community educated and aware of the value of natural resources and the benefits of reducing consumption and adopting sustainable practices.

P1-**Action 1** – Expand public education programs that encourage residents, students, workers, and visitors to value natural resources and to practice resource conservation through waste source reduction, reuse and recycling.
RESPONSIBLE PARTY(IES): Town Council Solid Waste Subcommittee; Town Manager; Engineering Department; Killingly Conservation Commission
TIME FRAME: Ongoing

P1-**Action 2** – Provide opportunities for convenient recycling, waste reduction and source separation for both our residential and business/commercial enterprises.
RESPONSIBLE PARTY(IES): Town Council Solid Waste Subcommittee; Town Manager; Engineering Department; Killingly Conservation Commission; Solid Waste Subcommittee
TIME FRAME: Ongoing

P1-**Action 3** – Sponsor, in conjunction with both the private sector and non-profits, annual litter and illegal dumping cleanup and community collection events.
RESPONSIBLE PARTY(IES): Engineering Department; Department of Public Works; Town Manager; Economic Development Office; Economic Development Commission; Town Council Solid Waste Subcommittee
TIME FRAME: Ongoing

P1- **Action 4**- Hold annual household hazardous waste (HHW) collection and electronics recycling days.
RESPONSIBLE PARTY(IES): Engineering Department; Department of Public Works; Town Council Solid Waste Subcommittee
TIME FRAME: Ongoing

P1- **Action 5** – Encourage home composting as a means of reducing solid waste.
RESPONSIBLE PARTY(IES): Killingly Conservation Commission; Killingly Agricultural Commission; Town Council Solid Waste Subcommittee
TIME FRAME: Ongoing

Policy 2 – Maintain the current sewer avoidance areas, discourage the extension of public water into those areas and keep them as areas not designated for more intensive development. Encourage only those extensions of both public water and sewer into areas where such extensions are required for the protection of the public health and safety. Maintain and improve the existing public service infrastructure within the Town regarding water and sewer services.

P2- **Action 1** – Evaluate and review the Town's current sewer management approach and system.
RESPONSIBLE PARTY(IES): WPCA; Engineering Department
TIME FRAME: Ongoing

P2-**Action 2** – Create and maintain a continuous and systematic program of monitoring, maintenance, and upgrading of existing water and sewer facilities to maximize their efficiency and life span.
RESPONSIBLE PARTY(IES): WPCA; Engineering Department
TIME FRAME: Ongoing

Policy 3 – Encourage both municipal and residential use of sustainable alternative energy sources including but not limited to wind, solar and geothermal technologies.

P3-**Action 1** – Review and revise land use regulations and other Town policies and documents as appropriate to ensure accommodation of alternative energy technologies.
RESPONSIBLE PARTY(IES): Planning and Zoning Commission; Planning and Development Staff; Engineering; Town Council; Town Manager
TIME FRAME: Short Term (1 to 3 years)

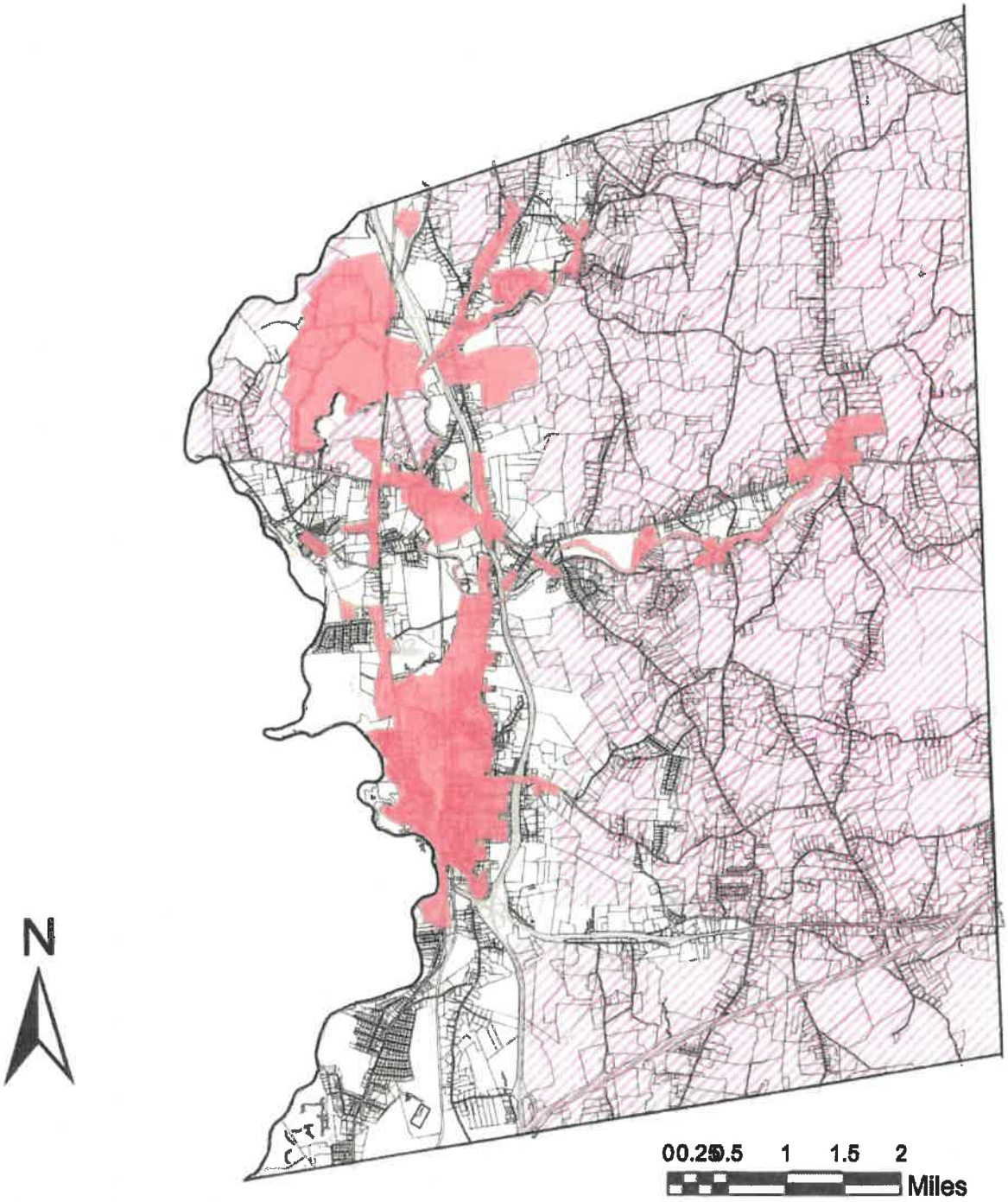
P3-**Action 2** – Develop regulations regarding solar and wind power units and facilities.
RESPONSIBLE PARTY(IES): Planning Zoning Commission; Planning & Development Staff
TIME FRAME: Short Term (1 to 3 years)

Policy 4 – Facilitate the development of state-of-the-art telecommunications systems within the Town to ensure capacities and levels of service adequate to meet the needs of residents and businesses.

P4-**Action 1** – Develop regulations regarding high speed internet and Wi-Fi.
RESPONSIBLE PARTY(IES): Planning and Zoning Commission; Planning and Development Staff
TIME FRAME: Medium Term (4 to 6 years)

P4-**Action 2** – Continue to promote and facilitate the development of up to date infrastructure for WiFI and Telecommunications.
RESPONSIBLE PARTY(IES): Town Council; Town Manager; Economic Development Office; Economic Development Commission
TIME FRAME: Ongoing

Sewer Service Area Map



Sewer Service Areas

- Existing Sewer Area
- Sewer Avoidance Area

SECTION 3.8 – PUBLIC SERVICES

BACKGROUND

The Town of Killingly is a home rule council-manager form of government. The Town Council is the legislative / policy-making body with ordinances and the annual budget requiring ratification by a Town Meeting vote. The nine members of the Town Council are elected on a partisan basis, five members represent districts, and four members are elected at-large for two-year concurrent terms. The Town Council appoints a Town Manager for an indefinite term who is the Town's Chief Executive Officer, serves at the pleasure of the Town Council, and is chosen solely based on qualifications, education, and experience.

Key offices and their general responsibilities of the Town Government include the following. Please note the following descriptions were taken from the 2019-2020 approved budget.

Town Council – The Town Council, Killingly's primary legislative body, is composed of nine representatives elected by voters to serve a four-year term, on a two-year rotating basis; five members represent districts; and four members are elected at-large. The Council acts as the chief legislative and policy-making body in the Town. In this capacity, the Council enacts policy based upon the needs and demands of the community.

Town Manager – The Town Manager, a professional municipal manager appointed by the Town Council, serves as the Town's Chief Executive Officer. The Town Manager is responsible for the general operation of Town departments, programs and services.

Legal Services – The Town Attorney, appointed by the Town Council, serves as the Town's Chief Legal Officer. The Attorney represents the Town in general municipal law, labor, litigation, and advises the Town Council, Town Manager, boards, commissions and municipal departments on related legal matters.

Town Clerk – The Town Clerk's Office serves the taxpayers and the citizens of the community, as well as those local professionals who utilize town records. The office's central purpose is to record, index and preserve Killingly's valuable permanent records. Another important role of the Town Clerk's Office is to educate the public regarding statutory requirements and procedures. Additionally, the office issues many licenses and permits, including marriage, birth and death certificates, dog and sporting licenses. The Town Clerk's Office coordinates with the

Registrars for all elections and referenda. The office handles all absentee balloting and registers new voters.

Finance - Responsibilities for the Finance Department include management and preparation of the bi-weekly payroll, accounts payable, debt service, cash management, financial reporting, budget preparation and the annual audit. In addition, accounting records are maintained for Town grants, special school grants, special revenue and trust funds, capital projects, water pollution control, the solid waste fund and other dedicated funds. The Town's risk management, insurance control, health benefit, workers' compensation and pension plan programs are all managed by this office

Assessor – The Assessor's office is responsible for the fair application of state statutes and equitable assessments of all real and personal property and the processing of the various allowed exemptions, abatements and use assessments per state statute. Accurate and well-maintained property records serve as a critical information source for other Town departments, individual property owners and their agents. This office continues to joint venture with other assessment offices to get group pricing when possible.

Revenue Collection – The principal function under this office is the billing and collection of all property tax revenues, which include current and back taxes, lien and interest fees and pro-rated elderly, construction and supplemental motor vehicle taxes. Secondary functions include the collection of sewer-use and assessment charges levied by the Water Pollution Control Authority, residential bulky waste, and commercial landfill fees. The Connecticut statutes and Town of Killingly ordinances govern the work performed in this office.

Registration/Elections – There are two Registrars of Voters, one Democratic and one Republican, who are elected every two years, and are responsible for the maintenance of the Town's voting lists and for the conduct of elections. In conjunction with the Town Clerk, the Registrars also serve as the Board of Admissions during voter-enrollment sessions conducted during the year.

Planning and Development – The Planning and Development Department oversees land use policy and implementation in Killingly in accordance with Connecticut General Statute requirements and local zoning regulations. Staffing and technical support are provided to the Town's land use commissions including the Planning and Zoning Commission, Inland Wetlands and Watercourses Commission, Zoning Board of Appeals, Conservation Commission, Aquifer

Protection Agency, Open Space Land Acquisition Committee, Agriculture Commission and any temporary special committees and sub-committees as assigned. This office also provides GIS mapping services, participates in regional planning efforts, plans for future community growth, open space and quality of life issues.

Building Safety and Inspections Office – The Building Safety and Inspections Office includes both the Building Official and the Fire Marshal and their respective assistants. They have the responsibility of ensuring the safety of persons and property through the establishment and maintenance of an effective building and fire code enforcement program. They enforce regulations that concern all matters of construction, alterations, additions, repair, removal, demolition and occupancy of all buildings and structures to ensure public safety, health and welfare and adherence to the Connecticut Building Code and the Connecticut Fire Safety Code. The Fire Marshal inspects convalescent homes, restaurants, day care centers, schools and other places of public assembly, investigates causes of fires, and issues both blasting and burning permits. The office also enforces the Town of Killingly Housing Code, which was enacted to improve maintenance of apartment buildings, by performing housing code inspections. The Building Official is also responsible for the enforcement of the Killingly solid waste ordinance.

Economic Development Office – The Economic Development Office promotes the growth and development of the Town's economic base by assisting with the retention and expansion of existing businesses, encouraging new businesses to locate in Killingly and coordinating development programs and resources. They deal with industrial, commercial and home-based businesses for various aspects of their operations. This office also provides outreach with media and civic groups. Staff support is provided for the Economic Development Commission and the Killingly Business Association. The director participates in several networking groups covering the northeast region of Connecticut.

Engineering and Facilities Administration – The Engineering Department is responsible for the coordination, inspection and acceptance of all public infrastructure improvements, including excavation within the Town's streets. The department performs technical review of plans submitted to the Planning Zoning Commission and the Inland Wetlands and Watercourses Commission. The Department staffs and provides engineering assistance to the Water Pollution Control Authority. The department prepares plans and specifications for numerous capital improvement projects, manages larger capital projects which may be designed by outside

consultants for the Town and works closely with the Public Works Department / Highway Division.

Public Works Department / Highway Division / Central Garage – The Killingly Department of Public Works is responsible for the repair, maintenance and construction of all Town of Killingly roads, approximately 120 miles of improved roads and 10 miles of unimproved roads, with more roads being added each year. The Highway Division functions include: yearly road renewal programs (rebuilding, overlaying and chip sealing of roads), drainage (new construction and cleaning of existing drainage systems), roadside mowing and brush control, painting of crosswalks and stop bars, town wide parking lot striping, road sweeping, removal of hazardous trees, fall leaf pick up, litter pick up, winter snow and ice control on Killingly roads. The Central Garage repairs and maintains over seventy (70) town-owned vehicles, ranging from the town's fleet cars and trucks to heavy construction equipment.

Killingly Parks and Recreation Department – Their mission is to provide fun, safe, physically rewarding and emotionally satisfying family and individual recreation opportunities and facilities to every member of the Killingly Community at a nominal cost – "Just for the Fun of It." They also maintain the grounds of the town parks, the grounds around public buildings, the downtown parking lot areas and the River Trail, turf and athletic field maintenance, game preparation and care of numerous trails.

Public Library – The Town of Killingly supports a full-service public library that is currently open to the public 40 hours per week, five days a week, including three evenings and Saturday. In addition to traditional library services and programs, there are computers available to the public for internet access and word processing. Patrons may use home computers to access library holdings, place requests for books, download audio books, access their own library accounts and renew materials.

Community Development Office – The Community Development Office is responsible for the development and administration of grant-funded projects, primarily serving the low- and moderate-income residents in Town. The office coordinates its activities with other Town Departments, the Permanent Building Commission and the residents of Killingly. The Administrator continues to staff the Permanent Building Commission, manages Town-owned

properties and handles residual social services needs that fall outside of the purview of the State.

Boards and Commissions – The Town has numerous board and commissions made up of citizen volunteers and staff from the Town Government:

- Agricultural Commission
- Aquifer Protection Agency
- Board of Assessment Appeals
- Board of Recreation
- Building Board of Appeals
- Cable Advisory Committee
- Citizens' Advisory Committee
- Conservation Commission
- Economic Development Commission
- Historic District Commission
- Housing Authority
- Inland Wetlands and Watercourses Commission
- Open Space Land Acquisition Committee
- Permanent Building Commission
- Planning and Zoning Commission
- Public Safety Commission
- Water Pollution Control Authority
- Zoning Board of Appeals

It is an ongoing challenge for the Town to find and sustain volunteers to serve on the boards and commissions. The Town advertises for volunteers in the local newspapers and advertisement mailings, while individual board and commission members also talk to other like-minded residents of Killingly about volunteering their time to help their community.

Other areas of public services include:

Borough of Danielson – Within the Town of Killingly lies the Borough of Danielson. This operates as an incorporated municipality with a separate Council running its operations. The existence of

one municipal entity located wholly within the boundaries of another municipal entity, while odd, is not unique. Currently, the major services provided by the Borough are street lighting, sidewalk cleaning and repair and fire safety. The balance of services is provided by the Town. The Town maintains roads within the Borough of Danielson, although the maintenance and repair of sidewalks within the Borough remains the responsibility of the Borough.

Public Safety – Public safety is a major function of Town government and a significant concern of its residents. Police, Fire, and Emergency Medical services are the major elements.

Town Constables – The Town of Killingly has a hybrid State Trooper / Town Constable staff which consists of four Town Constables and CT State Police Resident Trooper(s). The Resident Trooper's Office is responsible for enforcing State laws and Town ordinances, as well as advising the Town Manager, the Town Council and the Public Safety Commission on an as-needed basis. The Office coordinates all law enforcement efforts in Town and consolidates law enforcement information. The Trooper / Constable staff provides all law enforcement related services, such as motor vehicle enforcement, criminal investigations and specialized patrols in problem areas, as well as community policing involving bike and foot patrols where and when needed.

Fire – The Town six volunteer fire departments – Attawaugan, Williamsville, Danielson, Dayville, East Killingly, and South Killingly, a portion of South Killingly is covered by the Danielson department. Though there are six departments, there are eight fire districts.

Emergency Medical Services

Ambulance – The Town utilizes K.B. Ambulance Services for most of its emergency medical care. K.B. Ambulance was an all -volunteer operation until 1994, when the Town allocated $100,000 to assist its operation. Currently, the annual assistance amount stands at $20,000.00 for the 2019-2020 fiscal year. The Service operates on a $50,000 budget, primarily from insurance reimbursements.

Quinebaug Valley Emergency Communications provides 911 dispatch for all emergency services. The Town also participates in the regional paramedic intercept program, operated by the Northeastern Connecticut Council of Governments.

Park Facilities – The Town residents are served by several park and open-space facilities located throughout the Town as listed below. These facilities offer a wide range of healthy, recreational

options for all ages. The list below includes Town, State, and privately-owned park facilities within the Town of Killingly.

Town Park Facilities, as follows, provides areas for active recreation:

Owen Bell Park – 580 Hartford Pike – This is the community's premiere park, as it is the largest and offers a variety of recreational facilities. It is used for Town-wide celebrations such as the 4th of July activities and fireworks, various fairs and school athletic activities. It contains a large ball field, little league field, softball field, soccer field, walking track and trail, skate park, basketball courts, tennis courts, splash pad (seasonal), boundless playgrounds and swings, bathrooms and picnic pavilions. The Park also hosts various Town-wide events and various athletic leagues.

Davis Park - 250 Main Street, Downtown Danielson – This is the second-most well-known and used park in the community. Also known as the "Town Green", it contains monuments dedicated to veterans of various wars. It also contains the Town's gazebo, where bands play during the "Thursdays Music in the Park," which runs through July and August of each year. Davis Park is also the focal point for other Town wide events such as "Killingly's Great Tomato Festival", "Spring Fest", "Second Saturdays", "Scarecrow Village" and a wonderful "Holiday Festival of Lights."

Cat Hollow Park – 24-25 Cat Hollow Road – Off of Dog Hill and Valley Roads – This park contains a 0.5-mile paved walkway that is suitable for bicycles, strollers and wheel chairs. This trail parallels the Whetstone Brook, with its beautiful mill pond and waterfalls. Two former mills were located inside the park boundaries. Enjoy specimen gardens, hiking trails and the picnic grove. A bridge located near the picnic grove allows access to hiking trail on the other side of the Whetstone Brook.

Danielson Lions' Park – 65 Lewis Boulevard – This is a small neighborhood park, consisting of approximately 4.5 acres of which a large portion contains a pond. The park offers a playscape for children and benches for relaxing.

Hygeia Reservoir – 255 Valley Road – This is a small seasonal park with a "swim at your own risk" sandy beach front on the reservoir. There is also a small nature area that can

be used for kayaks, canoes and fishing. The dam that created this reservoir was built in 1892.

Mitchell D. Phaiah Dog Park – Corner of 78 Quinebaug Drive and the River Trail. This park offers fenced in areas for both large and small dogs. This park abuts, and gives access to, the Quinebaug River Trail, which is described later in this listing.

Town Conservation Areas, as follows, provide for hiking and other passive recreation

Chase Reservoir Watershed Conservation Area – 85 Pratt Road – Chase Reservoir is a nature preserve owned by the Town of Killingly with a conservation easement held by the Wyndham Land Trust. The 365-acre preserve consists of an 80-acre pond and 285 acres of woodland, grassland, streams, swamps, vernal pools, a historic foundation and a managed woodcock habitat. A carry-in boat launch is located on Pratt Road. The Connecticut Water Company donated this property in 2003 and continues to own the dam on Pettingell Road

Mason Hill Conservation Area – 207 Mason Hill Road – This 20-acre nature preserve was created with the aid of the federal government. View the local flora and fauna while walking the 0.9-mile loop trail through woods and along meadows.

Quandoc Conservation Area – 246 Brickhouse Road – Quandoc Conservation Area is a 125-acre nature preserve owned by the Town of Killingly and protected by a conservation easement held by the Killingly Conservation Commission. These acres are being preserved in their natural state for passive recreation, environmental education, wildlife habitat and ecosystem protection. The Town purchased a total of 225 acres in the 1960's. The northeastern portion of the parcel is used for Town services.

Quinebaug River Trail – Trailhead at the junction of Route 6 and Route 12 in Danielson. A parking lot is located on Water Street with a pedestrian crosswalk across Route 6. A canoe launch is located behind the Little League field at 31 Wauregan Road and additional parking is at the end of Quinebaug Drive (near the dog park). The Quinebaug River Trail is a 3.5-mile paved trail with great views of the Quinebaug River and surrounding forest land. Much of the trail follows the former People's Tramway Trolley line which ran from 1901-1921. Along the trail are several areas of historic significance,

Including Native American fishing weirs. It is the Town's intention to continue this trail in a southerly direction to connect with the neighboring Town of Plainfield. The Town is in the process of obtaining grant funds to develop a trail design and construction of the trail.

1892 Conservation Area / Sherman Memorial Forest – 170 Breakneck Hill Road – The 1892 / Rainsford B. Sherman Memorial Forest is a 162-acre property. The property features a 3-mile hike on woodland trails and old town roads through properties belonging to the Wolf Den Land Trust and the Town of Killingly. The Town acquired its parcel in 1892. An old stone foundation and an old well await to be discovered.

State Park Facilities located within Killingly, which offer both passive and active recreation

Old Furnace State Park – 539 South Frontage Road – Hike the 4-mile blue blazed loop trail through a hemlock forest, along Half Hill Pond and up to stunning views of eastern Killingly and Rhode Island at the top of Ross Cliffs. The trails of Old Furnace State Park connect with trails of Ross Pond State Park (81 Ross Road); often people do not realize they have crossed from one park to the other.

Old Killingly Pond State Park – 94 Pond Road (off Route 101) – The 120-acre pond is the headwaters of the Whetstone Brook and affords breathtaking views for paddling or fishing. Those who choose to fish will catch mainly bass, perch, and pickerel. Either a CT or a RI fishing license is allowed. Hiking – There is a 1.25-mile loop on the forested Old Kentuck Trail (N/S blue blaze) to Quinn's Hill Road, then back on the unpaved Pond Road.

Quinebaug Lake State Park – 59 Shepard Hill Road (off Route 12) – Also known as the Wauregan Reservoir, or "the Res," this 88-acre pond is a bass management area, which the DEEP occasionally stocks with brown and rainbow trout.

Other Town Facilities/ Public Buildings include:

* The Town Hall – 172 Main Street – Constructed in 1876, the Town Hall underwent renovations in 1984 and 2006.

* Town Garage – 125 Putnam Pike, just north of Route 101.

* Town Transfer Station – 246 Brickhouse Road, South Killingly

* The Public Library – 25 Westcott Road, between Main Street and I-395

* The Community Center – 185 Broad Street, current home to the Parks and Recreation Department (a/k/a the former Killingly Junior High School)

In addition to the above facilities, the Killingly School System maintains playgrounds and playfields to support recreation and physical education classes. The district also has extensive athletic facilities at the Middle School and High School complexes. The elementary, middle, and high school athletic and recreational facilities are utilized by the general public and non-school groups, as scheduled. While they are recognized as a valuable community recreational resource, the availability for non-school use of the school facilities is subordinated to their primary mission of supporting the physical education and athletic programs of the school district. For this reason, they are not counted as part of the inventory of recreation facilities available to Town residents.

GOAL

Provide the public services that are responsive to the needs as expressed by the people of Killingly and to provide them in an appropriate, cost effective way.

POLICIES

Policy 1 – Provide appropriate town services and facilities necessary to conduct the business of the town and address the needs of its residents, businesses and visitors.

P1-**Action1** – Adequately maintain existing facilities to provide for long term use of such facilities.
RESPONSIBLE PARTY(IES): Town Council; Town Manager; Engineering Department; Department of Public Works
TIME FRAME: Ongoing

P1-**Action 2** – Continue to expand and implement technologies, including web-based information, to ensure efficiency and ease of use and access to town services.
RESPONSIBLE PARTY(IES): Town Manager; Town Staff (All)
TIME FRAME: Ongoing

P1-**Action 3** – Promote public service and encourage residents of all ages to volunteer for community organizations.
RESPONSIBLE PARTY(IES): Town Council; Town Manager; Board of Education; All Board and Commission Members
TIME FRAME: Ongoing

P1-**Action 4** – Encourage eligible residents to serve on the Town's volunteer boards and commissions and to actively participate in Town governance.
RESPONSIBLE PARTY(IES): Town Council; Town Manager; All Board and Commission Members
TIME FRAME: Ongoing

Policy 2 – Ensure the provisions of a comprehensive system of fire, police and emergency services and communications to protect life and property throughout the Town.

P2-**Action 1** – Channel future growth and development toward areas of the Town where fire, police, and emergency services are available or easily accessible.
RESPONSIBLE PARTY(IES): Planning and Zoning Commission; Economic Development Commission; Planning and Development Staff; Economic Development Staff
TIME FRAME: Ongoing

P2-**Action 2** – Implement the recommendations of the Emergency Operation Plan (a local plan for emergency response based on the state and federal protocols coordinated through the State Department of Emergency Management and Homeland Security), including any proposed infrastructure improvements, awareness education, training and equipment for local public safety and public works staff.
RESPONSIBLE PARTY(IES): Town Manager; Fire Marshal Office
TIME FRAME: Ongoing

P2-**Action 3** – Actively encourage individuals and neighborhoods to prepare for, and be ready to respond to, emergencies and disasters.
RESPONSIBLE PARTY(IES): Town Manager; Town Council; Fire Marshal Office; Fire Departments
TIME FRAME: Ongoing

P2-**Action 4** – Ensure an effective program of public education and awareness of hazards to life and property.
RESPONSIBLE PARTY(IES): Town Manager; Town Council; Fire Marshal Office; Fire Departments
TIME FRAME: Ongoing

Policy 3 – Provide for a system of park and recreational facilities designed to serve the variety of recreational needs of Town residents in a cost-effective manner and located to provide easy access from major Town population centers.

P3-**Action 1** – Coordinate the development of Town parks with schools, Town community associations and local civic clubs to ensure optimum use of public and private investment in park and recreation facilities close to where residents live.
RESPONSIBLE PARTY(IES): Town Council; Town Manager; Killingly Parks and Recreation Department; Economic Development Office; Killingly Business Association
TIME FRAME: Short Term (1 to 3 years)

P3-**Action 2** – Identify and acquire locations close to existing and future residential neighborhoods that are suitable, in terms of size and topography, for park and recreational facilities.
RESPONSIBLE PARTY(IES): Town Manager; Killingly Parks and Recreation Department; Planning and Development Department; Open Space Land Acquisition Committee
TIME FRAME: Long Term (7 to 9 years)

P3-**Action 3** – Incorporate natural features such as woodlands, meadows and stream corridors into Town parks for the purpose of preserving such natural assets, ensuring continued enjoyment by the public.
RESPONSIBLE PARTY(IES): Killingly Parks and Recreation Department; Engineering Department; Killingly Conservation Commission; Economic Development Director; Killingly Business Association
TIME FRAME: Long Term (7 to 9 years)

P3-**Action 4** – Create a system of bicycle / pedestrian paths that will integrate existing and future park and recreation facilities with residential and commercial areas.
RESPONSIBLE PARTY(IES): Planning and Development Department; Engineering Department; Killingly Parks and Recreation Department
TIME FRAME: Long Term (7 to 9 years)

P3-**Action 5** – Create and maintain quality recreational facilities, programs and opportunities for all residents of Killingly.
RESPONSIBLE PARTY(IES): Town Council; Town Manager; Killingly Parks and Recreation Department; Engineering Department;
TIME FRAME: Long Term (7 to 9 years)

P3-**Action 6** – Increase handicapped accessibility to Town parks through compliance with the requirements of the Americans with Disabilities Act of 1990 and its successors.
RESPONSIBLE PARTY(IES): Killingly Parks & Recreation Department; Engineering Department
TIME FRAME: Medium Term (4 to 6 years)

P3-**Action 7** – Expand recreational facilities to meet the present and future needs of all Killingly residents.

RESPONSIBLE PARTY(IES): Town Council; Town Manager; Killingly Parks and Recreation Department; Engineering Department
TIME FRAME: Long Term (7 to 9 years)

P3-**Action 8** – Obtain legal access to and provide basic public facilities for the enjoyment of major waterbodies, especially the Five Mile and Quinebaug Rivers.
RESPONSIBLE PARTY(IES): Town Council; Town Manager; Killingly Parks and Recreation Department; Open Space Land Acquisition Committee
TIME FRAME: Long Term (7 to 9 years)

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SECTION 3.9 – TRANSPORTATION

BACKGROUND

Killingly's transportation system is diverse and mature. The system consists of roads (federal, state and local), an airport, public transit, an active rail line, walkways and numerous trails.

Killingly's roads, railroad, airport, sidewalks, trails, and transit services that move people and goods throughout the Town are important to economic function and quality of life. Maintaining this system in good order is fundamental to the Town's future. This is true whether we look at the movement of goods and services or the movement of people. A safe, efficient, multimodal transportation system is in the best interests of all parties in Killingly.

Killingly, like most rural communities in Connecticut and southern New England, is an auto-dependent community. During the next ten years, the automobile will continue to be the primary mode of transportation. This will continue to place more stress on the Town's road network, in terms of congestion and resulting costs for repair of the system. Alternatives exist to this automotive dependence in the form of transit services, pedestrian options, and biking. The transportation system represents a major capital investment and continual maintenance cost from both the private and public sector. Maintaining this system is critical to the well-being of the Town in terms of safety, convenience and economic vitality.

ROAD SYSTEM

The Town's major roadways are the former trails/wagon roads linking Killingly to other Colonial locations. The road network is now mature and essentially set. Changes to the network result from residential subdivision and business development. Killingly has 168 miles of roads (40.5 State and 127.5 local). Maintaining Town roads is the responsibility of the Town and is one of the Town's largest costs.

Roadways serve two primary functions: mobility and property access. These functions can, and often do, result in conflict. Mobility requires constant speeds, while low speeds are more desirable for property access particularly in residential areas. Local streets emphasize property access; arterials emphasize high mobility for through traffic. Collectors attempt to achieve a

balance between both functions. The hierarchy of the functional classifications in the Town consists of freeway (I-395), state highways (Routes 6, 12, and 101), arterials, primary collectors, industrial roadways, residential collectors and minor residential streets.

Interstate 395, which traverses the Town north to south, provides the link between Interstate 95 to the south and Interstate 90 in Massachusetts to the north. Along Interstate 395, the Town can be accessed by four interchanges (exits 43 to 37).

Currently, and for the next ten years, there are no anticipated signs of gridlock. Routes 6 and 101 provide ready access to Rhode Island to the east and the greater Hartford area to the west. Route 12 provides local north-south access for residents and other travelers and has several areas of economic significance. The Town has several roads that qualify as "Collector Roads" under federal guidelines. These local roads funnel traffic from one State road to another.

BUS

Public bus transportation is available from the Northeastern Connecticut Transit District. The District serves the towns of Killingly, Brooklyn, Plainfield, Putnam, Thompson, Pomfret, Woodstock and Eastford.

The Borough of Danielson and Dayville are the focus of the current services offered in Killingly. The Transit District operates a deviated fixed route service Monday thru Friday. A deviated fixed route service is one in which the bus has scheduled stops and could be deviated up to three-quarters of a mile from that stop or route upon demand of a passenger. Stops for the bus are focused on wellness (doctors' offices, pharmacies, and food stores, meals for seniors) and employment. Additionally, service began in 2007 for elderly and disabled individuals to provide daily service throughout the Town. This service is a demand-response type in which customers call in advance for a ride and door-to-door service is provided. This service covers all parts of the Town and is the result of a special grant program from the State.

Public transit is an underutilized transportation option. Improvements can be added to the existing transit system to make it more convenient and comfortable. These enhancements could include the expansion of current routes (including weekend, evening and limited dial-a-ride service), route signs and placement of bus shelters.

Several social service agencies provide transportation but are limited to specific clients. Additionally, the Town operates the buses that serve the Town's public-school system.

Commercial bus service is limited. The service is available from the Town to points east (to Providence) and west (to Hartford). However, there are no commercial bus offerings going north or south.

RAIL

Killingly has an active rail line, owned and operated by the Providence and Worcester Railroad. The rail line runs north and south and generally parallels Route 12 and Interstate 395. Currently, the rail line provides freight service. A few businesses within the town use the line, but fewer than in past times. Passenger rail service was discontinued in 1971. Up to that time, residents could travel within the Quinebaug Valley and beyond. With the growing congestion on I-395, increased fuel costs and increased distances to work, passenger rail provides an attractive alternative.

AIR

Killingly is home to Danielson Airport, located on Airport Road, off Upper Maple Street. This airport is state-owned and classified by the Federal Aviation Administration as a "General Aviation Airport". Danielson Airport is used primarily for local, single engine, general aviation operation. At present, the airport is home to about 65 planes. The runway is 2,700 feet in length (which mostly limits its use to single engine aircraft). Enhancements to the airport could include improvements to the runway conditions (pavement), better instrument controls, lighting, and runway length. Runway length is limited by the position of the air strip between the Quinebaug River and Upper Maple Street. The Danielson Airport Master Plan was released in December 2008 and is available at www.ctairports.org, the Connecticut Airport Authority Website. Forecasts and recommendations are based on a 20-year planning cycle.

For commercial aviation purposes, the Town has three options: Boston's Logan Airport, T.F. Green, Warwick, RI, and Bradley International Airport, north of Hartford. Worcester also has commercial air service, but it is much more limited than the three mentioned. The decision as to which airport to use is, in most cases, a question of convenience and cost. For the majority of the town's residents, T.F. Green is the airport of choice.

TRAILS, WALKWAYS, AND BIKEWAYS

While more emphasis has been placed on getting to places by car – less emphasis has been placed on non-motorized connections. Walking and biking between destinations within Killingly can be a challenge. Sidewalks, where they do exist, often do not connect with each other or with primary activity centers. Reliance on motor vehicles is prevalent and needs to be addressed. The lack of non-motorized connections between residential areas, transit stops, schools, parks, shopping and other nearby activities limits opportunities to walk short distances, rather than drive. As the number of families grows, walking and bicycling will grow in popularity as a form of recreation, exercise, and transportation. Providing sidewalks and trails, as well as support facilities at key destination points, will continue to be an important part of reducing traffic congestion.

The Town has several trails for hiking and two formal bike trails,

TRAILS FOR HIKING

* Cat Hollow Park – 24-25 Cat Hollow Road – Off of Dog Hill and Valley Roads – This park contains a 0.5-mile paved walkway that is suitable for bicycles, strollers and wheel chairs. This trail parallels the Whetstone Brook, with a beautiful mill pond and waterfalls. Two former mills were located inside the park boundaries. Enjoy specimen gardens, hiking trails and the picnic grove. A bridge located near the picnic grove allows access to a hiking trail on the other side of the Whetstone Brook.

* Chase Reservoir Watershed Conservation Area – 85 Pratt Road – Chase Reservoir is a nature preserve owned by the Town of Killingly with a conservation easement held by the Wyndham Land Trust. The 365-acre preserve consists of an 80-acre pond and 285 acres of woodland, grassland, streams, swamps, vernal pools, a historic foundation and a managed woodcock habitat. A carry in boat launch is located on Pratt Road. The Connecticut Water Company donated this property in 2003 and continues to own the dam on Pettingell Road

* Mason Hill Conservation Area – 207 Mason Hill Road – This 20-acre nature preserve was created with the aid of the federal government. View the local flora and fauna while walking the 0.9-mile loop trail through woods and along meadows.

* Quandoc Conservation Area – 246 Brickhouse Road – Quandoc Conservation Area is a 125-acre nature preserve owned by the Town of Killingly and protected by a conservation easement held by the Killingly Conservation Commission. These acres are being preserved in their natural state for passive recreation, environmental education, wildlife habitat and ecosystem protection. The town purchased a total of 225 acres in the 1960's. A northeastern portion of the parcel is used for Town services.

*1892 Conservation Area / Sherman Memorial Forest – 170 Breakneck Hill Road – The 1892 / Rainsford B. Sherman Memorial Forest is a 162-acre property. The property features a 3-mile hike on woodland trails and old town roads through properties belonging to the Wolf Den Land Trust and the Town of Killingly. The Town acquired its parcel in 1892. An old stone foundation and well await your discovery.

BIKE TRAILS / TRANSPORT TRAILS

* East Coast Greenway – Is a biking/walking trail totaling 3,000 miles from Maine to Florida. A segment goes through Killingly, it crosses the pedestrian bridge in downtown Danielson at Water Street.

* Quinebaug River Trail – Trailhead at the junction of Route 6 and Route 12 in Danielson. A parking lot is located on Water Street with a pedestrian crosswalk across Route 6. A canoe launch is located behind the Little League field at 31 Wauregan Road; also, this section of the river is designated a National Recreation Water Trail according to The Last Green Valley paddle guide. Additional parking can be found at the end of Quinebaug Drive (near the dog park). The Quinebaug River Trail is a 3.5-mile paved trail with great views of the Quinebaug River and surrounding forest land. Much of the trail follows the former People's Tramway Trolley line which ran from 1901-1921. Along the trail are several areas of historic significance, including Native American fishing weirs. It is the Town's intention to continue this trail in a southerly direction to connect with the neighboring Town of Plainfield. The Town is in the process of obtaining grant funds to develop a trail design and construction of the trail.

The challenge for the Town is in obtaining funding to create and maintain these areas; and in changing the general public's perceptions about its approach to transportation.

There is a more complete list of recreational based areas located within Killingly in the Public Services Sections of this Plan under Park Facilities.

STATE HIKING TRAILS LOCATED IN KILLINGLY

* Old Furnace State Park – 539 South Frontage Road – Hike the 4-mile blue blazed loop trail through a hemlock forest, along Half Hill Pond and up to stunning views of eastern Killingly and Rhode Island at the top of Ross' Cliffs. (Ross Pond State Park at 81 Ross Road)

* Old Killingly Pond State Park – 94 Pond Road (off Route 101) – The 120-acre pond is the headwaters of the Whetstone Brook and affords breathtaking views for paddling or fishing. Those who choose to fish will catch mainly bass, perch, and pickerel. Either a CT or a RI fishing license is allowed. Hiking – There is a 1.25-mile loop on the forested Old Kentuck Trail (N/S blue blaze) to Quinn's Hill Road, then back on the unpaved Pond Road.

* Quinebaug Lake State Park – 59 Shepard Hill Road (off Route 12) – Also known as the Wauregan Reservoir, or "the Res," this 88-acre pond is a bass management area, which DEEP occasionally stocks with brown and rainbow trout.

GOALS

1. Provide options for residents, visitors, businesses and commuters through a balanced transportation system that supports the Town's land use vision, protects neighborhoods from transportation impacts; enhances the business opportunities, and minimizes adverse impacts on natural resources.

POLICIES

Policy 1 – Encourage, enhance and/or expand the existing transportation infrastructure

P1 **Action 1** – Research and document, at least annually, all grant programs available for transportation infrastructure
RESPONSIBLE PARTY(IES): Engineering Department; Department of Public Works, Community Development Department
TIME FRAME: Ongoing

P1 **Action 2** – Inventory and regularly update roads, in terms of pavement conditions and usage. Put in place an appropriate road management system for use in planning and grant applications.
RESPONSIBLE PARTY(IES): Engineering Department; Department of Public Works

TIME FRAME: Ongoing

P1 **Action 3** – Encourage linkages between the road network, bus and bicycle modes of transportation.
RESPONSIBLE PARTY(IES): Engineering Department; Planning and Development Department; Department of Public Works
TIME FRAME: Ongoing

Policy 2 – Develop alternative modes of transportation infrastructure.

P2 **Action 1** – Develop and fully integrate multi-modal trails and bike lanes for bicycle and pedestrian usage into the town's land use strategies and development patterns
RESPONSIBLE PARTY(IES): Engineering Department; Planning and Development Department; Department of Public Works
TIME FRAME: Ongoing

P2 **Action 2** – Encourage the re-establishment of a passenger rail service.
RESPONSIBLE PARTY(IES): Town Council; Town Manager; Economic Development Office; Economic Development Committee
TIME FRAME: Ongoing

P2 **Action 3** – Encourage the continued use of the Danielson Airport as a Town and regional resource.
RESPONSIBLE PARTY(IES): Town Council; Town Manager; Economic Development Office; Economic Development Committee
TIME FRAME: Ongoing

P2 **Action 4** – Encourage the maintenance and improvements to truck and freight rail access to the Killingly industrial areas and integrate freight transportation needs into Killingly's multi-modal transportation system.
RESPONSIBLE PARTY(IES): Town Council; Town Manager; Economic Development Office; Economic Development Committee
TIME FRAME: Ongoing

Policy 3 – Ensure that expanded and new infrastructure minimizes the impacts upon a neighborhood's environment or nature of the Town of Killingly.

P3 **Action 1** – Protect neighborhood integrity and livability and improve safety by minimizing through traffic in residential neighborhoods.
RESPONSIBLE PARTY(IES): Town Council; Engineering Department; Department of Public Works
TIME FRAME: Ongoing

P3 **Action 2** – Establish standards consistent with low impact development (LID) in compliance with the State's MS4 requirements through subdivision and zoning regulations.
RESPONSIBLE PARTY(IES): Engineering Department; Planning and Development Department; Planning Zoning Commission
TIME FRAME: Short Term (1 to 3 years)

P3 **Action 3** – During the design and construction of road improvement projects, consideration should be made to preserve mature trees, landscape plantings and other elements of the natural environment w/out compromising public safety.
RESPONSIBLE PARTY(IES): Engineering Department; Department of Public Works; Tree Warden
TIME FRAME: Ongoing

P3 **Action 4** – Sustain the Town's road system in optimal conditions (or as near thereto as possible) by considering design, safety, character of the community (economic, cultural and historic) and natural resource protection.
RESPONSIBLE PARTY(IES): Town Council; Engineering Department; Department of Public Works; Tree Warden
TIME FRAME: Ongoing

SECTION 4 – SMART GROWTH PRINCIPLES
&
STATEWIDE GROWTH MANAGEMENT PRINCIPLES

According to Connecticut General Statutes each Town must show what sections of their Plan of Conservation and Development meets Smart Growth Principles and Statewide Growth Management Principles. Below is a listing of each principle with a list of the plan sections that meet each principle.

Smart Growth Principles

A) Integrated Planning or Investment – Sections 3.1 Cultural and Historic Resources, 3.2 Economics, 3.3 Education, 3.4 Housing, 3.5 Land Use, 3.6 Natural Resources, 3.7 Non-Transportation Infrastructure, 3.8 Public Services, 3.9 Transportation

B) Efficiencies and Coordination of Services – Sections 3.1 Cultural and Historic Resources, 3.2 Economics, 3.3 Education, 3.4 Housing, 3.5 Land Use, 3.7 Non-Transportation Infrastructure, 3.8 Public Services, 3.9 Transportation

C) Redevelopment of Existing Infrastructure – Sections 3.1 Cultural and Historic Resources, 3.2 Economics, 3.3 Education, 3.4 Housing, 3.5 Land Use, 3.6 Natural Resources, 3.7 Non-Transportation Infrastructure

D) Transportation Choices – Sections 3.5 Land Use, 3.8 Public Services, 3.9 Transportation

E) Development of Housing Affordable to Households of Varying Income – Sections 3.4 Housing, 3.5 Land Use, 3.8 Public Services

F) Concentrated, Mixed Use, Mixed Income Development – Sections 3.2 Economics, 3.4 Housing, 3.5 Land Use

G) Conservation and Protection of Natural Resources – Sections 3.5 Land Use, 3.6 Natural Resources, 3.7 Non-Transportation Infrastructure, 3.8 Public Services

Statewide Growth Management Principles

A) Redevelopment and Revitalization of Commercial Centers and Areas of Mixed Land Uses with Existing or Planned Physical Infrastructure – Sections 3.1 Cultural and Historic Resources, 3.2 Economics, 3.4 Housing, 3.5 Land Use, 3.6 Natural Resources, 3.9 Transportation

B) Expansion of Housing Opportunities and Design Choices to Accommodate a Variety of Household Types and Needs – Sections 3.2 Economics, 3.4 Housing, 3.5 Land Use

C) Concentration of Development Around Transportation Nodes and Along Major Transportation Corridors to Support the Viability of Transportation Options and Land Re-Use – Sections 3.2 Economics, 3.4 Housing, 3.5 Land Use, 3.8 Public Services, 3.9 Transportation

D) Conservation and Restoration of the Natural Environment, Cultural and Historical Resources and Existing Farmlands – Sections 3.1 Cultural and Historic Resources, 3.2 Economics, 3.5 Land Use, 3.6 Natural Resources

E) Protection of Environmental Assets Critical to Public Health and Safety – Sections 3.2 Economics, 3.5 Land Use, 3.6 Natural Resources, 3.7 Non-Transportation Infrastructure

F) Integration of Planning Across all Levels of Government to Address Issues on a Local, Regional and Statewide Basis – Sections 3.1 Cultural and Historic Resources, 3.2 Economics, 3.3 Education, 3.4 Housing, 3.5 Land Use, 3.6 Natural Resources, 3.7 Non-Transportation Infrastructure, 3.8 Public Services, 3.9 Transportation

SECTION 5 – APPENDICES

1. **APPENDIX "A"** – Statistics / Outside Resources / Information Origins
    - a. Partnership for Strong Communities
        - (1) Housing Data Profiles 2015
        - (2) Housing Data Profiles 2018
    - b. Connecticut Economic Resource Center (CERC)
        - (1) CERC Town Profile 2017
        - (2) CERC Town Profile 2018
        - (3) CERC Town Profile 2019
    - c. American Community Survey (ACS)
        - (1) ACS Community Quick Facts
        - (2) Website – https://factfinder.census.gov/

2. **APPENDIX "B"** – Community Participation
    - a. Community Survey
        - (1) Copy of Printed Survey
        - (2) Survey Results
    - c. January 12, 2019 – Charrette
        - (1) S.W.O.T. Analysis
        - (2) Smaller Groups – Break Out Analysis (with ranking)

3. **APPENDIX "C"** – Killingly Board of Education (BOE) Plans
    - a. Killingly BOE Strategic Action Plan 2019-2022
    - b. Killingly BOE District Advancement Plan 2019-2022 Executive Summary

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APPENDIX "A"

Statistics / Outside Resources / Information Origins

Killingly

Housing Data Profiles 2015

Population, Households & Age

Source: 2009-13 American Community Survey

	2009-13	2000	% Change
Population	17,317	16,472	5%
Households	6,752	6,359	6%
Average household size	2.51	2.53	-1%
Average family size	3.07	3.02	2%

	2009-13	2000	% Change
Householders living alone	28%	26%	2%
Residents living in families	65%	67%	-2%
Households with someone <18	32%	36%	-4%
Households with someone > 65	25%	23%	2%

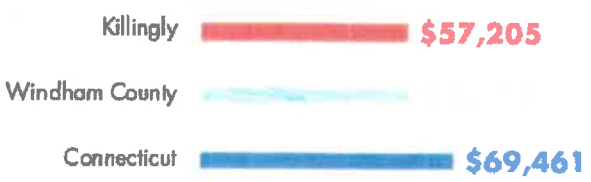
Median age for those living in Killingly is 40.0 years old, 0.2 years younger than CT's median age of 40.2 years old.

Income & Age

Killingly's annual median household income in 2013 was $57,205, 18% less than Connecticut's median household income of $69,461. It is 4% less than Windham County's median household income of $59,333. Killingly's median household income ranks 153 (1=highest, 169=lowest) among CT's 169 municipalities.

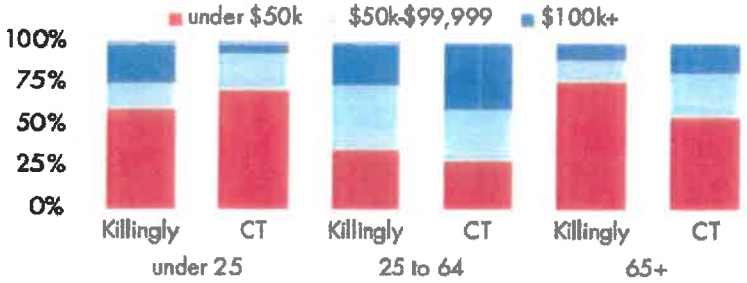
Median Household Income

Source: 2009-13 American Community Survey



Income by Age of Head of Household: Killingly

Source: American Community Survey 2009-13



In Killingly, 4% (241) of the heads of households were under 25 years old, 32% (2,153) were 25-44 years old, 42% (2,828) were 45-64 years old and 23% (1,530) were 65 or older.

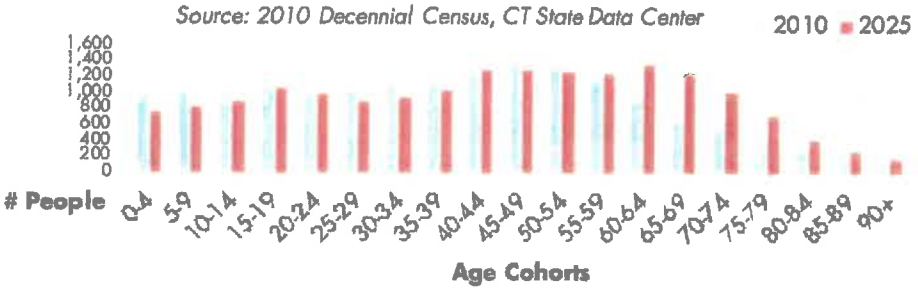
Throughout Connecticut, households headed by those under 25 and those 65 and over tend to have lower incomes than those 25-64 years old, limiting their housing options.

Aging of the Population

Killingly is one of the 153 Connecticut municipalities projected to see a drop in school-age population between 2015 and 2025. Many municipalities will see declines over 30%. The projected decrease for Killingly is 12%. Meanwhile the 65+ population for Killingly is projected to increase by 41%.

Age Cohorts - 2010 Population, 2025 Population Projections: Killingly

Source: 2010 Decennial Census, CT State Data Center



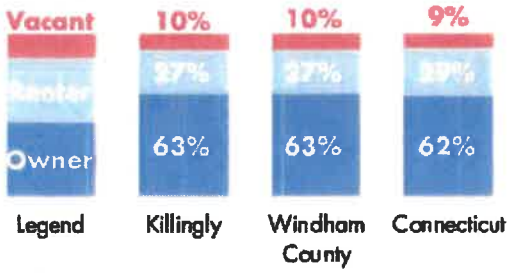
Characteristics of Housing Stock

Tenure

	Killingly	Windham County	Connecticut
Total	7,512	49,051	1,486,995
Owner-Occupied	4,726	30,851	919,488
Renter-Occupied	2,026	13,167	436,361
Vacant	760	5,033	131,146

Source: 2009-13 American Community Survey

Percent of Owner-Occupied, Renter-Occupied and Vacant Housing Units



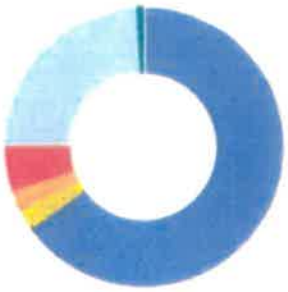
Killingly saw its number of housing units increase by 9% from 2000 to 2013. Renters live in 27% of Killingly's housing stock, compared to 27% for Windham County and 29% for Connecticut.

Units in Structure

Overall, 67% of CT's occupied housing stock is comprised of single-family housing, while 33% is multifamily housing (2+ units in structure) and 1% is mobile homes.

In Killingly, 70% of occupied homes are single-family, 26% are multifamily (2+ units in structure), and 3% are mobile homes. Renters live in 91% of Killingly's 1,774 multifamily homes, and owners occupy 93% of its 4,743 single-family homes.

Units in Structure by Tenure: Killingly



	# Units	%
Owner-Occupied		
Single-Family	4,388	65%
Multifamily	167	2%
Mobile	171	3%
Renter Occupied		
Single-Family	355	5%
Multifamily	1,607	24%
Mobile	64	1%

Source: 2009-13 American Community Survey

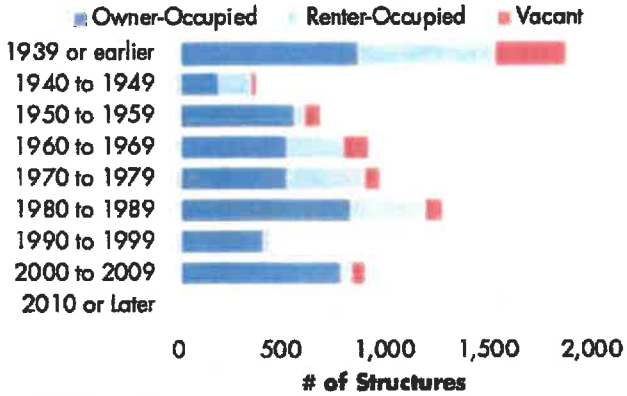
Year Built

CT's housing stock varies in age, with 23% built before 1939, 36% built from 1940 to 1969 and 41% built from 1970 on.

In Killingly, 25% of the housing stock was built prior to 1939, 26% was built between 1940 and 1969 and the remaining 48% was built after 1970. Shifting demographics indicate that housing built from 1970 on may not meet the needs of CT's current and future residents.

Tenure by Year Structure Built: Killingly

Source: 2009-2013 American Community Survey



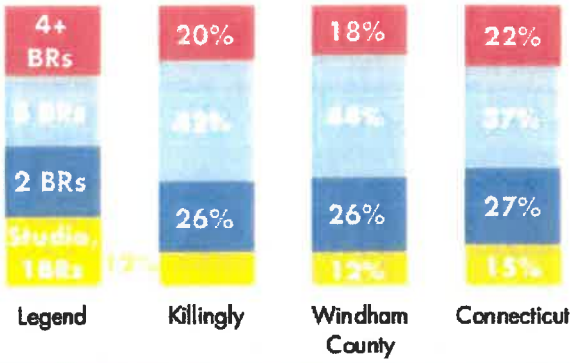
Bedrooms

A majority of homes in CT have 3 or more bedrooms, with 37% having 3 bedrooms and 22% having 4 or more. 42% of the homes in the state have 2 or fewer bedrooms.

Over 63% of homes in Killingly have 3 or more bedrooms, while 37% have 2 or fewer bedrooms. Towns and cities that have larger homes with more bedrooms offer fewer housing options for younger workers or downsizing Baby Boomers.

Housing Units by Number of Bedrooms

Source: 2009-13 American Community Survey



Housing Costs for Owners and Renters

Affordability

Across CT, 50% of renters and 35% of owners spend more than 30% of their income on housing. In Killingly, 46% of renters spend more than 30% of their income on housing, while 38% of owners do the same. Households that spend more than 30% of their income on housing may have little left over for necessities such as transportation, food, health care, etc.

Housing Costs as a % of Household Income: Killingly

	# Units	% Total
Owner-Occupied		
Spending <30%	2,729	42%
Spending >=30%	1,691	26%
Not computed	25	0%
Renter Occupied		
Spending <30%	1,057	16%
Spending >=30%	936	14%
Not computed	33	1%

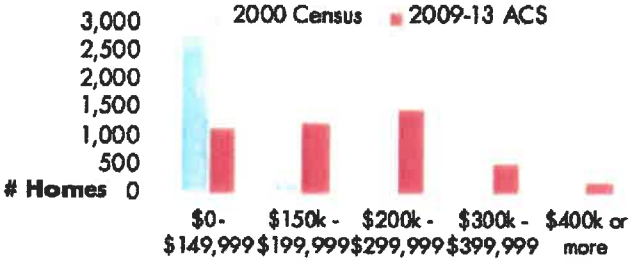
Source: 2009-13 American Community Survey

Home Value

The value of homes in Connecticut has risen significantly over the last 15 years, putting home ownership out of reach for many middle-class households. In Killingly, 89% of homes were valued under $150,000 in 2000, compared to 25% now. The median home value in Killingly is now $197,000, an increase of 82% since 2000.

Self-Reported Value of Owner-Occupied Homes: Killingly

Source: Census 2000, 2009-2013 American Community Survey

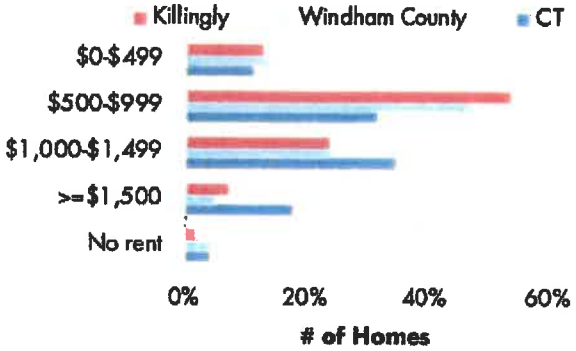


Gross Rent

According to 2009-13 American Community Survey data, 32% of Killingly's 2,026 rental units have a gross rent over $1,000 per month and 32% have a gross rent under $750 per month.

Rental Units by Gross Rent: Killingly

Source: 2009-2013 American Community Survey



Housing Costs & Income

Owner Households: Killingly

The average homeowner household in Killingly has a median income of

$71,616

Households with a Mortgage

Median Income:

$78,857

Median Monthly Owner Costs:

$1,676

Households w/out a Mortgage

Median Income:

$36,154

Median Monthly Owner Costs:

$561

In Connecticut, incomes among those who own their homes tend to be much higher than incomes for renter households. Incomes for owners who no longer pay a mortgage also tend to be lower than for those paying a mortgage, as those no longer paying a mortgage may be retired and living on fixed incomes.

Source: 2009-13 American Community Survey

Renter Households: Killingly

Median Income Renter Households =

$32,345

43% less than the median income of all households.

Median Gross Rent =

$857

32% of income spent on rent.

68% of income for all other expenses.

Housing Market General Information

Housing Wage

2015 Housing Wage: Killingly

$18.33

Killingly is included in the Windham County Metro Area.

Each year, the National Low Income Housing Coalition calculates the "housing wage," the hourly wage needed for a household to afford a typical 2-bedroom apartment in metro areas throughout the United States.

Connecticut's housing costs are typically high, ranking #8 in 2015 with a housing wage of $24.29.

Grand List

Real Property Grand List Values, 2008-13: Killingly

Total Real Property 2008	$1,237,548,186
Total Real Property 2013	$1,009,202,006
% Change, 2008-13	-18%

Connecticut housing prices declined precipitously after the 2008 financial crisis and have not rebounded to pre-crisis levels, particularly in municipalities - 114 of 169 - where housing stock is dominated by single-family homes. Across the state, 152 municipalities have seen either no change in real property grand lists, or declines, forcing most to raise mil rates, reduce services, or both.

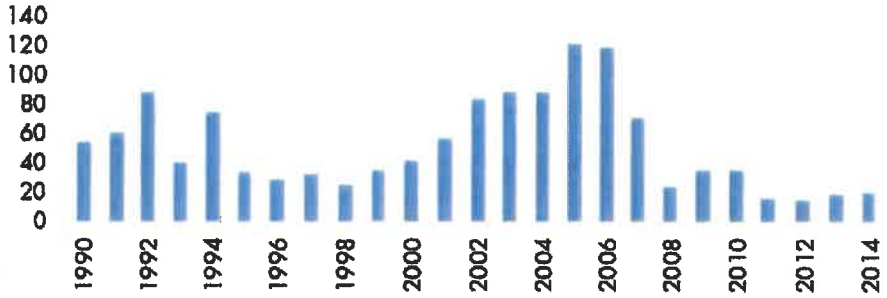
Source: CT Office of Policy and Management

Building Permits

Connecticut saw a sharp decline in building permits following the crash of the housing market in the mid-2000s. As the housing market slowly recovers, statewide building permits have increased by small amounts since 2011, with permits for multifamily units at levels not seen for a decade. Building permits issued, however, remain well below the levels seen in the 1980s and 1990s.

Building Permits by Year, 1990-2014: Killingly

Source: CT Department of Economic and Community Development



Affordable Housing Appeals List

Each year the CT Department Of Housing surveys municipalities in the state to determine the number of affordable units each has. The data is compiled for the Affordable Housing Appeals List. The following housing units are counted as affordable in Killingly in 2014:

Assisted Units Counted in 2014 Appeals List: Killingly

	495	Governmentally Assisted Units
	107	Tenant Rental Assistance
	488	CHFA/USDA Mortgages
+	0	Deed Restricted Units
	1,090	Total Assisted Units

Calculation of % of Total Units Assisted: Killingly

1,090 (Total Assisted Units) ÷ 7,592 (Total Units, 2010 Census) = 14.4% (Units Assisted)

Housing Data Profiles are produced by the Partnership for Strong Communities. Updated November 16, 2015.
For more information about the information presented or to use any of the graphics presented in the Housing Data Profiles, please contact: Christina Rubenstein, Deputy Policy Director, christina@pschousing.org.

Analysis of Housing Conditions

Key Stats

Population
17,317

Households
6,752

Projected Change in Population from 2015-2025
5-19 Year Olds: -12%
65+ Year Old: 41%

Median Household Income
All Households: $57,205
Owners: $71,616
Renters: $32,345

Housing Units
Total Units: 6,752
Owner-Occupied: 63%
Renter-Occupied: 27%
Vacant: 10%

Single-Family/Multifamily
Single Family: 70%
Multifamily: 26%

Median Home Value
$197,000

Median Gross Rent
$857

Households Spending 30% or More on Housing
All Households: 41%
Owners: 38%
Renters: 46%

Housing Built 1970 or Later
48%

2014 Affordable Housing Appeals List
Assisted Units: 14%

% Change in Total Real Property, 2008-2013
-18%

Killingly's Housing Data Profile: The Story Behind the Numbers

Killingly, unlike most of Connecticut's suburbs, has a median household income close to that of Connecticut, modest housing costs, a better than average supply of units for a variety of the municipality's workforce (such as, teachers, nurses, electricians, firefighters and town employees), and a reasonable range of housing choices for Baby Boomers seeking to downsize and Millennials and young families seeking to move to town.

Housing remains expensive in Killingly relative to the median household income. Statewide, 50% of renters and 35% of homeowners spend 30% or more of their household incomes on housing. In Killingly, where the $57,205 median household income is lower than the statewide median of $69,461, 46% of renters and 38% of homeowners spend 30% or more of their income on housing.

Killingly is one of the 153 Connecticut municipalities that could see a potentially significant decline in school enrollment through 2025 because of a projected decline in school-age (5-19) population of 12% from 2015 to 2025. At the same time, its population is getting older, with a projected increase of 41% in the 65+ population from 2015 to 2025, potentially leading to the need for smaller, denser, more affordable homes closer to the town center, services and, if possible, transit connections.

While the number of renting households in Connecticut has increased from 30% to 34% since 2007, many towns are ill-prepared to accommodate the needs of renters. Killingly is one of 114 Connecticut municipalities with single-family homes dominating its housing stock (70%) and little modest or multifamily housing to offer (37% units are 0-2 bedrooms, compared to 42% statewide), mostly because many of those towns built the bulk of their homes after 1970 (48% in Killingly) to accommodate the needs of new Baby Boomer families then in their 20s.

Now in their 60s, those families are seeking more modest homes. But their attempts to sell are being met by few offers because few young families can afford to move to those towns, flattening median sales prices and stunting the growth of Grand Lists – the towns' total value of real property – and thus property tax revenues needed to pay for increasingly expensive services. From 2008 through 2013 (latest OPM figures), 151 towns experienced negative growth in real property values, 1 had no growth and 3 had only slight growth of 2 percent or less. The total real property Grand List in Killingly has declined by 18% from 2008 through 2013.

Across the state, 138 of the 169 municipalities have affordable homes totaling less than 10% of their housing stock. These are the kinds of homes increasingly sought by young professionals, families, town workers, downsizing Baby Boomers and others. In Killingly, 14% of the homes are affordable, according to the state's 2014 Affordable Housing Appeals List.

Data Sources & Notes

Page 1

⇒ Populations, Households & Age
DP-1 - Profile of General Demographic Characteristics: 2000, Census 2000 Summary File 1 (SF 1) 100-Percent Data
DP02 - Selected Social Characteristics In The United States, 2009-2013 American Community Survey 5-Year Estimates
DP05 - ACS Demographic And Housing Estimates, 2009-2013 American Community Survey 5-Year Estimates

⇒ Age & Income

- Median Household Income
  B25119 - Median Household Income The Past 12 Months (In 2013 Inflation-Adjusted Dollars) By Tenure, Universe: Occupied Housing Units More Information, 2009-2013 American Community Survey 5-Year Estimates
- Income by Age of Head of Householder
  B19037 - Age Of Householder By Household Income In The Past 12 Months (In 2013 Inflation-Adjusted Dollars), Universe: Households, 2009-13 American Community Survey 5-Year Estimates

⇒ Aging of Population
P12 - Sex by Age, Universe: Total population, 2010 Census Summary File 1
2015-2025 Population Projections for Connecticut, November 1, 2012 edition, CT State Data Center

Page 2

⇒ Tenure, Units in Structure, Year Built, Bedrooms
DP04 - Selected Housing Characteristics, 2009-2013 American Community Survey 5-Year Estimates

⇒ Tenure note: Universe is all housing units. Total housing stock includes vacant units.

⇒ Units in Structure notes: Multifamily includes all units with 2+ units in structure. Does not include boats, RVs, vans, etc. Universe is occupied housing units (does not include vacant units).

Page 3

⇒ Affordability
DP04 - Selected Housing Characteristics, 2009-2013 American Community Survey 5-Year Estimates, Note: Percent income spent on housing costs is not calculated for some households, noted in chart as "Not computed."

⇒ Home Value
B25075 - Value, Universe: Owner-occupied housing units, 2009-2013 American Community Survey 5-Year Estimates

⇒ Gross Rent
DP04 - Selected Housing Characteristics, 2009-2013 American Community Survey 5-Year Estimates

⇒ Housing Costs & Income

- Median Household Income by Tenure
  B25119 Median Household Income The Past 12 Months (In 2013 Inflation-Adjusted Dollars) By Tenure, Universe: Occupied housing units, 2009-2013 American Community Survey 5-Year Estimates
- Median Household Income for Owner-Occupied Households by Mortgage Status
  B25099 - Mortgage Status By Median Household Income The Past 12 Months (In 2013 Inflation-Adjusted Dollars), Universe: Owner-occupied housing units, 2009-2013 American Community Survey 5-Year Estimates
- Median Monthly Housing Costs by Mortgage Status, Median Gross Rent
  DP04 - Selected Housing Characteristics, 2009-2013 American Community Survey 5-Year Estimates,
  Note: Median Gross Rent data suppressed for some geographies by Census Bureau, reasons for suppression may vary.

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⇒ Housing Wage
Out of Reach 2015, 2-Bedroom Housing Wage, National Low Income Housing Coalition

⇒ Grand Lists
Total Grand Lists by Town, 2008 and 2013, CT Office of Policy and Management

⇒ Building Permits
Connecticut New Housing Authorizations in 2014, Construction Report: Housing Production & Permits, CT Dept. of Economic and Community Development

⇒ Affordable Housing Appeals List
2014 Affordable Housing Appeals List, CT Dept. of Housing

PARTNERSHIP FOR STRONG COMMUNITIES

Killingly

Housing Data Profiles 2018

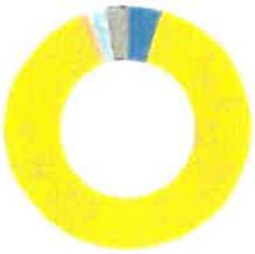
Population, Age, & Race

Source: 2011-15 American Community Survey

	2011-15	2000	% Change		2011-15	2000	% Change
Population	17,250	16,472	5%	Householders living alone	31%	26%	5%
Households	6,951	6,359	9%	Residents living in families	61%	67%	-6%
Average household size	2.43	2.53	-4%	Households with someone <18	29%	36%	-7%
Average family size	3.07	3.02	2%	Households with someone > 65	23%	23%	0%

Median age for those living in Killingly is 41.7 years old, 1.3 years older than CT's median age of 40.4 years old.

Race and Ethnicity: Killingly



Racial and Ethnic Groups	Total	%
Hispanic or Latino (of any race)	755	4%
White	15,322	89%
Black or African American	259	2%
American Indian and Alaska Native	0	0%
Asian	402	2%
Hawaiian and Other Pacific Islander	0	0%
Other/Multi-Race	512	3%

Source: 2011-15 American Community Survey

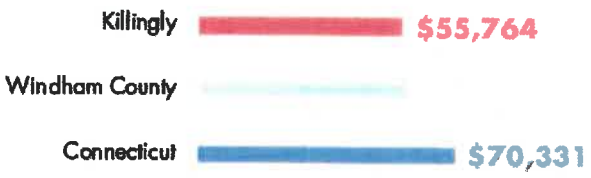
Connecticut is becoming increasingly diverse. Between 2010 and 2015, the nonwhite population increased from 28% to 31%. In Killingly, 89% of residents are white, while 11% are nonwhite.

$$$ Household Income

Killingly's annual median household income in 2015 was $55,764, 21% less than Connecticut's median household income of $70,331. It is 6% less than Windham County's median household income of $59,392. Killingly's median household income ranks 154 (1=highest, 169=lowest) among CT's 169 municipalities.

Median Household Income

Source: 2011-15 American Community Survey

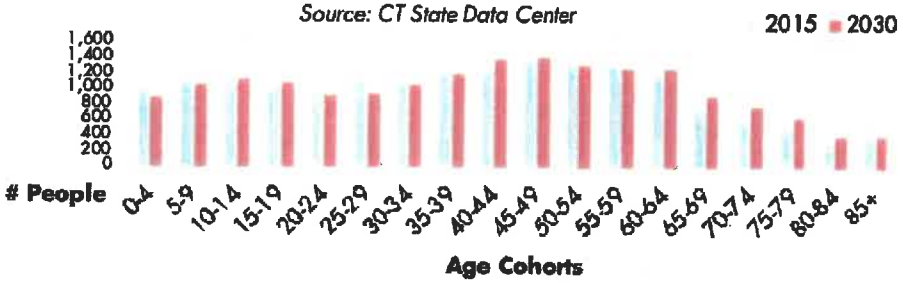


Aging of the Population

Killingly is one of the 48 Connecticut municipalities projected to see a rise in their school-age population between 2020 and 2030. Many municipalities will see declines over 15%. In Killingly, the projected increase is 1%. Meanwhile the 65+ population for Killingly is projected to increase by 15%.

Age Cohorts - 2015, 2030 Population Projections: Killingly

Source: CT State Data Center



Characteristics of Housing Stock

Tenure

	Killingly	Windham County	Connecticut
Total	7,811	49,176	1,491,786
Owner-Occupied	4,823	31,184	906,227
Renter-Occupied	2,128	13,092	446,356
Vacant	860	4,900	139,203

Source: 2011-15 American Community Survey

Percent of Owner-Occupied, Renter-Occupied and Vacant Housing Units

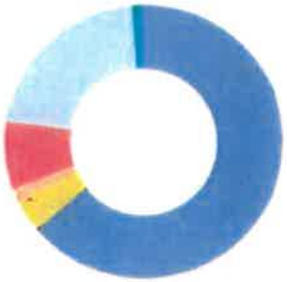
Killingly saw its number of housing units increase by 13% from 2000 to 2015. Renters live in 27% of Killingly's housing stock, compared to 27% for Windham County and 30% for Connecticut.

Units in Structure

Overall, 66% of CT's occupied housing stock is comprised of single-family housing, while 33% is multifamily housing (2+ units in structure) and 1% is mobile homes.

In Killingly, 72% of occupied homes are single-family, 25% are multifamily (2+ units in structure), and 3% are mobile homes. Renters live in 85% of Killingly's 1,759 multifamily homes, and owners occupy 89% of its 4,987 single-family homes.

Units in Structure by Tenure: Killingly



	# Units	%
Owner-Occupied		
Single-Family	4,434	64%
Multifamily	267	4%
Mobile	122	2%
Renter Occupied		
Single-Family	553	8%
Multifamily	1,492	21%
Mobile	83	1%

Source: 2011-15 American Community Survey

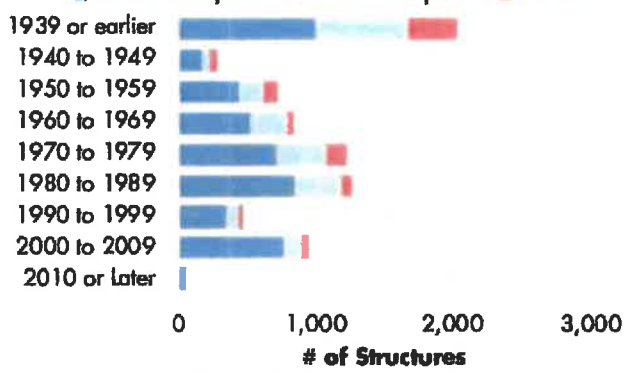
Year Built

CT's housing stock varies in age, with 22% built before 1939, 36% built from 1940 to 1969 and 42% built from 1970 on.

In Killingly, 26% of the housing stock was built prior to 1939, 23% was built between 1940 and 1969 and the remaining 51% was built after 1970. Shifting demographics indicate that housing built from 1970 on may not meet the needs of CT's current and future residents.

Tenure by Year Structure Built: Killingly

Source: 2011-2015 American Community Survey



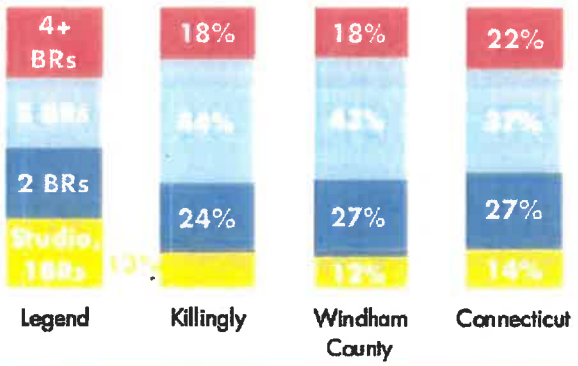
Bedrooms

A majority of homes in CT have 3 or more bedrooms, with 37% having 3 bedrooms and 22% having 4 or more. 42% of the homes in the state have 2 or fewer bedrooms.

Over 63% of homes in Killingly have 3 or more bedrooms, while 37% have 2 or fewer bedrooms. Towns and cities that have larger homes with more bedrooms offer fewer housing options for younger workers or downsizing Baby Boomers.

Housing Units by Number of Bedrooms

Source: 2011-15 American Community Survey



Housing Costs for Owners and Renters

Affordability

Across CT, 50% of renters and 32% of owners spend more than 30% of their income on housing. In Killingly, 46% of renters spend more than 30% of their income on housing, while 36% of owners do the same. Households that spend more than 30% of their income on housing may have little left over for necessities such as transportation, food, health care, etc.

Housing Costs as a % of Household Income: Killingly

	# Units	% Total
Owner-Occupied		
Spending <30%	3,066	44%
Spending >=30%	1,733	25%
Not computed	24	0%
Renter Occupied		
Spending <30%	1,118	16%
Spending >=30%	973	14%
Not computed	37	1%

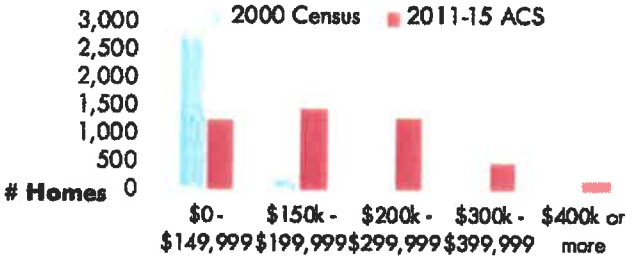
Source: 2011-15 American Community Survey

Home Value

The value of homes in Connecticut has risen significantly over the last 15 years, putting home ownership out of reach for many middle-class households. In Killingly, 89% of homes were valued under $150,000 in 2000, compared to 27% now. The median home value in Killingly is now $188,500, an increase of 74% since 2000.

Self-Reported Value of Owner-Occupied Homes: Killingly

Source: Census 2000, 2011-2015 American Community Survey

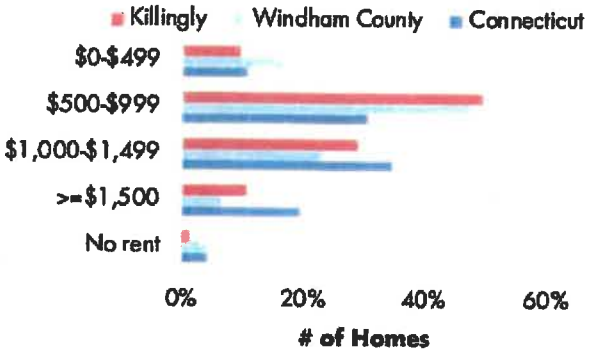


Gross Rent

According to 2011-15 American Community Survey data, 40% of Killingly's 2,128 rental units have a gross rent over $1,000 per month and 25% have a gross rent under $750 per month.

Rental Units by Gross Rent: Killingly

Source: 2011-2015 American Community Survey



Housing Costs & Income

Owner Households: Killingly

The average homeowner household in Killingly has a median income of

$70,362

Households with a Mortgage	Households w/out a Mortgage
Median Income:	Median Income:
$75,964	$41,898
Median Monthly Owner Costs:	Median Monthly Owner Costs:
$1,552	$599

In Connecticut, incomes among those who own their homes tend to be much higher than incomes for renter households. However, incomes for owners who no longer pay a mortgage also tend to be lower than for those paying a mortgage, as those no longer paying a mortgage may be retired and living on fixed incomes.

Source: 2011-2015 American Community Survey

Renter Households: Killingly

Median Income Renter Households =

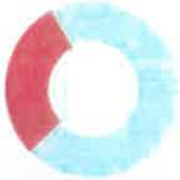
$36,289

35% less than the median income of all households.

Median Gross Rent =

$889

29% of income spent on rent.



71% of income for all other expenses.

Housing Market General Information

Housing Wage

2017 Housing Wage: Killingly

$18.06

Killingly is included in the Windham County Metro Area.

Each year, the National Low Income Housing Coalition calculates the "housing wage," the hourly wage needed for a household to afford a typical 2-bedroom apartment in metro areas throughout the United States.

Connecticut's housing costs are typically high, ranking #8 in 2017 with a housing wage of $24.72.

Grand List

Real Property Grand List Values, 2008-16: Killingly

Total Real Property 2008	$1,237,548,186
Total Real Property 2016	$1,021,998,330
% Change, 2008-16	-17%

Connecticut housing prices declined precipitously after the 2008 financial crisis and have not rebounded to pre-crisis levels, particularly in municipalities - 113 of 169 - where housing stock is dominated by single-family homes. Across the state, 152 municipalities have seen either no change in real property grand lists, or declines, forcing most to raise mill rates, reduce services, or both.

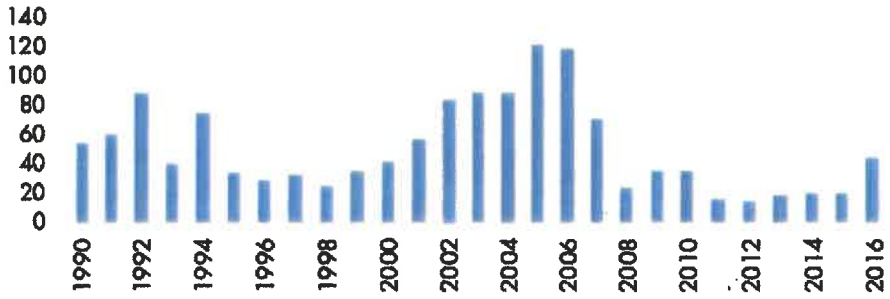
Source: CT Office of Policy and Management

Building Permits

Connecticut saw a sharp decline in building permits following the crash of the housing market in the mid-2000s. As the housing market slowly recovers, statewide building permits have increased by small amounts since 2011, with permits for multifamily units at levels not seen for a decade. Building permits issued, however, remain well below the levels seen in the 1980s and 1990s.

Building Permits by Year, 1990-2016: Killingly

Source: CT Department of Economic and Community Development



Affordable Housing Appeals List

Each year the CT Department Of Housing surveys municipalities in the state to determine the number of affordable units each has. The data is compiled for the Affordable Housing Appeals List. The following housing units are counted as affordable in Killingly in 2016:

Assisted Units Counted in 2016 Appeals List: Killingly

	520	Governmentally Assisted Units
	112	Tenant Rental Assistance
	297	CHFA/USDA Mortgages
+	0	Deed Restricted Units
	929	Total Assisted Units

Calculation of % of Total Units Assisted: Killingly

929 (Total Assisted Units) ÷ 7,592 (Total Units, 2010 Census) = 12.2% (Units Assisted)

Housing Data Profiles are produced by the Partnership for Strong Communities.
For more details about the information presented or to use any of the graphics in the Housing Data Profiles, please contact: Charles Patton, Senior Policy Analyst, charles@pschousing.org.

Analysis of Housing Conditions

Key Stats

Population
17,250

Households
6,951

Projected Change in Population from 2020-2030
5-19 Year Olds: 1%
65+ Year Old: 15%

Median Household Income
All Households: $55,764
Owners: $70,362
Renters: $36,289

Housing Units
Total Units: 7,811
Owner-Occupied: 62%
Renter-Occupied: 27%
Vacant: 11%

Single-Family/Multifamily
Single Family: 72%
Multifamily: 25%

Median Home Value
$188,500

Median Gross Rent
$889

Households Spending 30% or More on Housing
All Households: 39%
Owners: 36%
Renters: 46%

Housing Built 1970 or Later
51%

2016 Affordable Housing Appeals List
Assisted Units: 12%

% Change in Total Real Property, 2008-2016
-17%

Killingly's Housing Data Profile: The Story Behind the Numbers

Killingly, unlike most of Connecticut's suburbs, has a median household income fairly close to that of Connecticut, modest-to-high housing costs, a better than average supply of units for teachers, nurses, electricians, firefighters and town workers, and a reasonable range of housing choices for Baby Boomers seeking to downsize and Millennials and young families seeking to move to town.

Housing remains expensive in Killingly relative to the median household income. Statewide, 50% of renters and 32% of homeowners spend 30% or more of their household incomes on housing. In Killingly, where the $55,764 median household income is lower than the statewide median of $70,331, 46% of the town's renters and 36% of its homeowners spend 30% or more of their income on housing.

Killingly is one of the few Connecticut municipalities that could see an increase in school enrollment through 2030 because of unusual, if modest, anticipated growth in school-age (5-19) population of 1% from 2020 to 2030. At the same time, its population is getting much older, with a projected increase of 15% in the 65+ population from 2020 to 2030, potentially leading to the need for smaller, denser, more affordable homes closer to the town center, services and, if possible, transit connections.

While the number of renting households in Connecticut has increased from 30% to 35% since 2007, many towns are ill-prepared to accommodate the needs of renters. Killingly is one of 118 Connecticut municipalities with single-family homes dominating its housing stock (72%) and little modest or multifamily housing to offer (37% units are 0-2 bedrooms, compared to 42% statewide), mostly because many of those towns built the bulk of their homes after 1970 (51% in Killingly) to accommodate the needs of new Baby Boomer families then in their 20s.

Now in their 60s, those families are seeking more modest homes. But their attempts to sell are being met by few offers because few young families can afford to move to those towns, flattening median sales prices and stunting the growth of Grand Lists – the towns' total value of real property – and thus property tax revenues needed to pay for increasingly expensive services. From 2008 through 2016 (latest OPM figures), 150 towns experienced negative growth in real property values, 2 had no growth and 7 had only slight growth of 2 percent or less. The total real property Grand List in Killingly declined significantly by 17% from 2008 through 2016.

Across the state, 138 of the 169 municipalities have affordable homes totaling less than 10% of their housing stock. These are the kinds of homes increasingly sought by young professionals, families, town workers, downsizing Baby Boomers and others. In Killingly, 12% of the homes are affordable, according to the state's 2016 Affordable Housing Appeals List.

Data Sources & Notes

Page 1

⇒ Populations, Age, & Race
DP-1 - Profile of General Demographic Characteristics: 2000, Census 2000 Summary File 1 (SF 1) 100-Percent Data
DP02 - Selected Social Characteristics In The United States, 2011-2015 American Community Survey 5-Year Estimates
DP05 - ACS Demographic And Housing Estimates, 2011-2015 American Community Survey 5-Year Estimates

⇒ Note: Due to rounding throughout the profile, some results may not appear to correspond with the values in tables, charts and text.

⇒ Age & Income

- Median Household Income
  B25119 - Median Household Income The Past 12 Months (In 2015 Inflation-Adjusted Dollars) By Tenure, Universe: Occupied Housing Units More Information, 2011-2015 American Community Survey 5-Year Estimates

⇒ Aging of Population
2015-2040 Population Projections for Connecticut, August 31, 2017 edition, CT State Data Center

Page 2

⇒ Tenure, Units in Structure, Year Built, Bedrooms
DP04 - Selected Housing Characteristics, 2011-2015 American Community Survey 5-Year Estimates

⇒ Tenure note: Universe is all housing units. Total housing stock includes vacant units.

⇒ Units in Structure notes: Multifamily includes all units with 2+ units in structure. Does not include boats, RVs, vans, etc. Universe is occupied housing units (does not include vacant units).

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⇒ Affordability
DP04 - Selected Housing Characteristics, 2011-2015 American Community Survey 5-Year Estimates, Note: Percent income spent on housing costs is not calculated for some households, noted in chart as "Not computed."

⇒ Home Value
B25075 - Value, Universe: Owner-occupied housing units, 2011-2015 American Community Survey 5-Year Estimates

⇒ Gross Rent
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⇒ Housing Wage
Out of Reach 2017, 2-Bedroom Housing Wage, National Low Income Housing Coalition

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Total Grand Lists by Town, 2008 and 2014, CT Office of Policy and Management

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Connecticut New Housing Authorizations in 2016, Construction Report: Housing Production & Permits, CT Dept. of Economic and Community Development

⇒ Affordable Housing Appeals List
2016 Affordable Housing Appeals List, CT Dept. of Housing

Killingly, Connecticut
CERC Town Profile 2017

Connecticut Economic Resource Center

Government

Government Form: Council - Manager

Total Revenue (2015)	$58,194,105	Total Expenditures (2015)	$57,315,683	Annual Debt Service (2015)	$3,032,151
Tax Revenue	$31,633,701	Education	$44,202,229	As % of Expenditures	5.3%
Non-tax Revenue	$26,560,404	Other	$13,113,454	Eq. Net Grand List (2015)	$1,558,606,470
Intergovernmental	$22,516,265	Total Indebtedness (2015)	$31,480,685	Per Capita	$90,982
Per Capita Tax (2015)	$1,844	As % of Expenditures	54.9%	As % of State Average	61.4%
As % of State Average	66.1%	Per Capita	$1,838	Moody's Bond Rating (2015)	Aa3
		As % of State Average	75.6%	Actual Mill Rate (2015)	26.51
				Equalized Mill Rate (2015)	20.27
				% of Net Grand List Com/Ind (2015)	19.0%

Housing/Real Estate

Housing Stock (2011-2015)

	Town	County	State
Total Units	7,811	49,176	1,491,786
% Single Unit (2011-2015)	66.5%	67.2%	59.2%
New Permits Auth (2015)	20	93	6,077
As % Existing Units	0.3%	0.2%	0.4%
Demolitions (2015)	0	34	1,230
Home Sales	NA	774	26,310
Median Price	$188,500	$197,500	$270,500
Built Pre-1950 share	29.5%	31.6%	29.3%
Owner Occupied Dwellings	4,823	31,184	906,227
As % Total Dwellings	69.4%	70.4%	67.0%
Subsidized Housing (2015)	1,050	6,761	172,556

Distribution of House Sales

	Town	County	State
Less than $100,000	NA	153	3,417
$100,000-$199,999	NA	352	7,522
$200,000-$299,999	NA	200	6,031
$300,000-$399,999	NA	49	3,380
$400,000 or More	NA	20	5,960

Labor Force

Place of Residence (2015)

	Town	County	State
Labor Force	9,539	62,814	1,890,506
Employed	8,873	58,845	1,782,269
Unemployed	666	3,969	108,237
Unemployment Rate	7.0%	6.3%	5.7%

Place of Work (2015)

	Town	County	State
Units	499	2,740	116,246
Total Employment	8,738	39,379	1,662,822
2012-'15 AAGR	98.5%	90.2%	100.0%
Mfg Employment	1,867	6,149	79,612

Connecticut Commuters (2014)

Commuters Into Town From:		Town Residents Commuting To:	
Killingly, CT	2,040	Killingly, CT	2,040
Plainfield, CT	739	Putnam, CT	875
Brooklyn, CT	620	Plainfield, CT	485
Putnam, CT	570	Brooklyn, CT	299
Woodstock, CT	349	Norwich, CT	226
Thompson, CT	345	Windham, CT	180
Pomfret, CT	252	Hartford, CT	169

Other Information

Crime Rate (2014)

	Town	State
Per 100,000 residents	1,209	2,167

Library (2016)

	Town
Circulation per Capita	4.87
Internet Use per Visit	0.18

Distance to Major Cities

	Miles
Providence	23
Hartford	43
Boston	55
New York City	136
Montreal	271

Residential Utilities

Electric Provider
Eversource Energy
(800) 286-2000

Gas Provider
Eversource Energy
(800) 989-0900

Water Provider
Connecticut Water Company
(800) 286-5700

Cable Provider
Metrocast Communication of CT, LLC
(860) 442-8525

Families Receiving (2014)

	Town
Temporary Family Assistance (TFA)	105

Population Receiving (2014)

	Town
Supplemental Nutrition Assistance Program (SNAP)	1,439

profiles.ctdata.org

No representation or warranties, expressed or implied, are given regarding the accuracy of this information.

Killingly, Connecticut

CERC Town Profile 2017 *Produced by The CT Data Collaborative*

Town Hall
172 Main Street
Killingly, CT 06239
(860) 779-5334

Belongs To
Windham County
LMA Danielson - Northeast
Northeastern Planning Area

Incorporated in 1708

Demographics

Population

	Town	County	State
2000	16,472	109,091	3,405,565
2010	17,370	118,428	3,574,097
2011-2015	17,250	117,470	3,593,222
2020	17,981	126,432	3,604,591
'15 - '20 Growth / Yr	0.8%	1.4%	0.1%

	Town	County	State
Land Area (sq. miles)	48	513	4,842
Pop./Sq. Mile (2011-2015)	357	229	742
Median Age (2011-2015)	42	40	40
Households (2011-2015)	6,951	44,276	1,352,583
Med. HH Inc. (2011-2015)	$55,764	$59,392	$70,331

Race/Ethnicity (2011-2015)

	Town	County	State
White Alone, Non-Hispanic	15,322	98,828	2,487,119
Black Alone, Non-Hispanic	296	2,620	370,501
Asian	402	1,445	150,670
Native American	0	450	8,908
Other/Multi-Race	875	6,849	283,800
Hispanic (Any Race)	755	12,376	526,508

	Town	County	State
Poverty Rate (2011-2015)	10.2%	10.7%	10.5%

Educational Attainment (2011-2015)

	Town		State	
High School Graduate	4,147	34%	673,973	27%
Associates Degree	1,459	12%	183,289	7%
Bachelors or Higher	2,504	20%	925,607	38%

Age Distribution (2011-2015)

	0-4		5-14		15-24		25-44		45-64		65+		Total	
Town	1,099	6%	1,677	10%	2,118	12%	4,484	26%	5,427	31%	2,445	14%	17,250	100%
County	6,107	5%	14,002	12%	16,975	14%	29,167	25%	34,629	29%	16,590	14%	117,470	100%
State	191,445	5%	446,058	12%	492,864	14%	885,518	25%	1,035,059	29%	542,278	15%	3,593,222	100%

Economics

Business Profile (2015)

Sector	Units	Employment
Total - All Industries	499	8,738
23 - Construction	44	132
31-33 - Manufacturing	30	1,867
44-45 - Retail Trade	68	1,117
48-49 - Transportation and Warehousing	10	1,039
62 - Health Care and Social Assistance	52	1,147
Total Government	32	1,256

Top Five Grand List (2014)

	Amount
Lake Road Generating	$109,936,552
Connecticut Light & Power	$39,780,430
Dayville Property Development	$35,317,240
United Natural Foods	$17,457,050
Rite Aid Distribution	$16,314,930
Net Grand List (SFY 2014-2015)	$1,084,341,779

Major Employers (2014)

Frito Lay, Inc.
Rite Aid Distribution
Spirol International Corporation
Staples Distribution
United Natural Foods, Inc.

Education

2016-2017 School Year

	Grades	Enrollment
Killingly School District	PK-12	2,550

Smarter Balanced Test Percent Above Goal (2015-2016)

	Grade 3		Grade 4		Grade 8	
	Town	State	Town	State	Town	State
Math	37.1%	52.8%	39.4%	47.9%	25.7%	40.3%
ELA	45.3%	53.9%	50.3%	55.5%	61.4%	55.5%

Pre-K Enrollment (PSIS)

	2016-2017
Killingly School District	164

4-Year Cohort Graduation Rate (2014-2015)

	All	Female	Male
Connecticut	87.2%	90.1%	84.4%
Killingly School District	76.8%	81.7%	71.7%

Rate of Chronic Absenteeism (2015-2016)

	All
Connecticut	9.6%
Killingly School District	11.3%

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Killingly, Connecticut

CERC Town Profile 2018

Connecticut Economic Resource Center

Government

Government Form: Council - Manager

Total Revenue (2016)	$59,682,387
Tax Revenue	$33,225,714
Non-tax Revenue	$26,456,673
Intergovernmental	$22,398,430
Per Capita Tax (2016)	$1,935
As % of State Average	67.4%

Total Expenditures (2016)	$58,180,619
Education	$44,815,164
Other	$13,365,455
Total Indebtedness (2016)	$34,040,613
As % of Expenditures	58.5%
Per Capita	$1,994
As % of State Average	80.4%

Annual Debt Service (2016)	$2,923,075
As % of Expenditures	5.0%
Eq. Net Grand List (2016)	$1,657,995,334
Per Capita	$97,135
As % of State Average	64.2%
Moody's Bond Rating (2016)	Aa3
Actual Mill Rate (2016)	27.31
Equalized Mill Rate (2016)	19.92
% of Net Grand List Com/Ind (2016)	19.4%

Housing/Real Estate

Housing Stock (2012-2016)

	Town	County	State
Total Units	7,824	49,165	1,493,798
% Single Unit (2012-2016)	64.2%	66.9%	59.1%
New Permits Auth (2017)	30	134	4,547
As % Existing Units	0.4%	0.3%	0.3%
Demolitions (2017)	2	26	1,403
Home Sales	NA	774	26,310
Median Price	$187,300	$196,900	$269,300
Built Pre-1950 share	30.1%	31.2%	29.7%
Owner Occupied Dwellings	4,821	30,940	900,223
As % Total Dwellings	69.1%	69.9%	66.5%
Subsidized Housing (2017)	933	6,130	168,576

Distribution of House Sales

	Town	County	State
Less than $100,000	NA	153	3,417
$100,000-$199,999	NA	352	7,522
$200,000-$299,999	NA	200	6,031
$300,000-$399,999	NA	49	3,380
$400,000 or More	NA	20	5,960

Rental (2012-2016)

	Town	County	State
Median Rent	$917	$852	$1,094
Cost-burdened Renters	49.4%	51.4%	52.5%

Labor Force

	Town	County	State
Residents Employed	8,996	59,457	1,795,519
Residents Unemployed	572	3,430	96,273
Unemployment Rate	6.0%	5.5%	5.1%
Self-Employed Rate	8.3%	8.1%	9.9%
Total Employers	512	2,796	117,337
Total Employed	8,832	38,888	1,666,580

Connecticut Commuters (2015)

Commuters Into Town From:		Town Residents Commuting To:	
Killingly, CT	2,063	Killingly, CT	2,063
Plainfield, CT	732	Putnam, CT	834
Putnam, CT	625	Plainfield, CT	477
Brooklyn, CT	587	Brooklyn, CT	244
Thompson, CT	358	Norwich, CT	239
Woodstock, CT	273	Hartford, CT	206
Pomfret, CT	218	Windham, CT	196

Quality of Life

Crime Rates (per 100,000 residents) (2016)

	Town	State
Property	745	1,780
Violent	52	224

Disengaged Youth (2012-2016)

	Town	State
Female	0.0%	4.5%
Male	8.4%	5.5%

	Town
Library circulation per capita	5.24

Distance to Major Cities

	Miles
Providence	23
Hartford	43
Boston	55
New York City	136
Montreal	271

Residential Utilities

Electric Provider
Eversource Energy
(800) 286-2000

Gas Provider
Eversource Energy
(800) 989-0900

Water Provider
Connecticut Water Company
(800) 286-5700

Cable Provider
Atlantic Broadband
(844) 574-8435

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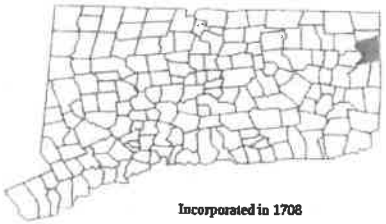
Killingly, Connecticut

CERC Town Profile 2018 *Produced by The CT Data Collaborative*

Town Hall
172 Main Street
Killingly, CT 06239
(860) 779-5334

Belongs To
Windham County
LMA Danielson - Northeast
Northeastern Planning Area



Incorporated in 1708

Demographics

Population

	Town	County	State
2000	16,472	109,091	3,405,565
2010	17,370	118,428	3,574,097
2012-2016	17,189	117,078	3,588,570
2020	17,981	126,432	3,604,591
'16 - '20 Growth / Yr	1.1%	1.8%	0.1%

	Town	County	State
Land Area (sq. miles)	48	513	4,842
Pop./Sq. Mile (2012-2016)	356	228	741
Median Age (2012-2016)	41	41	41
Households (2012-2016)	6,974	44,261	1,354,713
Med. HH Inc. (2012-2016)	$60,548	$60,689	$71,755

	Town	State
Veterans (2012-2016)	1,144	188,759

Race/Ethnicity (2012-2016)

	Town	County	State
White Alone, Non-Hispanic	15,162	98,091	2,464,450
Black Alone	253	2,692	372,696
Asian	416	1,555	152,782
Native American	0	684	9,399
Other/Multi-Race	903	6,981	284,582
Hispanic or Latino	824	12,735	537,728

	Town	County	State
Poverty Rate (2012-2016)	11.2%	11.2%	10.4%

Educational Attainment (2012-2016)

	Town		State	
High School Graduate	4,043	33%	673,220	27%
Associates Degree	1,347	11%	184,426	7%
Bachelors or Higher	2,651	22%	938,319	38%

Age Distribution (2012-2016)

	0-4		5-14		15-24		25-44		45-64		65+		Total	
Town	1,022	6%	1,781	10%	2,141	12%	4,543	26%	5,228	30%	2,474	14%	17,189	100%
County	5,917	5%	13,783	12%	16,801	14%	28,821	25%	34,696	30%	17,060	15%	117,078	100%
State	188,812	5%	439,100	12%	494,529	14%	878,077	24%	1,033,029	29%	555,023	15%	3,588,570	100%

Economics

Business Profile (2016)

Sector	Units	Employment
Total - All Industries	512	8,832
23 - Construction	48	141
31-33 - Manufacturing	30	1,926
44-45 - Retail Trade	69	1,175
48-49 - Transportation and Warehousing	9	1,034
62 - Health Care and Social Assistance	55	1,159
Total Government	32	1,237

Top Five Grand List (2017)

	Amount
Lake Road Generating	$114,544,070
Conn Light & Power	$50,342,760
Dayville Property Development	$35,631,820
Frito Lay	$25,281,846
United Natural Foods	$17,251,550
Net Grand List (SFY 2015-2016)	$1,106,789,534

Major Employers (2014)

Frito Lay, Inc.
Rite Aid Distribution
Spirol International Corporation
Staples Distribution
United Natural Foods, Inc.

Education

2017-2018 School Year

	Grades	Enrollment
Killingly School District	PK-12	2,523

Smarter Balanced Test Percent Above Goal (2016-2017)

	Grade 3		Grade 4		Grade 8	
	Town	State	Town	State	Town	State
Math	37.2%	53.1%	25.8%	50.0%	20.6%	41.8%
ELA	48.8%	51.8%	41.1%	54.1%	49.1%	53.7%

Pre-K Enrollment (PSIS)

	2016-2017
Killingly School District	164

4-Year Cohort Graduation Rate (2016-2017)

	All	Female	Male
Connecticut	87.9%	90.9%	85.1%
Killingly School District	84.5%	89.5%	79.5%

Rate of Chronic Absenteeism (2016-2017)

	All
Connecticut	9.9%
Killingly School District	14.9%

Public vs Private Enrollment (2012-2016)

	Town	County	State
Public	90.8%	92.0%	86.8%
Private	9.2%	8.0%	13.2%

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Killingly, Connecticut

CERC Town Profile 2019

Connecticut Economic Resource Center

Government

Government Form: Council - Manager

Total Revenue (2017)	$60,884,366
Tax Revenue	$34,043,520
Non-tax Revenue	$26,840,846
Intergovernmental	$22,586,845
Per Capita Tax (2017)	$1,966
As % of State Average	67.1%

Total Expenditures (2017)	$58,173,946
Education	$44,788,575
Other	$13,385,371
Total Indebtedness (2017)	$31,692,505
As % of Expenditures	54.5%
Per Capita	$1,846
As % of State Average	73.4%

Annual Debt Service (2017)	$3,184,777
As % of Expenditures	5.5%
Eq. Net Grand List (2017)	$1,772,252,233
Per Capita	$103,206
As % of State Average	68.4%
Moody's Bond Rating (2017)	Aa3
Actual Mill Rate (2017)	27.31
Equalized Mill Rate (2017)	19.05
% of Net Grand List Com/Ind (2017)	18.9%

Housing/Real Estate

Housing Stock (2013-2017)

	Town	County	State
Total Units	8,080	49,577	1,507,711
% Single Unit (2013-2017)	59.8%	66.2%	59.2%
New Permits Auth (2017)	30	134	4,547
As % Existing Units	0.4%	0.3%	0.3%
Demolitions (2017)	2	26	1,403
Home Sales (2017)	217	947	21,880
Median Price	$184,000	$196,800	$270,100
Built Pre-1950 share	29.5%	31.6%	29.3%
Owner Occupied Dwellings	4,721	31,142	906,798
As % Total Dwellings	66.8%	69.9%	66.6%
Subsidized Housing (2018)	834	5,827	167,879

Distribution of House Sales (2017)

	Town	County	State
Less than $100,000	24	80	536
$100,000-$199,999	90	376	5,237
$200,000-$299,999	80	339	6,681
$300,000-$399,999	18	110	3,863
$400,000 or More	5	42	5,563

Rental (2013-2017)

	Town	County	State
Median Rent	$918	$869	$1,123
Cost-burdened Renters	59.8%	52.2%	52.3%

Labor Force

	Town	County	State
Residents Employed	9,176	60,560	1,827,070
Residents Unemployed	446	2,866	78,242
Unemployment Rate	4.6%	4.5%	4.1%
Self-Employed Rate	7.9%	8.1%	10.0%
Total Employers	530	2,988	122,067
Total Employed	9,025	38,584	1,673,867

Connecticut Commuters (2015)

Commuters Into Town From:		Town Residents Commuting To:	
Killingly, CT	2,063	Killingly, CT	2,063
Plainfield, CT	732	Putnam, CT	834
Putnam, CT	625	Plainfield, CT	477
Brooklyn, CT	587	Brooklyn, CT	244
Thompson, CT	358	Norwich, CT	239
Woodstock, CT	273	Hartford, CT	206
Pomfret, CT	218	Windham, CT	196

Quality of Life

Crime Rates (per 100,000 residents) (2017)

	Town	State
Property	652	1,777
Violent	110	228

Disengaged Youth (2013-2017)

	Town	State
Female	0.0%	4.2%
Male	13.5%	5.6%

	Town
Library circulation per capita	7.02

Distance to Major Cities

	Miles
Providence	23
Hartford	43
Boston	55
New York City	136
Montreal	271

Residential Utilities

Electric Provider
Eversource Energy
(800) 286-2000

Gas Provider
Eversource Energy
(800) 989-0900

Water Provider
Connecticut Water Company
(800) 286-5700

Cable Provider
Atlantic Broadband
(844) 574-8435

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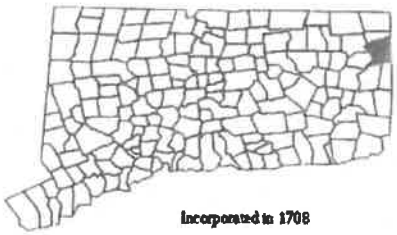
Killingly, Connecticut

CERC Town Profile 2019 *Produced by Connecticut Data Collaborative*

Town Hall
172 Main Street
Killingly, CT 06239
(860) 779-5334

Belongs To
Windham County
LMA Danielson - Northeast
Northeastern Planning Area



Incorporated in 1708

Demographics

Population

	Town	County	State
2000	16,472	109,091	3,405,565
2010	17,370	118,428	3,574,097
2013-2017	17,160	116,674	3,594,478
2020	17,981	126,432	3,604,591
'17 - '20 Growth / Yr	1.5%	2.6%	0.1%

	Town	County	State
Land Area (sq. miles)	48	513	4,842
Pop./Sq. Mile (2013-2017)	355	227	742
Median Age (2013-2017)	41	41	41
Households (2013-2017)	7,066	44,529	1,361,755
Med. HH Inc. (2013-2017)	$54,868	$62,553	$73,781

	Town	State
Veterans (2013-2017)	1,238	180,111

Race/Ethnicity (2013-2017)

	Town	County	State
White Alone, Non-Hispanic	15,195	97,434	2,446,049
Black Alone	308	2,617	376,240
Asian	261	1,565	156,450
Native American	0	736	9,385
Other/Multi-Race	885	7,839	294,408
Hispanic or Latino	791	12,946	551,916

	Town	County	State
Poverty Rate (2013-2017)	11.2%	11.1%	10.1%

Educational Attainment (2013-2017)

	Town		State	
High School Graduate	4,040	33%	673,582	27%
Associates Degree	1,363	11%	188,481	8%
Bachelors or Higher	2,772	22%	953,199	38%

Age Distribution (2013-2017)

	0-4		5-14		15-24		25-44		45-64		65+		Total	
Town	1,094	6%	1,820	11%	1,852	11%	4,447	26%	5,383	31%	2,564	15%	17,160	100%
County	5,832	5%	13,454	12%	16,632	14%	28,476	24%	34,503	30%	17,777	15%	116,674	100%
State	186,188	5%	432,367	12%	495,626	14%	872,640	24%	1,031,900	29%	575,757	16%	3,594,478	100%

Economics

Business Profile (2018)

Sector	Units	Employment
Total - All Industries	530	9,025
23 - Construction	44	148
31-33 - Manufacturing	32	2,221
44-45 - Retail Trade	70	1,140
48-49 - Transportation and Warehousing	12	1,050
62 - Health Care and Social Assistance	55	1,247
Total Government	28	1,185

Top Five Grand List (2018)

	Amount
Lake Road Generating	$123,076,373
Conn Light & Power	$56,040,450
Dayville Property Development	$34,585,810
Frito Lay	$26,603,458
United Natural Foods	$18,981,210
Net Grand List (SFY 2016-2017)	$1,136,583,970

Major Employers (2014)

Frito Lay, Inc.
Rite Aid Distribution
Spirol International Corporation
Staples Distribution
United Natural Foods, Inc.

Education

2018-2019 School Year

	Grades	Enrollment
Killingly School District	PK-12	2501

Smarter Balanced Test Percent Above Goal (2017-2018)

	Grade 3		Grade 4		Grade 8	
	Town	State	Town	State	Town	State
Math	58.2%	53.8%	46.7%	51.3%	23.6%	43.0%
ELA	53.8%	53.1%	43.8%	54.9%	57.0%	56.1%

Pre-K Enrollment (PSIS)

	2018-2019
Killingly School District	149

4-Year Cohort Graduation Rate (2017-2018)

	All	Female	Male
Connecticut	88.3%	91.8%	85.1%
Killingly School District	85.5%	91.5%	78.7%

Rate of Chronic Absenteeism (2017-2018)

	All
Connecticut	10.7%
Killingly School District	13.6%

Public vs Private Enrollment (2013-2017)

	Town	County	State
Public	89.7%	92.0%	86.8%
Private	10.3%	8.0%	13.2%

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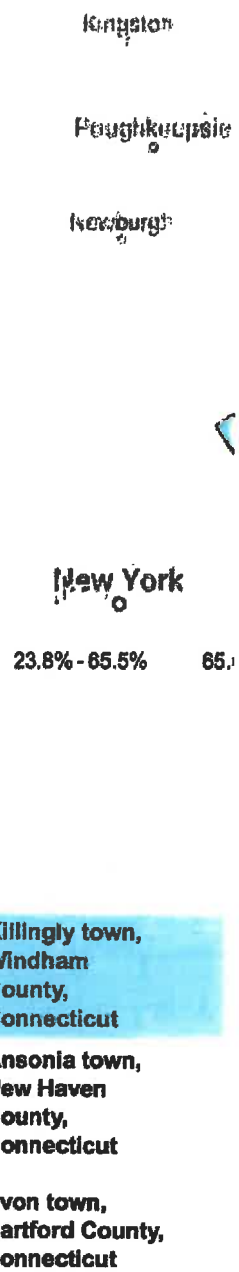
QuickFacts
Killingly town, Windham County, Connecticut

QuickFacts provides statistics for all states and counties, and for cities and towns with a ***population of 5,000 or more***.

Dashboard - Killingly town, Windham County, Connecticut

Owner-occupied housing unit rate, 2013-2017

All Topics	Killingly town, Windham County, Connecticut
Owner-occupied housing unit rate, 2013-2017	**66.8%**
PEOPLE	
Population	
Population estimates, July 1, 2018, (V2018)	17,287
Population estimates base, April 1, 2010, (V2018)	17,372
Population, percent change - April 1, 2010 (estimates base) to July 1, 2018, (V2018)	-0.5%
Population, Census, April 1, 2010	17,370
Age and Sex	
Persons under 5 years, percent	6.4%
Persons under 18 years, percent	21.7%
Persons 65 years and over, percent	14.9%
Female persons, percent	51.8%
Race and Hispanic Origin	
White alone, percent	91.5%
Black or African American alone, percent (a)	1.8%
American Indian and Alaska Native alone, percent (a)	0.0%
Asian alone, percent (a)	1.5%
Native Hawaiian and Other Pacific Islander alone, percent (a)	0.0%
Two or More Races, percent	4.8%
Hispanic or Latino, percent (b)	4.6%
White alone, not Hispanic or Latino, percent	88.5%
Population Characteristics	
Veterans, 2013-2017	1,238
Foreign born persons, percent, 2013-2017	5.4%



BUSINESSES

Businesses

Total employer establishments, 2016	X
Total employment, 2016	X
Total annual payroll, 2016 ($1,000)	X
Total employment, percent change, 2015-2016	X
Total nonemployer establishments, 2017	X
All firms, 2012	737
Men-owned firms, 2012	371
Women-owned firms, 2012	235
Minority-owned firms, 2012	31
Nonminority-owned firms, 2012	599
Veteran-owned firms, 2012	F
Nonveteran-owned firms, 2012	587

GEOGRAPHY

Geography

Population per square mile, 2010	359.6
Land area in square miles, 2010	48.31
FIPS Code	0901540500

Colchester town, New London County, Connecticut

Columbia town, Tolland County, Connecticut

Coventry town, Tolland County, Connecticut

Cromwell town, Middlesex County, Connecticut

Danbury town, Fairfield County, Connecticut

Darien town, Fairfield County, Connecticut

Derby town, New Haven County, Connecticut

Durham town, Middlesex County, Connecticut

East Granby town, Hartford County, Connecticut

East Haddam town, Middlesex County, Connecticut

East Hampton town, Middlesex County, Connecticut

East Hartford town, Hartford County, Connecticut

East Haven town, New Haven County, Connecticut

East Lyme town, New London County, Connecticut

East Windsor town, Hartford County, Connecticut

APPENDIX "B"

COMMUNITY PARTICIPATON

2020 Killingly Plan of Conservation and Development Survey

Killingly Plan of Conservation and Development Survey

To the Residents of Killingly:

The Planning and Zoning Commission is undertaking review and revision of the Town Plan of Conservation and Development (POCD) as is required by state statute every ten years. This survey provides the Commission with information on what town residents feel about the nature of the town and the direction it should take. The results of the survey will be used by the Planning and Zoning Commission in the review and revision of the POCD. The POCD is important because it forms the basis for the Commission's future planning and implementation of new zoning regulations as well as planning for the future of the town. Your cooperation is greatly appreciated.

It is not necessary to sign your name and your answers will remain anonymous.

1. What makes Killingly attractive to you? Choose up to three most important to you.

- ☐ Public facilities
- ☐ Quality of housing
- ☐ The school system
- ☐ Commercial facilities
- ☐ Historical features
- ☐ Nearness to employment
- ☐ Rural nature of community
- ☐ Recreation facilities

2. Do you feel adequate housing (number of residential units) is available in Killingly?

- ◯ Yes
- ◯ No
- ◯ No opinion

3. Is the housing affordable to your family?

- ◯ Yes
- ◯ No
- ◯ No opinion

4. Should residential expansion continue at an:

- ◯ Increased rate?
- ◯ Moderate rate?
- ◯ Slower rate?
- ◯ Not at all?

5. What type of residential development should be encouraged? Choose up to three (3) most important to you.

- ☐ Single family homes on lots smaller than 2 acres
- ☐ Single family homes on lots of 2 acres or larger
- ☐ Detached single family homes in clusters
- ☐ Apartments for 3 or more families
- ☐ Housing for the elderly
- ☐ Two family homes
- ☐ Condominiums
- ☐ Active age-restricted (55+) adult housing
- ☐ None

6. What features of the town do you feel need improvement? Choose up to three most important to you.

- ☐ Cultural activies
- ☐ Fire and EMT services
- ☐ Schools
- ☐ Open Space
- ☐ Recreation
- ☐ Municipal services
- ☐ Shopping
- ☐ Medical services
- ☐ Police protection and law enforcement
- ☐ Roads and bridges
- ☐ Zoning regulations and enforcement
- ☐ None

7. For each of the services below, please indicate whether you think the level of service is appropriate, should be increased, or should be decreased. (Please check only one for each service.)

	Appropriate	Increase	Decrease	No Opinion
Road maintenance	○	○	○	○
Snow plowing	○	○	○	○
Police protection	○	○	○	○
Fire protection / rescue	○	○	○	○
Town hall services / hours	○	○	○	○
Building code enforcement	○	○	○	○
Junk code enforcement	○	○	○	○
Dog control	○	○	○	○
Internet connectivity	○	○	○	○
Cell service	○	○	○	○
Street lights	○	○	○	○
Public Transportation	○	○	○	○
Pedestrian / bike lanes	○	○	○	○
Hiking trails / bike paths	○	○	○	○
Community events	○	○	○	○
Service / activities for youth (e.g. recreational, job placement, etc.)	○	○	○	○
Services / activities for senior citizens	○	○	○	○
Recycling	○	○	○	○
Notification about proposed development in your neighborhood	○	○	○	○
Availability of buildings (school, firehouse, etc.) for public use	○	○	○	○
Public recreational opportunities	○	○	○	○

8. What types of non-residential development would you consider desirable? Choose up to three (3) most important to you.

- [ ] Agriculture
- [ ] Regional shopping center
- [ ] Neighborhood stores
- [ ] Research laboratories
- [ ] Pharmacy
- [ ] Recreational complex
- [ ] Cultural facilities
- [ ] Executive offices
- [ ] Medical services
- [ ] Restaurants
- [ ] Industry
- [ ] Warehouses
- [ ] Grocery store

9. Should more land be available for commercial purposes?

- ◯ Yes
- ◯ No
- ◯ No opinion

10. Should more land be available for industrial purposes?

- ◯ Yes
- ◯ No
- ◯ No opinion

11. Which of the following recreational facilities do you feel are needed? Chose up to three (3) most important to you.

- ☐ Children's playground
- ☐ Athletic fields
- ☐ Swimming areas
- ☐ Picnic areas
- ☐ Fishing and hunting
- ☐ Horseback riding
- ☐ Golf course
- ☐ Ice skating
- ☐ Tennis courts
- ☐ Boating
- ☐ Bicycle paths
- ☐ Jogging trails
- ☐ Hiking trails
- ☐ Natural parks

12. Would you support the development of additional Town recreational facilities (see examples above)?

- ◯ Yes
- ◯ No
- ◯ No opinion

13. Are you familiar with the current recreational facilities?

- ◯ Yes
- ◯ No
- ◯ No opinion

14. Would you support establishment of localized historical districts?

- ◯ Yes
- ◯ No
- ◯ No opinion

15. Would you favor town purchase of additional open space?

- ◯ Yes
- ◯ No
- ◯ No opinion

16. Killingly presently has limited public water service. Should the town:

- ◯ Maintain existing public water service as it currently exists.
- ◯ Expand the current public water services.

17. Killingly has limited town sewer service. Should the town:

- ◯ Maintain existing sewer service as it currently exists.
- ◯ Expand the current sewer services.

18. What areas should be emphasized in the future planning for Killingly? Choose up to four most important to you.

- ☐ Protection of natural resources
- ☐ Commercial development
- ☐ Light industrial development
- ☐ Historical preservation
- ☐ Recreational facilities
- ☐ Municipal facilities
- ☐ Senior center
- ☐ Rural-residential development
- ☐ Affordable housing
- ☐ Retirement community facilities
- ☐ Open space preservation
- ☐ Apartment buildings
- ☐ Downtown Danielson redevelopment

19. Of the following "Green Initiatives", which would you be in favor of? Please check all that apply.

- ☐ Solar power
- ☐ Wind turbines
- ☐ Electric vehicle charging stations
- ☐ Hydro-electric power

20. How many years have you lived in Killingly?

- ◯ 0 to 4
- ◯ 5 to 10
- ◯ 11 to 25
- ◯ More than 25

21. How many persons in your family including yourself?

- ◯ 1 or 2
- ◯ 3 to 5
- ◯ 6 to 10
- ◯ More than 10

22. Current employment status (check all that apply):

- ☐ Full-time
- ☐ Part-time
- ☐ Self-employed
- ☐ Unemployed and looking for work
- ☐ Unable to work
- ☐ Full-time homemaker
- ☐ Retired
- ☐ College/university student
- ☐ Grade/middle/high school student

23. Where do you work / attend school?

- ◯ Within Killingly
- ◯ Elsewhere in Windham County
- ◯ Outside of Windham County
- ◯ Out of state
- ◯ Not applicable

24. What mode of transportation do you most often use to get to work/school?

- ◯ Walk
- ◯ Personal vehicle
- ◯ Carpool/rideshare
- ◯ NECTD bus
- ◯ School bus
- ◯ Bicycle
- ◯ N/A (work at home/not employed/retired)

25. Your age bracket:

- ◯ Under 18
- ◯ 18-25
- ◯ 25-44
- ◯ 45-64
- ◯ 65 or older

26. What is the highest degree or level of school you have completed? If currently enrolled, highest degree received.

- ◯ No schooling completed
- ◯ Nursery school to 8th grade
- ◯ Some high school, no diploma
- ◯ High school graduate, diploma or the equivalent (for example: GED)
- ◯ Some college credit, no degree
- ◯ Trade/technical/vocational training
- ◯ Associate degree
- ◯ Bachelor's degree
- ◯ Master's degree
- ◯ Professional degree
- ◯ Doctorate degree

27. Do you rent or own your home/land?

- ◯ Own home, live in Killingly
- ◯ Rent home, live in Killingly
- ◯ Own Property in Killingly, live elsewhere
- ◯ Rent Property in Killingly, live elsewhere

28. Do you consider your housing to be:

- ◯ Above average
- ◯ Average
- ◯ Below average
- ◯ Poor

29. If you own land, how many acres?

- ◯ <1
- ◯ 1-4
- ◯ 5-49
- ◯ 50-99
- ◯ 100 or more

30. What type of structure is your home?

- ◯ Single-family
- ◯ Two-family
- ◯ Multi-family (3-4 units)
- ◯ Multi-family (5 + units)

31. How do you use your home or property?

- ◯ Residence
- ◯ Business (non-agricultural)
- ◯ Business (agricultural)

32. Household income (optional):

- ◯ Under $25,000
- ◯ $25,000-$50,000
- ◯ $50,000-$75,000
- ◯ $75,000-$100,000
- ◯ Over $100,000

33. Marital Status: What is your marital status?

- ◯ Single, never married
- ◯ Married or domestic partnership
- ◯ Widowed
- ◯ Divorced
- ◯ Separated

34. Ethnicity origin (or Race): Please specify your ethnicity. (optional)

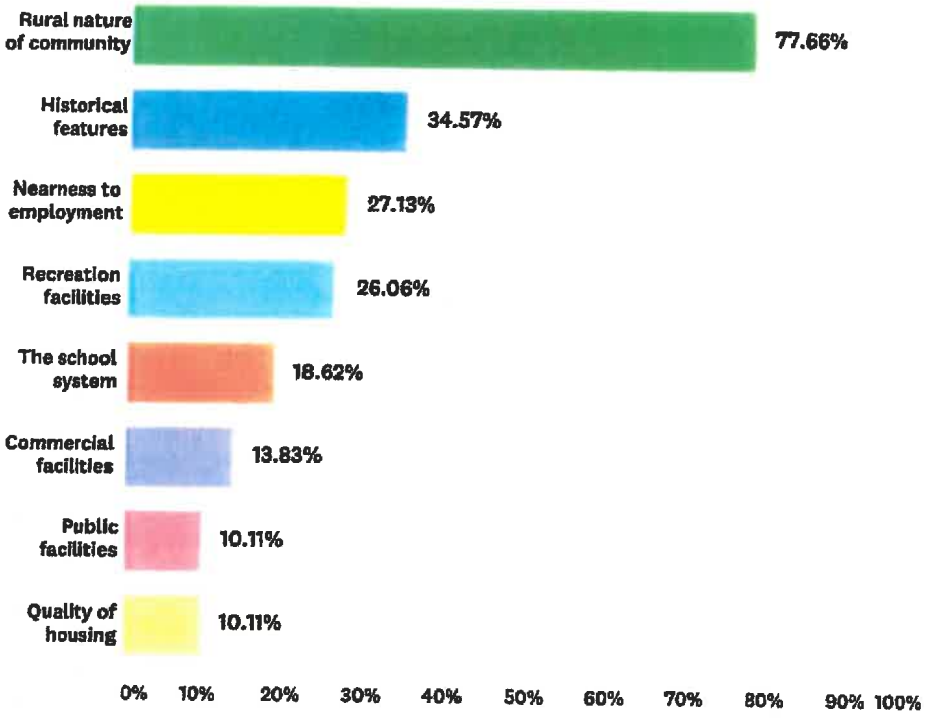
- ◯ White
- ◯ Hispanic or Latino
- ◯ Black or African American
- ◯ Native American or American Indian
- ◯ Asian / Pacific Islander
- ◯ Other

35. Optional Additional Information

Name	
Company	
Address	
Address 2	
City/Town	
State/Province	-- select state --
ZIP/Postal Code	
Email Address	
Phone Number	

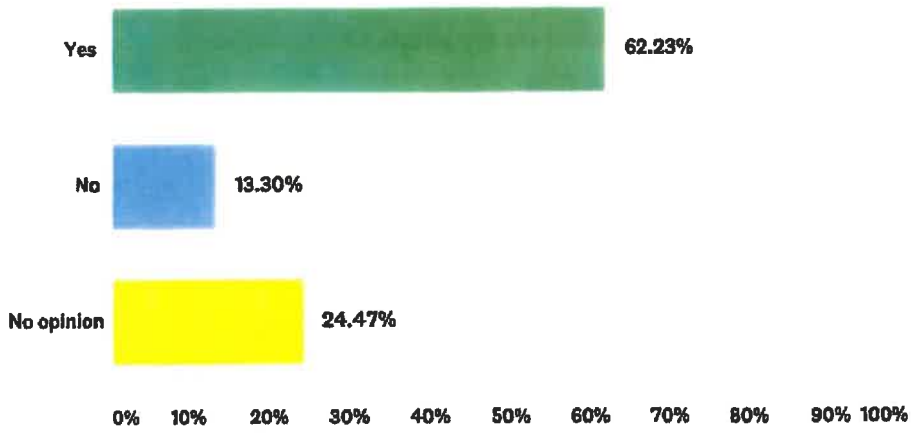
Q1 What makes Killingly attractive to you? Choose up to three most important to you.

Answered: 188 Skipped: 0



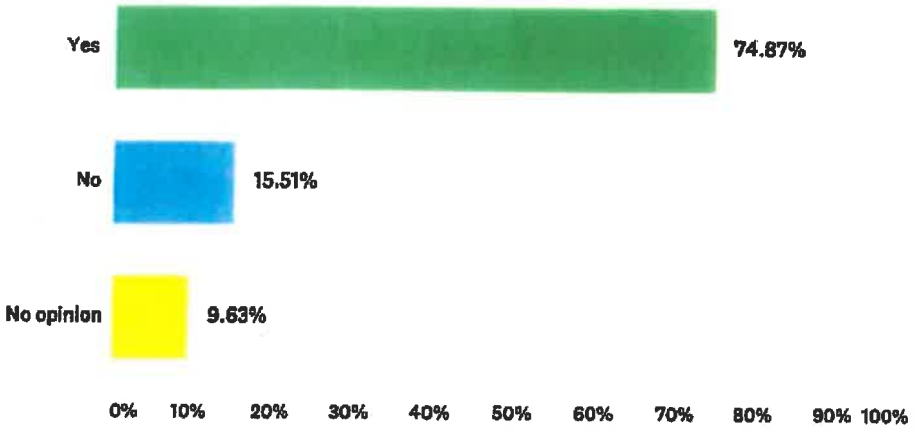
Q2 Do you feel adequate housing (number of residential units) is available in Killingly?

Answered: 188 Skipped: 0



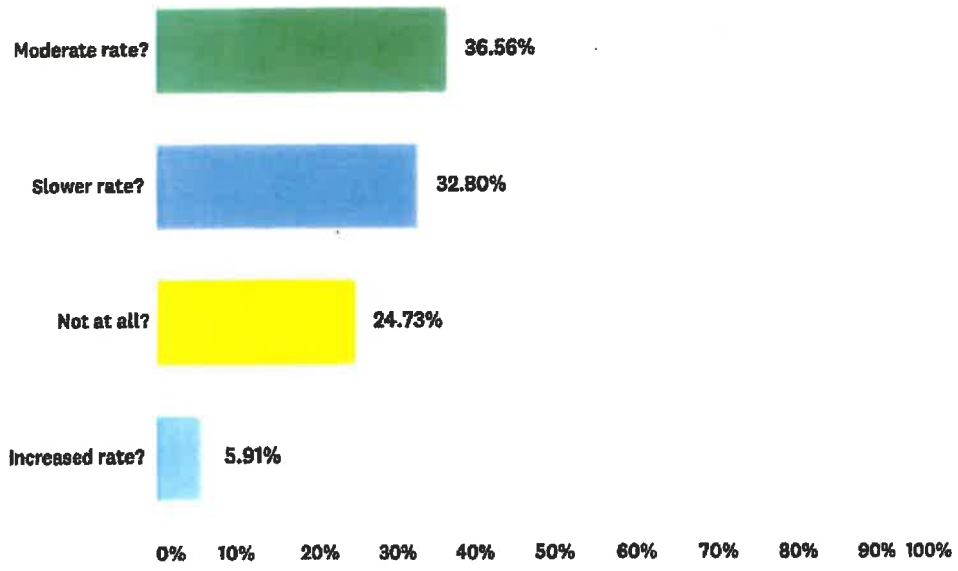
Q3 Is the housing affordable to your family?

Answered: 187 Skipped: 1



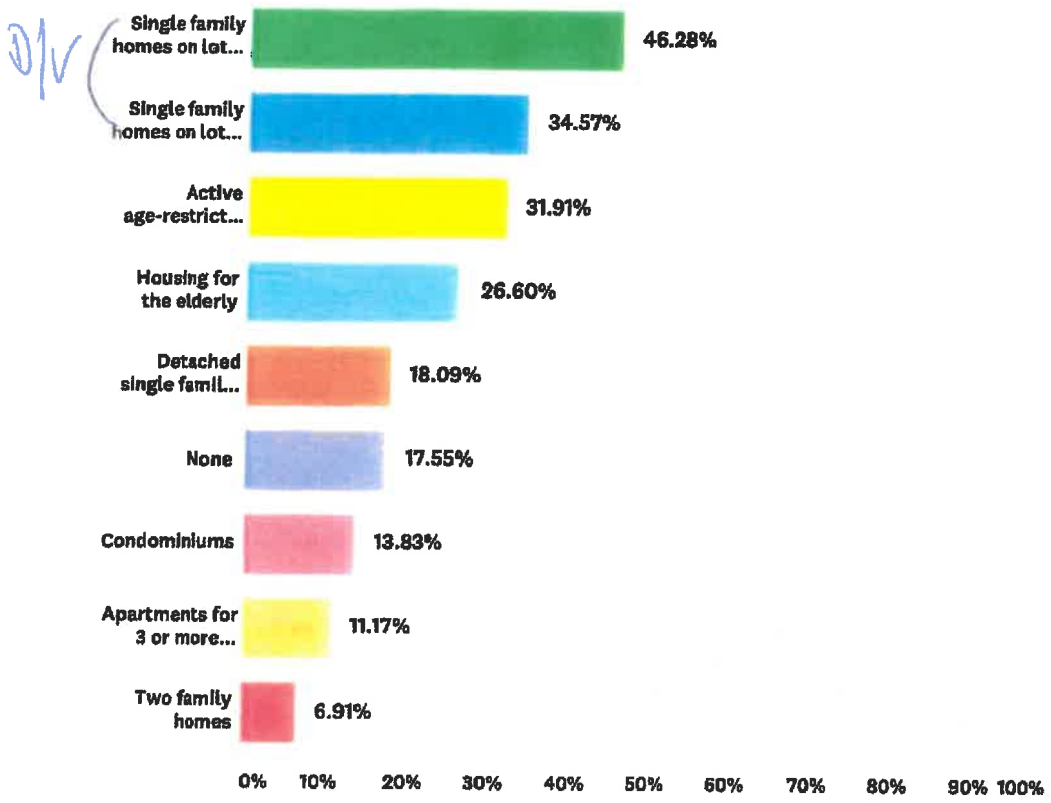
Q4 Should residential expansion continue at an:

Answered: 186 Skipped: 2



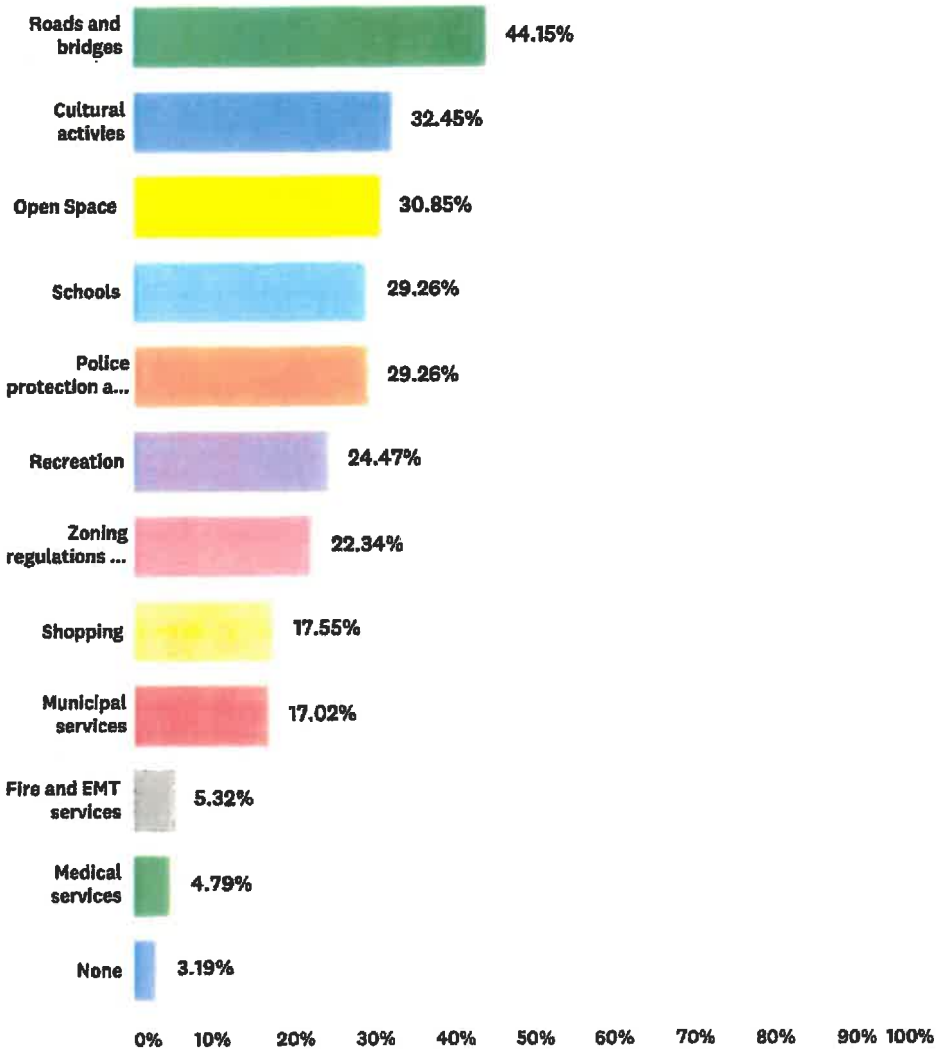
Q5 What type of residential development should be encouraged? Choose up to three (3) most important to you.

Answered: 188 Skipped: 0



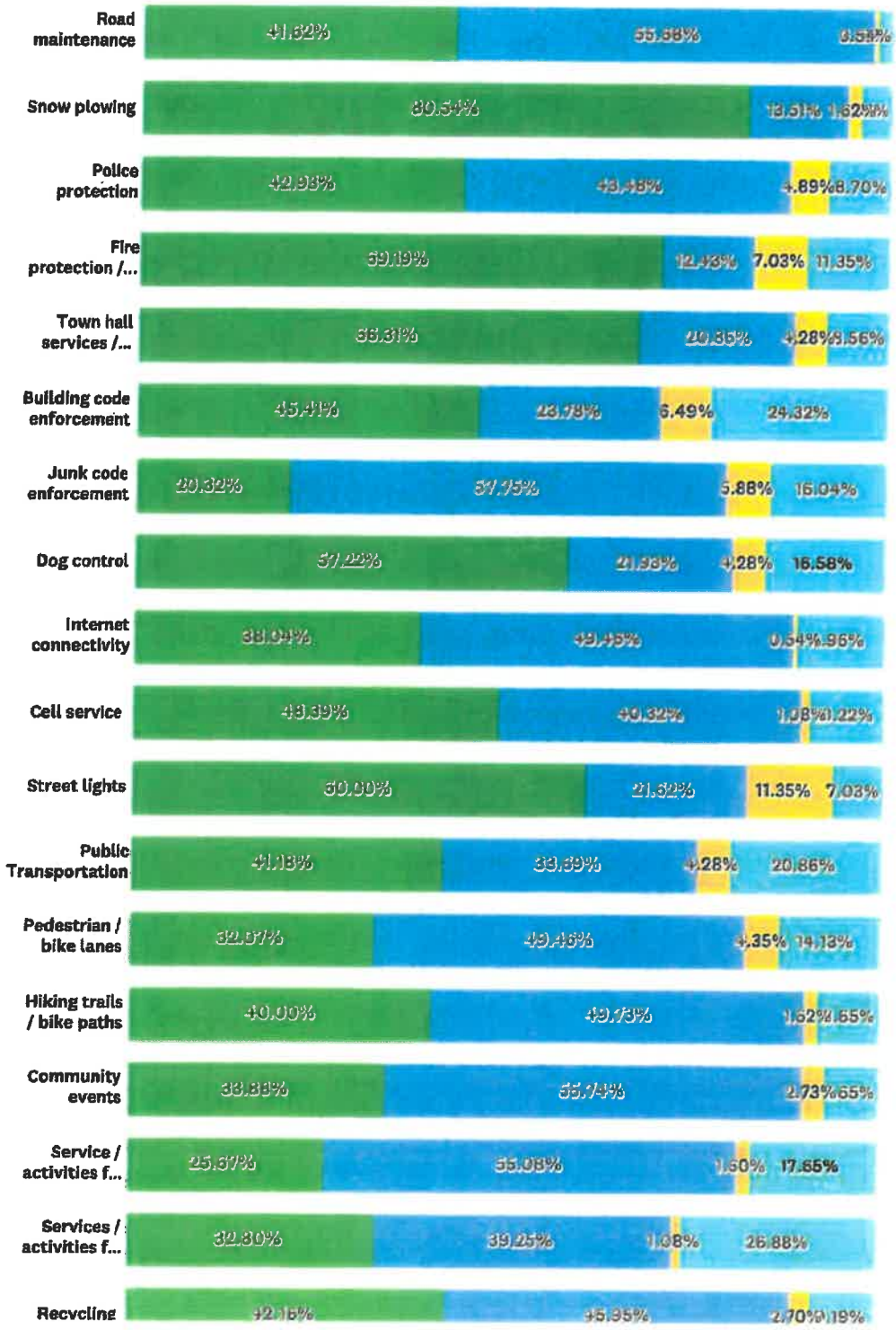
Q6 What features of the town do you feel need improvement? Choose up to three most important to you.

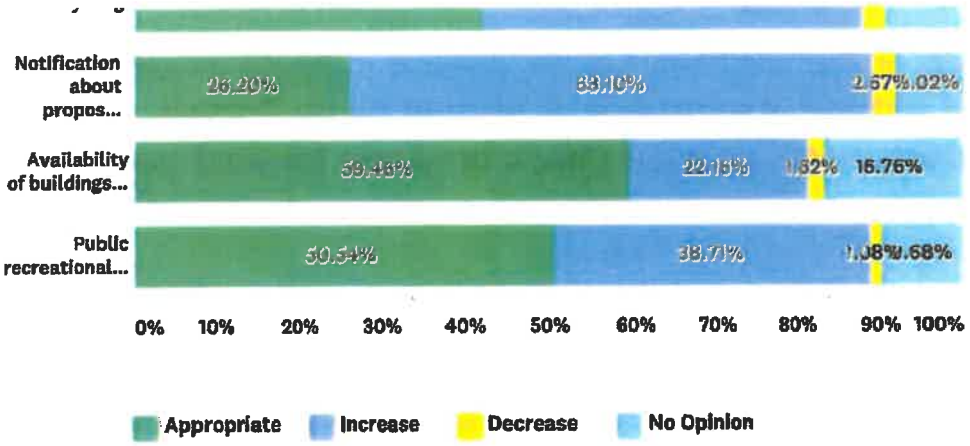
Answered: 188 Skipped: 0



Q7 For each of the services below, please indicate whether you think the level of service is appropriate, should be increased, or should be decreased. (Please check only one for each service.)

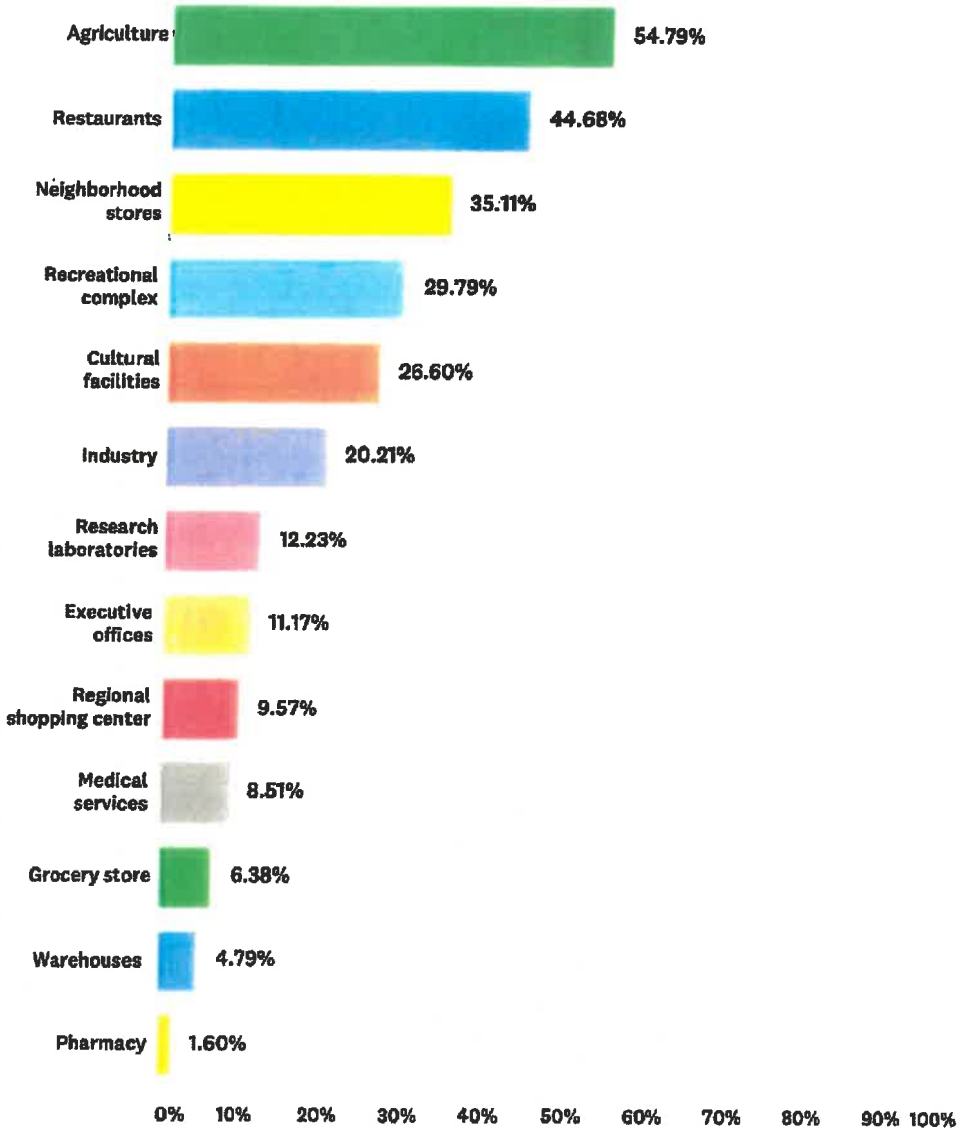
Answered: 187 Skipped: 1




Notification about propos...
26.20%
63.10%
2.67%
.02%
Availability of buildings...
59.46%
22.13%
1.62%
16.76%
Public recreational...
50.54%
38.71%
1.08%
.68%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Appropriate
Increase
Decrease
No Opinion

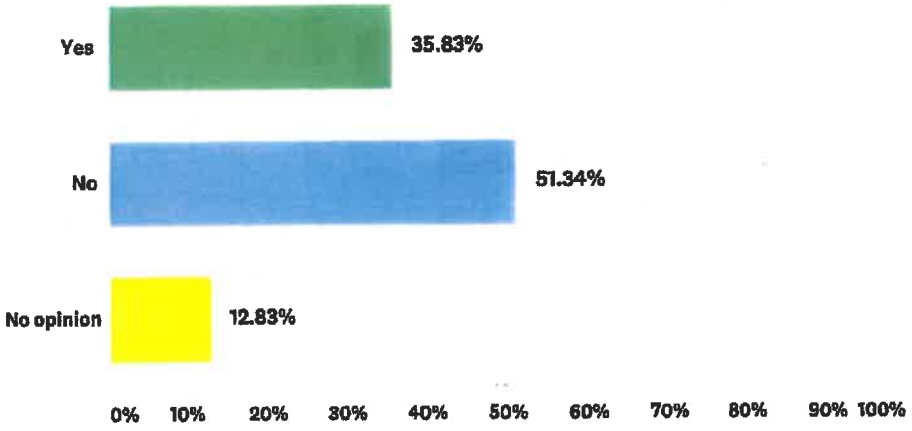
Q8 What types of non-residential development would you consider desirable? Choose up to three (3) most important to you.

Answered: 188 Skipped: 0



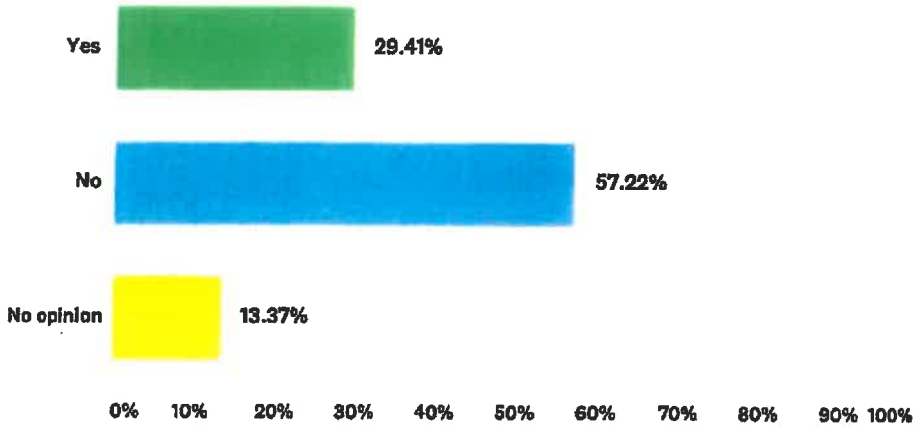
Q9 Should more land be available for commercial purposes?

Answered: 187 Skipped: 1



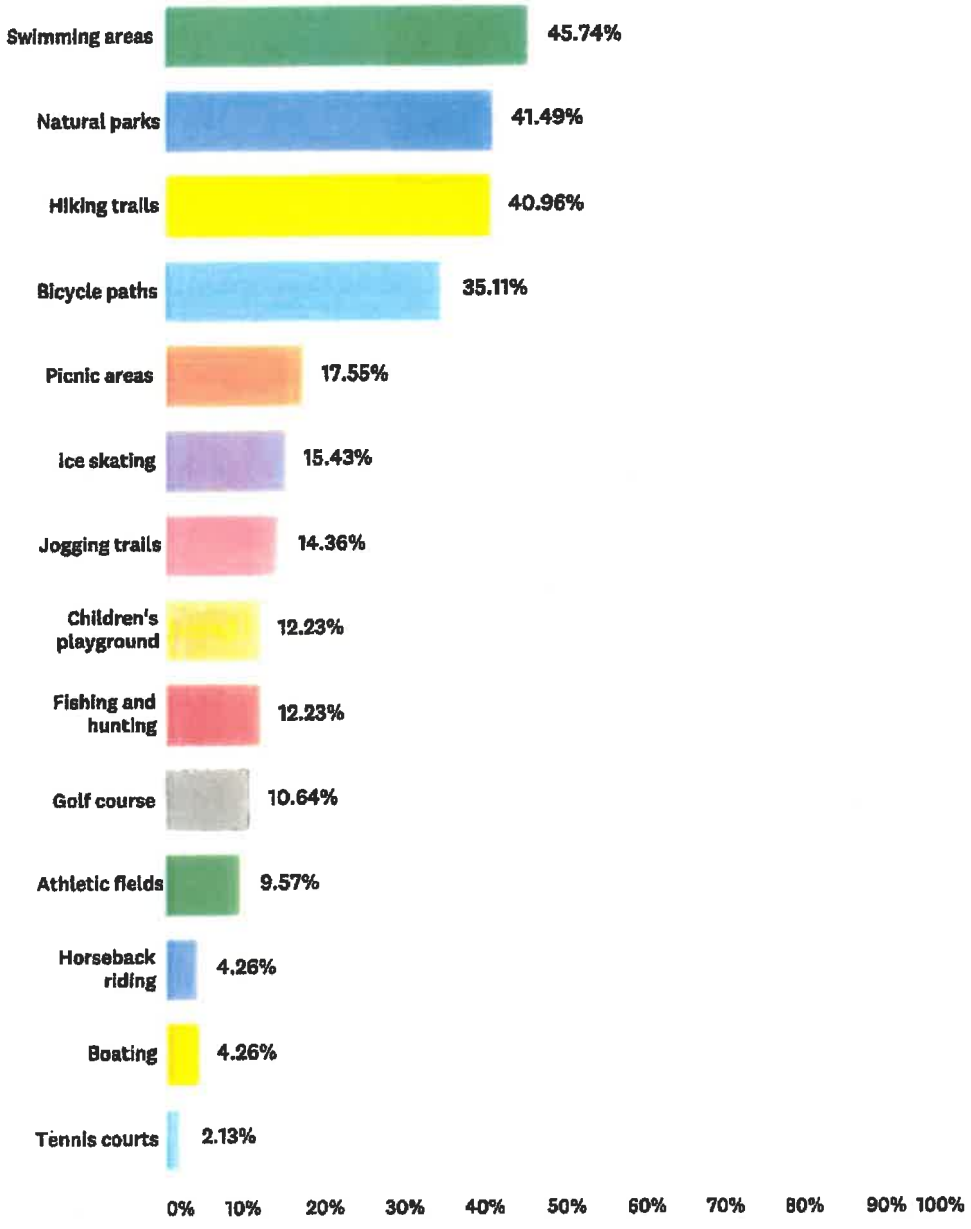
Q10 Should more land be available for industrial purposes?

Answered: 187 Skipped: 1



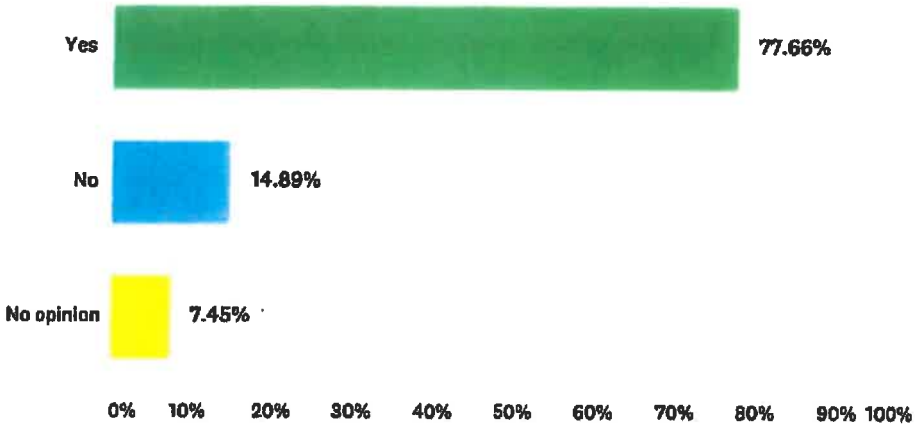
Q11 Which of the following recreational facilities do you feel are needed? Chose up to three (3) most important to you.

Answered: 188 Skipped: 0



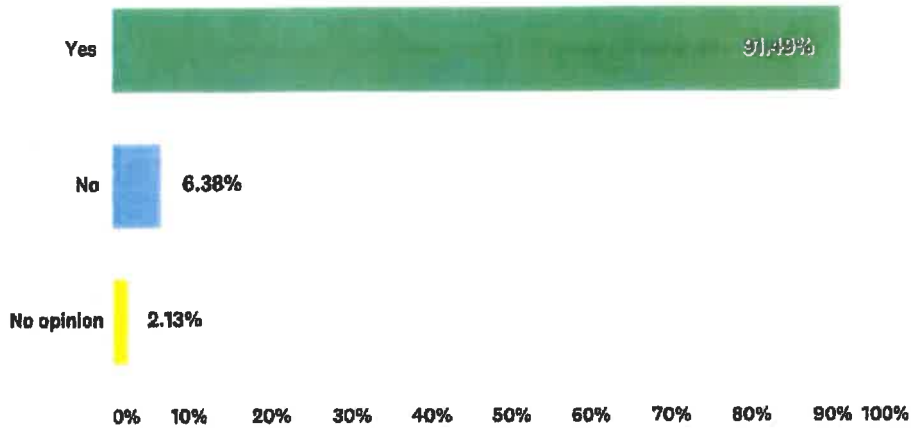
Q12 Would you support the development of additional Town recreational facilities (see examples above)?

Answered: 188 Skipped: 0



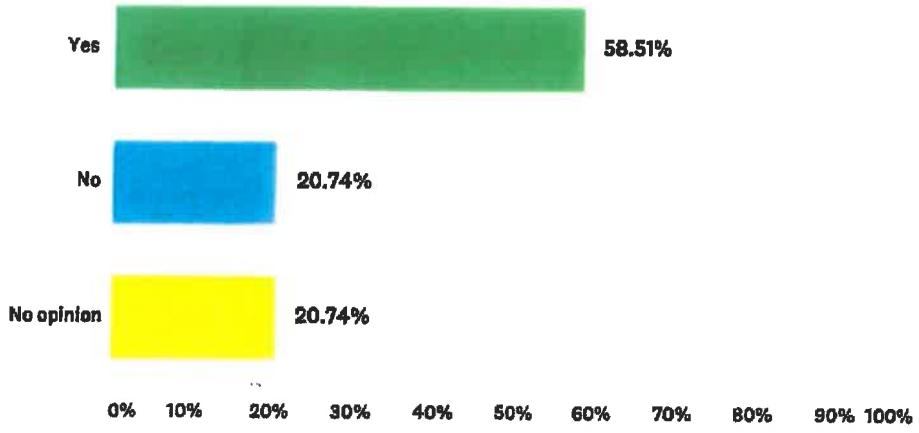
Q13 Are you familiar with the current recreational facilities?

Answered: 188 Skipped: 0



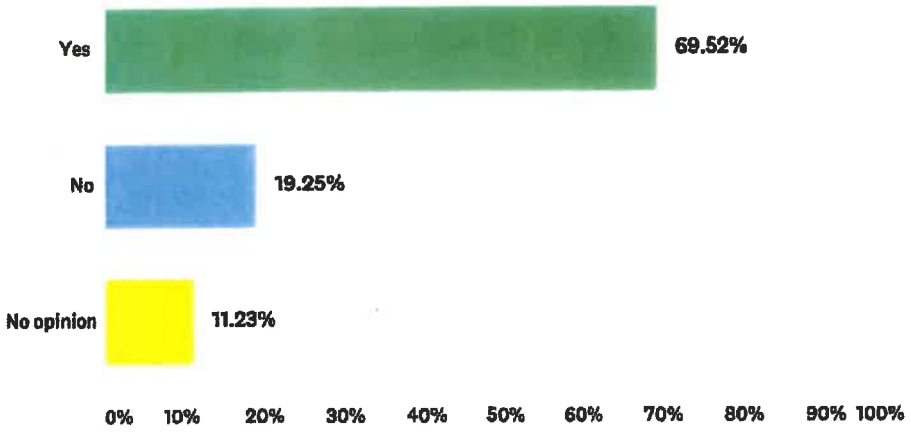
Q14 Would you support establishment of localized historical districts?

Answered: 188 Skipped: 0



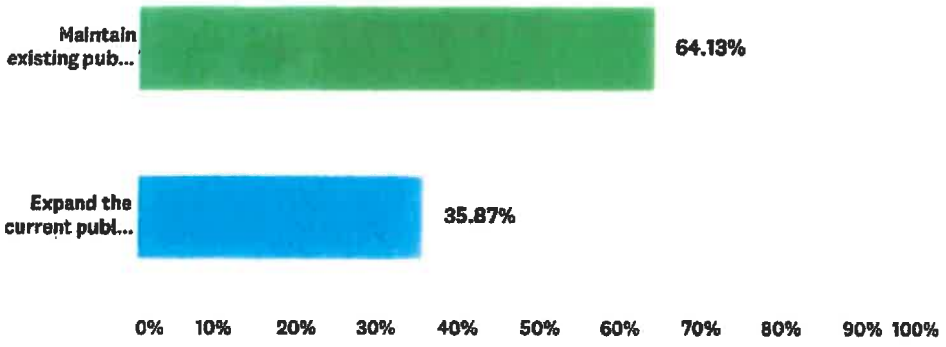
Q15 Would you favor town purchase of additional open space?

Answered: 187 Skipped: 1



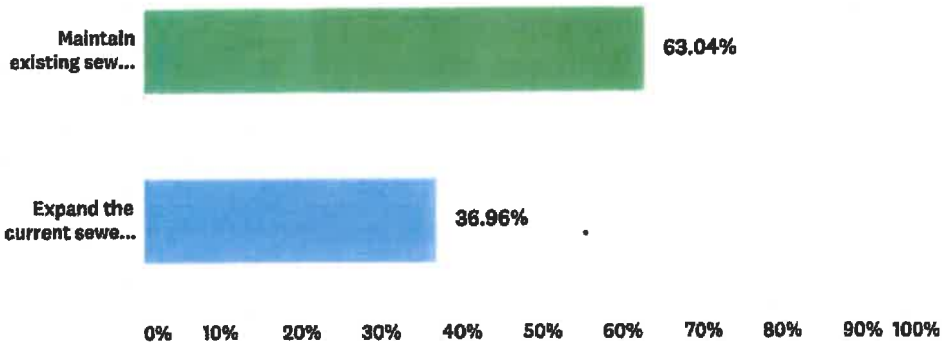
Q16 Killingly presently has limited public water service. Should the town:

Answered: 184 Skipped: 4



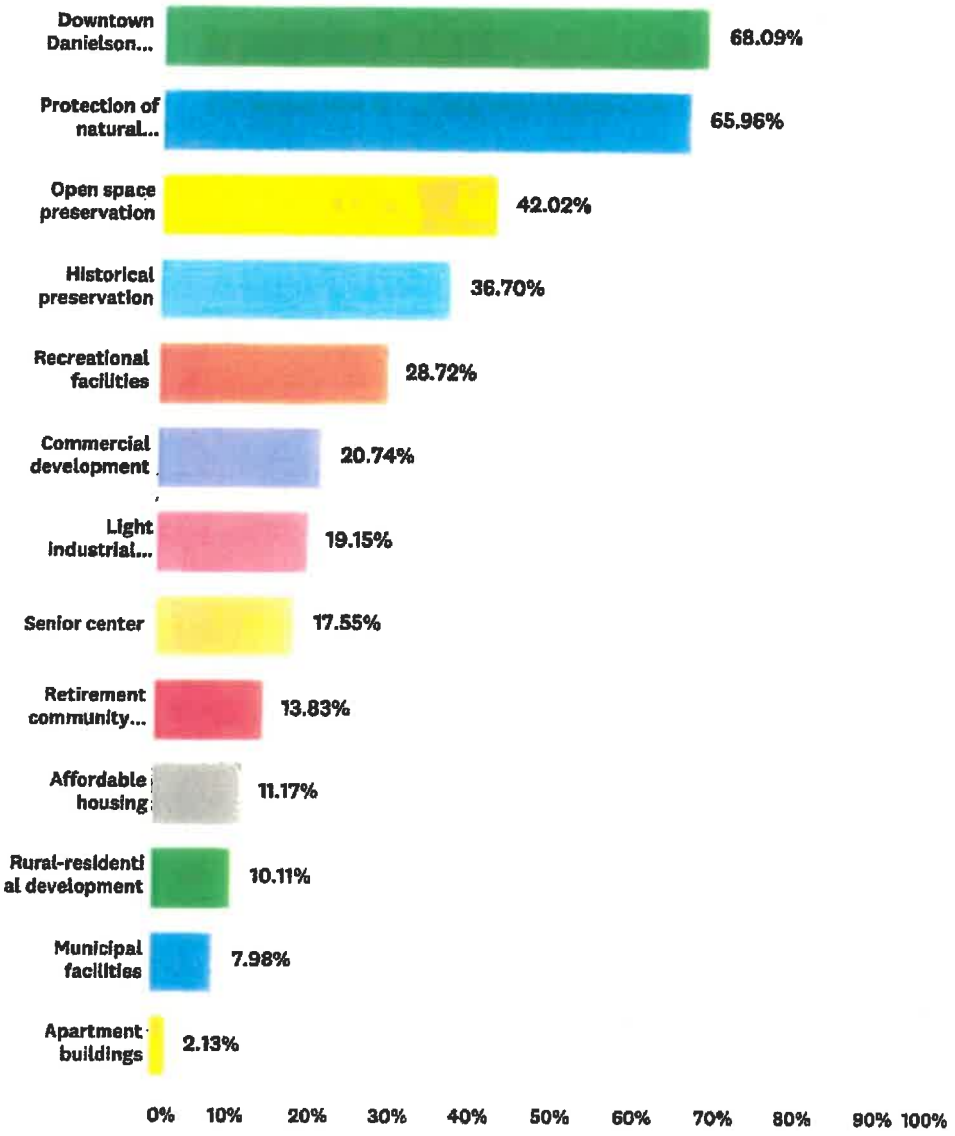
Q17 Killingly has limited town sewer service. Should the town:

Answered: 184 Skipped: 4



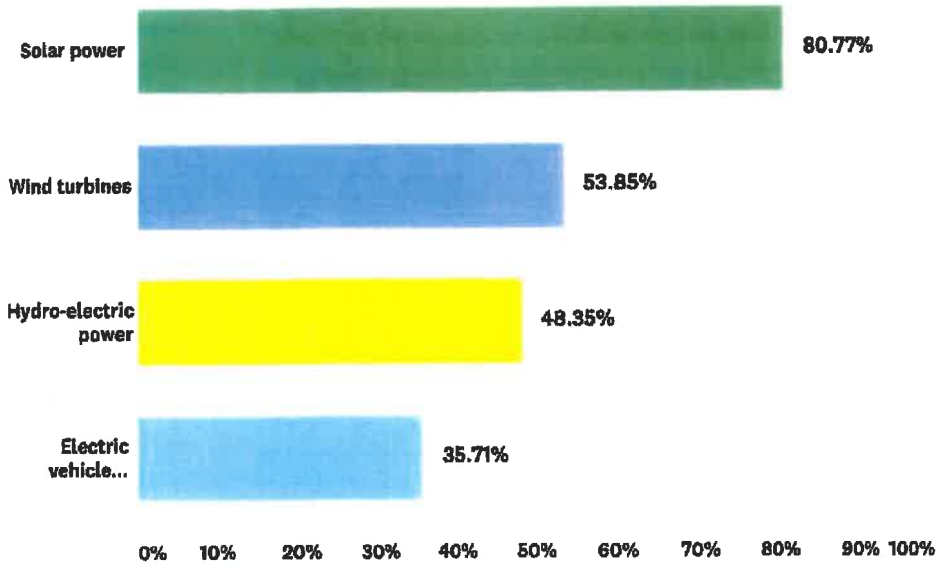
Q18 What areas should be emphasized in the future planning for Killingly? Choose up to four most important to you.

Answered: 188 Skipped: 0



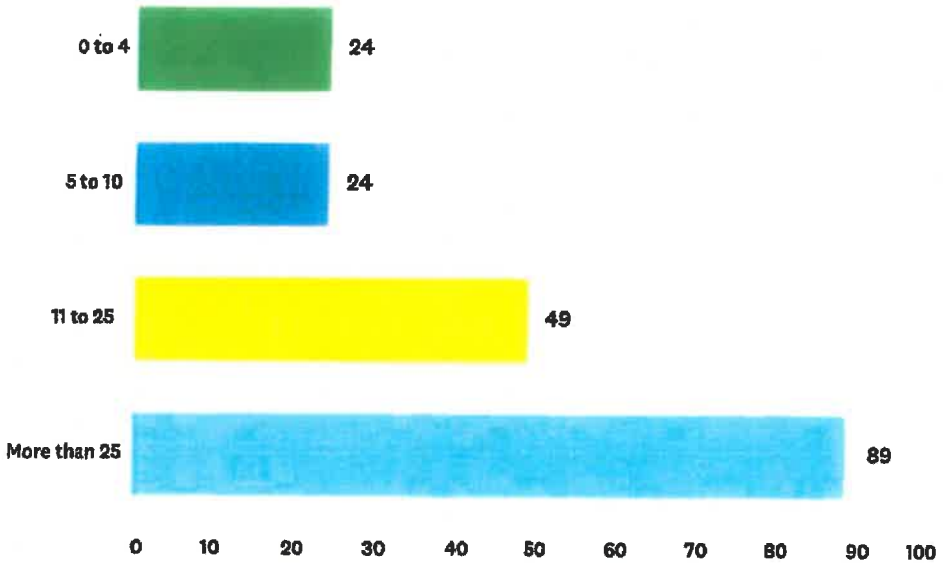
Q19 Of the following "Green Initiatives", which would you be in favor of? Please check all that apply.

Answered: 182 Skipped: 6



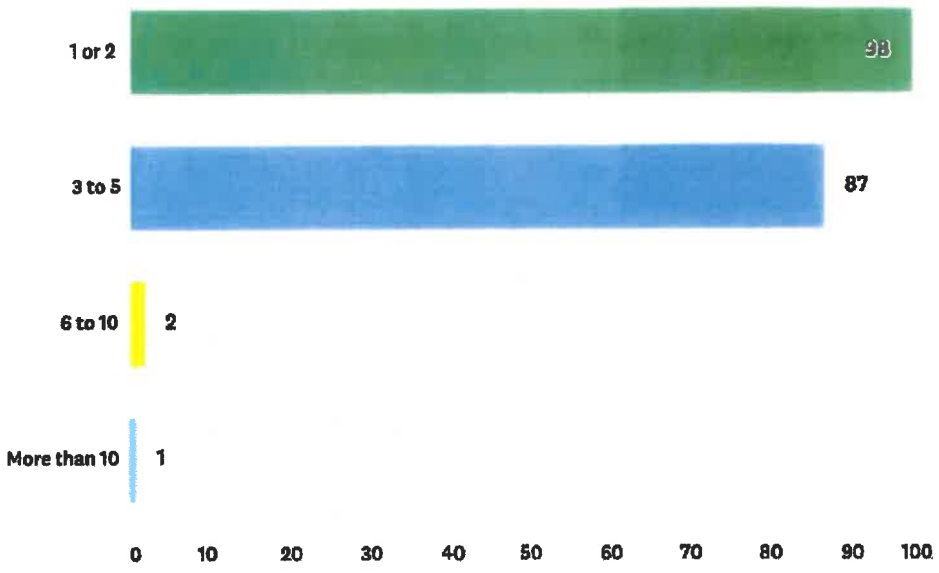
Q20 How many years have you lived in Killingly?

Answered: 186 Skipped: 2



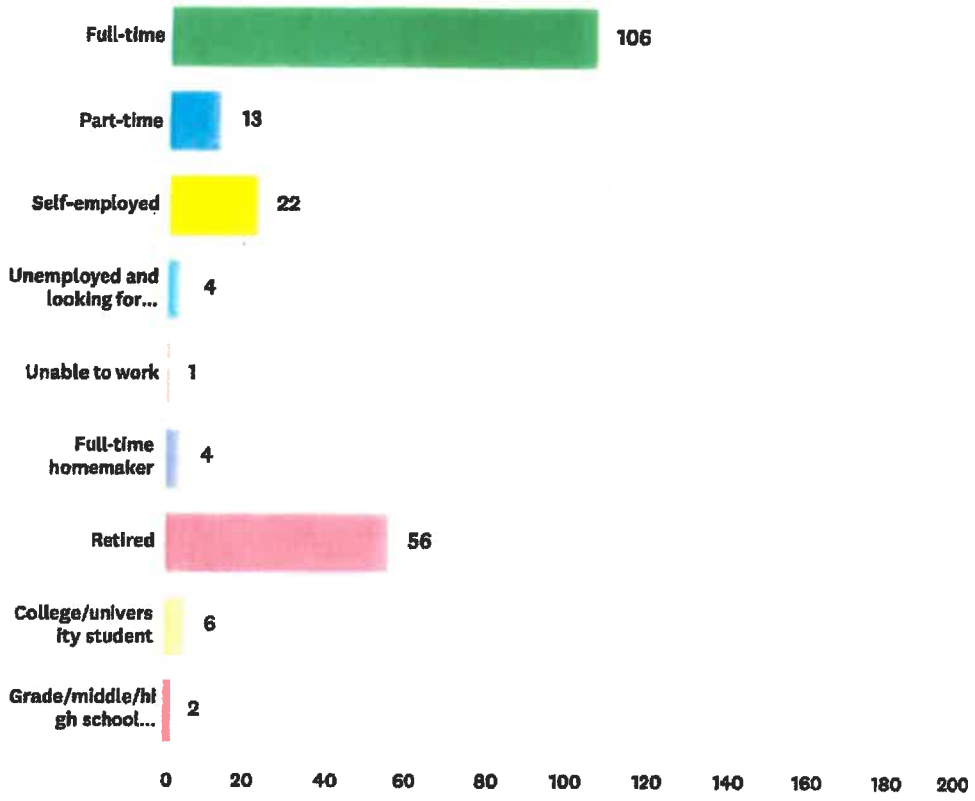
Q21 How many persons in your family including yourself?

Answered: 188 Skipped: 0



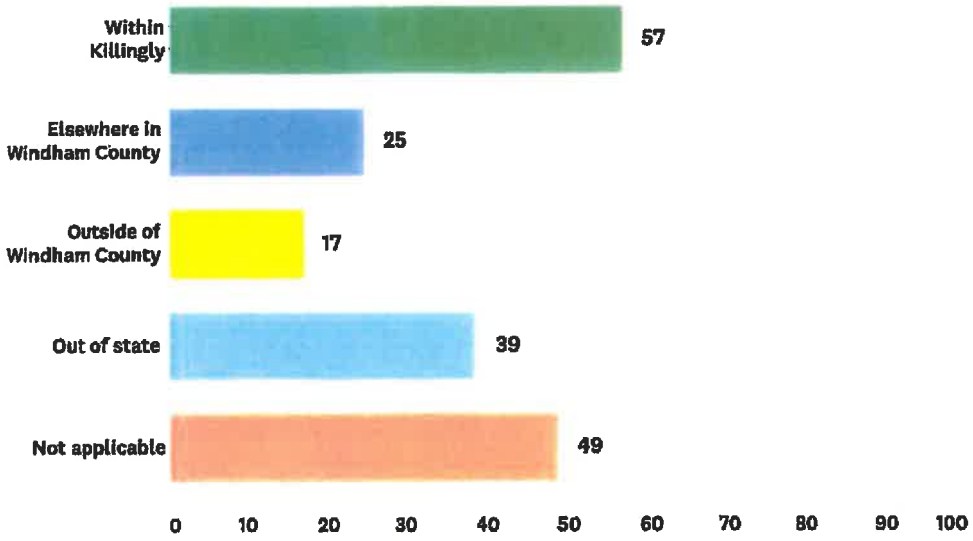
Q22 Current employment status (check all that apply):

Answered: 188 Skipped: 0



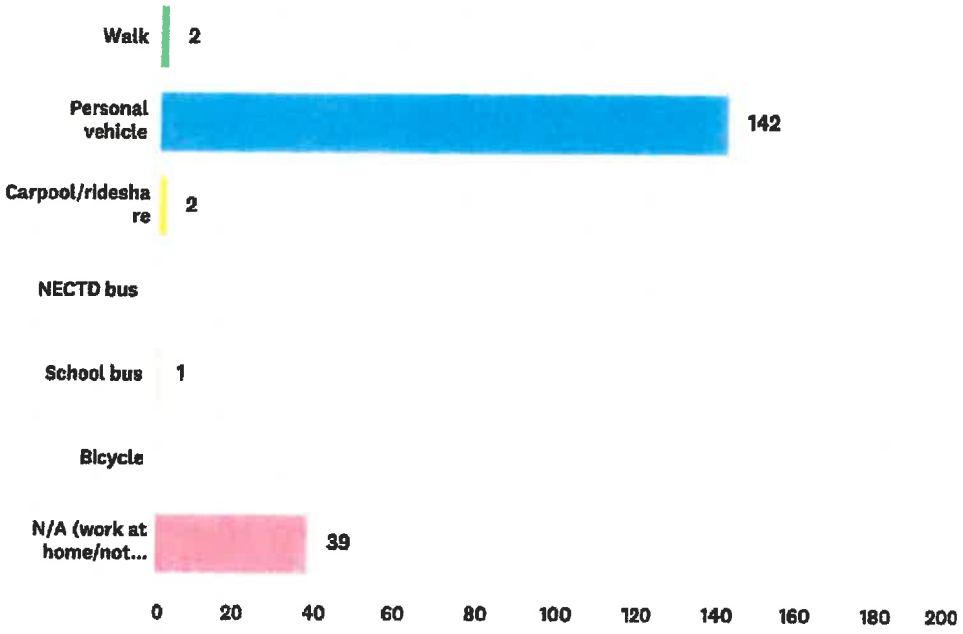
Q23 Where do you work / attend school?

Answered: 167 Skipped: 1



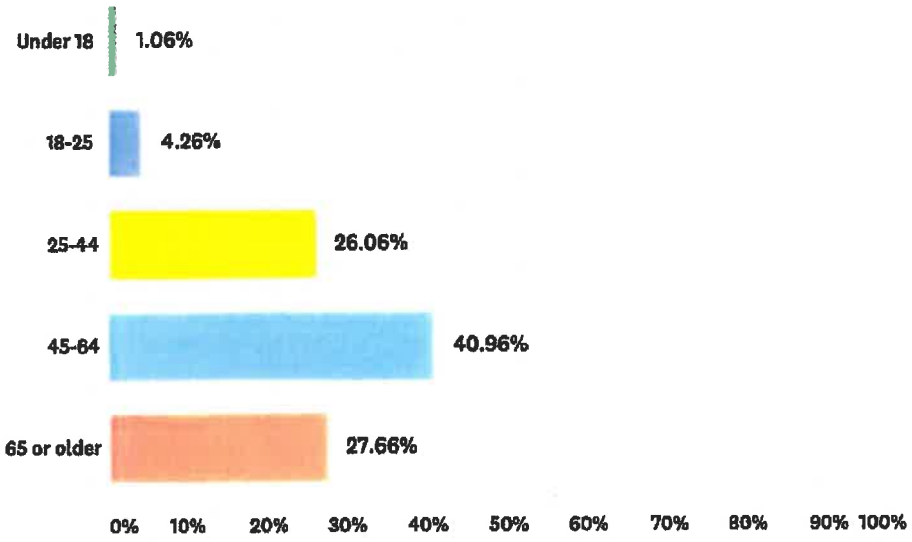
Q24 What mode of transportation do you most often use to get to work/school?

Answered: 186 Skipped: 2



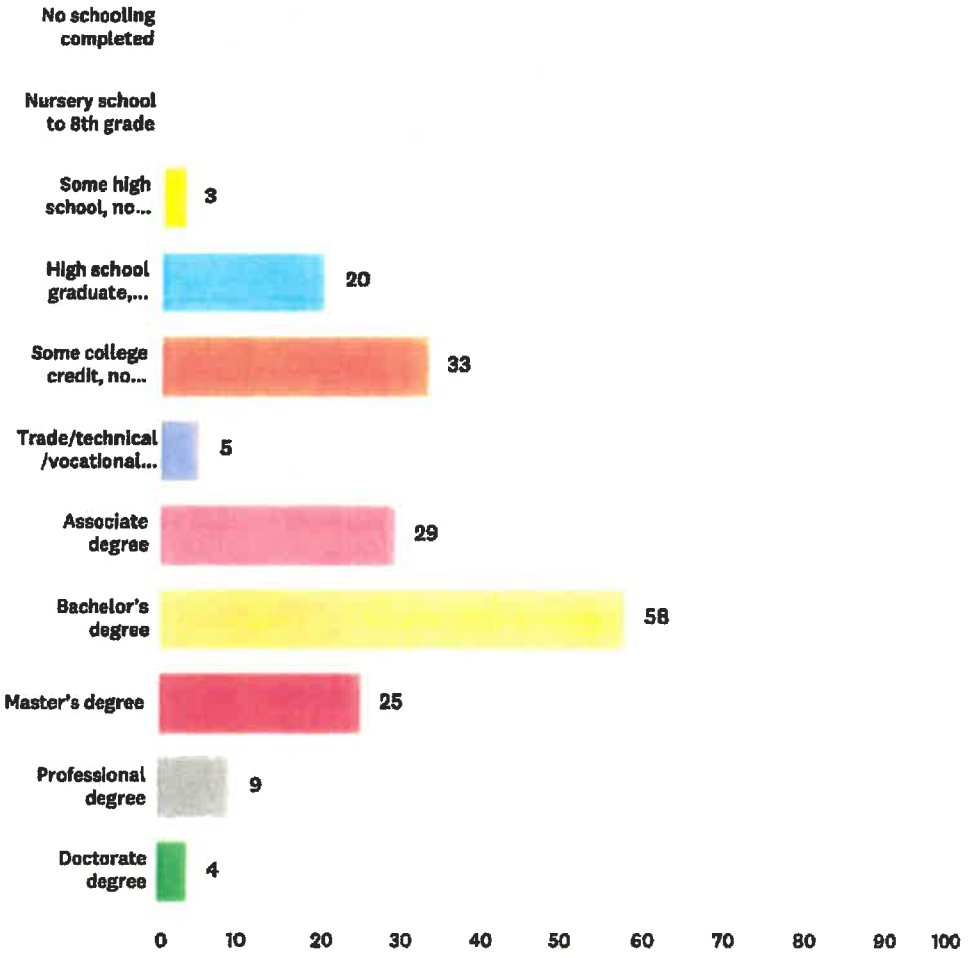
Q25 Your age bracket:

Answered: 188 Skipped: 0



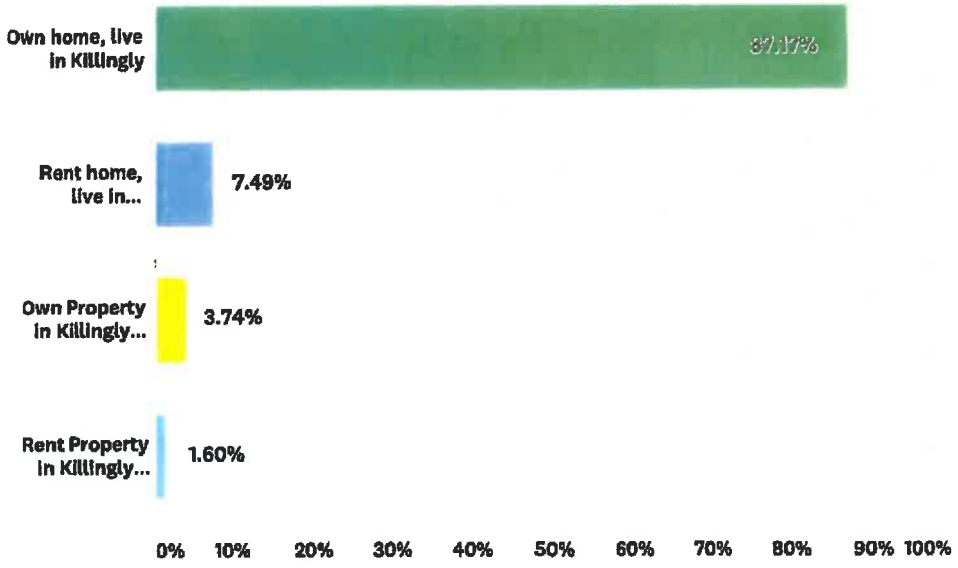
Q26 What is the highest degree or level of school you have completed? If currently enrolled, highest degree received.

Answered: 186 Skipped: 2



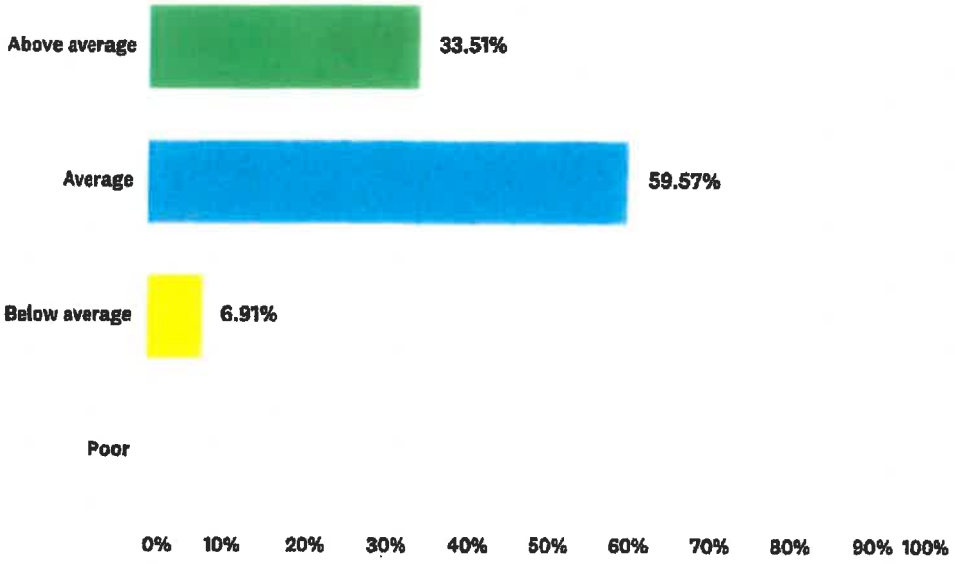
Q27 Do you rent or own your home/land?

Answered: 187 Skipped: 1



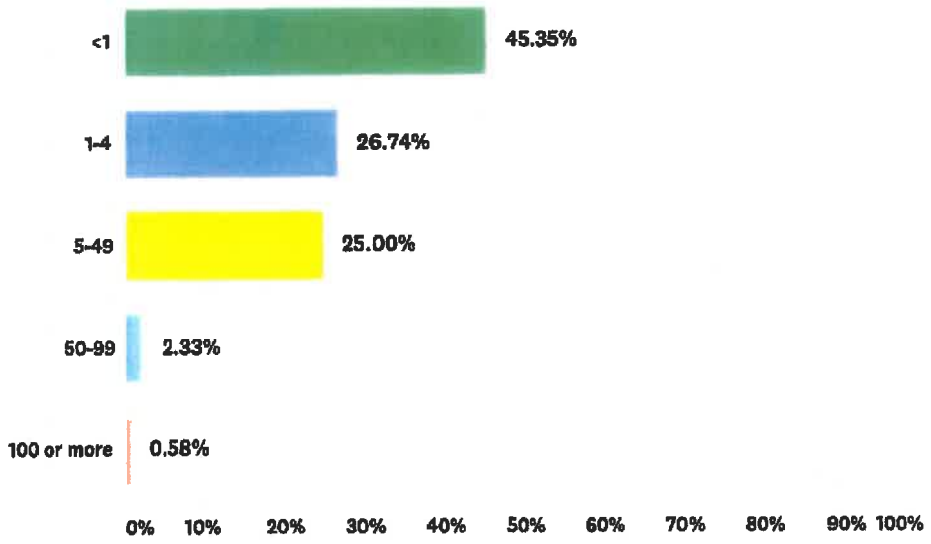
Q28 Do you consider your housing to be:

Answered: 188 Skipped: 0



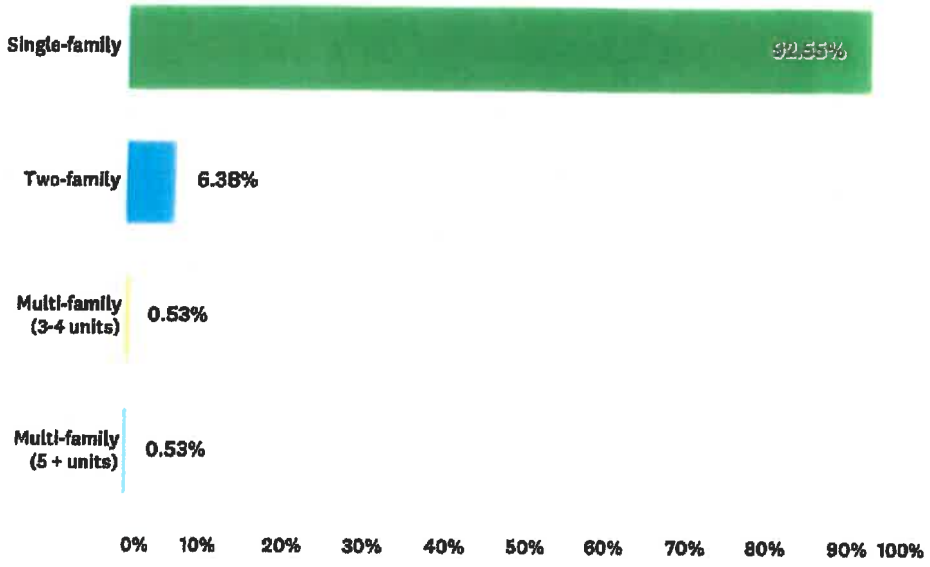
Q29 If you own land, how many acres?

Answered: 172 Skipped: 16



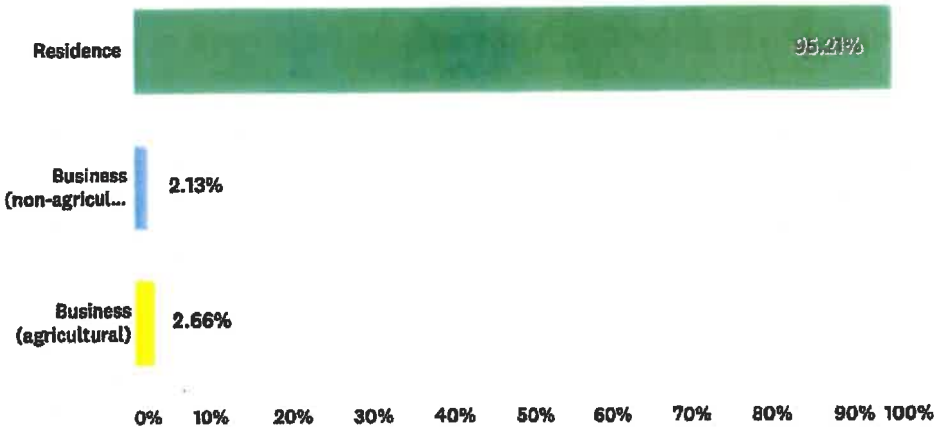
Q30 What type of structure is your home?

Answered: 188 Skipped: 0



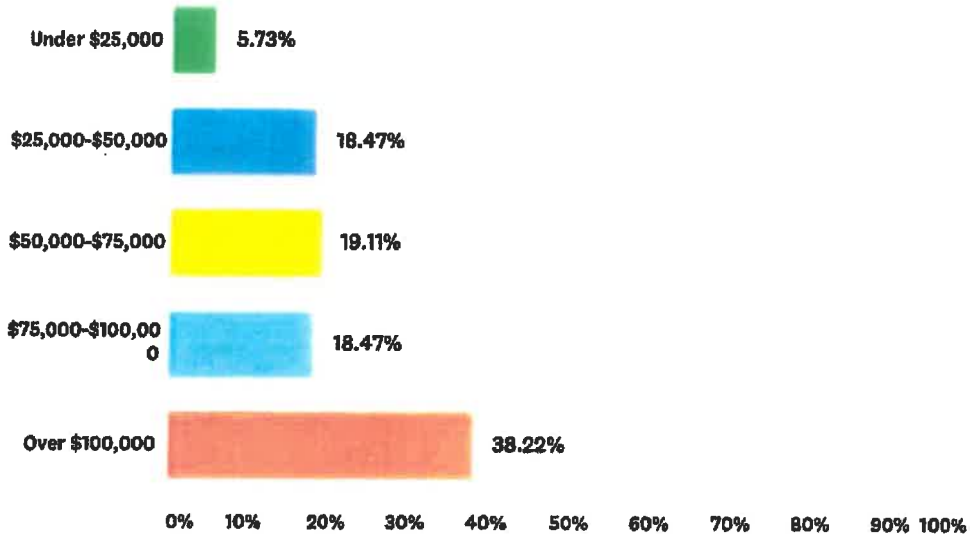
Q31 How do you use your home or property?

Answered: 188 Skipped: 0



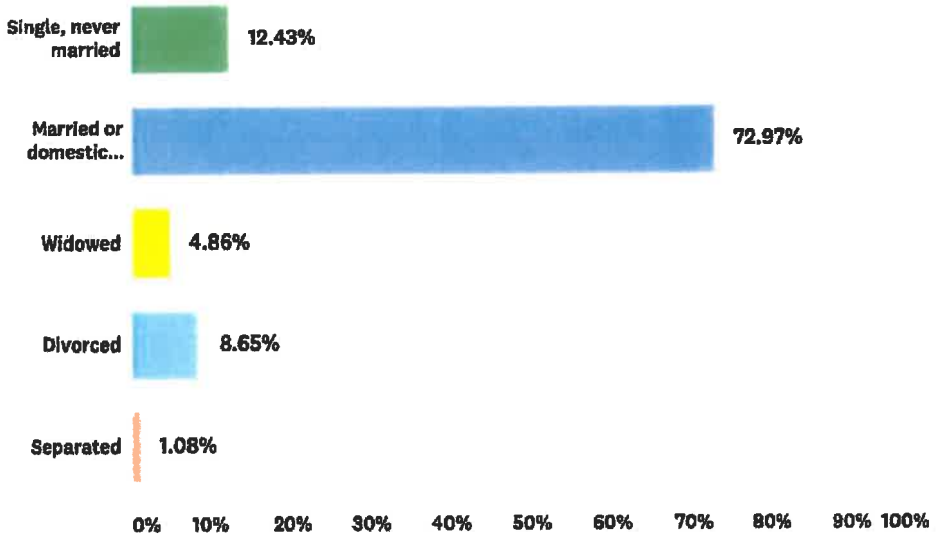
Q32 Household income (optional):

Answered: 157 Skipped: 31



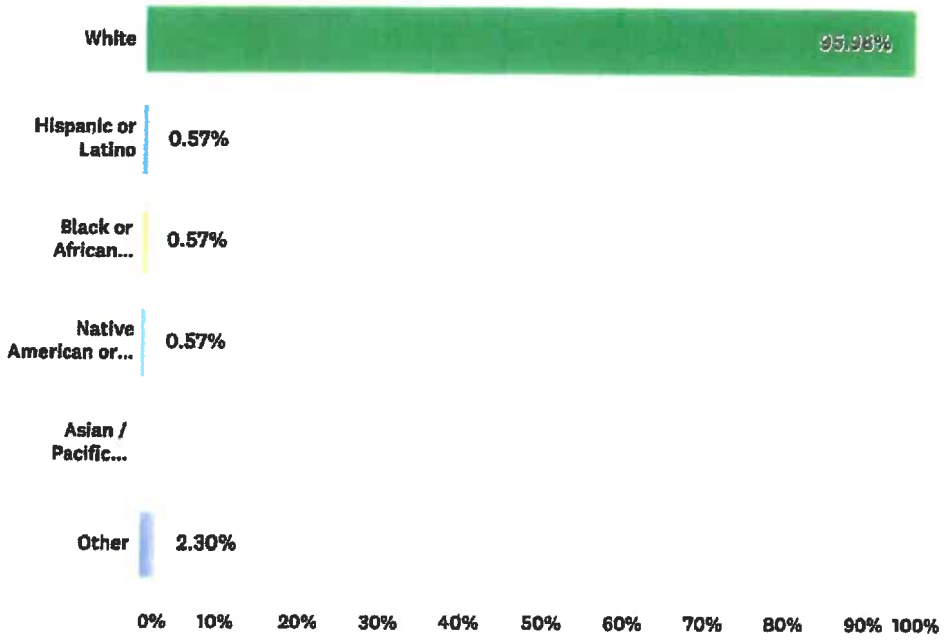
Q33 Marital Status: What is your marital status?

Answered: 185 Skipped: 3



Q34 Ethnicity origin (or Race): Please specify your ethnicity. (optional)

Answered: 174 Skipped: 14



Q35 Optional Additional Information

Answered: 55 Skipped: 133

ANSWER CHOICES	RESPONSES	
Name	83.64%	46
Company	10.91%	6
Address	78.18%	43
Address 2	5.45%	3
City/Town	87.27%	48
State/Province	96.36%	53
ZIP/Postal Code	89.09%	49
Country	0.00%	0
Email Address	63.64%	35
Phone Number	60.00%	33

Plan of Conservation and Development

Charrette – Saturday January 12, 2019

S.W.O.T. ANALYSIS – For the Whole Town of Killingly

Strengths:

- Location – Intersection of 3 Major Highways – 395 / 6 / 101
- Transportation
- Municipal Sewer System / Plant Capacity
- Town Parks & Forest
- Education Options – High School
- Commercial Development
- Beautification of Main Street
- Local College / Job Training
- Recreational Facilities
- Open Space and Trails
- Agriculture
- Snow Removal Services
- Balance – (business/residential /open spaces?)
- Community stores and amenities
- Good People
- Housing Choices
- Town Staff – professional and experienced

Weaknesses:

- Danielson Downtown – empty storefronts
- Are there incentives to do business downtown
- Lack of Police presence
- Clean energy – not enough –we need to take advantage of opportunity
- Quality of High School – academic scores as measure
- Ellis Tech – classes for adults??
- Better Communication to Parents from BOE and Town
- Lack skills to attract industries (high paying)
- Expansion for future – where??
- Behind on shovel ready parcels
- Lack of available land
- Need better internet infrastructure
- Shared workspace – is it available?
- Need more support for home based entrepreneurs
- Need tech companies

- "Big Ugly Mill" (Prym?) – cleaned up or demolished
- No "re-use or free swap shop" at the transfer station
- Lack of unified marketing
- Do we have enough water?
- No DARE program anymore

Opportunities:

- Promote Technical Schools /skills
- Conference to renew Main Street
    - What are other towns doing:
- Oppose Merger of Community Colleges
    - Use our community college more
- Access to Revers, Lakes, Ponds
- School system
    - Offer adult skills/training
    - Alternative for students (carpentry / welding / etc.)
- Recreation improve local offerings – options for people to do something other than drugs – boredom
    - Example – disc golf
- Promote a recycling facility
- More public transportation – a reliable route
- Safeguard our agricultural and rural character
- Police Presence at night downtown
- People attending have great ideas – volunteer for boards and commissions
- Develop swimming area
- Uses of open land / agriculture ideas
- Increase density in downtown
- Ask the younger demographic in town what they want
- Surveillance via video / tech (keep downtown safe???)

Threats:

- Town / Village reputation – drugs in the community
- Dams – liability(?) and natural barriers
- Focus on negative behaviors (resources for drug prevention) vs. focus on recreation
- BLIGHT
    - Landlords and Tenants
- Power Plant
- Entrance to town on Route 6 and Route 101 are not welcoming
- Over development of residential
- (No) Budget to support police presence / force

January 12, 2019 Charrette – Small Break Out Results

Public Services (7 people in this group)

- (4) Telecom Options [Cable, Internet, Etc.)
- (2) Fire Department [Equipment, Personnel)
- (3) Emergency Management / Training [Police / Fire / EMS]
- (0) Town Budget – simplify for general public
    - Put line item budget on website
- (1) Community Corps Agency [Neighbors helping neighbors
    - (1) Community Education [Youth, Adult, Elder]
    - (1) Volunteer Center [Old High School / Library]
- (2) Elder Services / Advocate
    - Discuss with Board of Education / Students Volunteer Their Time
- (3) Youth Center
- (3) Blight Enforcement [Not overreach, create fund to help ones who can't afford clean-up costs
    - (17) Clean Up Mill Sites [Prym Mill in particular]
- Email List for Events, Town News [for residents to sign up for with Town, Schools, Library, etc.]

Land Use (13 people in this group)

- (12) Urban Areas – tear down existing dilapidated buildings or unused / overgrown areas FIRST to be used for urban/business development before developing "new" land
- (4) Locate potential industrial land to offer to developers
- (9) Town should not all placement of more industrial areas so close to residential areas
- (3) Existing Farmland NOT in use – Find out if privately or publicly owned, Can this land be saved as agricultural land and rented / leased to new / young farmers looking for more land or to break into farming. Propose procedure whereby if farmland / open space land comes on the market Landowner is given and incentive or must give Right of First Refusal to the Town to purchase (the land) first for agricultural use / or conservation. Purchase of development rights.
- (5) Can negotiations happen with current / new owner of Alexanders Lake park area about selling to the Town or somehow re-opening the recreation / swimming area? (It they) charge for parking – the money will pay for clean-up / lifeguard
- (12) Preserve agricultural land and only try to use / re-use existing industrial / developed land not currently in use.

Natural Resources (8 people in this group)

- (1) Water Bodies - public access to water
- (0) Energy Opportunities – Dames, Solar, Wind

- (8) Open Space
- (7) Agriculture, forestry
- GOALS –
    - (8) Public access to water
    - (3) Public swimming – Mt. Hygeia
    - (3) Swimming Opportunities; Quinebaug, Old Killingly Road
    - (1) River Access – Commerce Avenue Access ; Access from Target
    - Brochures for public access to conservation areas
    - (3) River Trails
    - (1) Increase Pollinator Habitat
    - (0) Research 3rd category of 490 Land – Open Space
    - (1) Increase funding to open space land acquisition
    - (1) Wetland Preservation
    - (7) Increase management/ quality of Town owned Trees, Remove and replace policies?? Shade Trees
    - (1) Farm Tours for Agriculture / Open Space part of PA 490 Lands

Housing (4 people in this group)

- (3) Limit "no" income housing
- (10) Limit on "Low" income housing
- (1) Elderly Housing – control usage – turning into all types of government subsidized housing
- (2) Social service impacts
- (3) Control Mill development (redevelopment)
    - Focus on Condo style
    - Economic Ownership
- (4) "Cluster Development" – ability to provide community but keep Town Character (open space)

Education (4 people in this group)

- (3) Support system in schools for needy families
- (10) Coordination between BOE and TOWN (KPRD?)
    - Youth activities – after school programs
    - Youth activities – offerings to students
- (0) Mandatory parent involvement in teacher meetings (Behaviors)
- (0) Electronic Access and usage = expansion of systems to lower level schools
- (7) Enrichment opportunities for youth = coordination with local industries

Transportation (3 people in this group)

- (13) Public Transportation
  - More accessible stops
  - More often
- (10) Rail – support increased usage – both freight and passenger
- (2) Airport – support leave it as it is
- (0) Taxi Service
- (0) Rental Cars
- (12) Trails
  - More Public Use
  - Go North – connections North are not completed yet

Cultural and Historical (5 people in this group)

- Interesting Note – people in this group were happy with their current section of the POCD.
- (9) Cemetery Protection
- (12) Stonewall Protection
- (7) Historical Mill Sites
- (7) Archaeological site preservation
- (2) Area of concern – Daniels Village (on National Register of Historical Places as an archaeological site)

Non-Transportation Infrastructure (4 people in this group)

- (3) Land for expansion / industrial Park: Over 100+ acres behind Lowes zoned industrial (William Warren is the land owner – this property on Rock Avenue is now for sale
  - ~ 1M yards of gravel
  - No sewer, gas, or water but has electrical
- (0) More natural gas development; Alexander Lake area
- (0) Volunteer bicycle force to monitor downtown
- (1) Additional police force
- (5) Property maintenance on downtown buildings and rent cost
- (3) Town Wide trash collection and recycling / transfer station/ organic waste recycling and reuse by residents
  - Benchmarking other communities to determine best practice
- (0) Sidewalks for safety
- (1) Expanded volunteer trash and litter pickup
- (1) Quality of aquifer and backup resource?

- (0) More alternatives for cable / internet services "state of the art" telecommunications
- (10) Solar power expansion
- (0) Wind power development
- (0) Community gardens
- (2) Hazardous waste collection expansion
- (0) Facebook / other means of communication
- (1) Zoning enforcement improvement – industrial and residential regulations
- (0) Electronic sign to communicate / notify residents about Town events
- (1) Channel 22 Video / audio quality improvement (closed caption?)
- (9) No new power plant
- (6) Recreational access to Rivers / how to mitigate dam impediment

Economic Concerns (8 people in this group)

- Conn Mills, Old Drive-In; Prym, Maclivein, Warren Trust – all empty!
- (11) Blight
- (12) Downtown facades grant & Low Interest loans from Borough of Danielson
- (2) Design Standards
- (6) "Incentive" downtown
- (1) Downtown is scary (perception)
- (0) Perception is everything
- (0) Parking on one side of Main Street
- (1) Objectives from the 2010 Plan are still valid and needed
- (0) Killingly Business Association needs to be more involved
- (1) Our legacy should be a focus
- (0) How do you bring people off the highway to other areas of town (besides 4 Corners / Dayville)
- (0) NTE Industrial Expansion
- (0) "You get what you pay for" attitude
- (7) Identity of the Town...

APPENDIX "C"

KILLINGLY BOARD OF EDUCATION (B.O.E.) PLANS

10.b

Killingly Board of Education Strategic Action Plan 2019-2022

Academics Theory of Action: Goal # 1 Create a proficiency based learning system, ensuring equitable achievement opportunities for all students. Goal # 2 Bring to life the KPS portrait of a graduate with students, staff, families and the community, ensuring all students are prepared for life success.				
Strategies/Actions	Persons Responsible	Timeline	Benchmark/ Status	Resources Required • Resources available • Resources needed
Conduct a school by school audit of current practices and conditions related to the proficiency-based learning model Utilize results to identify strengths, needs, professional learning.	Assistant Superintendent of Schools. Supported by: -Curriculum coordinators -Building leadership teams	Completed by November of 2019	Creation of a completed audit report, supported by: -Knowledgeworks assessment tools. -Building level leadership teams.	Resources include: -Knowledgeworks Survey results. -Student performance data
Create a multiple year implementation plan, which outlines how grading practices and curriculum will transition to a proficiency-based model.	District Curriculum Council. Supported by: -Assistant Superintendent of schools -Curriculum coordinators -Building leadership teams	Completed by January of 2020	Creation of a completed implementation plan, supported by: -Audit report. -Building level leadership teams.	Resources include: -Curriculum implementation plan. -Knowledgeworks Survey results. -Student performance data
Align systems, structures and practices to support a proficiency-based learning system and the portrait of a graduate.	Building level leadership teams. Supported by: -Curriculum coordinators -Instructional coaches -Building subject area coordinators.	Ongoing 2019-2022	-Completed Performance graduation requirements. -Alignment indicated throughout newly created curriculum.	Resources include: -KHS revised Portrait of a Graduate. (POG) -Knowledgeworks Survey results. -CSDE Graduation Guidelines. -CAPPS Graduation guidelines.

Talent Management
Theory of Action:

Goal # 3: KPS will recruit and retain highly effective professionals who are collaborative, respectful, supportive and reflective critical thinkers

Strategies/Actions	Persons Responsible	Timeline	Benchmark/ Status	Resources Required • Resources available • Resources needed
Support classroom instruction by increasing the number of coaching hours for classroom teachers.	Curriculum Coordinators. Supported by: -Assistant Superintendent of schools. -Building leadership teams.	Ongoing 2019-2022	Increase in delivery of coaching hours. Individual coaching benchmarks per location.	Training for identified coaches. Additional tutoring resources to support coaching hours.
Create, implement and monitor a consistent and coherent system for collaborative professional learning communities (PLC's) PreK-12.	Districtwide PDEC Committee.	May 2020	District level PLCs established. Monitoring system implemented.	Building level PDEC committees. Building level reading and PD materials to support PLC work. Allocated time for PLC work to transpire at the building level.
Provide district leaders with leadership strategies to successfully implement their school's mission	Superintendent of Schools. Supported by: -Assistant Superintendent -Network resources	Ongoing 2019-2022	In process, initial PD established for Day #3 of admin institute.	Support from Network resources -D. Ullman 8.1.19 -Leadership roundtable.
Ensure equitable practice through the work of our district's equity committee.	KPS equity committee. Supported by all KPS stakeholders.	Ongoing 2019-2022	Committee established 2019. Committee recommendations implemented by June 2020.	-Equity Support through EastConn., CREC and Center for school Change. -Utilization of regional partnership. -Readings and resources on equity.
Improve recruiting efforts through: -Collaboration with universities -Participation in diverse recruiting opportunities -Developing New marketing tools to attract a more diverse workforce.	Director of Human resources. Supported by: -Assistant Superintendent. -Equity Committee -CT SDE.	Ongoing 2019-2022	Increased applications for job openings. Increased rates of job satisfaction on internal indicators.	Resources include: -Minority Teacher Recruitment grant. -Marketing resources.

Organizational Systems
Theory of Action:

Goal # 4: Update facilities to provide a safe, healthy, adaptable learning environment conducive to student centered teaching and learning for the 21st century.
Goal # 5: Ensure Prek-12 students have access to progressive digital learning tools and the skill to utilize them, preparing them for future success.

Strategies/Actions	Persons Responsible	Timeline	Benchmark/ Status	Resources Required • Resources available • Resources needed
Ensure that Killingly Public Schools establishes and achieves a clear vision for integration of technology into curriculum and instruction through the creation of technology utilization plan	District technology director. Supported by: -Districtwide technology committee. -Assistant Superintendent. -Curriculum Coordinators -Building leadership.	Ongoing 2019-2022	Completion of KPS Technology plan June 2020. Implementation of plan 2020-2023	Resources include: -CREC Audit and survey -Future ready schools report. -Possible FTE: Integration specialist
Ensure students are engaged in learning environments which are structured to support 21st century learning.	Assistant Superintendent of Schools. Supported by: -District technology Director. -District Director of operations. -Curriculum Coordinators. -Building Leadership.	Ongoing 2019-2022	Evaluation of learning spaces walkthrough completed by December 2019. Implementation of plan 2020-2023	Resources include: -Potential resources for flexible learning spaces. -Resources to support "creative constructive learning" spaces within schools. Potential resources to support "anytime-anywhere" learning.
Capital improvement project will include upgrades to building infrastructures that support a student learning environment.	Superintendent -Operation and Maintenance supervisor -BOE facilities Committee	March 2020	Projects are prioritized to support elementary schools.	Resources include: -Non-Lapsing Account -Town Funding -Grants

School Culture and Climate

Theory of Action:

Goal # 6: KPS will provide a safe, healthy and supportive environment for learning where students build resilience through the integration of social, emotional and academic skills

Goal # 7: KPS will cultivate positive student, family, community partnerships that support learning, build pride and recognize the value for education

Strategies/Actions	Persons Responsible	Timeline	Benchmark/Status	Resources Required • Resources available • Resources needed
Implement a comprehensive plan to address the integration of social, emotional and academic skills across all grades.	Assistant Superintendent of schools. Supported by: -Curriculum coordinators -Building leadership teams	Completed by June of 2020	Creation of a completed implementation plan, supported by resources and professional development	Resources include: -resources to support the implementation of Restorative practice, Second step, CBITS, and responsive classroom. -Professional development resources related to students and trauma. -Resources needed to support KSST on the building level.
Implement a plan to educate all stakeholders about Killingly Public Schools plan to support Social Emotional Learning (SEL).	Superintendent of Schools. Supported by: -Director of PPS -Assistant Superintendent of schools.	Ongoing 2019-2022	Creation of a completed communication plan, supported by resources and professional development	Resources include: -resources to support the implementation of Restorative practice, Second step, CBITS, and responsive classroom. -Current data to support communication on community needs.
Create increased opportunities throughout the district to enhance student's engagement and connectedness through participation in before, during and after school activities of interest.	Building level leadership teams. Supported by: -Superintendent of schools -Director of Facilities	Ongoing 2019-2022	Increased enrollment in activities which connect students to the school environments.	Resources include: -Grant funds to support out of classroom activities.

Killingly Board of Education

District Advancement Plan

2019 - 2022

EXECUTIVE SUMMARY

Attend Today
Achieve Tomorrow
Killingly Public Schools

PREAMBLE

The Strategic Plan will guide the future work of the Killingly Board of Education, administrators, educators, schools and community. The Strategic Plan is a living document and as such will be continuously evaluated and updated to advance the districts vision of a portrait of a graduate, mission, and needs of the students. Furthermore, the personal performance goals of administrators and teachers will be aligned with the Strategic Advancement Plan. The intentionality of alignment drives the focus and progress of the district to best serve Killingly students.

EXECUTIVE SUMMARY

This report is designed to tell the story of the Killingly Strategic Planning process. The Strategic Planning Committee, made up of educators, parents, administration, and town officials, has convened on several occasions to initiate this important work. The Strategic Planning process is designed to create a set of focused goals that identify the critical, coherent strategic changes that need to be made, and will address databased challenges over the next three to five years. A major component of any successful organization is unity of purpose. With stakeholder input, important value has been added to the strategic planning process.

The Committee has been reflecting on current and past performance, considering the current changes in education, and identifying the district's core values, vision and mission. We have articulated several core areas of focus:

- Create a proficiency based learning system, ensuring equitable achievement opportunities for all students
- Bring to life the KPS portrait of a graduate with students, staff, families and the community, ensuring all students are prepared for life success.
- Recruit and retain highly effective professionals who are collaborative, respectful, supportive and reflective critical thinkers.
- Update facilities to provide a safe, healthy, adaptable learning environment conducive to student centered teaching and learning for the 21st century.
- Ensure Prek-12 students have access to progressive digital learning tools and the skill to utilize them, preparing them for future success.
- Provide a safe, healthy and supportive environment for learning where students build resilience through the integration of social, emotional and academic skills
- Cultivate positive student, family, community partnerships that support learning, build pride and recognize the value for education.

The Strategic Planning process provides the foundation for a viable planning document that explicitly identifies the actions necessary to propel the students of Killingly toward their fullest potential. This multi-year effort will continue to reframe the Killingly students' experience so that the Killingly mission can be realized.

It is the mission of the Killingly Public Schools to work in partnership with students, families and the community, to ensure that each student acquires the knowledge, skills, and personal values necessary to achieve success and to enrich the community. It will do so by:

- *Challenging all students to achieve to their highest potential*
- *Fostering compassion for human diversity*
- *Developing creative innovators*
- *Supporting students to respond to an ever changing world*

Our world has changed. Living in a digital age with global connections at our fingertips, the definition of what it means for our students to be prepared for life learning and work beyond their school years has transformed. No longer is it enough to be skilled in reading, writing and mathematics. A growing pool of research and evidence from the field has identified a set of 21st Century skills needed for our students to embody in order for them to successfully navigate their life choices. The Strategic Planning process was designed to identify and ensure Killingly students develop these skills (critical and creative thinking, problem solving, effective communication and collaboration) and content knowledge needed for success. The goals identified in the plan will guide action toward what needs to occur to realize the Killingly portrait of a graduate.

Focused on work that supports student success in an ever-changing world, the following inquiry questions drove learning through the implementation of the Strategic Planning process:

1. How are teaching and classroom experiences facilitating student practice and in-depth application of critical/creative thinking, problem solving, communication and collaboration?
2. How are we measuring our success and using data to create and drive continuous improvement and a growth mindset?
3. How do we budget, plan, and align resources to ensure that our work is designed to increase the number of children who leave Killingly Public Schools ready to execute these skills to their highest level?

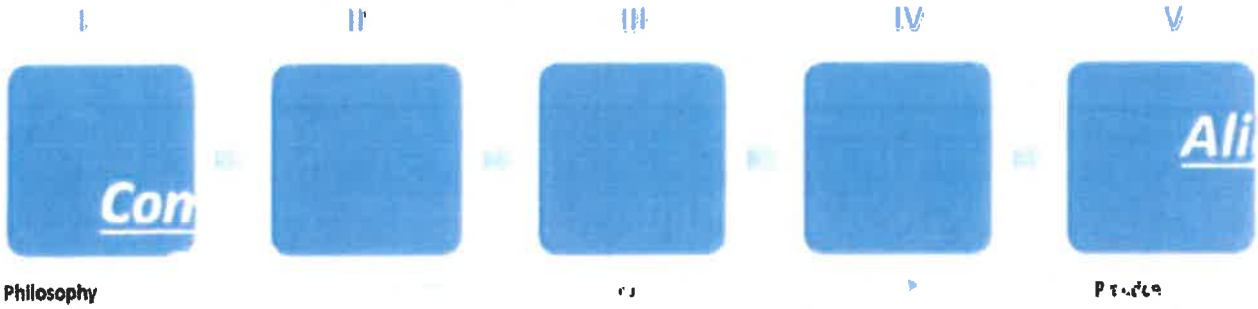
Focusing on these questions and building upon the great work in place in the Killingly Public Schools, the Strategic Planning team has identified the necessary goals and suggested strategies to guide the work of ensuring all students are ready to succeed in a global community, over the next three to five years.

Planning Context

A former mill town in what is now known as Connecticut's *Quiet Corner*, Killingly is the largest school district in northeastern Connecticut. The Prek-12 District is comprised of 5 schools: Goodwin Early Childhood Center, Killingly Central School, Killingly Memorial School, Killingly Intermediate School, Killingly High School and Regional Agricultural Program.

The schools share a long history of service to the community. Through consistent family and town support, Killingly schools and their students have developed respected records of success in the fields of music, media, agriculture, technology, multicultural education, and sports. The District boasts strong partnerships with Quinebaug Valley Community College, local businesses and regional agencies.

To facilitate the strategic planning process the Board engaged EASTCONN facilitators Diane Dugas, Director for the Center of Educational Leadership and Scott Nierendorf, Director of Teaching and Learning. The Strategic Planning process employs a backward design allowing participants to start the advancement process by identifying what student success looks like (skills and attributes) and then focusing on research-based practices that match the district values and ensures a coherent system to support student success. An overview of the Strategic Planning process is presented below.

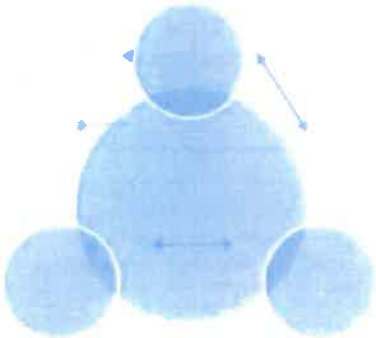


The Killingly Board of Education began this process in May [illegible] Planning Steering Committee consisting of key stakeholders to guide and oversee the entire Strategic Planning process. The Steering Committee includes [illegible] of Education, [illegible] administration, staff, parents and community members. A subgroup, the Strategic Planning Team, comprised of several Steering Committee members and additional stakeholders was [illegible] Strategic Planning [illegible]. The members of each group and their affiliation are as follows:

Killingly Strategic Planning Steering Committee	Killingly Strategic Planning Team
❖ John Burns, Board of Education Chair ❖ Greg Biggs, Board of Education ❖ Steve Rioux, Superintendent ❖ Paul Brenton, Assistant Superintendent ❖ Tina Chahanovich, KMS Principal ❖ Emily Caviggia, KCS Principal ❖ Christina Drowne, KCS Parent ❖ Lisa Vance, KIS Teacher ❖ Amanda Loomis, KHS Teacher ❖ Peter Covey, KHS, Parent ❖ Sally Sherman, GECC Director	❖ Steve Rioux, Superintendent ❖ Paul Brenton, Assistant Superintendent ❖ Greg Biggs, Board of Education ❖ Lydia Rivera-Abrams, Board of Education ❖ Dave Griffiths, Town Council ❖ Mary Bromm, Town Representative ❖ Marcia Griffiths-Farquhar, Assistant Dir. Pupil Services ❖ Sally Sherman, GECC Director ❖ Dennis Walsh, GECC Parent ❖ Emily Ross, Parent ❖ Emily Caviggia, KCS Principal ❖ Meg Walker, KCS Teacher ❖ Christina Drowne, KCS Parent ❖ Danielle Montville, KCS Parent ❖ Jessica Mongeau, KCS Parent ❖ Melissa Brown, KMS Teacher ❖ Dee Lamperelli, KMS Teacher ❖ Amy Ferland, KMS Parent ❖ Angela Potvin, KMS Parent ❖ Heather Taylor, KIS Principal ❖ Mike Morrill, KIS Teacher ❖ Elise Guari, KHS Principal ❖ Melynda West, KHS Teacher ❖ Barbara-Jean Toth, KHS Parent ❖ Jordan Rukstela, KHS Student ❖ Sandra Rukstela, KHS Parent

The Strategic Planning team began their work with a series of four evening sessions held on January 8, 10, 15 and 17 from 5:30 p.m. to 9:00 p.m. The first session was designed to:

1. Familiarize the group to the five phase strategic planning process.
2. Establish working norms for the groups success
3. Explore the demands of learning in the 21st Century
4. Synthesize data from stakeholders to identify Killingly Core Values
5. Articulate the Portrait of a Killingly Graduate
6. Review, revise the Killingly Mission Statement



Goals

The past several years have demonstrated a variety of external and legislative mandates and internal distractions. Compliance with multiple initiatives is not goal attainment. Time and energy are not endless resources. Decreasing fragmentation and increasing coherence that focuses the emphasis on meaningful teaching and learning to prepare students for 21st Century success was the lens through which the Strategic Planning team engaged in the following work.

Phase 1: Commitment to Principles of Strategic Planning

With a commitment to coherence, the Strategic Planning Team utilized input from all stakeholders including: community focus groups; community, teacher and student surveys; coupled with knowledge gleaned from research and practice, to identify a draft *Portrait of Graduate*, a revised *Mission* for Killingly Public Schools and a set of foundational *Core Values and Beliefs*. Each links to the critical skills and attributes necessary for student success in a global society.

Killingly Public Schools Mission

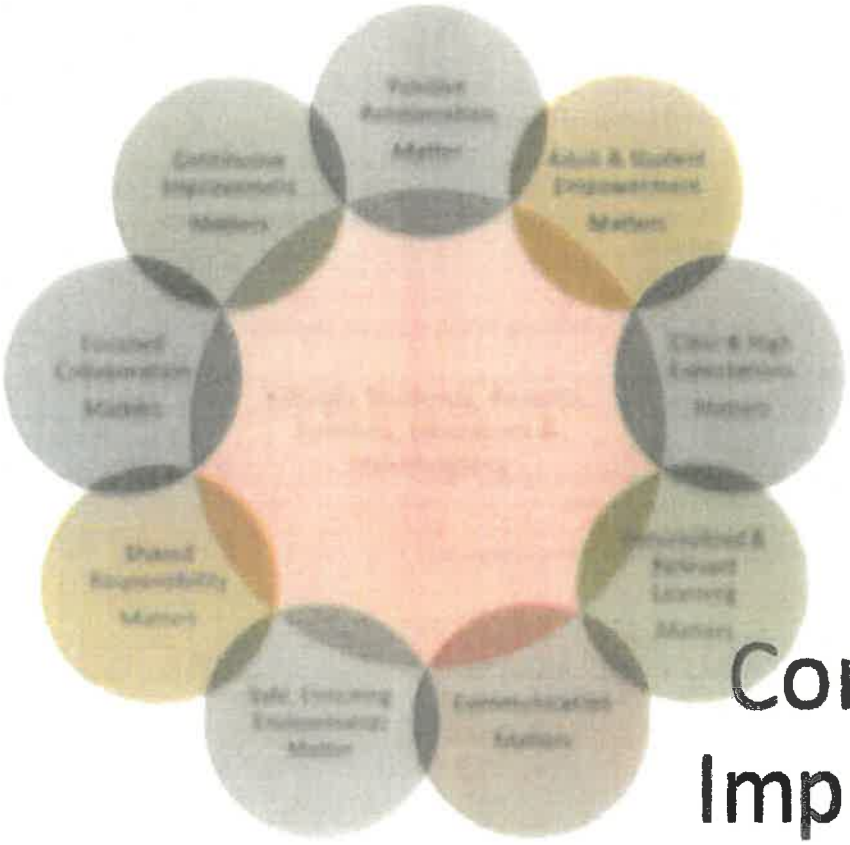
It is the mission of Killingly Public Schools to work in partnership with students, families and the community, to ensure that each student acquires the knowledge, skills, and personal values necessary to achieve success and to enrich the community.

It will do so by:

- **Challenging all students to achieve to their highest potential**
- **Fostering compassion for human diversity**
- **Developing creative innovators**
- **Supporting students to respond to an ever changing world**

Core Values of Killingly Public Schools

In order to achieve our mission KPS holds as its core values and beliefs that the following knowledge, skills, habits of mind, partnerships and opportunities are foundational building blocks for Killingly Graduates:



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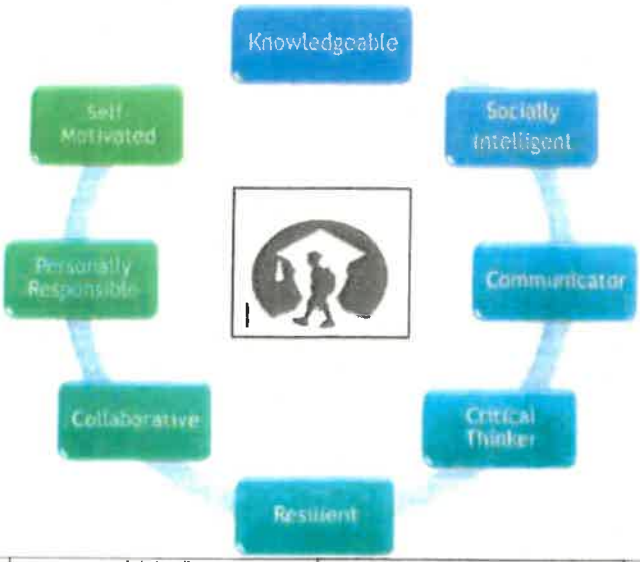
(DRAFT) Portrait of a Killingly Graduate



Knowledgeable Developing strong foundational skills. Make mistakes, build on knowledge, and apply to new situations. Succeed as a learner, worker, citizen	**Socially Intelligent** The ability to interact with others in a way that demonstrates respect, empathy, flexibility, and open mindedness	**Communicator** Speaking and writing with clarity. Listening actively. Knowing your audience, understanding the purpose, and choosing precise language. If appropriate incorporating technologies to enhance ideas.	**Critical Thinker** Asking questions driven by curiosity to increase understanding
Resilient Seeking and accepting new challenges and being able to adapt to change	**Collaborator** Taking responsibility for yourself and your team. Listening with empathy and understanding with commitment to share success	**Personally Responsible** Acting with integrity and empathy, while demonstrating personal accountability and making a positive contribution to society	**Self-Motivated** Learning to advocate for oneself, taking responsibility for learning and behavior. Demonstrating initiative to achieve goals driven by passion.

Phase II: Data Scan

Once the Killingly Public Schools Core Values, Mission and Portrait of a Graduate were identified, the Strategic Planning team began to review data. The data review process is designed to look at internal and external data to determine the gap between the current state of practice and the desired outcome. This process provides an opportunity to analyze strengths, look at challenges and identify where opportunities lie to actualize the vision.

The Strategic Planning team used the CT Leadership Framework to provide a structure for reviewing internal and external data and for organizing the analysis and presenting the results. The CT Leadership Framework provides a set of standards and attributes for the evaluation of CT school administrators providing a systemic approach to view the knowledge, skills and conditions necessary for district success.

CT Leadership Framework:

• Domain 1: Instructional Leadership o Indicator 1.1 Shared Vision, Mission and Goals o Indicator 1.2 Curriculum, Instruction and Assessment o Indicator 1.3 Continuous Improvement	• Domain 3: Organizational Systems o Indicator 3.1 Operational Management o Indicator 3.2 Resource Management
• Domain 2: Talent Management o Indicator 2.1 Recruitment, Selection and Retention o Indicator 2.2 Professional Learning o Indicator 2.3 Observation and Performance Evaluation	• Domain 4: Culture and Climate o Indicator 4.1 Family, Community and Stakeholder Engagement o Indicator 4.2 School Culture and Climate o Indicator 4.3 Equitable and Ethical Practice

Internal Data Analysis

The Strategic Planning Team reviewed multiple internal data sources (listed below) and analyzed the data to determine strengths and areas for advancing the Killingly Public Schools. The results were organized linking strengths and challenges to the 4 Domains of the CT Leadership Framework.

Internal Data Sources:

- Strategic School Profiles
- Student enrollment and staffing trends
- Community focus group responses
- Staff focus group responses
- Community survey responses
- Student survey responses
- NEASC Survey responses
- Town data
- Facilities data
- Special Education data
- Budget data
- Student Accountability – Assessment and Achievement results
- Other – Extra Curricular Activities

Internal Data Summary

<table>
<tr><th colspan="2">Instructional Leadership/Academics</th></tr>
<tr><th>Strength</th><th>Weakness</th></tr>
<tr><td>

High Expectations (student survey)
Home school communication(focus groups)
Pride in teachers (student survey)
Feel safe at school (parent survey)
2015-2016 106 students out of district, 2016-2017 43, a decrease of 63.
2016-2017 increase of ELA percentages, above state average in grades 3,6,7 and 8 on SBAC

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Facility conditions and school environment (focus group and student survey)
Budget/lack of resources
Students want more hands on learning (student survey)
16/17 math scores below state average (accountability data)
<table>
<tr><th>State average</th><th>Killingly</th></tr>
<tr><td>53% grade 3</td><td>37% grade 3</td></tr>
<tr><td>50% grade 4</td><td>26% grade 4</td></tr>
</table>

% of students at grade level reading has decreased from 2014-2018 with incoming Kindergarteners 76% to 53%
16/17 to 17/18 KHS office referrals increased from 1953 to 2466

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</table>

Talent Management	
Strength	**Weaknesses**
• ¾ staff stated well trained • Frequent classroom observations and feedback (District improvement plan • PLC's (Professional Learning Communities) ERD • Professional learning on Master Based Learning • Instructional Coaching • Connection to University • Hiring in spring (to get best teachers) • District leadership stability • 89% of students agree teachers have high expectations • Dedicated Human Resources (organizational chart) • Dedicated curriculum (organizational chart) • Dedicated goals for town management • Student staff ratio (1:7 approx.) • KMS and KHS teacher absences lower than ~~state average~~	• Lack of SEL (social, emotional learning) resources/focus • 25% of teachers non-tenured (School Profile) • Only 39% of HS students felt they were treated with respect by teachers (survey) • 34% of HS teaching reflective of core values • Lack of diversity in staffing (98.8% white, school profile) • Salary ranking 172 out of 174 (CEA.org) • Teacher absences higher than state average (school profile) • 104 students outplaced (17-18, achievement data) • KCS and KIS higher

Organizational Systems	
Strength	**Weaknesses**
• KPS programming addresses the whole child • School communications • Community engagement • Fiscal responsibility (all above from community survey)	• District communications • Safety and security • Equitable distribution of funds (all above from community survey)

Culture and Climate	
Strength	**Weaknesses**
• Connection to teachers techniques (student survey) • "Most" HS students feel safe (student survey) • Culture of high standards (student survey) • Communication (CIP) • Professional development on climate (CIP) • MS and HS students have specific hopes and dreams about their future (student survey) • Attendance - bus expansion	• Student voice on programs (student survey) • Graduation rate (CIP, p. 20) • Bullying, especially at the MS (student survey) • Respect for diversity (student survey) • Male role models in the lower grades (survey) • More access to mental health supports (survey) • Social Emotional Learning curriculum

External Data Analysis: Environmental Scan

The Strategic Planning Team also reviewed multiple external factors that affect education in the Killingly Public Schools. Over the past five years, major changes have been introduced in the field of education and in Connecticut. While many initiatives are well intentioned, we must constantly ask ourselves how each helps to prepare students for the 21st Century. Using the four Domains of the CT Leadership Framework as an organizer, the Team reviewed the major changes introduced in Connecticut and the critical issues facing Killingly Public Schools. They then identified opportunities and challenges created by these critical issues.

Environmental Scan Categories:

- Education – local, state, national, issues, mandates
  - Compliance issues related to ESSA (Every Student Succeeds Act) passed by Congress in August2016
  - New Testing and Educator Evaluation
  - New student Assessments - SBAC –Testing of 21st Century Skills and Content
  - Implementation of Common Core State Standards – Increased learning expectations in Language arts, Math, Social Studies and Science
  - Student-Centered Learning – Personalization, Choice and Mastery
  - New models of professional learning for Adult-Centered Learning
  - Digital Impact on Learning

- Economics – local, state, national and global economic outlook
  - Federal budget
  - Connecticut State Department of Education funding levels
  - Federal Title funding
  - Health of local economy
- Demographics – population shifts, changes in social/emotional needs of families and youth
  - District population changes
  - Killingly enrollment trends
  - The changing social/emotional needs of our students with increasingly diverse backgrounds and circumstances
- Technology/information – technology changes and impact on education
  - Social Media
  - Blended/online learning
  - Technology access
- Political – local, state, national and global political climate
  - Political support for education

External Data Summary

Area	Issues	Impact in the next 1-3 years	
I. **Education** *(local, state, national issues/mandates)* ESSA (Every Student Succeeds Act) Evaluation SBAC Common Core Student-Centered Learning	• Lack of funding to meet student needs • Misalignment of accountability measures • Student needs are diverse and complex • High social/emotional needs • Changes in learning expectations (CCSS, NGSS, etc.) • Communication from teachers to parents regarding how to help children learn	• Limited resources • Misappropriation of teaching focus to test • Large gaps free and reduced lunch, M/F graduation rates • Achievement gap, preparation gap • Impact on budget, disruption to learning • Constant professional learning(PD) or no PD, self-initiated • Inability for parents to help	*Academics *Talent Management Organizational Systems *Culture and Climate

	• Cost of higher education for students • Increased learning expectations for students, especially in the early years • Increased class sizes • Unfunded state mandates and changing guidelines	• Increased family stress/long debt, lowering of expectations • Loss of focus on SEL • Challenging to personalize educational needs • Limited teaching time, stress on teachers and students, lack of equitable funding	
II. Economics (*local state national economic outlook*) Federal Budget CSDE funding levels Federal Title funding Health of local economy	• History of decreased state and national budgets • District competitiveness of salaries (CEA.org) • Housing affordability • # of free and reduced lunch rates (# of students) • Lack of technology resources • Decrease of gifted and talented programs • Facility maintenance and improvements • Long term building issue of outdated elementary school buildings • Funding for special education (facilities and staffing – 33% of budget in special education) • Sports field	• Continued decrease or lack of funding to address needs • Inability to retain staff • 211 call increase, increase in homelessness, increased student stress, increase transience • Funding/ educational readiness • Resources for creativity lost • Curb appeal in convincing students, parents, staff that district/town cares for them. • When buildings are cared for gives impression to stakeholders and surrounding town's education is important! • Less access = less connections	*Academics *Talent Management *Organizational Systems *Culture and Climate

Area	Issues	Impact in the next 1-3 years	
III. Demographics *(shifting demographics, changes in social, emotional needs of families and youth.* Population changes Enrollment changes	• Rate of poverty increase 2016 9.6% - 2018 11.2% • Education of community: 33% HS+, of that 11% associates, 22% bachelors • Unemployment rate 6% vs. state 5.1% • High transient population – 1,500 rental units, 30% not owner occupied, 50% of renters are cost burdened, 1/8 subsidized housing • Disability rate as of 16-17 17.3% Killingly vs. 13.9% state • Low income – median income $31,000 over 10 year average -10% • Free and reduced lunch Killingly 42.8% versus 35.9% state • Many children in DCF custody • Rising ELL population • Increased numbers of students coming to school with ACE (Adverse Childhood Experiences) • Rising special education population (19% in district) • Rising SEL needs • Decreasing state population • Rising overall enrollment • Rising homeless population • High transient population • Increase in students being raised by grandparents/extended families	• $$$$ less state and national funding • Need for additional programs and services • Additional testing and reporting barrier to learning • Resources and space are strained • School readiness has decreased • Lack of consistency in teaching and learning for transient kids. • Social/emotional impact (adverse childhood experiences) • Staff/student connections • Non-traditional families/less family time	*Academics *Talent Management *Organizational Systems *Culture and Climate

	• Lack of diversity • Increased mental health issues • Increase in drugs/suicide • Two parents working		
IV. Technology / Information *(changes in our world and impact on education)* Social Media Blended/online learning Technology access Smartphones	• Appropriate integration of technology and curriculum • Application of technology for career readiness • Constant updates/updated access • Social media overdose! Need to teach online social skills • Overuse of technology or under use of technology • Affordability • Immediate access to information • Online learning communities	• Need to balance screen time and learning needs, put the "why learning it" before the "what tool" • Lower grades – ability to compete, ability to communicate • $, man power, training • Distraction, isolation, addiction, depression/mental health concerns from on-line bullying • -Lack of family interaction • + early communication and related skills • Lack of equity • Increased knowledge/ability to focus on "bigger" ideas/access to tutorial programs to increase success • Increased learning opportunities for students and staff/greater access • Lack of work production/need critical thinking skills to maneuver. • Loss of relationship/personal connections	*Academics *Talent Management *Organizational Systems *Culture and Climate

	• Too much access to screen time/internet • Disconnect between learners of today and learners of past (student versus teachers Students versus older community members) • Technology provides students with power now! • 24/7 access • Mismatch	• Vulnerability for schools • Potential dangers when no supervision • Instruction versus use	
Area	**Issues**	**Impact In the next 1-3 years**	
V. Political *(local, state, national political climate)* November elections Political support for education CCJEF ruling (CT Coalition for Justice in Education Funding)	• Lack of civility, respect • Conflicting messages • Budget funding (local) (budget tab) • Federal Department of Education mandates • State mandates, changed graduation requirements (focus groups) • "War on Teachers" devaluing education (surveys) • Local control of education may not fit today's society • Polarization of political parties • Property based tax structures • Union contracts • State testing (surveys) • Class rank vs. standards based learning (CIP) • Political correctness	• Sending wrong message to our kids • 24/7 live exposure • More cuts to come • Funding constraints (400 unfunded or partially funded mandates – CAPSS) • Scheduling challenges lack of teacher resources • Morale /support declines • Anti-intellectualism • Centralization may be needed (IS this where testing comes from?) • Impacts decisions or lack of • Creates scapegoats • Negative impact on rich/poorer communities • Lack of funding • Negative perceptions	*Academics *Talent Management *Organizational Systems *Culture and Climate

	• Non-educators making educational decisions • No prioritization of benefits of education in the community	• Too much? Too little? Juggling different opinions • Doesn't align with classroom needs ore reality • Misperceptions, need to connect community to benefits.	

In order to achieve coherence and address the complex landscape of education, transformational thinking and planning is required to advance a districts ability to ensure all students are college, career and life ready. Recognizing that any change initiative requires thoughtful planning prior to implementation, the Killingly BOE, Strategic Planning Steering committee and the Strategic Planning Team all recognize the importance of creating a comprehensive plan that capitalizes on future opportunities and serves as a coherent road map to guide district advancement in the best interest of the Killingly students, families and community.

From the synthesis of the internal and external data analysis, the Strategic Planning Team began to identify the most crucial issues and impacts on Killingly Public Schools. Using a protocol that provides a statement starter of "Unless we", followed by the insertion of the challenge, the Team worked to turn the challenge into an opportunity by completing the statement starter "If only we can" followed by an opportunity that if implemented would advance Killingly Public Schools in actualizing their Portrait of a Graduate. A summary of the process follows.

Threats/Challenges and Opportunities	
Threats/Challenges	**Opportunities**
Unless we ... • increase availability of SEL resources we will see an increase in behavior issues and mental health crises.	***If only we can ...*** • connect families with community resources, and offer more education/information to educators to help them decrease the impact of toxic stress, trauma, substance abuse and other mental issue issues.
Unless we... • educate students and families about overuse of technology/social media we will see an increase in mental health issues and a decrease in interpersonal skills	***If only we can ...*** • provide training and information for parents, families and educators about healthy use of technology, and find a balance between technology use (screen time vs. learning needs), we will create empowered digital citizens!

Unless we.... - stabilize teacher retention, students' learning will suffer and they may feel less connected to school.	***If only we can ...*** - improve teacher salary and morale – and find out why teachers are leaving, we will create more consistent learning environments that support student success.
Unless we ... - renovate our elementary schools we will not be able to provide appropriate resources to meet student and society needs.	***If only we can ...*** - renovate our schools, we can maximize our conditions for learning
Unless we... - outfit all schools with air conditioning, we cannot consider new school year models (year-round).	***If only we can...*** - renovate our schools, we can maximize our conditions for learning
Unless we... - create meaningful ways for parents to engage in the learning process with their child, parents will not know how to help their children with new expectations.	***If only we can ...*** - Maximize home/school communication, then... 1. Student and parent engagement will increase 2. Parents will know how to help their children -
Unless we... - increase state funding and local funding, we cannot address the needs of all students (including gifted-talented and struggling learners).	***If only we can ...*** - maintain high expectations, student achievement will continue to increase.
Unless we... - start measuring what matters, achievement gaps will continue.	***If only we can ...*** - align our grading and reporting systems to proficiency based measured, then students will demonstrate 21st century skills.
Unless we... - support the social emotional needs of students, children will not be available for learning. (emotionally, cognitively)	**If only we can...** - start in Pre-K to address the social emotional and academic needs of students, then we will see improved student engagement and performance.

Unless we ... - secure funding through voter support, there will be drastic cuts in educational services.	***If only we can ...*** - *communicate* more effectively will all community members, then there will be consensus for higher funding.
Unless we... - control unfunded and partially funded state and federal mandates, there will be less funding for the school districts identified needs.	***If only we can...*** - increase advocacy to elected officials to reduce/rescind unfunded mandates.
Unless we... - *can* correct the negative perception of education, teachers and schools, our school system will be undervalued and not supported.	***If only we can ...*** - gather community members to advocate and support local education by accentuating the positives, we can increase the value of education, and consequently community support for education in Killingly.
Unless we... - can maintain local control over funding, we lose prioritizing educational issues.	***If only we can ...*** - protect local control over funding, we can protect the educational priorities of the district.
Unless we ... - dedicate funding toward facility improvements our buildings will be unsafe and unhealthy.	***If only we can ...*** - adequately fund building improvements, then we can improve safety/security plans, and students and families will feel safer.
Unless we... - hire more mental health professionals and train staff in mental health issues we will not address students' mental health needs and may increase out of district placement.	***If only we can ...*** - provide adequate mental health services within our schools, we will foster student success (and save money at the same time!)
Unless we... - address the needs of children living in poverty, we will not close the achievement gap.	***If only we can ...*** - implement programs and strategies to address this population, we can break the cycle of poverty.
Unless we... - provide enrichment to our high achieving students they may disconnect from school or not reach their true potential.	***If only we can ...*** - provide gifted and talented programs and opportunities, we will see students exceed minimum goals for student success.

Unless we ... - address the mental health needs of our students and families, we will not reach our social and educational goals.	***If only we can ...*** - increase the mental health resources to the district, then students and families will have more academic success in educating the <u>whole child</u>.
Unless we... - educate the people of the town regarding the budget and what it takes to run a district, as well as, see the education system within the community, there will never be an adequate budget that will meet the needs of <u>all</u> students.	***If only we can ...*** - raise awareness, make information more accessible and transparent, then there will be an adequate budget that will meet the needs of <u>all</u> students.

Phase 3: Results Analysis

Once the data had been reviewed and organized, the Strategic Planning Team prioritized the results to determine the opportunities that would have the greatest impact in realizing the Killingly Portrait of a Graduate. This summary served as the springboard to create the Strategic goals to advance Killingly Public Schools. The results of that analysis follows:

Summary of Opportunities

Opportunities	
❖ High Expectations for Student Learning ❖ Incorporate 21st century skills ❖ Incorporate personalized, competency based learning ❖ Engage students and staff through personalized and relevant curriculum and instruction ❖ Ensure all students succeed at grade level in literacy and math content areas	❖ Ensure progressive technology is available and up to date ❖ Train teachers to use technology effectively to enhance learning ❖ Teach students the technology skills needed for 21sst century success
❖ Ensure Facilities meet 21st Century Learning Expectations ❖ Renovate schools to maximize conditions for learning ❖ Improve safety and security of schools through renovations	❖ Recruit, Retain High Quality Staff ❖ Recognize/Celebrate Staff - Inspire
❖ Connect students, families, community and school as a partnership in the Learning Process ❖ Develop effective communication to all families ❖ Openly inform and engage families/community in the learning process ❖ Develop positive relationships with students, families, and community	❖ Address the growing social-emotional (mental health) needs of children in school. ❖ Raise awareness making information more accessible and transparent ❖ Train staff and integrate into the school day

Phase 4: Goal Setting

Using the prioritized opportunities the Strategic Planning Team then formulated and prioritized strategic goals that, if achieved, would move Killingly Public Schools toward realizing the Portrait of a Killingly Graduate. The Team used the following essential questions as criteria for prioritizing the strategic goals:

- **Have we considered immediate versus long term?**
- **Is it measureable and obtainable?**
- **Does it relate to our Portrait of a Graduate, Mission and Core Values?**
- **Is it a high leverage goal that helps us reach our Vision of a Portrait of a Graduate?**
- **Is it a goal that we can come to consensus on?**

The Strategic Planning Team identified the following seven *strategic goals* for Killingly Board of Education:

1. **Create a proficiency based learning system, ensuring equitable achievement opportunities for all students**
2. **Bring to life the KPS portrait of a graduate with students, staff, families and the community, ensuring all students are prepared for life success.**
3. **KPS will recruit and retain highly effective professionals who are collaborative, respectful, supportive and reflective critical thinkers.**
4. **Update facilities to provide a safe, healthy, adaptable learning environment conducive to student centered teaching and learning for the 21st century.**
5. **Ensure Prek-12 students have access to progressive digital learning tools and the skill to utilize them, preparing them for future success.**
6. **KPS will provide a safe, healthy and supportive environment for learning where students build resilience through the integration of social, emotional and academic skills**
7. **KPS will cultivate positive student, family, community partnerships that support learning, build pride and recognize the value for education.**

Phase 5: Strategic Action Planning

Once strategic goals were set and agreed upon the Strategic Planning Team worked in groups to create recommendations for consideration when creating the action plans for each goal. The process took place on the fourth evening of strategic planning. A summary of high level strategies to be considered in district action planning were identified and agreed upon.

Goal #1 Academic Achievement	
A. Create a proficiency based learning system, ensuring equitable achievement opportunities for all students B. Bring to life the KPS portrait of a graduate with students, staff, families and the community, ensuring all students are prepared for life success.	Recommended Strategies: • Conduct a school by school audit of current practices and conditions related to the proficiency based learning model • Utilize results to identify strengths, needs, professional learning • Create a multiple year implementation plan • Align systems, structures and practices to support a proficiency based learning system and the portrait of a graduate
Goal #2 Talent Management	
A. KPS will recruit and retain highly effective professionals who are collaborative, respectful, supportive and reflective critical thinkers	Recommended Strategies: • Revise and implement a new teacher induction model • Create, implement and monitor a consistent and coherent system for collaborative professional learning communities (PLC's) K-12. • Identify and create opportunities for recognizing and celebrating adult learning and achievement.

Goal #3 Organizational Systems	
A. Update facilities to provide a safe, healthy, adaptable learning environment conducive to student centered teaching and learning for the 21st century. B. Ensure Prek-12 students have access to progressive digital learning tools and the skill to utilize them, preparing them for future success. .	Recommended Strategies: • Create a facilities committee to learn about the 21st century needs for teaching and learning, tour and assess buildings, create a five year capital improvement plan • Create a plan to educate the community on district needs • Create a technology utilization plan
Goal #4 School Culture and Climate	
A. KPS will provide a safe, healthy and supportive environment for learning where students build resilience through the integration of social, emotional and academic skills B. KPS will cultivate positive student, family, community partnerships that support learning, build pride and recognize the value for education.	Recommended Strategies: • Create increased opportunities throughout the district to enhance student's engagement and connectedness through participation in before, during and after school activities of interest. • Develop a plan to educate all stakeholders about mental health, developing a common language, understand and importance • Learn, identify, create and implement a comprehensive plan to address the integration of social, emotional and academic skills across all grades.

The identified goals and strategies are in direct alignment to current focus areas and serve to take the district to the next level of work. Using the goals and recommended strategies, it is the task of the district leadership to take the goals and recommendations and flesh out the achievable action steps, those responsible for carrying out the action steps, required resources to achieve the action steps, and an estimated timeline for each goal with accompanying benchmarks toward progress. It is important to note that while competing mandates and initiatives come up through the year, if they do not support the work of the strategic plan, the district has to question their value. Staying focused towards the desired outcomes within a reasonable timeframe is the goal of coherence. A sample template is provided.

A Strategic Plan is a living, breathing document. It is important to schedule intentional time throughout the year at all levels of the organization to monitor implementation, review progress, modify, and adjust as necessary. Creating a through line to Board, administrator, teacher and student goal setting provides opportunity for ongoing reflection, dialogue and feedback toward the shared focus for advancement. An intentional and planned timeline for review follows.

Minimal Review of Progress toward Goals/Reflection/ Adjustments

Board of Education	Mid-year and end of year
Superintendent	Mid-year and end of year
Administration	Mid-year and end of year
Teachers	Mid-year and end of year
Students	Quarterly

In the final Strategic Planning Team session, the work group finalized the following Strategic Advancement Plan framework to be utilized by the Superintendent and administration to create an actionable plan to actualize the goals. Strategic planning is not about layering in more initiatives. It is about leveraging and building upon the work being done and creating coherence and an aligned approach to advance progress toward moving the work forward. Effective implementation requires detailed planning and communication, cultivation of leadership capacity and the analytics to monitor progress. The implementation plan and monitoring must engage all leaders of in development. The format provided aligns and takes the current work of the districts to the next level. The completed document ultimately serves as tool for direction, decision making, communication, budget planning, coherence and advancement for all.

Following the strategic plan is a sample communication plan to begin the roll out of the Strategic Plan, including the Portrait of a Graduate, Mission, Core Values and Beliefs to stakeholders. Communication is one of the surest ways to build trust and open the doors, inviting all stakeholders in. Nothing builds trust like transparency (Why Communication Matters, Portfield and Carnes, 2008). The ideas were generated during the strategic planning process and are intended to serve as a springboard for continued communication planning.

Killingly Public Schools District Advancement Plan

Academics Theory of Action: Goal # 1 Create a proficiency based learning system, ensuring equitable achievement opportunities for all students Goal # 2 Bring to life the KPS portrait of a graduate with students, staff, families and the community, ensuring all students are prepared for life success.				
Strategies/Actions	Persons Responsible	Timeline	Benchmark/ Status	Resources Required • Resources available • Resources needed
Conduct a school by school audit of current practices and conditions related to the proficiency based learning model Utilize results to identify strengths, needs, professional learning.	Assistant Superintendent of schools. Supported by: -Curriculum coordinators -Building leadership teams	Completed by November of 2019	Creation of a completed audit report, supported by: -Knowledgeworks assessment tools. -Building level leadership teams.	Resources include: -Knowledgeworks Survey results. -Student performance data
Create a multiple year implementation plan, which outlines how grading practices and curriculum will transition to a proficiency based model.	District Curriculum Council. Supported by: -Assistant Superintendent of schools -Curriculum coordinators -Building leadership teams	Completed by January of 2020	Creation of a completed implementation plan, supported by: -Audit report. -Building level leadership teams.	Resources include: -Curriculum implementation plan. -Knowledgeworks Survey results. -Student performance data
Align systems, structures and practices to support a proficiency based learning system and the portrait of a graduate.	Building level leadership teams. Supported by: -Curriculum coordinators -Instructional coaches -Building subject area coordinators.	Ongoing 2019-2022	-Completed Performance graduation requirements. -Alignment indicated throughout newly created curriculum.	Resources include: -KHS revised Portrait of a Graduate. (POG) -Knowledgeworks Survey results. -CSDE Graduation Guidelines. -CAPPS Graduation guidelines.

Talent Management
Theory of Action:

Goal # 3: KPS will recruit and retain highly effective professionals who are collaborative, respectful, supportive and reflective critical thinkers

Strategies/Actions	Persons Responsible	Timeline	Benchmark/ Status	Resources Required • Resources available • Resources needed
Support classroom instruction by increasing the number of coaching hours for classroom teachers.	Curriculum Coordinators. Supported by: -Assistant Superintendent of Schools. -Building leadership teams.	Ongoing 2019-2022	Increase in delivery of coaching hours. Individual coaching benchmarks per location.	Training for identified coaches. Additional tutoring resources to support coaching hours.
Create, implement and monitor a consistent and coherent system for collaborative professional learning communities (PLC's) PreK-12.	Districtwide PDEC Committee.	May 2020	District level PLCs established. Monitoring system implemented.	Building level PDEC committees. Building level reading and PD materials to support PLC work. Allocated time for PLC work to transpire at the building level.
Provide district leaders with leadership Strategies to successfully implement their school's mission	Superintendent of Schools. Supported by: -Assistant Superintendent -Network resources	Ongoing 2019-2022	In process, initial PD established for Day #3 of admin institute.	Support from Network resources -D. Ullman 8.1.19 -Leadership roundtable.
Ensure equitable practice through the work of our district's equity committee.	KPS equity committee. Supported by all KPS stakeholders.	Ongoing 2019-2022	Committee established 2019. Committee recommendations implemented by June 2020.	-Equity Support through EastConn., CREC and Center for school Change. -Utilization of regional partnership. -Readings and resources on equity.
Improve recruiting efforts through: -Collaboration with universities -Participation in diverse recruiting opportunities -Developing New marketing tools to attract a more diverse workforce.	Director of Human resources. Supported by: -Assistant Superintendent. -Equity Committee -CT SDE.	Ongoing 2019-2022	Increased applications for job openings. Increased rates of job satisfaction on internal indicators.	Resources include: -Minority Teacher Recruitment grant. -Marketing resources.

Organizational Systems
Theory of Action:

Goal # 4. Update facilities to provide a safe, healthy, adaptable learning environment conducive to student centered teaching and learning for the 21st century.
Goal # 5. Ensure Prek-12 students have access to progressive digital learning tools and the skill to utilize them, preparing them for future success.

Strategies/Actions	Persons Responsible	Timeline	Benchmark/ Status	Resources Required • Resources available • Resources needed
Ensure that Killingly Public Schools establishes and achieves a clear vision for integration of technology into curriculum and instruction through the creation of technology utilization plan	District technology director. Supported by: -Districtwide technology committee. -Assistant Superintendent. -Curriculum Coordinators -Building leadership.	Ongoing 2019-2022	Completion of KPS Technology plan June 2020. Implementation of plan 2020-2023	Resources include: -CREC Audit and survey -Future ready schools report. -Possible FTE: Integration specialist
Ensure students are engaged in learning environments which are structured to support 21st century learning.	Assistant Superintendent of Schools. Supported by: -District technology Director. -District Director of operations. -Curriculum Coordinators. -Building Leadership.	Ongoing 2019-2022	Evaluation of learning spaces walkthrough completed by December 2019. Implementation of plan 2020-2023	Resources include: -Potential resources for flexible learning spaces. -Resources to support "creative constructive learning" spaces within schools. Potential resources to support "anytime-anywhere" learning.
Capital improvement project will include upgrades to building infrastructures that support a student learning environment.	Superintendent -Operation and Maintenance supervisor -BOE facilities Committee	March 2020	Projects are prioritized to support elementary schools.	Resources include: -Non-Lapsing Account -Town Funding -Grants

School Culture and Climate
Theory of Action:

Goal # 6. KPS will provide a safe, healthy and supportive environment for learning where students build resilience through the integration of social, emotional and academic skills

Goal # 7. KPS will cultivate positive student, family, community partnerships that support learning, build pride and recognize the value for education

Strategies/Actions	Persons Responsible	Timeline	Benchmark/ Status	Resources Required • Resources available • Resources needed
Implement a comprehensive plan to address the integration of social, emotional and academic skills across all grades.	Assistant Superintendent of schools. Supported by: -Curriculum coordinators -Building leadership teams	Completed by June of 2020	Creation of a completed implementation plan, supported by resources and professional development	Resources include: -resources to support the implementation of Restorative practice, Second step, CBITS, and responsive classroom. -Professional development resources related to students and trauma. -Resources needed to support KSST on the building level.
Implement a plan to educate all stakeholders about Killingly Public Schools plan to support Social Emotional Learning (SEL).	Superintendent of Schools. Supported by: -Director of PPS -Assistant Superintendent of schools.	Ongoing 2019-2022	Creation of a completed communication plan, supported by resources and professional development	Resources include: -resources to support the implementation of Restorative practice, Second step, CBITS, and responsive classroom. -Current data to support communication on community needs.
Create increased opportunities throughout the district to enhance student's engagement and connectedness through participation in before, during and after school activities of interest.	Building level leadership teams. Supported by: -Superintendent of schools -Director of Facilities	Ongoing 2019-2022	Increased enrollment in activities which connect students to the school environments.	Resources include: -Grant funds to support out of classroom activities.

Killingly Public Schools Sample Communication Plan for Rolling out The Strategic Plan, Portrait of a Graduate, Mission and Core Values						
Communication Message- What is the message you want to deliver?	Stakeholder group message is going to (Community, parents, staff, students, etc.)	Format (Email, Facebook, newsletter, twitter, etc.)	Frequency - How often will the message be delivered?	Duration or Timeline	360 Degree Communication	Other
Merge Draft POG Created during strategic planning with district work group version.	Identified administration and teachers	District PD	1x	Half day April 2018	Revisions made based on feedback	
Share Mission, Portrait of a Graduate and Core Values for feedback. How do we connect to this?	Each school staff	Faculty Meeting Convocation Opportunities Identified throughout the year	1x Annually TDB	Spring 2019 August 2019 Identify by Fall 2019	Mid-year/end of year reflections	
BOE Presentation on Strategic Plan Process and approval	BOE	BOE Meeting	Annually reviewed	March 2019	Strategic Planning Committee subgroup	

Strategic Planning Communication Communication suggestions provided by the Strategic Planning Team for consideration						
Communication Message- What is the message you want to deliver?	Stakeholder group message is going to whom? (Community, parents, staff, students, etc.)	Format (email, Facebook, newsletter, twitter, etc.)	Frequency – How often will message be delivered?	Duration or Timeline	360 Degree Communication	Other
Everyone in Killingly is directly involved / responsible in the education of our students (the success of our schools)	Everyone, every family, every household	Community TV	Monthly		Online survey	
Use Grandparents Day to inform the public • How you can help your kids be successful in school	Grandparents	Face to face events at all schools	1 day / school / grade level /per year		Suggestion box in each school and in other areas such as Senior Center Churches Social Groups (Lions, Elks, Grange) Library	How to make them "stakeholders" (not just visitors Highlight in school / district newsletter
Action on implementation of the Strategic Plan Upcoming events (concerts, GP day) Highlighting good suggestions Celebrate success / good news	All community	Villager Newspaper	weekly			
Social Service organizations offer and provide awards to students (Lions, Elks, etc.)	Students Teachers Administrators	Scholarships Improvement award Recognition				

Communication Message- What is the message you want to deliver?	Stakeholder group message is going to whom? (Community, parents, staff, students, etc.)	Format (email, Facebook, newsletter, twitter, etc.)	Frequency – How often will message be delivered?	Duration or Timeline	360 Degree Communication	Other
Friends of Learning in Killingly FOLK Group (a foundation for KPS)	Students in KPS	Face to face Correspondence	TBD			
Student Community Service Get students paired / matched with mentors	Local businesses & organizations	Coordination from the Career Center	Annually	40 hours by HS graduation	Formal feedback from the hosting organization to the school	
Help taxpayers to believe their $$ being used responsibly - Events - What is happening in schools	Voters (those with no children in school)	Monthly mailer	Monthly			See kids doing things for the community Using teaser to grab attention Picture of interest to the community
New website Newsletters Letterhead Town	Help us identify	Brand Motto logo "We are Killingly"	On everything		Build on the quiet corner	Survey other school website
Bridge the gap between town council and BOE ** *Bridge the community across the 5 boroughs (Danielson, Dayville, Attawaugan, Ballouville*	Town Council/BOE	F2F presentation Website recorded				

Goal #: Communication Message- What is the message you want to deliver?	Stakeholder group message is going to whom? (Community, parents, staff, students, etc.)	Format (email, Facebook, newsletter, twitter, etc.)	Frequency – How often will message be delivered?	Duration or Timeline	360 Degree Communication	Other
Community engagement through the eyes of students / viewpoint / point of view	We are Killingly MS & HS collaboration	Students: Engaged in the work of promoting the schools/ districts - Twitter - Facebook - Social media High school tech ed / desktop publishing class				

Appendix A:

Glossary of terms used in this Plan:

Abbreviation	Name	Description / function
ACE	Adverse Childhood Experience	A research based study questionnaire that identifies the characteristics associated with toxic stress and trauma
	Competency Based Learning	Competency Based Education is a personalized approach to learning that includes: 1. Advancing on mastery, not seat time. 2. Competencies include explicit, measureable, transferable learning objectives that empower students 3. Assessment is a meaningful and a positive learning experience for students 4. Students receive timely, differentiated support based on their individual leaning needs 5. Learning outcomes emphasize competencies that include application and creation of knowledge, along with the development of important skills and dispositions.
DCF	Department of Children and Family Services	An organization that supports the well-being of children and families
ELL	English Language Learner	Students whose first language is other than English and is in the process of learning English proficiently
MBL	Mastery Based Learning	A learning framework where students are goal oriented to master standards advancing at their own pace.
PLC	Professional Learning Community	A professional learning structure that allows educators to work collaboratively to address teaching and learning issues.
PTO	Parent Teacher Organization	Parent organization of school aged children who work collaboratively with the school to support education.

Appendix B

Strategic Planning Final Session Closing Take Away's – Activity Summary

Share what you learned…
What you are wondering….
What you are leaving with….

- Appreciate speaking with new people – different perspectives
- Interesting world – to learn/understand all the school stuff
- Feel more networked/involved
- Nice to know what's going on in other schools – and how it can all be brought together
- Favorite part – portrait of the graduate
- Need to have community as part of stakeholders (parents, grandparents, business leaders). Want to be involved and see true outcomes
- Fun to learn and understand all that goes into education
- Excitement I saw at each group here – hope to see it in our neighborhoods and throughout the committees that will see this through
- Enjoyed positivity – sense of hope for the community
- This is a good beginning to define and develop partnership
- This proved the importance of stakeholder voice
- Concerns I have within the district are being addressed with this plan – feel this is a strong educational system
- I'm walking away with a better understanding of the challenges that teachers and administrators have and how much work is involved
- I feel hopeful
- Nice to see people in the district are passionate about education
- Grateful for commitment of facilitators
- Enjoyed the experience as a student – see that community and teachers do care – thankful for the experience – I learned a lot of big words
- Impressed with how much people care about each other (often the response from new teacher or admin when asked "what did you learn about Killingly?" at the end of their first school year) – kids are great