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November 22, 2024

Via: Email landuse@salisburyct.us

Dr. Michael Klemens, Chairman
Salisbury Planning and Zoning
Salisbury Town Hall
27 Main Street
PO Box 548
Salisbury, CT 06068

Re: #2024-0257 / Wake Robin LLC & Ms. Serena Granbery (ARADEV LLC) /
104 & 106 Sharon Road & 53 Wells Hill Road / Special Permit For Hotel
(Section 213.5) / Map 47/ Lot 2 & 2-1 / DOR: 08/05/2024

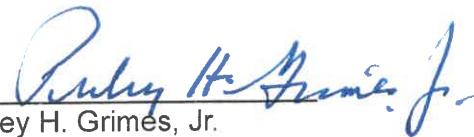
Dear Dr. Klemens:

As you know this firm represents Mr. and Mrs. Cruger and have engaged with neighboring property owners. Enclosed please find attached the report of Roger Rawlings of Resource Valuation Group dated November 21, 2024 and the report of Brian Miller of The Miller Planning Group dated November 22, 2024 both to be placed in the record.

As my clients are now intervenors in the above referenced matter, this will certify that I am forwarding copies of the attached reports to Attorney Andres and Attorney Mackey who represent the Salisbury Planning and Zoning Commission and Aradev LLC respectively.

Very truly yours,

Cramer & Anderson LLP

By 
Perley H. Grimes, Jr.

Resource Valuation Group

21 November 2024

Town of Salisbury
Planning & Zoning Commission
Attn: Dr. Michael Klemens, Chairman
27 Main Street
Salisbury, CT 06068

Re: #2024-0257 / Wake Robin LLC & Ms. Serena Granbery
(ARADEV LLC) / 104 & 106 Sharon Road & 53 Wells Hill
Road / Special Permit for Hotel (Section 213.5) / Map 47/Lot
2 & 2-1 / DOR: 08/05/2024

Dear Chairman Klemens:

I have reviewed and analyzed the proposed Plan for the Redevelopment of the Wake Robin Inn (The Plan) as well as the Salisbury Zoning Regulations, specifically Sections 803.2 and 803.3, and analyzed data from the State of Connecticut Department of Transportation – Traffic Monitoring Section (CT DOT), and the Salisbury Town Assessor Database.

My analyses here are completed in my role as a real estate consultant. No values are estimated. And please know I am a very close family friend to the owners of 77 Wells Hill Road. My analyses are based solely on my forty-years of Real Estate Appraisal experience; my friendships of those at 77 Wells Hill Road, others along Wells Hill Road, and throughout the town, have no impact on my opinions stated here.

Based on this review and analysis, it is my opinion that the redevelopment of the Wake Robin Inn will adversely affect property values on Wells Hill Road and Sharon Road and additionally, properties along Interlaken Road, Millerton Road, and Main Street. Properties along feeder streets to Wells Hill Road and Sharon Road will also be adversely affected due to increased traffic at those respective intersections.

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Resource Valuation Group

Sections 803.2 and 803.3 of the Salisbury Zoning Regulations state:

803.2

Relation of Buildings to Environment: The size and intensity, as well as the design, of the proposed project or development shall be related harmoniously to the terrain and to the use, scale, and siting of existing buildings in the vicinity of the site. The use shall not create a nuisance to neighboring properties, whether by noise, air or water pollution, offensive odors, dust, smoke, vibrations, lighting, or other effects.

803.3

Neighboring Properties: The proposed uses shall not unreasonably adversely affect the enjoyment, usefulness and value of properties in the general vicinity thereof or cause undue concentration of population or structures. In assessing the impact on surrounding properties the factors the Commission shall consider include, but are not limited to, the existing and proposed pedestrian and vehicular circulation, parking and loading plans, storm water management systems, exterior lighting, landscaping, and signage.

Section 803.2 states the proposed project shall not create a nuisance to neighboring properties, whether by noise, air or water pollution, offensive odors, dust, smoke, vibrations, lighting, or other effect. The Plan will increase noise and lighting as it relates to the neighboring properties on Wells Hill Road and Sharon Road. The commission is obligated to consider those factors in their decision.

Section 803.3 states the project shall not unreasonably adversely affect the enjoyment, usefulness and *value* of properties in the general vicinity. It is difficult to imagine that the enjoyment of a property in the vicinity of The Wake Robin will not be adversely affected because of the parking lot lights, the party noise, or some of the wedding musical bands. The regulations do not place a quantitative test on value.

All of that said, it is difficult to put a dollar valuation on the impact of the decreased enjoyment of a property. In a perfect valuation world, we would find a home that had sold within six months of the start of construction of a new hotel or as the developer calls it, 'A Boutique Hospitality Campus', a large commercial project, or some other large non-conforming commercial/hospitality use in a residential zone, and then find that same home selling within six months to a year after completion and use of the project. Any decrease in value could be directly attributed to the proximity of the new project. And, again in that perfect valuation world, we would need more than just one data point.

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After researching towns throughout Connecticut and the properties surrounding new hotels or other increased non-conforming uses within a residential zone no such data was found that could serve as context for comparison of housing values before and after completion of such a project. In addition to no data points concerning the valuation of surrounding properties, it was striking that I was not able to identify even one case of an expansion of a non-conforming use within a residential area to serve as a basis for analysis or comparison. Not to mention one as large and intrusive as the Wake Robin Plan. Perhaps the Connecticut Statutes have in fact, precluded any such redevelopment of a non-conforming use in a residential zone.

Logically, the impact of The Plan will adversely affect the values of the surrounding properties. My analysis will support that hypothesis.

The Plan shows overall traffic counts are expected to increase on Sharon Road, Wells Hill Road, and along the intersecting Routes 44 and 112. Traffic counts through the CT DOT are only available for State Route 41 (Sharon Road, Main Street, and Undermountain Road), State Route 44 (Main Street, East Main Street, and Millerton Road), and State Route 112 (Interlaken Road and Lime Rock Road). Some extraneous data is available for other minor streets throughout town, but these data are not relevant. There are no traffic count data for Wells Hill Road.

Based on the data provided in The Plan potential increases in traffic could be as high as 25% on Fridays and Saturdays. For example, the traffic flow stated in The Plan for traffic on Sharon Road in front of the current Wake Robin entrance is 178 vehicles per hour, 201 on Saturdays. The Plan shows an additional 36 to 178 vehicles per peak hour per day with an additional 140 vehicles per peak hour on Saturdays. Current CT DOT counts as of 24 September 2024 show the volumes higher than those shown in The Plan. Regardless of the actual total count, The Plan specifically shows that traffic will increase.

While there is no CT data for traffic along Wells Hill Road, the Redevelopment Plan shows traffic along Wells Hill Road increasing up to 40 to 75 vehicles per hour per day.

Real estate values throughout town are measured in different ways. The first, and most common, is the simple 'what did it sell for' test. Another would be a Real Estate Appraisal for a specific property taking into consideration properties found for comparison, as well as the vacant properties found for comparison with the subject property as if vacant and available for development. And another is the Assessor valuation for a specific property.

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The Salisbury Town Assessor rates each property in town by several factors. These factors are each input into a Mass Valuation model and the final values for the revaluation are calculated. The last revaluation in Salisbury was 1 October 2020.

For this analysis, only those factors affecting the site valuations are relevant. Factors for property improvements vary widely in terms of condition, size, style, etc. and do not provide viable comparisons for this analysis.

Sites are given ratings by the Assessor between 1 and 10, with 1 being the least favorable. These ratings are for factors such as traffic in front or behind a property, its topography, its road frontage, views, and its overall width and depth for conformance with setback requirements. The sites are also rated for their neighborhood location on a scale of 1 to 24 with 1 being least appealing.

For this analysis, I found the site indexes and neighborhood factors for all properties along Wells Hill Road and compared them against those properties on State Routes 41 and 44, aka Sharon Road, Millerton Road, Main Street, East Main Street, and Undermountain Road. The State Routes are the busiest in town. Based on the data provided by The Plan, traffic on these roads as well as Wells Hill Road is expected to increase between 10% and 25%.

Wells Hill Road is less busy than the State Routes. Traffic can be swift at times as this road is used as a 'short-cut' between Lakeville and Lime Rock, but the volume is less and therefore any increase as shown in The Plan represents a high percentage of the daily traffic volume.

As stated, traffic is one of the factors the Assessor uses to rate sites and neighborhoods. Because other factors are also calculated, it was necessary to expand the data set to include all properties affected by traffic in town. For this analysis, those properties on Sharon Road and Millerton Road with lake frontage as well as all commercial properties on these roads were excluded as all properties along Wells Hill Road are residential with no water frontage.

The analysis compares the mean, median, and mode for the properties along each roadway. For example, the sites along Wells Hill Road have a mean site index of 4.863 with a median of 4 and a mode of 3. The mean site indexes along the more heavily traveled roadways range between 3.233 and 4.831. The Wells Hill Road sites have a mean neighborhood index of 11.813 with a median and mode of 12. The neighborhood indexes for sites along the busier roadways range between 4.657 and 11.785 with medians between 3 and 5 and modes between 1 and 4.

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On the spreadsheet below, the differences as compared with those properties along Wells Hill Road are shown in the three right side columns. Negative values reflect lower values than those found on Wells Hill Road.

**Site and Neighborhood Index Comparisons
Salisbury, CT**

Street	Mean	Median	Mode	Difference from Wells Hill Road		
				Mean	Median	Mode
Wells Hill Road						
Site Index	4.863	4	3			
Neighborhood	11.813	12	12			
Sample Size: 156						
Sharon Road - No Lake, No Comm						
Site Index	4.326	4	4	-0.54	0.00	1.00
Neighborhood	8.930	8	8	-2.88	-4.00	-4.00
Sample Size: 46						
Main Street -No comm						
Site Index	4.831	5	4	-0.03	1.00	1.00
Neighborhood	11.785	5	12	-0.03	-7.00	0.00
Sample Size: 96						
East Main Street - No Comm						
Site Index	3.233	3	4	-1.63	-1.00	1.00
Neighborhood	10.000	10	10	-1.81	-2.00	-2.00
Sample Size: 44						
Millerton Road - No Lake, No Comm						
Site Index	4.164	4	1	-0.70	0.00	-2.00
Neighborhood	4.657	6	6	-7.16	-6.00	-6.00
Sample Size: 71						
Undermountain Road - No comm						
Site Index	3.894	4	3	-0.97	0.00	0.00
Neighborhood	11.218	12	12	-0.59	0.00	0.00
Sample Size: 115						
Overall Mean Site Delta				-0.77	0.00	0.20
Overall Mean Neighborhood Delta				-3.11	-3.00	-3.00

The Overall Mean Site and Neighborhood ‘Deltas’ show that the average site index and neighborhood index for those properties effected by higher traffic volume counts are lower than those found on Wells Hill Road.

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The conclusion is that traffic is a factor in a lower assessed valuation for those properties along our busier roadways. With increased traffic along Wells Hill Road, as well as Sharon Road and the other affected roadways, it can be expected that the Town Assessor will lower site values for those properties affected by higher traffic volumes in the next revaluation.

As stated in the Salisbury Town Zoning Regulations, the Zoning Commission is obligated to acknowledge the unreasonable adverse effect on value that a proposed use will bring to affected properties. The data provided shows that Assessed property values will be adversely affected in an unreasonable manner. While some may applaud the potential of lower property taxes, those types of devaluations directly impact the market values of properties in the long run.

Please contact me with any questions about this analysis or this letter. Addenda include my Connecticut General Appraiser Certificate and my qualifications. I appreciate the opportunity to be of assistance to the Commission.

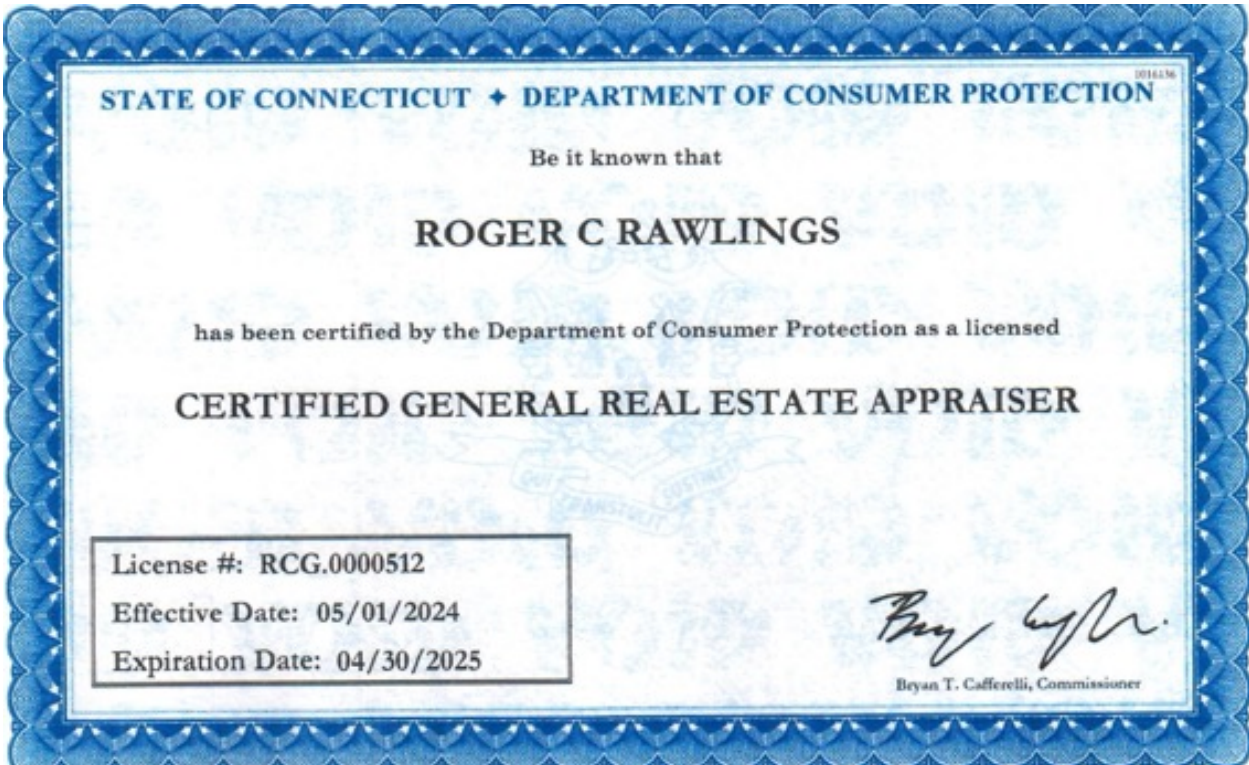
Respectfully,



Roger C. Rawlings
Connecticut General Appraiser RCG:000512

Resource Valuation Group

Roger C. Rawlings Certificate



Resource Valuation Group

Resource Valuation Group

Professional Qualifications

Roger C. Rawlings
Connecticut General Real Estate Appraiser RCG.0000512

Resource Valuation Group, Lakeville, CT - Owner
June 1982 to Present

Resource Valuation Group is a full-service real estate appraisal practice specializing in estate properties, taxable gifts, partial interest valuations, subdivision analyses, and residential and commercial valuations for mortgage purposes. The practice was opened in Newport Beach, California and moved to Lakeville in 1993. The practice generates upwards of 300 residential appraisal reports, 15-20 commercial reports and 20-30 land valuations per year each each conforming to USPAP guidelines. Personal specialties include conservation easement analyses, partial interest valuations, and estate quality residences. Properties appraised range from simple single-family homes to commercial properties to large tracts of undeveloped land.

The practice covers all of Litchfield County, Connecticut. Most of the work however is in the northern portion of the county. For residential properties the appraisal report is typically completed on a Uniform Residential Appraisal Report (URAR) or, when appropriate, a non-lender-based form. Narrative reports range from simple restricted letters when the client is familiar with the property and is not using the report for any purpose other than internal review to 'Yellow Book' narratives that conform to the Federal Government's requirements for land acquisition.

Estate, death tax, gift and conservation easement reports conform to all IRS guidelines including their specialized definition of market value.

Education

B.A. – University of California, Irvine
Appraisal Institute courses including Income Capitalization, Appraisal 1 & 2, Report Writing, Residential Review, Residential Income and Discounted Cash Flow
Continuing Education as required by State Statute

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Other Professional and Volunteer Positions

The Hotchkiss School, Lakeville, CT – Head Sailing Coach
March 1994 to 2019

Castine Yacht Club, Castine, ME – Waterfront Director 2015, 16 & 17
Summers

Nantucket Yacht Club, Nantucket, MA - Waterfront Director 2001 &
2002 *Summers*

Elliott and Associates, Lakeville, CT – Partner
January 1996 to December 2002

Elliott and Associates was a Revaluation Company serving CT municipalities. Revaluations were completed for the towns of Bridgewater, Canaan, Norfolk, Kent and Sharon. My position was a full partner with responsibilities for the majority of property inspections in Bridgewater, Canaan and Norfolk.

Board of Education, Salisbury, CT - Chairman
December 1999 to 2011 Chairman 2003 - 2011

Zoning Board of Appeals, Salisbury, CT – Vice Chairman
December 1997 to 2007

Interscholastic Sailing Association – Vice President
September 2001 to 2008

New England Schools Sailing Association – President
November 2000 to 2007

Salisbury Water Pollution Control Authority - Chairman
November 1997 to 2009 Chairman 2006 - 2009

Salisbury Marketplace - Director
July 1995 to 2009

Roger C. Rawlings
Professional Qualifications
CT General Certified Real Estate Appraiser

Resource Valuation Group

Resource Valuation Group

Clients Include:

Mortgage/Banks

Salisbury Bank & Trust
Litchfield Bancorp
Atlantic Bank of NY
Berkshire Bank
Chase Mortgage
Chase Manhattan Mortgage
JP Morgan Chase

National Iron Bank
Union Savings Bank
US Bank
Capital One Home Loans
Chase Bank
Bank of America
New Milford Savings Bank

Attorneys

Ackerly Brown
Levy & Droney
Alston & Bird
John Blum
John Febbroriello
Richard Fitzgerald
Blair & Potts
Cramer & Anderson
Ebersol & McCormick
Gager & Peterson
Gundelsburger & Taylor
Manasse, Slaiby & Leard

O'Connell, Flaherty & Attmore

Reid & Riege
Spinella & Jaffe

Shipman & Goodwin
Mark Capecelatro
Amy Schuchat
Downey, Haab & Murphy
William Morrill
Holm & O'Hara
Cohen, Goldstein & Silpe
Coudert Brothers
Fitmaurice & Freeman
Grinnell, Dubendorf & Smith
Jackson & Nash
Murtha, Cullina, Richter &
Pinney
Patterson, Belknap, Webb &
Tyler
William Riiska
Susan Dixon

Land Trusts and Municipalities

Salisbury Association
Berkshire Taconic
Sharon Audubon
Norfolk Land Trust
Town of Sharon
Town of Canaan
Woodridge Lake Homeowners Assoc.

Salisbury Land Trust
Sharon Land Trust
National Conservancy
Town of Salisbury
Town of Bridgewater
Town of Norfolk
Goshen Land Trust

Roger C. Rawlings
Professional Qualifications
CT General Certified Real Estate Appraiser



The Miller Planning Group
Land Use Solutions

Planning Analysis

104-106 Sharon Road and 53 Wells Hill Road, Salisbury, CT

Submitted To Salisbury Planning and Zoning Commission

November 22, 2024,

Miller Planning Group
Wallingford, Connecticut

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1. Purpose

I have been asked to do a critical analysis of the potential land use planning issues to be considered for the application submitted by Wake Robin LLC and Serena Granbery for the redevelopment of a site at 104-106 Sharon Road and 53 Wells Hill Road, Salisbury, Connecticut.

We recognize that the Planning and Zoning Commission must consider many factors regarding all land use applications in making their decision. The current applications, like many others, have both positive and negative characteristics and impacts. The applicant has presented the positive side of the application, this analysis is intended to provide some other factors that the Commission should consider.

2. Neighborhood Environment

The neighborhood around the subject site is a heavily wooded rural area, approximately one-half mile southeast of the Lakeville Village area, and one-quarter mile from Wononscopomuc Lake. The Hotchkiss School is approximately one mile south of the subject area.

The area is dominated by the natural environment, and includes areas of woods, fields or pastures. Aside from the Wake Robin properties, all the other buildings within the neighborhood, as defined within one thousand feet surrounding the subject site are a church, single-family homes of different lot sizes, and building ages, as indicated on the following map.

Town of Salisbury, CT

Geographic Information System (GIS)

plan rev. 10/14/24

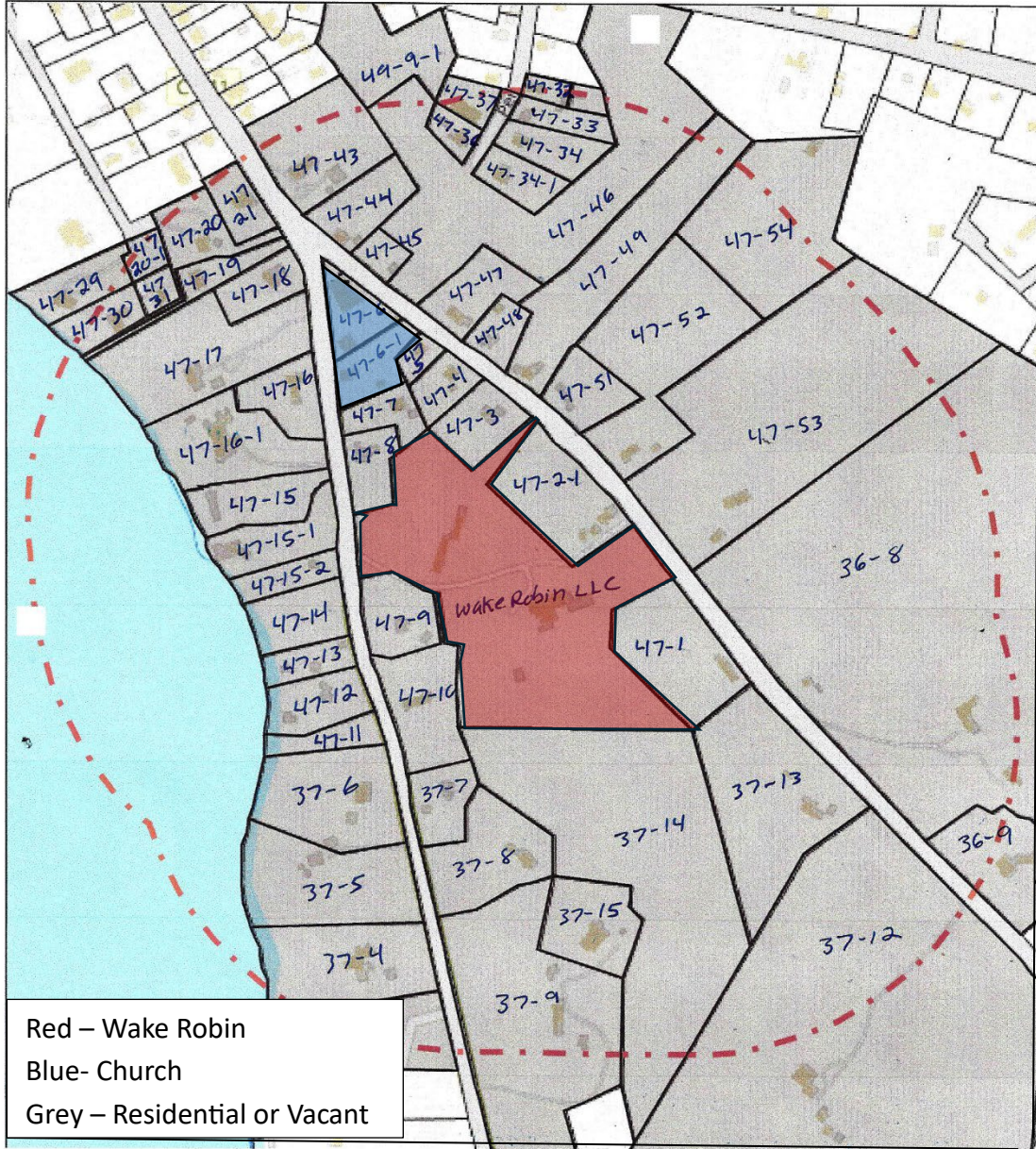
MN

This plan shows all abutters within 1000' of the property owned by Wake Robin LLC, with map and lot numbers noted. This map was generated using the Town of Salisbury GIS website

Mel A. Harder
17 Fyler Rd., Drawer N
East Hartland, CT 06027
phone/fax: (860) 653-2444



Date Printed: 10/14/2024



3. Zoning

The application form was filled out stating “Hotel” as the proposed development of the site. However, the plans and supplemental material include other significant uses that will expand into other separate business components.

The subject property is zoned RR-1, which according to Section 206.2 is classified as a “Single-Family Residential Zone,” and states:

The purpose of these zones, which encompass most of the geographic area of the Town, is to provide for residential housing, agricultural and other uses compatible with the rural residential – agricultural character of the Town and consistent with topographic, soil, wetland and water resource development limitations.

The application for the special permit was submitted in accordance with Section 213.5 of the Salisbury zoning regulations, which state:

213.5 Hotels in Residential Zones

Hotels are permitted in the RR-1 Zone subject to a special permit in accordance with Article VIII- Site Plans and Special Permits. The following additional standards and specific requirements apply.

- a. Minimum lot size shall be (10) ten acres.
- b. Frontage and Access. The property containing a hotel must have 150’ feet of frontage on and be accessed from a Connecticut state highway.
- c. Water and Sewer Service. The property must be served by public water and sewer.

The east side of the property is within the Aquifer Protection Overlay District.

Appendix - Definitions

The definition of ‘Hotel’ was recently amended to the following:

HOTEL. A facility offering transient lodging accommodations, which may include additional facilities and services, such as restaurants, banquet facilities, meeting rooms and event spaces, personal services, gift shops and convenience store, and recreational facilities.

Section 802 Special Permit Uses are an important determinant of the decision of the Planning and Zoning Commission. Section 802.1, shown below, requires that the applicant prove that the standards enumerated in subsections a., b., and c., are met, with the Commission specifically confirming that these requirements are met.

802.1 Purpose

Special Permit uses are a class of uses that have characteristics or a location that unless properly planned and designed could be detrimental to properties in the neighborhood, the zone or overlay district. Accordingly, this Article provides standards and requirements permitting the Commission to conduct a comprehensive review of the proposed Special Permit plan to:

- a. Assess the layout of the building(s), structure(s) or use(s) in relationship to the topographical and other natural features of the land, and of the impact of the use(s) upon the environment, health, safety, welfare, and convenience of the members of the community.
- b. Ensure that the design and layout of the site and the proposed use(s) will constitute suitable and appropriate development in character with the neighborhood and will not result in an unreasonable decrease in property values or a detriment to the present and potential use of the area in which it is located.
- c. Assure that proposed buildings, structures and uses will provide for the maintenance of air, surface-water, and groundwater quality and will not be detrimental to existing sources of potable water or other natural or historic resources.

803 Standards for Special Permits

When a Special Permit is required, the Commission shall apply the following standards in review of the application.

803.1 General

All buildings, structures and uses for which a Special Permit is required under these Regulations must meet the applicable standards set forth throughout these Regulations, including, but not limited to, the standards set forth in 801 Site Plan Review Standards. In addition, the following standards shall apply to Special Permit uses.

803.2 Relation of Buildings to Environment

The size and intensity, as well as the design, of the proposed project or development shall be related harmoniously to the terrain and to the use, scale, and sitting of existing buildings in the vicinity of the site. The use shall not create a nuisance to neighboring properties, whether by noise, air, or water pollution, offensive odors, dust, smoke, vibrations, lighting, or other effects.

803.3 Neighboring Properties

The proposed uses shall not unreasonably adversely affect the enjoyment, usefulness and value of properties in the general vicinity thereof or cause undue concentration of population or structures. In assessing the impact on surrounding properties the factors, the Commission shall consider include, but are not limited to, the existing and proposed pedestrian and vehicular circulation, parking and loading plans, storm water management systems, exterior lighting, landscaping, and signage.

The existing use of the property is non-conforming in respect to the RR-1 zoning. Although the application is for a special permit, its intended outcome would be an expansion of an existing non-conforming use, which is regulated through Sections 500.1, 500.2, 501.1, 503.1 and 503.2 of the zoning regulations.

500 Non-Conforming Situations – Definition and Intent

500.1 Definition

A non-conforming situation is a use, building, structure or lot which lawfully existed at the time of the adoption of these regulations, or any relevant amendment thereto, that does not conform to the requirements of these regulations or such an amendment. These non-conforming situations consist of the following:

NON-CONFOMING USE – A non-conforming use is a use of a lot, building or structure that does not meet the use requirements for the zone or overlay district in which it is located. A non-conforming use may be a non-conforming use of land and/or a non-conforming use of a building or structure.

500.2 Continuation of a Non-Conforming Use

As required by Connecticut General Statutes Section 8-2, these regulations do not prohibit the continuance of a non-conforming situation. With certain exceptions provided for this section, it is the intent of these regulations to reduce or eliminate non-conforming situations as quickly as possible.

501 Change of a Non-Conforming Use

501.1 The Commission may approve a change of a non-conforming use to another non-conforming use provided it finds the proposed non-conforming use will not have an adverse effect on the zone, the neighborhood or surrounding properties greater than the effect of the current non-conforming use. In making this determination ,the Commission shall consider the character, nature, purpose and scope of the activity on the property, such as traffic, noise, lighting and other external factors affect the zone, neighboring or surrounding properties.

503 Enlargement of a Non-Conforming use, Building or Structure.

503.1 No non-conforming use of land or non-conforming use of a building or a structure shall be extended to occupy a greater area, space or portion of such land, building or

structure than was occupied or manifesting arranged for the use on the date that its non-conforming status was established.

503.2 Except as provided, below, no non-conforming building or structure shall be altered, enlarged, or extended in any way that increases the area or space, including vertical enlargement, of that portion of the building or structures that is non-conforming. For the purpose of this regulon, vertical is defined as an enlargement or expansion either upward or downward.

In all zones, except the LA zone, subject to approval of a Special Permit, the Commission may approve second story additions or other vertical additions to the height or bulk of that portion of a residential building which is non-conforming in terms of minimum Yard Setback Requirements provided:

- a. The proposed addition is designed to be compatible with the existing building in terms of architecture, materials and appearance.
- b. The proposed addition does not project to the required minimum yard any further than the existing non-conforming building foundation or building façade.
- c. The Commission determines the application meets the General Standards for Site Plans and Special Permits, particularly sections 801.2, 801.3., 803.2 and 803.3.
- d. In evaluating the application and reaching its decision, the Commission shall take into consideration the degree of the existing non-conformity.

4. Plan of Conservation and Development

The Town is approaching the final steps of the completion of the 2024 Update of the Plan of Conservation and Development. Therefore, this plan was used for the analysis of this application.

The Plan focused on certain issues, such as affordable housing, agriculture, natural resources and development of the three village centers. The locations and boundaries of the three village centers are shown on a map within the draft Plan of Conservation and Development. (Page 31 and shown within Appendix A of this report.)

Regarding the subject property, the following points are most relevant:

- The plan clearly mapped the boundaries of the village centers where the development was to occur. The subject property was not within any of the village center development areas.
- One of the primary concerns was the “Ongoing environmental damage caused by development, forest clear cutting, and climate change...”(2024 Draft POCD Survey Priorities).

- There was no indication in the 2024 Plan of Conservation and Development of any recommendations for a change in the status of any the rural residential areas of Town.
- There were no recommendations within the 2024 POCD, to permit intensive commercial developments of any kind in the rural residential areas outside of the village areas.

5. Site Characteristics

The site includes two parcels: 104-106 Sharon Road and 53 Wells Hill Road. It is located in the southwestern part of the Town of Salisbury, and is approximately one-half miles south of Lakeville Center, and just east of Wononscopomuc Lake.

The total site encompasses 13.8 acres and is heavily wooded. It slopes down from a high point in the southern area 50' down to the low point near Sharon Road.

The site contains the following improvements:¹

53 Wells Hill Road

- Single-family home with 2,286 square feet of living area.
- Two outbuildings.
- Residential Driveway

104-106 Sharon Road

- Three story hotel building with 5,216 square feet of living area and 20 guest rooms.
- Garage – 800 square feet.
- Single-story seasonal motel building with 4,404 square feet and six guest rooms. .
- Paved and unpaved roadway areas

The property has frontage on both Wells Hill Road and Sharon Road, also known as State Route 41. It runs along the east shore of Wononscopomuc Lake, towards the Town of Sharon to the south. Wells Hill Road is a town road which intersects Sharon Road one-half mile north and goes toward the Lime Rock area of Town.

The current site facilities include a 20-room hotel, and an additional six rooms in the motel area.² The existing website also indicated that the property was available for outdoor weddings and retreats. It has been advertised as providing short stay rooms for parents and others visiting the Hotchkiss School, Salisbury School, Berkshire School, Maplewood School and Kildonan School, as well as visitors to Lime Rock raceway.

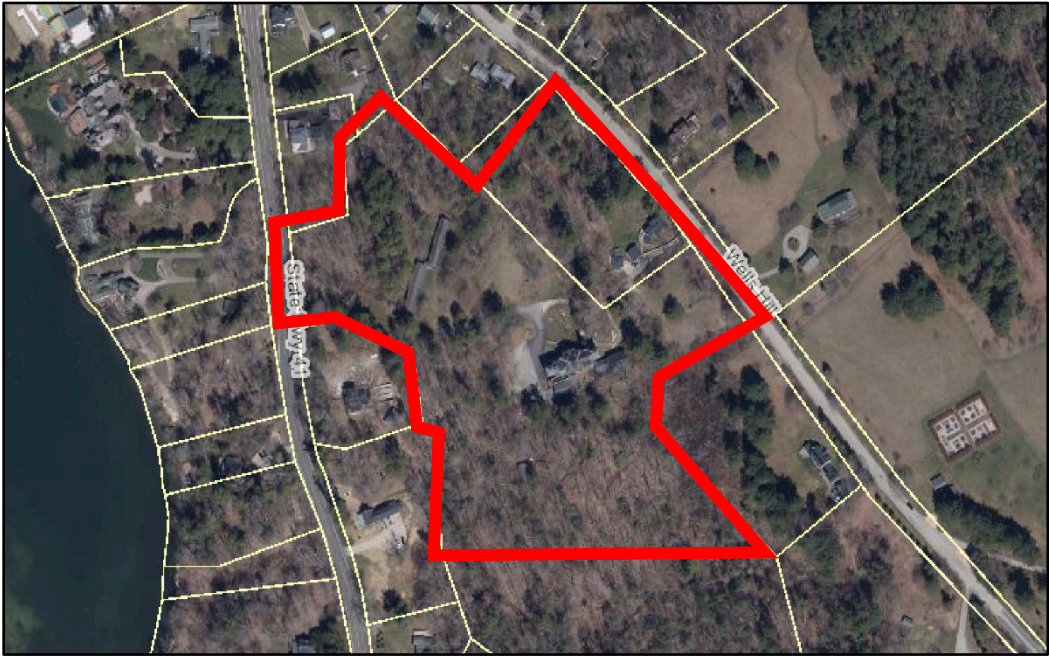
¹ Source: Assessors Office, Town of Salisbury

² <https://www.wakerobinn.com/>

The website indicates that at the time it was used, there were no restaurants or other eating facilities. The website recommended several nearby restaurants to the guests.

The occasional wedding was seasonal, and there was a maximum of 26 rooms being occupied. That, along with the occasional event, was the maximum level of activity at the site.

The nighttime activity has been very low-key, mostly limited to hotel guests driving back to their rooms. Therefore, The net impact upon the neighborhood surrounding residences has been minimal due to the size , scale, timing and types of the activities.



Subject Property

6. Proposed Development

According to the Statement of Purpose, which is part of the application, the proposal includes a complete redevelopment of the site, turning it into a “boutique hospitality campus that will serve both the local Salisbury and greater areas.”

The application plan includes the following components.

Event Barn + Fast Casual Restaurant

- Most Events Friday & Saturday could be other days.
- 4PM to Midnight
- Capacity 200 people
- Fast Casual Restaurant (outdoors) 30-40 people anticipated.
- Usable space: 4,434 sq ft

Restaurant – Bar

- Restaurant three meals/day 7:30 AM to 11 PM
- Bar open from 11:00 AM to Midnight.
- Outdoor activities until 9:00PM
- Usable Space 2,734 sq ft
- Anticipated usage of 40-80 people inside and 40-80 people outside; No maximum capacity indicated.

Spa-Gym

- Useable space 1,018
- 7:AM to 7:PM

Pool

Twelve new Guest Cottages containing one or two bedrooms and renovation of existing cottage

Renovations and Expansion of existing inn

<u>Total Employees</u>		82-99
<u>Total Rooms for Guests</u>		69-71
<u>Building Totals</u>	Above Ground	63,057 sq. ft
	Basement	12,249 sq. ft.
	Total Buildings	75,306 sq. ft

7. Findings

7.1 Comparison of Existing Conditions and Proposed Development

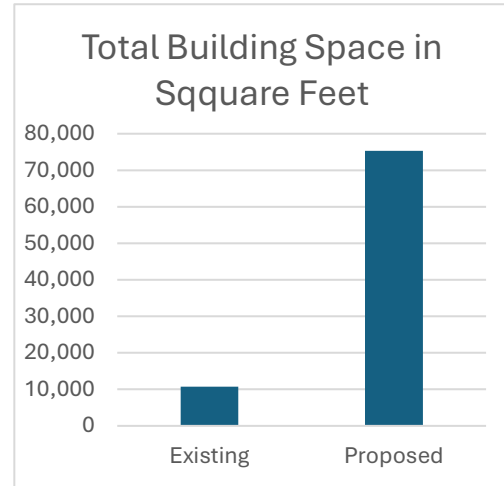
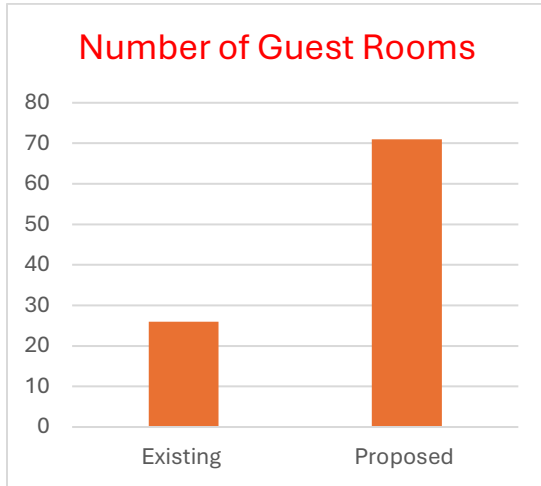
The proposal would be a much larger and busier use of the property than past use.



The magnitude of the proposal is shown on the two plans illustrated above. The top map compares the extent of existing disturbed areas on the top, with that of the proposed plan, on the bottom. The proposed plan indicates that the disturbed, developed areas would encompass almost the entire parcel, right up to the property boundaries.

Table -Comparison of Existing Situation and Proposed Development

	Existing	Proposed	Difference	% Increase
Guest Rooms	26	69-71	+45	+173%
Total Building space	10,714 sf	75,306 sf	+64,592	+603%



The chart and graphs above also illustrate the proposed changes for the site. The number of guest rooms will almost triple, and the building area by seven-fold.

7.2 Mixed Use Development not Permitted by Zoning

This application is for a mixed-use development. Mixed-use developments typically have several distinct uses which have a symbiotic relationship. They may be under common ownership, or they may be separate businesses. Some uses may be subordinate, but each of the individual uses can operate separately and benefit from each other.

The barn, spa and restaurant can operate independent of each other and the hotel. Neither of them is permitted in the RR- zone. Although there is that symbiotic relationship, they are not a part of the hotel. A hotel, with a dining area, a bar and small meeting rooms in the same building could be permitted, but the application goes way beyond that.

The intent of the zone clearly indicates that it does not permit large-scale commercial developments, as stated in Section 206.2 of the zoning regulations and shown below:

The purpose of these zones, which encompass most of the geographic area of the Town, is to provide for residential housing, agricultural and other uses compatible with the rural residential – agricultural character of the Town and consistent with topographic, soil, wetland

and water resource development limitations. The RR-1-V zone is a transition area between small lot village residential zones (R-10 and R-20) and larger lot rural residential zones (RR-1 and RR-3) where public water and sewer service may permit housing clusters designed to maintain open space entryways to the village centers.

The proposed hotel would not be in conformance with the intent of the zoning regulations. The traditional use of the property has been for 26 units and could be considered a “quaint country inn”. The proposal would increase the number of rooms to 71, an increase of 173%.

7.3 Impact of Individual Uses

Each of the proposed uses and facilities are cause for concern about potential impacts.

a. Event Barn – Fast Casual Restaurants

- Maximum capacity is 200 people which is a large crowd of people. Guests at parties or celebrations tend to be noisy, especially when alcohol is available.
- The original hours of operation, as stated in the application, were 2AM on weekends and midnight during the week. The applicant revised the hours of operation in the letter of October 10, 2024, to midnight on weekends and 10 PM during the week. This is slightly better than the original proposal, but it will still be disruptive to the neighbors.
- The term “Special Events” can be encompassing, and not limited to events like weddings, so it is possible that there may be several special events per week.
- The applicant in Section 5 of the letter from Attorney Mackey described some management issues to address the noise, hours of operation, alcohol and traffic. Although well intentioned, the proposed measures indicated would be the expected norm in any well managed facility, and not eliminate the anticipated impacts, such as the indicated staff performing their job, in a competent manner such as alcohol control, noise control, etc. It was surprising to learn that the execution of a contract and cameras for all necessary areas was not part of the original intent.

b. Restaurant Bar

- The issues discussed above are relevant to the proposed restaurant bar as well.

c. Pool

- The response letter refused to eliminate the music at the pool.

d. Enforcement

- Zoning control of these potential problems is difficult and reactive, and not effective control in this situation.

7.4 Affordable Housing

The town of Salisbury has been confronting the issue of affordable housing for the past several years. There are many factors but an important one expressed is the impact on local businesses. Many of the service businesses within the town have trouble attracting employees due to the lack of affordable housing.

The proposed development would employ up to 99 employees, according to the application materials. The wages of hospitality and restaurant employees are generally low. It raises the issue as to where these employees would live. This is likely to worsen the affordable housing situation, doing nothing to assist in a solution.

7.5 Traffic Impact

The applicant submitted a traffic impact analysis. The emphasis of the study was to evaluate the functionality of specific intersections in the vicinity of the proposed project. This is normal practice in these situations. However, it does not measure the impact of increased traffic on the quality of life of residential neighborhoods.

The primary concern is safety, which includes pedestrian and bicycle safety as well as that of automobiles. Both roads serving this development are narrow, two-laned roads, with small or non-existent shoulders. Neighborhood residents enjoy walking, jogging and cycling along the roads.

The proposed development will significantly increase traffic. Quite simply, an increase in traffic reduces the actual and perceived safety of the residents. The multiple uses of streets and roads has become a specific policy of the State of Connecticut through its "Complete Streets" program, which recognizes and encourages non-vehicular traffic, walking, and biking. The program is described in Appendix B of this report.

The Traffic Impact Report, submitted by Hesketh Associates, indicates that the sightlines of the Sharon Road entrance to the north do not meet the standards of the Department of Transportation. No significant congestion was anticipated in the report. However, traffic impact reports seldom consider the impact of the increased traffic on the rural quality of life of the surrounding areas. The noise, speed, and limitations imposed upon using the roads for walking, jogging, and biking are not normally evaluated. These factors will be evident with the development of this proposal and detract from the residents' quality of life.

7.6 Pedestrian Transportation

The Hotchkiss School is one mile south of the Sharon Road entrance to the property. The students enjoy walking into Lakeville along Sharon Road, often by necessity, within the traffic lanes. A new ice-cream parlor is opening in Lakeville, which is likely to increase the Hotchkiss pedestrian trips into Lakeville.

The increase in traffic will increase the level of danger for the pedestrian students. There has been discussion about the installation of a sidewalk along Route 41 from Hotchkiss School to Lakeville Center. The developer expressed “support” for this project. However, the funding of the sidewalk is not within the transportation improvement agenda of the most recent Regional Transportation Plan of the Northwest Hills Council of Governments and there has been no commitment by the Town or the applicant to fund this project.

7.7 Sanitary Sewer

The Draft 2024 POCD Sustainable Salisbury summarized relevant studies done on the sanitary sewer system. The finding that “the Town’s existing sewer facilities are in relatively good operating condition...”³

“Proposed developments and changes in residential use patterns could easily overwhelm the existing capacity of the sewage treatment plant. Most recent estimates indicate, after the completion of Sarum Village III, the remaining sewer reserve capacity is around 200 bedrooms. Historical sewer usage data cannot be relied upon as a foundation for future planning. For instance, the possibility of increasing year-round use of existing residences should be considered, as well as the potential for infill development and/or expansion within the villages.”⁴

The proposed development, with the restaurant, “barn,” spa, pool and 71 guest rooms will increase the sewage flows tremendously. It is uncertain that the capacity to serve the proposed development is available. (See Appendix C, “Proposed Wake Robin Inn Redevelopment – Sewer Gallons per Day Calculation, September 27, 2024.) Even if it is determined that the system could currently accommodate this proposed development, it will utilize much of the available capacity which may be available for other, higher priority needs, as described in the above paragraph of the Draft POCD.

The approval of this application may prevent or impede other community developments more beneficial to the Town by reduction of potential sewer capacity. This requires a complete analysis

³ Page 60 of Draft 2024 POCD Sustainable Salisbury

⁴ Page 60 of Draft 2024 POCD Sustainable Salisbury

and plan, produced jointly by the Planning and Zoning Commission and the Water Pollution Control Authority.

7.8 Commercial Sprawl

As previously described, this proposal would convert a small, low impact business into an intensive commercial hospitality and entertainment destination, with no positive relationship with the surrounding users. This proposed commercial center will be surrounded by the existing single-family houses.

From a personal perspective, in my 40 years of experience, I cannot recall any community in recent years permitting the establishment of a new commercial center in a similar rural area surrounded by single-family homes.

The border or interface between commercial and residential uses is always subject to potential adverse impacts on the residential sector, due to noise, traffic, safety, lighting and activity. Many communities are faced with the inherent problems of adjacent commercial and residential uses, but these situations are usually a result of long-time existing development and/ or zoning patterns. It is highly unusual for a town to voluntarily create a new potentially difficult situation.

Although the term is not commonly used now, this proposal could be thought of as “spot zoning.”

- a. This would be contrary to long-held community planning practices. It is inconsistent with the Town’s Draft POCD, which calls for commercial development within the Town’s designated village areas. (See POCD map in Appendix A). This proposed commercial use is not within the limits of the Lakeville village area. The process of the formulation of the POCD had the recent opportunity to include a recommendation for this type of development. Instead, they determined that the existing development patterns of the rural residential area should not be changed.
- b. The approval of this application may also start a precedent to encourage or permit new freestanding hospitality – entertainment centers at other locations throughout the community.
- c. It is hard to understand why the Planning and Zoning Commission would deviate from a POCD with a final draft, in the process of approval.

7.9 Parking

The original site plan shows a total of 160 parking spaces, which includes the 39 overflow spaces on the lawn.

The applicant submitted a "Parking and Occupational Analysis," which examined the parking needs of different use and season scenarios, based upon the number of guests. Their analysis included assumptions related to the percentage of the users of the spa, restaurant and barn as hotel guests. They assumed 2.5 guests per car, which seems optimistic and undercounts the need for parking. An assumption of 2.0 guests per car would be more realistic. In addition, the analysis included projected capture rates, which have been subjectively applied.

These assumptions may be valid or close enough for most situations. However, the scenarios during the peak seasons were close to 160 spaces, leaving little room for error.

7.10 Environmental Factors

The proposed development will require the clear cutting of most of the site, leaving out only the fringes of the property. It will also require much of the site to be regraded with a projected 269 cubic yards of material from the site.

The construction activities necessary for this development will also have environmental impacts as well as creating noise, dust, truck traffic and other nuisance impacts inherent in the construction of large projects such as this.

The Commission has received several comments by neighbors discussing the potential environmental impacts of this project, consideration by the Planning and Zoning Commission.

8. Conclusion

This project is not in conformance with the Plan of Conservation and Development nor the Salisbury Zoning Regulations, for all the reasons stated above within Section 7, Findings.

More specifically, the application does not meet the following sections of the Zoning Regulations, with particularly relevant sections highlighted. :

802.1 Purpose

b. Ensure that the design and layout of the site and the proposed use(s) will constitute suitable and appropriate development in character with the neighborhood and will not result in an unreasonable decrease in property values or a detriment to the present and potential use of the area in which it is to be located.

803 Standards for Special Permits

803.2 Relation of Buildings to Environment

The size and intensity, as well as the design, of the proposed project or development shall be related harmoniously to the terrain and to the use, scale, and siting of existing buildings in the vicinity of the site. The use shall not create a nuisance to neighboring properties, whether by noise, air, or water pollution, offensive odors, dust, smoke, vibrations, lighting, or other effects.

803.3 Neighboring Properties

The proposed uses shall not unreasonably adversely affect the enjoyment, usefulness and value of properties in the general vicinity thereof or cause undue concentration of population or structures. In assessing the impact on surrounding properties the factors the Commission shall consider include, but are not limited to, the existing and proposed pedestrian and vehicular circulation, parking and loading plans, storm water management systems, exterior lighting, landscaping, and signage.

206.2 Single Family Residential Zones (RR-1-V, RR-1, RR-3)

The purpose of these zones, which encompass most of the geographic area of the Town, is to provide for residential housing, agricultural and other uses compatible with the rural residential – agricultural character of the Town and consistent with topographic, soil, wetland and water resource development limitations. The RR-1-V zone is a transition area between small lot village residential zones (R-10 and R-20) and larger lot rural residential zones (RR-1 and RR-3) where public water and sewer service may permit housing clusters designed to maintain open space entryways to the village centers.

500.1 Definition

A non-conforming situation is a use, building, structure or lot which lawfully existed at the time of the adoption of these regulations, or any relevant amendment thereto, that does not conform to the requirements of these regulations or such an amendment. These non-conforming situations consist of the following:

NON-CONFORMING USE – A non-conforming use is a use of a lot, building or structure that does not meet the use requirements for the zone or overlay district in which it is located. A non-conforming use may be a non-conforming use of land and/or a non-conforming use of a building or structure.

500.2 Continuation of a Non-Conforming Use

As required by Connecticut General Statutes Section 8-2, these regulations do not prohibit the continuance of a non-conforming situation. With certain exceptions provided for this section, it is the intent of these regulations to reduce or eliminate non-conforming situations as quickly as possible.

501 Change of a Non-Conforming Use

501.1 The Commission may approve a change of a non-conforming use to another non-conforming use provided it finds the proposed non-conforming use will not have an adverse effect on the zone, the neighborhood or surrounding properties greater than the effect of the current non-conforming use. In making this determination, the Commission shall consider the character, nature, purpose and scope of the activity on the property, such as traffic, noise, lighting and other external factors affect the zone, neighboring or surrounding properties.

503 Enlargement of a Non-Conforming use, Building or Structure.

503.1 No non-conforming use of land or non-conforming use of a building or a structure shall be extended to occupy a greater area, space or portion of such land, building or structure than was occupied or manifesting arranged for the use on the date that its non-conforming status was established.

503.2 Except as provided, below, no non-conforming building or structure shall be altered, enlarged, or extended in any way that increases the area or space, including vertical enlargement, of that portion of the building or structures that is non-conforming. For the purpose of this regulation, vertical is defined as an enlargement or expansion either upward or downward.

In all zones, except the LA zone, subject to approval of a Special Permit, the Commission may approve second story additions or other vertical additions to the height or bulk of that portion of a residential building which is non-conforming in terms of minimum Yard Setback Requirements provided:

- e. The proposed addition is designed to be compatible with the existing building in terms of architecture, materials and appearance.
- f. The proposed addition does not project to the required minimum yard any further than the existing non-conforming building foundation or building façade.
- g. The Commission determines the application meets the General Standards for Site Plans and Special Permits, particularly sections 801.2, 801.3., 803.2 and 803.3.
- h. In evaluating the application and reaching its decision, the Commission shall take into consideration the degree of the existing non-conformity.

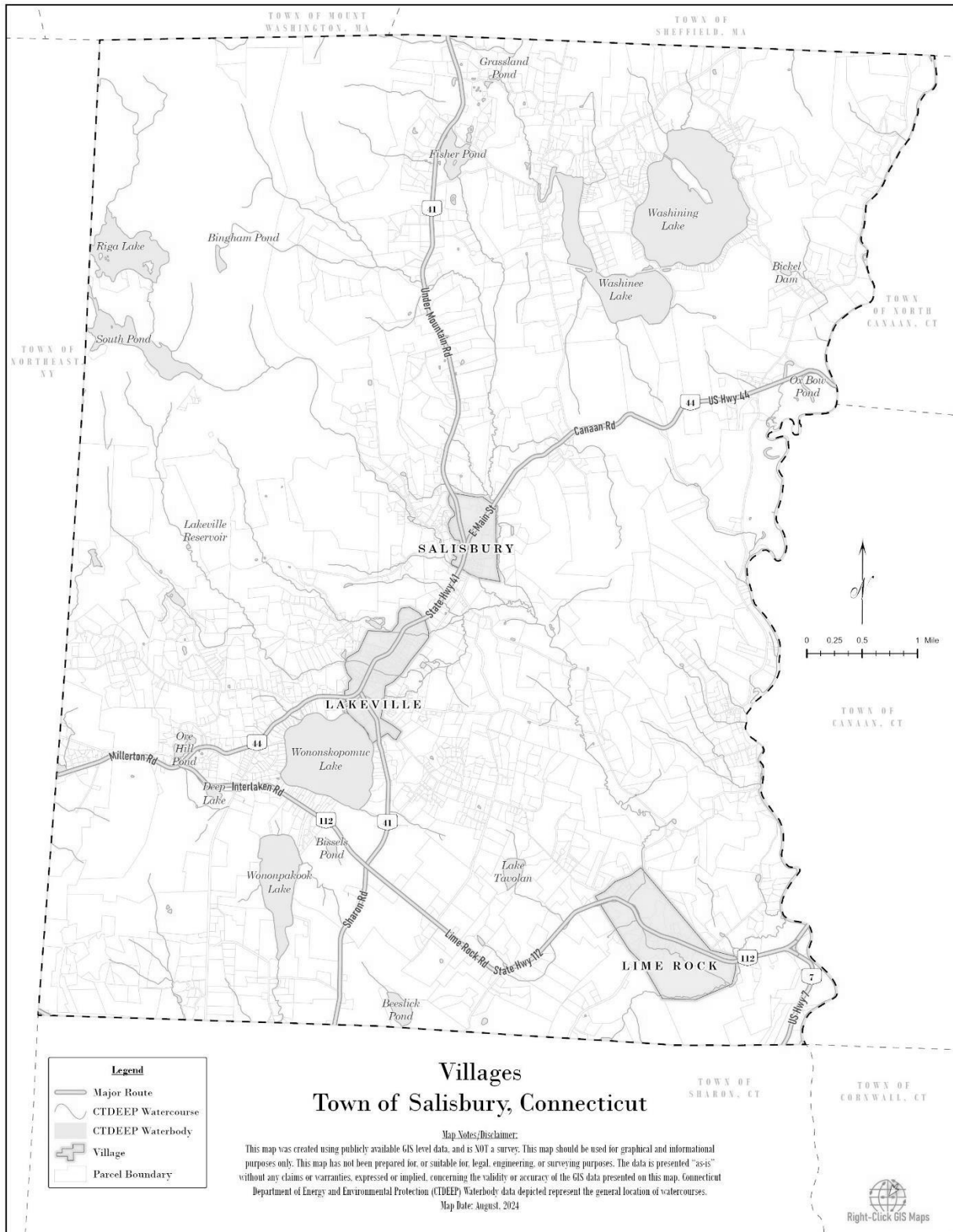
Respectfully submitted,

A handwritten signature in black ink, appearing to read "Brian J Miller". The signature is fluid and cursive, with the first name "Brian" being more prominent than the last name "Miller".

Brian J Miller, AICP

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Wallingford, Connecticut
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Appendix A – Map of Villages



Appendix B

Bicycles, Pedestrians and Complete Streets

The Connecticut Department of Transportation (CTDOT) is committed to the principle that walking and bicycling promote healthy lives, strong communities, and more sustainable environments. CTDOT will encourage, promote, and improve walking, bicycling, and other forms of active transportation, so that any person, regardless of age, ability, or income will be able to walk, bicycle, or use other types of active transportation modes safely and conveniently throughout Connecticut. The CTDOT is working towards creating an integrated network of on-road facilities and multi-use trails that will connect key destinations, municipalities, and regions, while strengthening Connecticut's links to neighboring states. This page is a central location for links to transportation initiatives, design tools, and other helpful information.

Appendix C - Proposed Wake Robin Inn Redevelopment – Sewer Gallons per Day Calculation, September 27, 2024

Proposed Wake Robin Inn Redevelopment – Sewer Gallons per Day Calculations
Special Permit Application #2024-0257
September 27, 2024

RECEIVED
NOV 15 2024

BY: *P.H. Frines*

The below numbers were obtained from the Connecticut Public Health Code On-site Sewage Disposal Regulations and Technical Standards for Subsurface Sewage Disposal Systems and are based on the sanitary discharge rates found in Section IV, Table 4.

Building / Use	Gallons Per Day <i>Assumes operation at 100% occupancy</i>	Maximum Annual Usage <i>Assumes operation at 100% all 365 days of the calendar year</i>	Anticipated Annual Usage	Notes
Main Hotel + Extension				
Restaurant + Bar	6,600	2,409,000	1,372,800	Open 320 days a year at 65% occupancy
Existing Guest Rooms	1,800	657,000	361,350	Open 365 days a year at 55% occupancy
Additional Guest Rooms	3,900	1,423,500	782,925	Open 365 days a year at 55% occupancy
Laundry Facilities	1,600	584,000	584,000	Open 365 days a year at 100% occupancy
Spa	500	182,500	140,000	Open 350 days a year at 80% occupancy
Event Barn + Fast Casual				
Event Barn	625	228,125	22,500	Assuming 3 events per month = 36 events
Event Barn (banquet)	3,750	1,368,750	97,500	Assuming 1 event every other weekend = 26 events
Fast Casual Restaurant	500	182,500	146,000	Open 365 days a year at 80% capacity
Pool + Pool House				
Pool + Pool House	1,000	365,000	150,000	Open for 5 months of the year = 150 days at 100% occupancy
Cottages				
Cottages	1,800	657,000	361,350	Open 365 days a year at 55% occupancy
TOTAL	22,075	8,057,375	4,018,425	

The "Gallons Per Day" above (22,075) and its reflective "Maximum Annual Usage" (8,057,375) assume that all spaces are 100% occupied all 365 days of the year which will never be the case. The "Anticipated Annual Usage" accounts for the projected occupancy and programming of the facility.

Restaurant:

120 Seats
 30 Gallons per seat
 3 Meals per day
 Calculation (120 Seats X 30 Gallons per seat X 1.5 meals) = 5,400 GPD

Bar:

40 seats
 30 Gallons per seat
 Calculation (40 Seats X 30 Gallons per seat) = 1,200 GPD

Existing Guestrooms:

18 Guestrooms (18 Bedrooms)
 100 Gallons per room
 Calculation (18 Bedrooms X 100 Gallons per room) = 1,800 GPD

Additional Guestrooms:

39 Guestrooms
 100 Gallons per room
 39 Bedrooms
 Calculation (39 Bedrooms X 100 Gallons per room) = 3,900 GPD

Laundry Facilities:

4 Washing Machines
 400 Gallons per machine
 Calculation (4 Machines X 400 Gallons per machine) = 1,600 GPD

Spa:

50 persons per day

10 Gallons per person

Calculation (50 People X 10 Gallons per person) = 500 GPD

Event Barn (social event):

125 People

5 Gallons per person

Calculation (125 People X 5 Gallons per person) = 625 GPD

Event Barn (banquet):

125 People

30 Gallons per person

Calculation (125 People X 30 Gallons per person) = 3,750 GPD

Fast Casual Restaurant:

100 Meals per day

5 Gallons per meal

Calculation (100 Meals X 5 Gallons per day) = 500 GPD

Pool + Pool House:

100 Bathers

10 Gallons per bather

Calculation (100 Bathers per day X 10 Gallons per bather) = 1,000 GPD

Cottages:

14 Rooms accounting for 18 Bedrooms

100 Gallons per bedroom

Calculation (18 Bedrooms X 100 Gallons per bedroom) = 1,800 GPD

Appendix D –Statement of Qualifications

Brian J. Miller, AICP - Principle

The Miller Planning Group

RESUME

Principle TMPG, LLC

Previous Experience

- Director of Development Services, Town of Berlin
- Comprehensive Planner, City of Longmont, CT
- Consulting Planner, West Haven, Tolland, Oxford, Middlebury, Hamden, Beacon Falls, Orange

Consulting Assignments

- Economic Development Strategies
- Land Use Strategies
- Development Permitting
- Municipal Planning
- Community Revitalization

Education

- BA Economics, University at Albany
- Masters Urban Planning University of Illinois

Other Positions

- Cheshire Economic Development Com.
- Connecticut Blue Ribbon Commission on Affordable Housing 1999
- Cochairman of Legislative Committee of CT Chapter American Planning Association

Brian Miller has over 40 years of planning experience throughout the tri-state area, but particularly in the State of Connecticut. He is the president and owner of The Miller Planning Group, LLC.

Brian has served as the staff planner a range of Connecticut communities, including West Haven, Milford, Woodbury, Beacon Falls, Middlebury, Stafford, Oxford, and Orange. He has extensive experience with the preparation of Plans of Conservation and Development for numerous Connecticut municipalities such as Beacon Falls, North Branford, Groton, Tolland, Oxford, West Haven and Marlborough. He recently completed the Plan for East Haven and has worked on Comprehensive Plans for Poughkeepsie in New York as well as the Boroughs of Little Falls and North Haledon in New Jersey.

Economic development has been a component of municipal planning. He has worked with the Connecticut Economic Resource Center (CERC) as an Economic Development Consultant, Brian assisted and coordinated the statewide municipal economic development efforts. There he also part of a team which formulated an action strategy for revitalization of downtown Willimantic, a business retention strategy for the City of Meriden, and a Municipal Economic Strategy for Tolland, Connecticut. A recent assignment has been the update of the East Have Plan of Conservation and Development, with an emphasis on economic development in certain important areas of the Town. His experience includes drafting revisions to Zoning Regulations for communities throughout Connecticut,

There have also been many assignments for private sector clients. This includes market analysis, fiscal impact analysis, neighborhood impact analysis, design and preparation of applications for zoning amendments. He has also worked on plans for areas and neighborhoods, such as a study for the Town of Orange for the Edison Road – Marsh Hill Road area, re-use of the Baltic Mill property in Sprague, downtown Beacon Falls, Plainville and Willimantic and the Blue Hill Avenue Corridor of Hartford.

Recent assignments have included working with the Affordable Appeals Act applications, both on the behalf of developers as well as the municipalities experiencing these potential developments.

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The Miller Planning Group
Land Use Solutions

FIRM DESCRIPTION

The Miller Planning Group (MPG) is a land use, economic development and community planning firm with an office in Wallingford, Connecticut. Our roots in land use planning go back forty years and include a broad range of land use and development issues.

Our practice includes governmental and private clients throughout the northeast, working with developers, attorneys, cities, towns, on a wide range of planning issues. We accomplish the objectives of our clients through comprehensive analyses, based upon our experience in “real world” situations. MPG works with a network of other professionals, to provide a full range of services to our clients.

For private sector clients, MPG offers planning and development services from project inception to project approval. Our services include land planning and site feasibility studies, housing analysis, community and fiscal impact analyses, zoning analysis, market analysis and feasibility studies, and economic development. A keen understanding of the public sector allows MPG to assist developers obtain the approvals necessary to complete their residential, industrial and commercial projects in a timely fashion.

For the public sector, MPG provides comprehensive planning, zoning ordinance revision and preparation; redevelopment, housing and community development; affordable housing planning and implementation; site and subdivision plan review; economic development and revitalization. The firm has been retained by municipalities and public agencies to provide planning expertise on specific projects as well as on a continual basis. Our public clients have range from small rural communities to established urban centers.

MPG and its associates are aware of the sometimes-conflicting goals between various interests. The firm’s extensive experience operating on each side of the review table gives us the ability to provide insightful solutions helping to bring these conflicting goals in harmony with one another. We utilize this perspective on behalf of our clients within the planning and development processes, expediting the process to save money, time and effort for all interests, achieving solutions that are in the public interest.