



Southbury, Connecticut 06488

STRATEGIC PLAN



Approved by the Board of Selectmen

November 1, 2018

Please check the Southbury Town Website for revisions to the Plan

www.southbury-ct.gov



Southbury Board of Selectmen

Standing: Selectman Mike Rosen, Selectman Jason A. Buchsbaum, Selectman Justin Bette **

Sitting: Selectman Jennifer L. Naylor **, First Selectman Jeff Manville *, Selectman George T. Bertram

* Ex Officio Member / **Members of the Strategic Planning Task Force

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TOWN OF SOUTHBURY
OFFICE OF THE FIRST SELECTMAN
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Southbury, Connecticut 06488
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March 2, 2017

Dear Citizens of Southbury,

On December 1, 2009, Section 402.B. 5. (b) of the Southbury Town Charter was approved to read that the “First Selectman is responsible for preparing and annually updating a strategic plan for the Town, such plan is subject to the approval of the Board of Selectmen.”

Although there have been efforts to comply with this section of the Town Charter over the past many years, there has not been a concentrated and collaborative process among town stakeholders. Former Selectman John Monteleone, Selectman Jennifer Naylor and I will begin the strategic planning process.

The process will establish a task force for engaging town leaders, commissioners, employees and residents to clarify the priorities for proper town governance and responsible town growth into the future. The 2012 Plan of Conservation and Development (POCD) will be an invaluable resource to the strategic process.

The intent of this strategic planning process is to clarify and monitor the goals and objectives of our local elected and appointed leaders, residents and businesses in a changing economic environment. Due to the impending reduction in municipal aid from the State of Connecticut and potential cost re-assignment of emergency services at Southbury Training School, establishment of this plan is critical.

This task force will identify desired outcomes and deliverables. The strategic plan will be interwoven into the daily management of the Town as guiding the future direction of various Boards and Commissions as well as decisions made by the Board of Selectmen.

The Southbury Strategic Plan will not be a static document. After the establishment of the initial plan, the Strategic Planning Task Force will monitor the plans’ implementation and provide updates as necessary for approval by the Board of Selectmen.

Once the creation of the Strategic Planning Task Force is approved by the Board of Selectmen, we will identify members, advisors and resources as well as request residents who are interested in volunteering their expertise to submit their resumes to the Office of First Selectmen for consideration to serve on the task force.

Once completed, the initial strategic plan and updated versions will be made available on www.southbury-ct.org

Jeff Manville, First Selectman

SOUTHBURY-CT.ORG

ADA / AFFIRMATIVE ACTION / EQUAL OPPORTUNITY EMPLOYER



TOWN OF SOUTHBURY

STRATEGIC PLANNING TASK FORCE

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(203) 262 -0647
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September 3, 2018

“If you fail to plan, you plan to fail!” – Ben Franklin

As required under the Town Charter, we herewith submit the first Strategic Plan (the “Plan”) prepared for the Town of Southbury since incorporation in 1787.

The Strategic Planning Task Force (the “Task Force”) prepared this Plan with input received from stakeholders comprised of residents, businesses, elected officials, town staff, and Boards and Commissions through a dedicated email, department head questionnaire, workshops, public meetings, a business summit and a Community-wide Assessment Questionnaire (with 1,177 responses), thereby assuring input from all residents and businesses willing and able to participate. The inclusive approach to the drafting of this Plan made the planning process transparent, collaborative and accountable to deliver results representing the needs and expectations of the community. It is a medium-term Plan establishing measurable objectives for progress towards alignment with a longer-term vision.

Given the extensive, thorough and deliberate process undertaken by the Task Force, we believe this Plan accurately reflects the Vision for Southbury and will be a guide to elected officials and town employees on a day-to-day basis.

The Task Force focused on the multiple dimensions of town operations and the future of the community in the following three areas:

- Growing the Grand List
- Efficient Local Government
- Quality of Life

The implementation of the Plan will align priorities, focus resources, and provide efficiencies throughout town departments. This Plan will assist town officials to:

- promote desired economic growth, while preserving our natural resources and environment
- provide cost-effective high-quality services
- enhance the quality of life of Southbury residents
- assess and adjust direction in response to a changing environment

As you read through the Plan, please note that the strategic objectives are **not** in any particular order or priority.

Task Force Credentials

It was recommended that we include a brief synopsis of the Task Force member's qualifications to serve. (See description for each member's involvement in the community and town governance in the Plan). Thirteen of the members responded and following are the results.

Average Years of Residency – 27

Education

- Bachelors of Arts / Master of Arts
- Bachelors of Science/ Master of Science
- Masters of Business Administration

Schools Attended

- Adelphi University
- Canisius College
- Duke
- George Washington University
- Rensselaer Polytechnic Institute
- Southern New Hampshire University
- Stonier School of Banking
- University of Hartford
- University of Massachusetts
- University of Rochester
- Virginia Commonwealth University
- West Conn
- Yale

A very special thank you to all the members of the Strategic Planning Task Force (they are identified in the body of the Plan – “Task Force”) and the greater community for their participation in making this Plan a reality. This Plan will help gauge and as previously stated prioritize the decisions of our local elected officials against community needs and expectations and will be a continuous work in progress. Ultimately, this Plan may impact revisions to the Town Charter and Plan of Conservation and Development. Over an eighteen-month period, this Plan evolved from a requirement in the Town Charter to a vibrant, living document.

We ask that you refer to the Appendix where we list all the resources used to prepare the Plan.

See www.southbury-ct.org/strategicplanning)

This is your Plan, your town, your community. This is a living document and we would like to hear from you.

Email us your comments at

stratplaninfo@southbury-ct.gov

Southbury by choice, not by chance!



John Monteleone
Chairman
Former Selectman
40 year resident



Jennifer Naylor
Vice Chairman
Current Selectman
22 year resident



Paul Butler
Expert Facilitator
President of GlobalEdg
24 year resident

Key Messages & Executive Summary

On December 1, 2009, Section 402.B. 5. (b) of the Southbury Town Charter was approved to read that the “First Selectman is responsible for preparing and annually updating a strategic plan for the Town, such plan subject to the approval of the Board of Selectmen.” In March 2017, First Selectman Jeff Manville announced the formation of the Strategic Planning Task Force under the leadership of Former Selectman John Monteleone and Selectman Jennifer Naylor, engaging town leaders, commissioners, employees and residents to prepare this Strategic Plan for the Town. This plan would set the priorities for town governance and responsible and sustainable town growth.

Other members of the Task Force included:

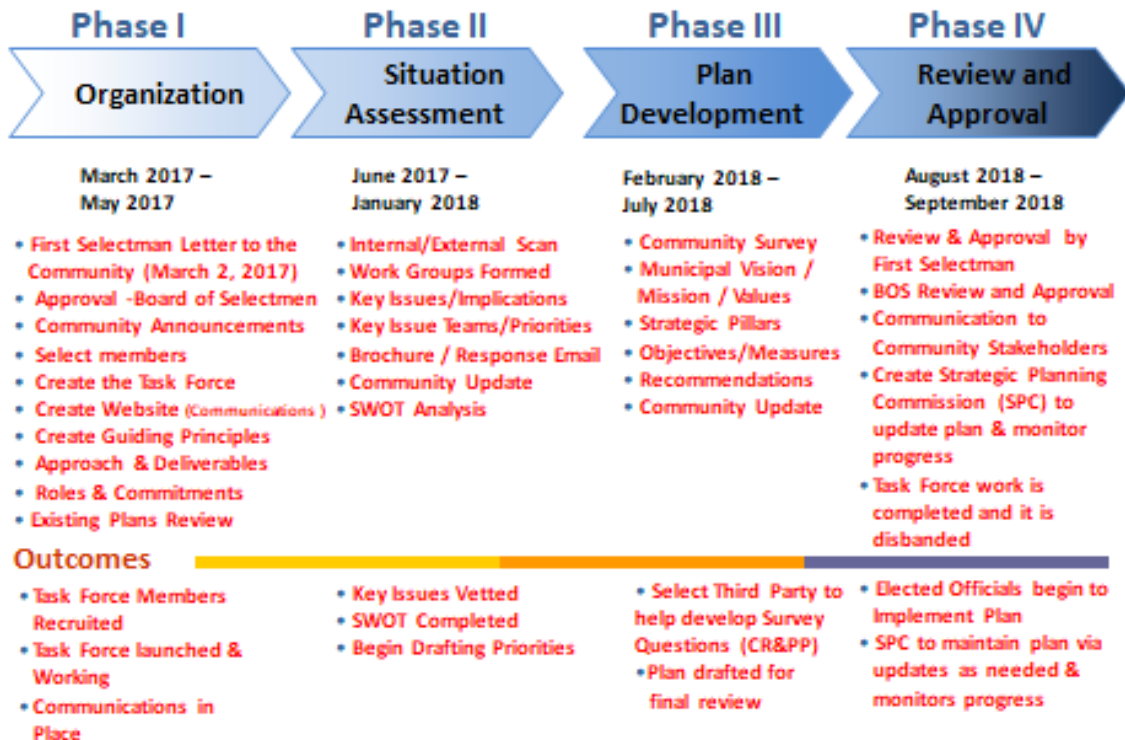
Paul Butler	Resident & Strategic Plan Facilitator
Justin Bette	Selectman
Ron Pugliese	Former Selectman
Ron Conti	Former President, Heritage Village Master Association
John Reilly	Member of the Board of Finance
Jennifer Tokarczyk	Member of the Board of Finance
Edward Hatfield	Planning Commission (Alternate)
Robert Harrison	Member of the Planning Commission
Anne Armeno	Chair of the Economic Development Commission
Mary Korsu	Economic Development Commission (Alternate)
Jennifer Murphy	Member of the Inland Wetlands Commission
Donna Lesch	Inland Wetlands Commission (Alternate)
Susan Monteleone	Member of the Zoning Commission
Trisha Soucy	Resident
Robert Moser	Resident
Kathryn Smith	Resident
Michele Zommer	Resident (Advisor)
DeLoris Curtis, AICP	Planning Department - Land Use Administrator (Advisor)
William Sarosky	(Former) Fiscal Office – Controller / Treasurer (Advisor)

Background and Approach

From April 2017 through September 2018 the Task Force approached the strategic planning process using a methodology grounded in the following activities:

1. Reviewed existing documents as they related to the identified Areas of Focus (Changing the Mix of the Grand List / Efficient Local Government / Quality of Life) as received from Southbury Departments and Boards & Commissions
2. Researched similar towns (i.e. Brookfield / Guilford / Monroe / Simsbury / Stonington) that were selected based on similar populations and characteristics by the Efficient Local Government team
3. Discussed what other towns are “innovating” and the impact of known or potential futurities
4. Established Work Groups
5. Established initial goals
6. Obtained input from Towns, Heads of Departments, Chairs of Boards & Commissions, residents and other research resources
7. Created an informational Task Force webpage on the Town of Southbury website and a special email for public input (stratplaninfo@southbury-ct.gov)
8. Performed multiple SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)
9. Conducted Community Outreach (residents and businesses) through surveys, workshops, public meetings, a dedicated email and a business summit

Southbury Strategic Plan Approach & Timing



Vision, Mission, Values

Vision

To preserve our town character, historic and natural resources, continue to provide high quality, stable and efficient municipal services and encourage a balance of open space, residential properties and economic development.

- We are a community with a strong local economy that offers all residents quality healthcare, cultural, educational, entertainment and recreational options, enabling residents to thrive while enjoying a high quality of life.
- We endeavor to create a positive professional environment for the businesses, non-profits and service organizations that call Southbury home.
- We continue to create an environment for residents and businesses alike to be drawn to our town, to remain here and to prosper.

Mission

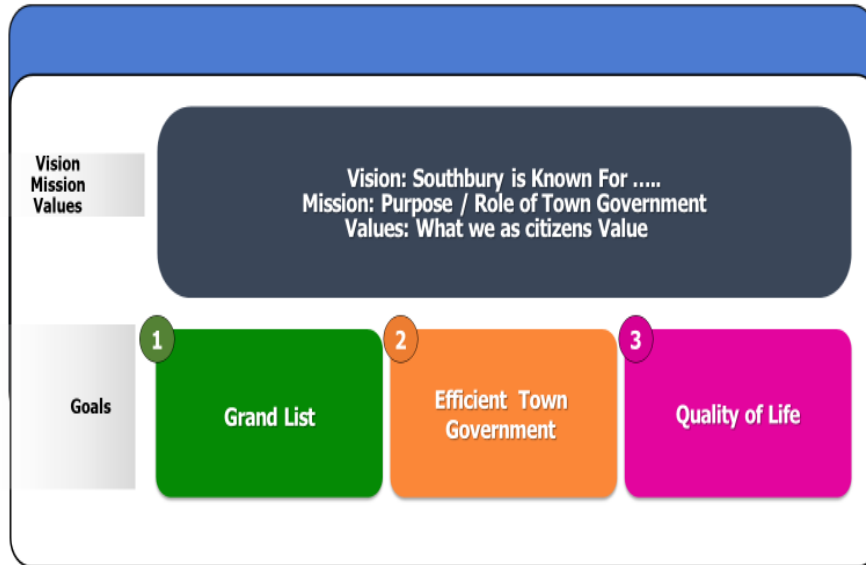
To further enhance the quality of life of Southbury residents while providing cost-effective high-quality services and promoting desired economic growth, while preserving our natural resources and environment.

Values

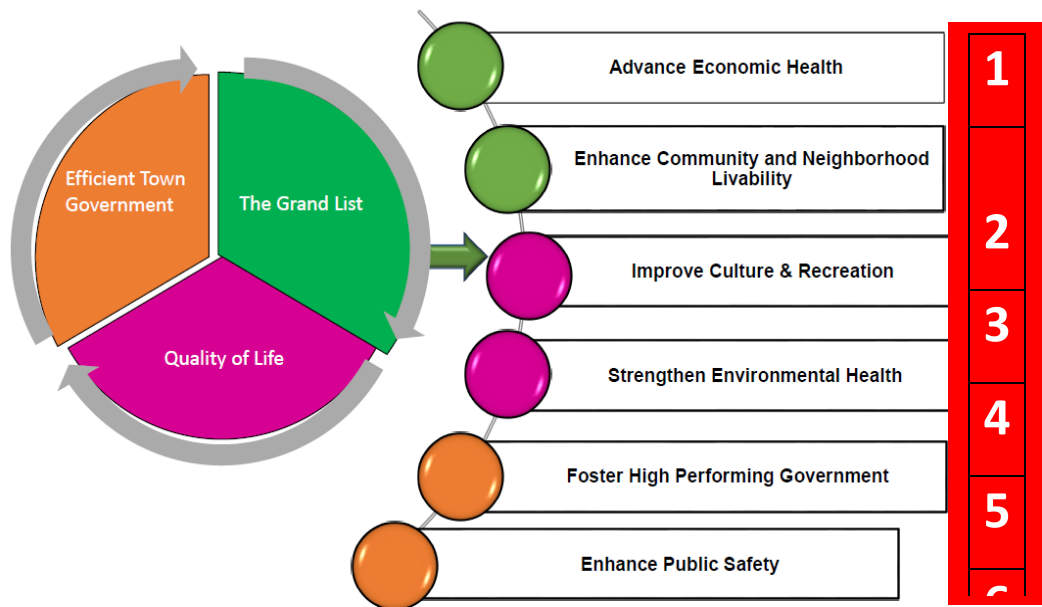
- **COLLABORATION** – we value open and frequent communications among town government, the community and the private sectors and working together to achieve results for the benefit of the community in a way that is more than any one sector could achieve on its own.
- **EQUITY** - we are committed to fairness, justice and providing opportunity without bias.
- **DIVERSITY AND INCLUSION** - we embrace and integrate diverse perspectives, bringing together individuals and organizations that reflect our communities.
- **EXCELLENCE** – we value effective and efficient government that provides services that surpass ordinary standards of performance as measured by resident and business satisfaction (re-election) and economic indicators (mill rate).
- **INTEGRITY** – we value an ethical and accountable government that is open, accessible and a responsible steward of public funds.
- **TRANSPARENCY** – we value freedom of information to the public and the rationale for the provision of good records management systems, archives, financial regulatory and monitoring systems is the first step in fighting corruption.
- **CUSTOMER SERVICE** – we value exceptional delivery of town services in a financially responsible way to residents, businesses and visitors.
- **SAFETY & WELL BEING** – we value efforts to ensure a safe community through proactive and responsive protection of life and property.

Strategic Plan Framework & Strategic Pillars

Framework



Southbury's 6 Strategic Pillars



GROW THE GRAND LIST (ECONOMIC DEVELOPMENT)



Goal – Grow the Grand List (Economic Development)

Pillar 1 - Advance Economic Health

Advance a healthy, sustainable economy reflecting our community vision, values and mission.

Economic health in a community is the process by which the elected town officials support processes and actions that improve the economic and social well-being of its residents and businesses. Economic health fosters sustainable economic growth in a way that businesses are able and encouraged to relocate, start, remain and expand in the community. The town government's role is to provide quality town services and sustainable infrastructure.

The Community Assessment Survey conducted by the Center for Research & Public Policy was responded to by 1,177 residents as well as businesses operating in Southbury.

- *In an open-end format question, residents reported the leading and most important issues the town faces over the next five years include need for advancing economic development.*
- *In addition, respondents were in favor of focusing on upscale dining options (62.3%), access to public waterfront/lake recreation (55.4%), cultural or entertainment venues (50.8%) and sufficient businesses in town to meet everyday needs (47.5%).*

A key principle is that advancing economic health is not a short-range project.

At its heart, healthy economies enable healthy communities. Southbury has a unique opportunity to advance its economic health and development. Although listed as a priority on the Community Assessment Survey, the investment made by the town in economic development as a percentage of the town budget has historically been low. Southbury has already budgeted for a part-time position and will then evaluate the benefits of the position going-forward based on performance. Southbury is well positioned to adopt a proactive yet practical version of economic development – smart growth. How the town approaches economic development will be important in shaping quality of life, maintaining its unique “sense of place,” and providing sustainable fiscal stability for the community. The major economic goals to pursue are in order of perceived importance:

- 1. Reduce the burden of taxes on individual homeowners by increasing the commercial/ industrial assessment portion of the Southbury Grand List.*
- 2. Promote economic development of town-owned commercial and industrial properties and facilitate lease/sale options.*
- 3. Attract new business and commercial endeavors to develop vacant tracts of land and assist in bringing suitable businesses into existing vacant commercial and industrial spaces.*
- 4. Increase the development potential of existing commercial and industrial properties by enhancing opportunities for economic growth within these areas. Explore opportunities for expanding into new areas where commercial and industrial development would be appropriate.*
- 5. Nurture the hundreds of existing small businesses in Southbury by fostering multifaceted efforts to encourage their growth.*
- 6. Better serve Southbury's existing commercial base.*

Goal – Grow the Grand List (Economic Development)

Economic Health Comparisons

The Strategic Planning Task Force determined that to move forward, it must first determine where Southbury is today and rank the town in comparison to other similar communities. The task force team focused on Efficient Local Government selected 5 communities for comparison purposes. In addition, we have ranked Southbury opposite the 6 communities that border the town.

5 Efficient Local Government Comparison Communities
Brookfield
Guilford
Monroe
Simsbury
Stonington

6 Comparison Communities Bordering Southbury
Bridgewater
Middlebury
Newtown
Oxford
Roxbury
Woodbury

Southbury Comparisons - Ranking

The following 9 economic measures are represented by exhibits with detailed charts in the APPENDIX comparing Southbury with the 5 task force comparison towns and the six towns bordering Southbury.

9 Economic Health Comparison Measures

1. Grand List Growth – 1991 To 2017 – 5 Task Force Comparison Towns

- The 26-year comparison (1991 – 2017) demonstrates that Southbury has - **on average** - lagged the economic growth (as measured by the grand list) - of comparable communities.
- Southbury dropped from # 1 to # 6 among the 5 task force comparison towns. This and the other economic measures listed below strongly reinforce the task force's recommendation that Southbury needs to significantly increase its focus on economic development.

2. Grand List Growth – 1991 To 2017 – 6 Communities Bordering Southbury

3. Poverty Rate

4. Alice Percentage

5. Grand List Ratio

6. Grand List – Per Capita

7. Current Tax Rate

8. Housing Burden – Owners

9. Housing Burden - Renters

Notes:

Grand List Comparisons - It should be noted that the grand list comparisons need to take into account that different towns do their revaluation at differing times. Accordingly, changes in the grand list for any one year will be significantly affected by market valuations over the preceding five years. Grand list ranking is dependent on population size; generally, the larger the town (more residences, more businesses having taxable real and personal property) the higher the grand list.

ALICE is an acronym coined by the United Way of Northern New Jersey and stands for: **A**sset **L**imited, **I**ncome **C**onstrained, yet **E**mployed. ALICE families are working families that live above the poverty line but earn less than the Household Survival Budget – a bare bones budget for basic needs – developed for the 2016 ALICE Update Report. **The Household Survival Budget** calculates the average actual costs of basic necessities (housing, child care, food, health care, and transportation) in Connecticut, adjusted for different counties and household types.

Goal – Grow the Grand List (Economic Development)

Strategic Objectives Summary

- 1.1 Support active economic development
- 1.2 Establish new policies and programs to attract, retain and expand businesses
- 1.3 Cultivate Regional Economic Partnerships
- 1.4 Maintain and enhance Town Infrastructure
- 1.5 Ensure regional marketing of cultural, dining, entertainment and arts activities to promote economic development

Potential Measures

- Commercial Vacancy Rates & Updated Inventory Lists
Sources: Commercial developers, Connecticut Economic Resource Center (CERC) & other membership sources and the Department of Economic Community Development (DECD)
- Tax Delinquencies - Source: Town Assessor's Office
- New commercial and residential permit dollar volume per capital
- Unemployment Rate

ECONOMIC HEALTH ACTIONS:

1.1 Support active economic development

- a. Provide adequate funding for an effective economic development function which will guide public and private investment in local economic development activities
- b. Review use of tax Incentives as an economic development tool and establish a policy as appropriate
- c. Carry out business retention and expansion programs, including entrepreneur and home-based business outreach
- d. Evaluate the potential for streamlining the planning/zoning process to facilitate more timely evaluation of new and expanded business development
- e. Explore implementation of extending the enterprise zone near Oxford Airport to grow new business opportunities for Southbury
- f. Review existing Economic Development Commission branding

1.2 Establish new policies and programs to attract, retain and expand business development

- a. Implement improved transparent, predictable and efficient processes for profit and non-profit organizations
- b. Refine and align economic health goals and strategy across all levels of the town government to support sustainable growth
- c. Create consistency and on-going effective education of town employees to ensure efforts are focused on goals and objectives of the economic development vision
- d. Review and implement the recommended Plan of Conservation Development (POCD) economic development objectives

Goal – Grow the Grand List (Economic Development)

1.3 Cultivate Regional Economic Partnerships

- a. Continue to nurture relationships with the NVCOG, SBA, CERC, Regional Chambers of Commerce, Community Colleges and Universities and neighboring communities to cultivate local and regional projects
- b. Support and encourage programs and policies that foster partnerships with regional and state workforce development organizations
- c. Attract additional businesses to our community by working with commercial developers

1.4 Maintain and enhance Town Infrastructure

- a. Provide community services and other building site needs
- b. Utilize and optimize the existing high-speed fiber optics network

1.5 Ensure regional marketing of cultural, dining, entertainment and arts activities to promote economic development

- a. Create a marketing plan to leverage arts and cultural organizations as drivers of community and economic development
- b. Establish target marketing (i.e., access to major cities and airports, open spaces, access to recreation, parks and trail system, quality school system and access to world class health care)
- c. Increase upscale dining opportunities
- d. Attract and engage outside residents to events held in Southbury
- e. Market Southbury assets by expanding and modifying, as appropriate, existing economic development branding

Goal – Grow the Grand List (Economic Development)

Pillar 2 - Enhance Community and Neighborhood Livability

Provide a high quality environment and support quality neighborhoods that have access to numerous town services and natural resources.

Southbury is a tranquil town with historic charm and green space. We take pride in our:

- *plentiful and varied open spaces,*
- *highly rated school system,*
- *multiple quality medical services,*
- *parks and recreation programs,*
- *town services, and*
- *ability to develop and sustain a healthy and sustainable economy.*

In particular, in the Community Assessment Survey respondents cite the following as top reasons why they chose to move or continue to live (or own/manage a business) in Southbury:

- *community appearance (52.7%)*
- *school system (51.7%)*
 - *The task Force recommended that this strategic plan include a link to Region 15's strategic plan in order to tie in how quality education is a key driver of advancing economic health.*
 - *In addition, this linkage is seen as important since 72% of Southbury's taxes are used to support the Region 15 school system*
- *neighborhoods (48.6%)*

Southbury is a healthy and vibrant community with many attributes and resources that make it a great town in which to live and thrive. Residents can boast of its well utilized library, outdoor town pool with renovated bath house, many well-maintained parks, award winning main street and a wide range of town services that address the needs of its multigenerational population.

In the survey, a large majority of residents (99%) suggested their quality of life was very good (51.2%) or good (47.8%), and a large percentage of respondents (86.0%) see their standard of living as improved (16.8%) compared to two years ago, or the same but good (69.2%).

With regard to services, a majority of residents gave very high positive ratings (7-10) for library services (93.4%), public safety services (91.9%) and services for seniors (80.5%), with slightly lower positive ratings (7-10) for road maintenance (71.7%), town zoning & planning practices (65.1%) and services for the youth (58.2%).

Development and growth of the town have been thoughtfully considered over the years, and most recently has been reviewed in the Plan of Conservation and Development (POCD), dated December 31, 2012. The purpose of the POCD is to establish a common vision for the future of a community and then determine policies that will help attain that vision. The intent of this strategic plan is to further clarify and monitor the goals and objectives of our local elected and appointed leaders, residents and businesses given Connecticut's changing economic environment.

Goal – Grow the Grand List (Economic Development)

The aesthetics of Southbury are important in lending the rural and small town feel to the various neighborhoods. Land uses need to be brought together in a development pattern designed to create a pleasant environment for outdoor activities, such as walking and bicycling, as well as automobile travel. Attractive and functional building and streetscape design, thoughtful preservation of valuable historic resources, and incorporation of nature and public art and culture are key parts of community livability.

Nearly ALL towns in Connecticut are experiencing revenue problems because their Residential Property Grand Lists are falling or are flat! 155 of 169 municipalities are not keeping up with average annual service price increases according to the Partnership for Strong Communities – www.pschoosing.org/homeconnecticut

They recommend that Connecticut communities lure more buyers to town with smaller, denser, more affordable homes. They suggest that building smaller, denser units and multifamily units allows young professionals and couples to put down roots, save for and buy existing homes. It also creates more modest properties where older residents can move to, allowing them to stay in the same community.

It is important for Southbury to offer a wide variety of housing types (including single-family, townhomes, apartments, and condos) so people from all income levels and stages of life may have choices for affordable and quality housing. This will help attract and retain youth, as well as allow aging residents to stay in Southbury.

Please note: *The Appendix contains four charts showing how Southbury compares to other communities in regards to the housing burden for home owners and renters.*

Strategic Objectives Summary

- 2.1 Improve access to a broad range of quality housing that is accessible and affordable
- 2.2 Preserve the significant historical character of the community
- 2.3 Promote health and wellness in the community
- 2.4 Increase volunteerism
- 2.5 Support town library to ensure it remains highly functioning
- 2.6. Promote and support high quality education

Potential Measures

- Housing Opportunity Index
- New Construction startups
- 2020 Census
- Annual evaluation use of re-purposed historical buildings
- Membership enrollment for Parks & Recreation programs
- Traffic analysis (i.e., accidents and locations)
- Number of Volunteers

Goal – Grow the Grand List (Economic Development)

COMMUNITY & NEIGHBORHOOD LIVABILITY ACTIONS:

2.1 Improve access to a broad range of quality housing that is accessible and affordable

- a. Increase the number of affordable housing units for all age groups in accordance with the Housing Opportunity Index (HOI)
- b. Manage town growth while preserving our character inclusive to all
- c. Attract and retain younger demographic through residential development

2.2. Preserve the significant historical character of the community

2.3. Promote health and wellness within the community

- a. Promote state of the art healthcare in Southbury
- b. Promote a high level of health and wellness in the community through increased cooperation with Pomperaug District Department of Health (PDDH)
- c. Collaborate with ongoing wellness efforts by Southbury and Middlebury Acting Responsibly Together (S.M.A.R.T)

2.4 Increase volunteerism

- a. Establish a volunteer (unpaid) coordinator position
- b. Create a campaign to educate and attract unaffiliated voters to serve on boards & commissions
- c. Continue and improve annual volunteer fair

2.5 Support the town library to ensure it remains highly functioning

- a. Continue to fund library programs in accordance with the library strategic plan
- b. Utilize library to promote cultural events

2.6 Promote and support high quality education

- a. Collaborate with the Region 15 (Southbury/Middlebury) school system to encourage technology based learning applications

QUALITY OF LIFE



Goal – Quality of Life

Pillar 3 - Improve Culture and Recreation

The importance of culture & recreation for the health and well-being of individuals and communities has been well documented.

Southbury is rich in beautiful public spaces that can encourage physical activity and recreation. On any given day, people of all ages, are seen walking along the sidewalks that connect Southbury's main shopping districts along Main Street South. These sidewalks are safe, well lit, and encourage a healthy lifestyle. Southbury's numerous parks and open spaces enable residents to spend time engaging in outdoor activities such as basketball, tennis, baseball, lacrosse, soccer, walking, running, or swimming. Our winning team spirit and well-maintained parks allow our residents to feel a sense of community and pride.

In recent years, Southbury has seen an increase in its cultural and entertainment offerings. Several businesses that support creative thinking, literature, education, dance, music, and art are now operating as an integral part of the community. There is a tremendous opportunity for the town to increase its efforts to proactively embrace these establishments. As an example, the town recently added a thriving upscale movie theater with a community stage. This addition to the Town will be a draw for residents and non-residents alike and is a major contributor to Southbury's economic health.

Residents place a high value on the recreational and cultural opportunities in Southbury and believe that Southbury should continue to invest in them. The 2018 community survey results indicate that 73.8% of respondents are highly satisfied (7 or greater on a 10 point scale) with Southbury recreation programs. However, when asked to identify community needs, residents felt Southbury has "too few" access points to public waterfront/lake for recreation (55.4%), as well as "too few" cultural or entertainment venues (50.8%). In fact, respondents indicated they would be willing to pay more in taxes for more recreation programs (56.4%) and a larger municipal community center (52.12%). When asked about their interest in various concepts, ideas and programs, residents indicated they would be strongly interested (67.5%) in lakefront recreational development for residential use by residents. In addition, respondents were strongly interested (54.9%) in town assistance to improve coordination of for-profit and non-profit cultural organizations. These survey results highlight the reasons why Southbury will continue to foster overall community wellness by continuing to maintain the parks and trails and by providing a wide variety of high quality recreation services and cultural opportunities.

Strategic Objectives Summary

- 3.1 Manage the maintenance and use of Town Parks and Open Spaces
- 3.2 Develop a clear vision of the town's role in the culture and arts while building partnerships with other community organizations
- 3.3 Promote cultural, recreational, educational, historic, and entertainment venues
- 3.4 Pursue access to, and participation in, Lakefront Recreation
- 3.5 Expand Town Community Center
- 3.6 Fund and enhance current Parks and Recreational system

Goal – Quality of Life

Potential Measures

- Recreation programs
 - Number of registered participants, age of participants, number of full classes offered, number of re-occurring students
 - Staff retention
 - Parent/Guardian satisfaction
- Culture and recreation events:
 - Number of participants
 - Revenue dollars generated by events
- Economic development dollars generated through culture and arts
 - Tourism – develop tracking of visitors from outside the town
 - Employment – monitor increases in jobs in the town
 - Artists – survey the number of artists living/working in the town
 - Arts business – survey the volume of sales, occupancy, taxes generated by arts-based businesses
- Town Open Space
- Miles of trail maintained by the Town

CULTURE & RECREATION ACTIONS:

3.1 Manage the maintenance and use of Town Parks and Open Spaces

- a. Ensure funding for the development and maintenance of parks and recreational facilities
- b. Expand recreational opportunities such as trails and recreational facilities, as validation of taxes used to purchase open spaces

3.2 Develop a clear vision of the town’s role in the culture and arts while building partnerships with other community organizations

- a. Have the Economic Development Commission directly (or create a task force to) develop an arts and cultural master plan. The goals would include building a supportive environment, setting priorities, providing funding, seeking grants or alternatively, support the establishment of a nonprofit organization to organize and sustain these efforts
- b. Support efforts that nurture the arts and art education by identifying and implementing funding strategies for public art projects that integrate the arts into current and future development initiatives
- c. Work with the Economic Development Commission to identify how the town may serve as a resource to link Arts organizations to partnerships and State funding opportunities

Goal – Quality of Life

3.3 Promote cultural, recreational, educational, historic, and entertainment venues

- a. Create a collaborative marketing campaign with local businesses, arts organizations, schools, the library and recreation centers that promotes the arts. Incorporate effective marketing strategies that will optimize attendance, generate revenue, increase accessibility and public participation
- b. Advocate to Southbury's Planning Department the community preference for artistic and entertainment enhancements for any streetscape/planning improvements
- c. Develop programs and entertainment that is attractive to young families and children
- d. Partner with special needs organizations, local churches, or minority organizations to promote equality, opportunity, and display works that reflect the Fine Arts
- e. Support efforts to fund and enhance current Fine Arts programs to include culture, art, literature, dance, music, and education in Southbury

3.4 Pursue access to, and participation in, Lakefront Recreation

3.5 Expand Town Community Center

- a. Continue with previous efforts of Southbury Community Center Exploratory Committee to determine community needs and to conduct a feasibility and capacity study
- b. Follow up with the Greater Waterbury YMCA on the status of the national charter granted to Southbury

3.6 Fund and enhance current Parks and Recreational system

- a. Continue to provide safe, clean, and well-maintained parks and recreational spaces to the public
- b. Determine the programs that are most highly valued by residents, assess viability, prioritize, and if feasible, offer new programs
- c. Continue programs that are youth oriented and developing intergenerational opportunities

Goal – Quality of Life

Pillar 4 Strengthen Environmental Health

Value, protect and enhance a healthy and sustainable environment

Southbury prides itself on the many public open spaces throughout town that help cultivate community wellness by elevating the importance of environmental health. Environmental health refers to those “factors that may adversely impact human health or the ecological balances essential to long-term human health and environmental quality” (National Environmental Health Association).

The Southbury community has been fortunate to have town leaders who, over the years, have placed high value on environmental health. Together with the Southbury Land Trust, the Audubon Center at Bent of the River, and the Pomperaug River Watershed Coalition, the town of Southbury has been able to develop practices in the areas of land and water conservation that help protect and enhance environmental health. As a result, the community is comfortable with the current status of environmental health. When asked about community needs, residents felt Southbury has ‘enough’ of the following: active open space/town parks for recreation, sports, biking/hiking trails (73%); passive open space that is preserved with minimal activities such as birdwatching (75%); pet walking trails (62%); Energy/environmental conservation programs (54%); and efforts to protect Southbury’s aquifers, rivers, streams and lakes (66%). Despite this contentedness, residents are very interested in further enhancing environmental health. Approximately 68% desire continued support of the Pomperaug River Greenway Corridor, and 89% agree that the protection of the aquifer as our drinking source should be a continuing aspiration of the town. In addition, 67% are interested in increasing education for residents regarding energy efficiency programs, and 50% are interested in town workshops on topics such as town operations, use of the town website, the town’s water resources, and water conservation policies.

Southbury needs to continue its strong stewardship of open lands and water resources, especially while meeting the challenges of economic development. An invaluable resource to help accomplish this is the Southbury 2012 Plan of Conservation and Development, in particular the programs established for Natural Resources (6-1), the Pomperaug Aquifer (7-1), and Open Space & Greenway (8-1). Southbury can prove itself to be a leader in implementing policies and programs that engender a more economically efficient, successful and resilient community while reducing the impact of growth on environmental health.

Strategic Objectives Summary

- 4.1 Protect and Maintain Open Space
- 4.2 Continue to protect water quality, aquifer recharge areas
- 4.3 Educate citizens about smart eco-friendly practices and the benefits of embracing sustainable living choices
- 4.4 Monitor status of Southbury Training School (NOTE: the Town of Southbury has the “right of first refusal” when the State of Connecticut determines to close the facility)
- 4.5 Improve and promote recycling program

Goal – Quality of Life

Potential Measures

- Number of square miles of open space
- Adherence to state-developed stream flow regulations
- Water quality ratings (based on macroinvertebrate surveys)
- Depth to ground water in select wells
- Number of participants that attend workshops
- Energy intensity of Southbury (energy efficiency of the economy)
- Tonnage of trash and recyclable materials collected

STRENGTHEN ENVIRONMENTAL HEALTH ACTIONS:

4.1 Protect and Maintain Open Space

- a. Perform fiscal analysis of open space
 - b. Develop a comprehensive and connected system of open lands
 - c. Continue to fund and maintain existing open spaces and trails
 - d. Ensure the health and environmental wellbeing of open space lands
-

4.2 Continue to protect water quality, aquifer recharge areas

- a. Give priority consideration to acquiring land that protects the aquifer, or protects a river or significant stream
 - b. Partner with Pomperaug River Watershed Coalition (PRWC) to monitor and assess water quality, stream flows, and ground water levels
 - c. Maintain minimum stream flow standards as defined by DEEP (Housatonic River Basin stream flow classifications anticipated to be finalized by the beginning of 2019)
 - d. Draw year to year comparisons and historic comparisons (of water quality, stream flows, and ground water levels) to proactively identify trends that might impact Southbury's future
-

4.3 Educate citizens about smart eco-friendly practices and the benefits of embracing sustainable living choices

- a. Partner with local, regional and state affiliates to develop and deliver workshops on town's water resources, water conservation practices and policies, sustainable resources, renewable energy sources or energy efficiency programs
 - b. Use social media to promote workshops and increase attendance. Create a subscriber list for interested parties
 - c. Identify means to minimize the town and its citizens' impact on environmental health
 - d. Reduce energy intensity of Southbury over the course of the next decade without reducing the quality of goods and services offered in Southbury
-

Goal – Quality of Life

4.4 Monitor status of Southbury Training School (STS)

- a. Stay aware of the State's remaining timeline for STS, and take a pro-active approach in working with the State and residents so that the future use of the Southbury Training School is in the best interest of the Town while considering the recent 2018 Planning Commission Study prepared by Milone & MacBroom
- b. Reach out to Newtown's First Selectman to understand their efforts to re-purpose the Fairfield Hills Hospital facility turned over to Newtown by the State
- c. Refer to the Fairfield Hills Campus Master Plan included in the Resources section

4.5 Improve and promote recycling program

- a. Reduce amount of solid waste garbage produced as a town
 - b. Emphasize responsible consumption and educate citizenry about trash reduction
 - c. Purchase and distribute recycling cans around town
-

EFFICIENT LOCAL GOVERNMENT



Goal – Efficient Local Government

Pillar 5 - Foster High Performing Government

Maintain responsive connectivity to town residents and the business community while achieving efficiencies without sacrificing operations or historical preservation

Qualified personnel and numerous volunteers drive Southbury's day-to-day operations. We must continue to work smarter and more efficiently to inform decision making. Nearly three-quarters (70.1%) of all survey respondents agreed strongly (36.6%) or somewhat (33.5%) combining the Zoning and Planning Commissions. Survey results yielded very positive ratings for library services (93.4%), public safety services (91.9%) and services for seniors (80.5%). The lowest positive ratings were recorded for road maintenance (71.7%), town zoning and planning practices (65.1%) and services for youth (58.2%).

We commit to maximize existing town expertise and strive to attract the best and brightest workforce while promoting personal growth and development. We will reinforce ethical behavior, exercise transparency and maintain public trust.

Strategic Objectives Summary

- 5.1 Implement Continuous improvement Practices that increase Customer Satisfaction
- 5.2 Streamline Government Operations while enhancing services
- 5.3 Staff Excellence
- 5.4 Optimize Boards and Commissions functionality
- 5.5 Continue programs to maintain the quality of the town's infrastructure

Potential Measures

- Worker satisfaction (i.e., turnover rates, 360 reviews)
- Open positions on boards and commissions
- Overlap of department head functions

HIGH PERFORMING GOVERNMENT ACTIONS:

5.1 Implement Continuous Improvement Practices that increase Customer Satisfaction

- a. Continue communication with citizens and external stakeholders by conducting quarterly education forums on topics including energy efficiency programs and other public issues such as drug and alcohol addiction
- b. Create and continue a comprehensive a Southbury Annual Report documenting all town departmental results (Note: Some departments already prepare an annual report that can be a basis for the Southbury Annual Report)
- c. Conduct Biennial Community Survey to gauge effectiveness of operations

Goal – Efficient Local Government

5.2 Streamline Government Operations while enhancing services

- a. Optimize the use of technology to automate applications for all activities requiring town approval and processing permits and provide inter-departmental access to requisite data bases
- b. Establish a task force to study facilitate the building, permitting, inspecting processes to encourage attracting and retaining business development in town
- c. Continue historic preservation efforts by establishing a committee of historic minded individuals and private owners to save and re-purpose existing historic structures
- d. Continue beneficial regionalization opportunities
- e. Nurture public/private collaborations to expand public transportation options for vehicular (i.e., bus), pedestrian and bicycle travel
- f. Review existing procurement/bidding policy to be both more user-friendly/efficient for those doing business with the town and the town staff implementing the policy
- g. Continue to maintain the town's strong financial practices and position
 - Follow accepted "best practices" of financial management
 - Maintain a low debt level and strong operating reserves to support a strong bond rating (AA)

5.3 Staff Excellence

- a. Improve core Human Resource system
- b. Retain best employees by acknowledging staff excellence
- c. Enhance employee retention and value through cross-training
- d. Support staff professional development while documenting institutional knowledge in policies and procedures
- e. Inspire personnel development through development and dialogue sessions for employees and supervisors to exchange ideas

5.4 Optimize Board and Commission functionality

- a. Cultivate business development by combining Planning and Zoning Commissions to minimize applicant's project costs and time
- b. Analyze the efficiency and effectiveness of the organizational structure of boards and commissions while considering statutory requirements

5.5 Continue programs to maintain quality town infrastructure

- a. Roads
- b. Bridges
- c. Sidewalks
- d. Lighting
- e. Crosswalks

Goal – Efficient Local Government

Pillar 6 - Enhance Public Safety

Provide safety and security while safeguarding community infrastructure

Southbury is a safe and friendly community. The 2018 community survey results indicate a very positive rating for Public Safety Services (91.9%). We pride ourselves on our low crime rate, safe streets, and our ability to provide appropriate and responsive emergency services when needed. The Town of Southbury will partner with Emergency Services and Law Enforcement agencies to ensure the vitality and safety of our local community.

Strategic Objectives Summary

6.1 Continue communication with Local Emergency Planning Committee (LEPC) to improve Emergency Preparedness and Response

6.2 Identify impediments to future development and conservation

6.3 Evaluate and reinforce emergency personnel functions while maintaining the highest professional standards for emergency medical care

Potential Measures

- Response Time
- Number of available personnel to number of citizens (safety standard?)
- Annual training/reviews
- Certifications
- Number of calls for respondents
- Crime statistics and patterns

ENHANCE PUBLIC SAFETY ACTIONS:

6.1 Continue communication with Local Emergency Preparedness Committee (LEPC) to improve Emergency Preparedness and Response

- a. Incorporate resiliency principals into daily operations of all government sectors
- b. Establish real-time mitigation actions
- c. Work internally and with neighboring towns (Region 5) to develop and update the major incident emergency response plan
- d. Fund proper training for all emergency personnel, staff and volunteers to proactively manage potential threats and to coordinate processes
- e. Connect all town volunteers by creating a data base of telephone numbers (mobile, landline and office), email addresses and areas of expertise
- f. Maintain and build on communication and cooperation among town residents and regional emergency planning managers

Goal – Efficient Local Government

6.2 Identify potential community hazards

- a. Reliance on aquifer access
- b. Continue safe, reliable and best practice floodplain management along the Pomperaug River, Shepaug River, Shepaug Dam and Housatonic River
- c. Protect life and property with natural and attractive flood mitigation facilities
- d. Evaluate trees in the town right of way and potential impact on utility services and infrastructure of community

6.3 Evaluate and reinforce emergency personnel functions while maintaining the highest professional standards for emergency medical care

- a. Foster respectful and cooperative relationships among emergency service providers and health care agencies
- b. Provide facilities, equipment, and technology capabilities to continue high quality emergency services
- c. Prioritize employee training opportunities and regular certification audits to ensure preparedness
- d. Facilitate relevant current events to support best policing practices
- e. Utilize state and federal grant funding to reduce fiduciary responsibility of the town and increase officer safety and productivity
- f. Develop more diversified police operations that support best practices which promote trust and community connectivity
- g. Create task force to study the National Police Best Practice/CPCA and work with a third-party professional, to perform a Cost Benefit Analysis and Feasibility Study of transitioning to an Independent Police Force
- h. Provide transparent and current crime statistics to public identifying patterns, trends and clusters of crime in Southbury
- i. Perform an impact analysis on potential cost of paid fire department
- j. Perform an analysis of the town's emergency medical service options

ADDITIONAL CONSIDERATIONS FOR CHARTER REVIEW:

1. Commission a formal study of appropriate town governance, i.e., 2018 town survey results regarding Town Manager found that 47.4% were strongly or somewhat in support of hiring a Town Manager and 28.6 were somewhat or strongly opposed.
2. Evaluate disparity between low community survey support for Economic Development position (33.6%) and desire to have professional business development – hire a part-time consultant
3. Create Human Resource position

Implementation



Implementation

Review, Approval, Implement & Update

- August 24, 2018 – Distribute Final Draft to First Selectman / Board of Selectmen / Members of the Task Force
- Review & Approval by First Selectman
- Board of Selectmen Review and Approval
- Creation of the Strategic Planning Commission (SPC) to update plan & monitor progress
- Communication of the plan to the Community Stakeholders
 - Voices / Waterbury Rep – Am
 - Town Web Pages
- Task Force work is completed and it is disbanded

Outcomes

- Elected Officials Implement Plan
- Plan is a “living document”
 - Utilize StratPlanInfo email address (on-going)
- SPC maintains the plan - recommends revisions as needed



Appendix



Appendix

On-Going Feedback

The Strategic Plan is a living document and will be updated as required by new inputs and changes in the local, state and national government. We would like to hear from you: Email your comments to stratplaninfo@southbury-ct.gov

APPENDIX CONTENTS

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A02	Southbury 2012 Plan of Conservation and Development http://www.southbury-ct.org/filestorage/20556/20567/20590/Southbury_2012_POCD.pdf	Link
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A14	Business Summit http://www.southbury-ct.org/filestorage/20556/20610/23494/SPTF - Business Summit Survey Dated 05-15-18.pdf	Link

Appendix - Economic Comparison Measurers

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A16	Grand List Growth 1991 – 2017 <i>6 Communities Bordering Southbury</i>	53
A17	Poverty Rate	54
A18	ALICE* %	55
A19	Grand List Ratio	56
A20	Grand List – Per Capita	57
A21	Current Tax Rate	58
A22	Housing Burden (Owners)	59
A23	Housing Burden (Renters)	60
<p>NOTE: Grand List Comparisons It should be noted that the grand list comparisons need to take into account that different towns do their revaluation at differing times. Accordingly, changes in the grand list for any one year will be significantly affected by market valuations over the preceding five years. Grand list ranking is dependent on population size; generally, the larger the town (more residences, more businesses having taxable real and personal property) the higher the grand list.</p>		
<p>* ALICE is an acronym coined by the United Way of Northern New Jersey and stands for: Asset Limited, Income Constrained, yet Employed. ALICE families are working families that live above the poverty line but earn less than the Household Survival Budget – a bare bones budget for basic needs – developed for the 2016 ALICE Update Report. The Household Survival Budget calculates the average actual costs of basic necessities (housing, child care, food, health care, and transportation) in Connecticut, adjusted for different counties and household types.</p>		

Strategic Planning Task Force Brochure



**PLANNING TODAY FOR
A BETTER FUTURE**

Southbury
Strategic Planning
Task Force

What You Need
To Know

August 2017



For Additional Information

Visit

The Strategic Planning Task
Force Website:

[http://www.southbury-
ct.org/SPTF](http://www.southbury-ct.org/SPTF)

To Provide Comments on the
Strategic Planning Process -
Send an email to

cityplanning@southbury-ct.gov

or contact

TOWN OF SOUTHBURY
501 Main Street South
Southbury CT 06488
(203) 262-0600
www.southbury-ct.org

The intent of this strategic
planning process is to
clarify and monitor the goals
and objectives of our local
elected and appointed
leaders in a changing
economic environment in
Connecticut.

The initial phases of formation and
fact gathering are underway.

<<<<>>>

Strategic Planning Task Force

Work Group Issues

*Change the mix of
the Grand List*

*Efficient Local
Government*

Quality of Life

Strategic Planning Task Force Brochure

Southbury Strategic Planning Task Force

What is a Strategic Plan?

1. A strategic plan is the basis for positive change in a community. It is a detailed roadmap leading to where Southbury wants to be in the future.
2. A community strategic plan provides the roadmap on how to get there.
3. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what a town is, who it serves, what it does, and why it does it, with a focus on the future.
4. A strategic plan is an organized process by which Southbury can, in a collaborative and transparent way:
 - > set priorities
 - > focus energy and resources
 - > strengthen operations
 - > ensure that town employees and other stakeholders are working toward common goals
 - > establish agreement around intended outcomes/results
 - > assess and adjust the organization's direction in response to a changing environment

What a Strategic Plan is Not?

- Strategic planning is not created by the government of the town.
- It is not driven by one goal, one idea, or one set of demands.
- It is not about trying to form a plan that is all things to all people.
- The plan itself is not about everything we do.
- It should not be full of jargon.
- It should not be "left on the shelf".



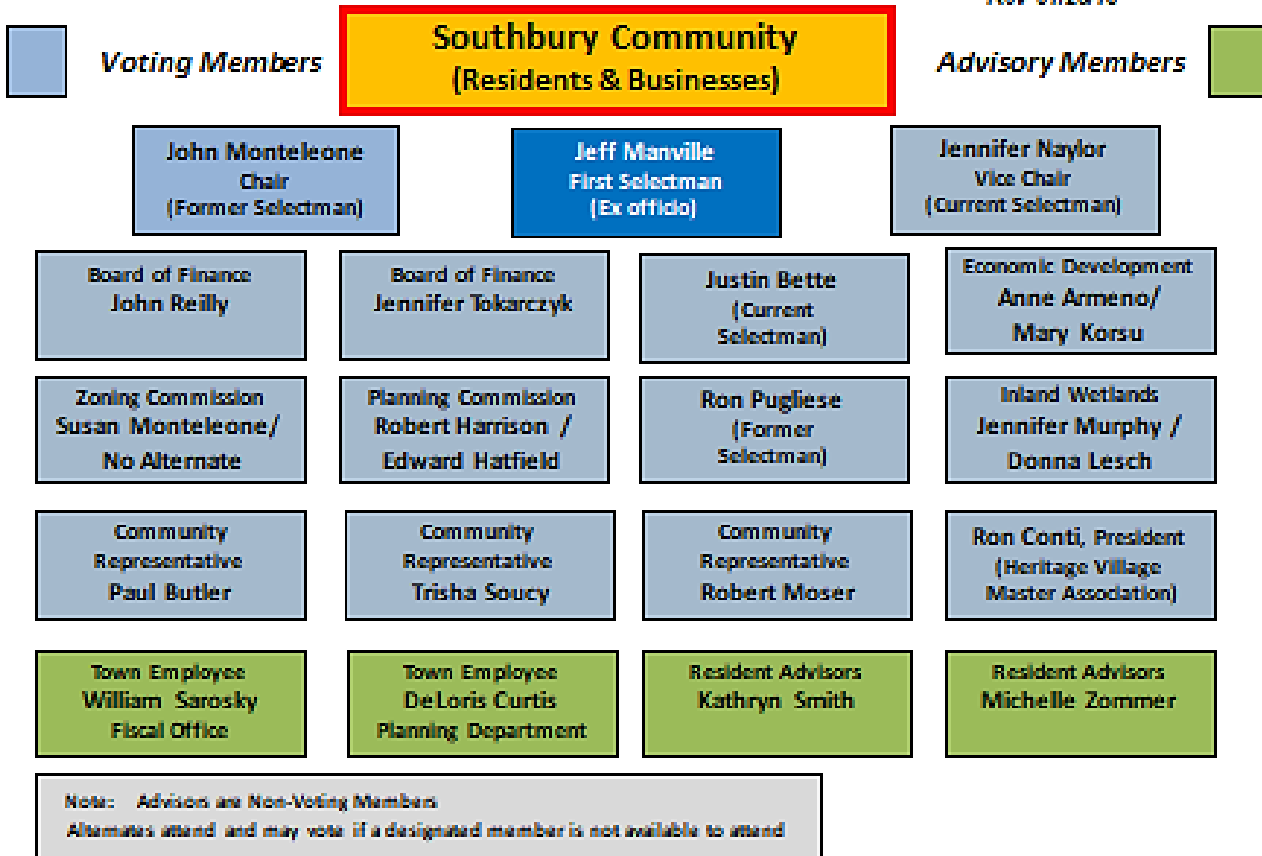
Why have a Strategic Plan?

1. Required by the Town Charter
2. Southbury is facing ever more complex issues with increasingly limited financial resources.
3. Southbury cannot accept a narrow short-term approach of raising taxes and cutting services since this will create long-term problems in the areas of sustainable growth, public health and safety, infrastructure support and the ability to adjust to changing conditions.
4. Southbury is a community tied together by a common geographical, social, economic, educational and public environment.



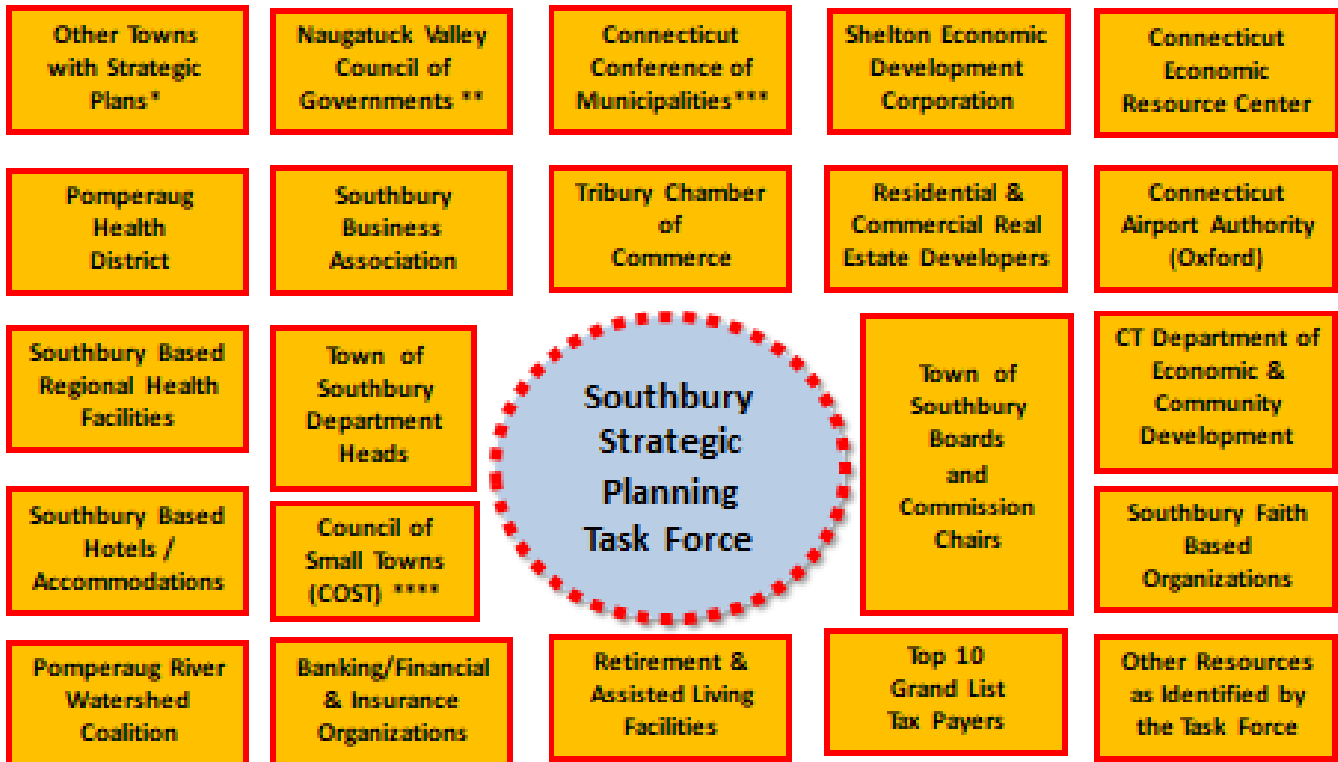
Southbury Strategic Planning Task Force

Rev 01/25/18



Southbury Strategic Planning Task Force Resources

To be contacted and interviewed as required



* Examples are the Economic Development Strategic Plans for Seymour and Cheshire

** 19 Towns / *** 165 Towns / **** 135 Towns

Southbury Strategic Planning Task Force (SPTF) Objectives

- Oversee the initiation, development and updating of the first Strategic Plan for the Town of Southbury as prescribed in the Southbury Town Charter.
- Survey, assess and communicate the direction the Town wants to follow in the future
- Outline suggested approaches for elected officials to pursue while seeking transparency and collaboration.
- The Strategic Plan will be implemented by the First Selectman and the Board of Selectmen with the involvement and consultation of other Town elected officials, departmental management, boards & commissions and other resources.

Appendix – SPTF Methodology

1. Formation of the Task Force
2. Reviewed what is existing now – Southbury Departments and Boards & Commissions that address our three areas of focus
 - What is covered?
 - What is missing?
 - What is Southbury specific? (Unique)
 - What is potentially regional? (Not Unique)
3. What are similar towns doing? (Select five for comparison)
Brookfield / Guilford / Monroe / Simsbury / Stonington
4. What towns are innovating?
5. Identify and select Areas of Focus (3 Selected)
 - **Changing the Mix of the Grand List (Economic Development)**
 - **Efficient Local Government**
 - **Quality of Life**
6. Select Work Group Leaders
7. Establish initial goals

8. Obtain input from Towns, Heads of Departments, Chairs of Boards & Commissions, residents and other research resources
9. Set up informational Task Force pages on the Town of Southbury website and a special email for public input (stratplaninfo@southbury-ct.gov)
10. SWOT Analysis
11. Community Outreach
 - Public Meetings
 - Special Email
 - Expert Presentations*
 - Focus Groups
 - Community Assessment Survey

* Presenters

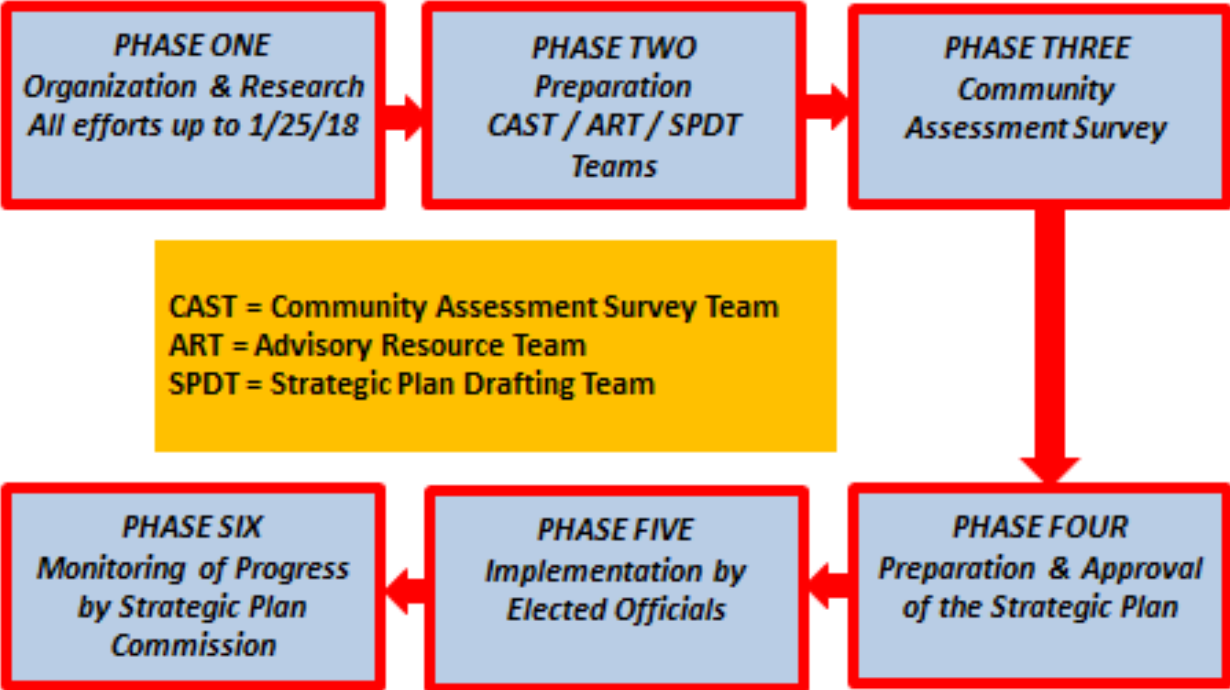
Neal Lustig, M.P.H., Director of Health Pomperaug Health District

Courtney Henderson, VP of Municipal Services - Connecticut Economic Resource Center (CERC)

James O'Rourke, Executive Director, Greater Waterbury YMCA - Community Center Update

Rep. Arthur O'Neill - Southbury Training School Update

Strategic Planning Task Force
SIX PHASES



Southbury Strategic Planning Task Force

Review of Existing Plans in Southbury

- Plan of Conservation & Development (POCD)
 - Community Survey
 - Implementation Guide
- Departmental Strategic Plans
- Town Charter
- Code of Ordinances
- Inland Wetlands & Watercourses Regulations
- Subdivision Regulations
- Zoning Regulations
- Aquifer Protection Regulations
- Streetscape Plan for Main Street
- Comprehensive Plans of Development
 - Exit 16 Strongtown
 - Southbury Center Area
 - Southford

Strategic Planning Task Force SWOT Analysis 09-28-2017

Pre-community survey SWOT conducted by Paul Butler at a Special Meeting of the Task Force held at the Southbury Library

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Educated Population • Location - I 84 / NYC / Boston • Low Debt /Excellent Bond Rating, great financial responsibilities • Numerous Quality Committed Volunteers • Accessible Medical / Care / Hospitals • Quality School System • Open Space • Town Character/small town feel/events/concerts/Southbury • Southbury Celebration • Corporate Anchor in Town (IBM) • Southbury Training School Property • Historic Integrity – True to our history (Economic Development Commission) • Vibrant Streetscape on Main Street South • Good Reputation in State of Connecticut • Geography – entire Western Border is lake front • Ahead of the curve on regionalization (Region 15) • Quality of Life • Excellent Long Term Planning • Rural Space Efficient departments • Highway Department • Adequate shopping • Farming /Agriculture 	<ul style="list-style-type: none"> • Oxford Airport / Draw Corporate Traffic • Oxford Industrial Park / Enterprise Zone / Attract Business • Southford Commercial Development Area of Southbury • Access to IBM Broadband to Attract High Tech • Walkability to Downtown Area • Youth & Family Activity in Conjunction with Neighbors • Utilize Fiber Optics on Main Street South to Attract Economic Growth • Obtain Grant Funding > Revenue Stream / Independent Police Department • Lake Front Opportunities for Recreation • Improved Public Transportation • Regionalization of town services – cost savings • Community Center – Draw Families regionally to Southbury • Expand Agriculture / Farming opportunities • Build more affordable housing • Pooling Resources with Other Towns • Training School-Available for Development • Corporate Park Development • Selected Development for Town Owned Properties • Waterfront-Additional Recreation • Movie Theater –Attract Families - Social

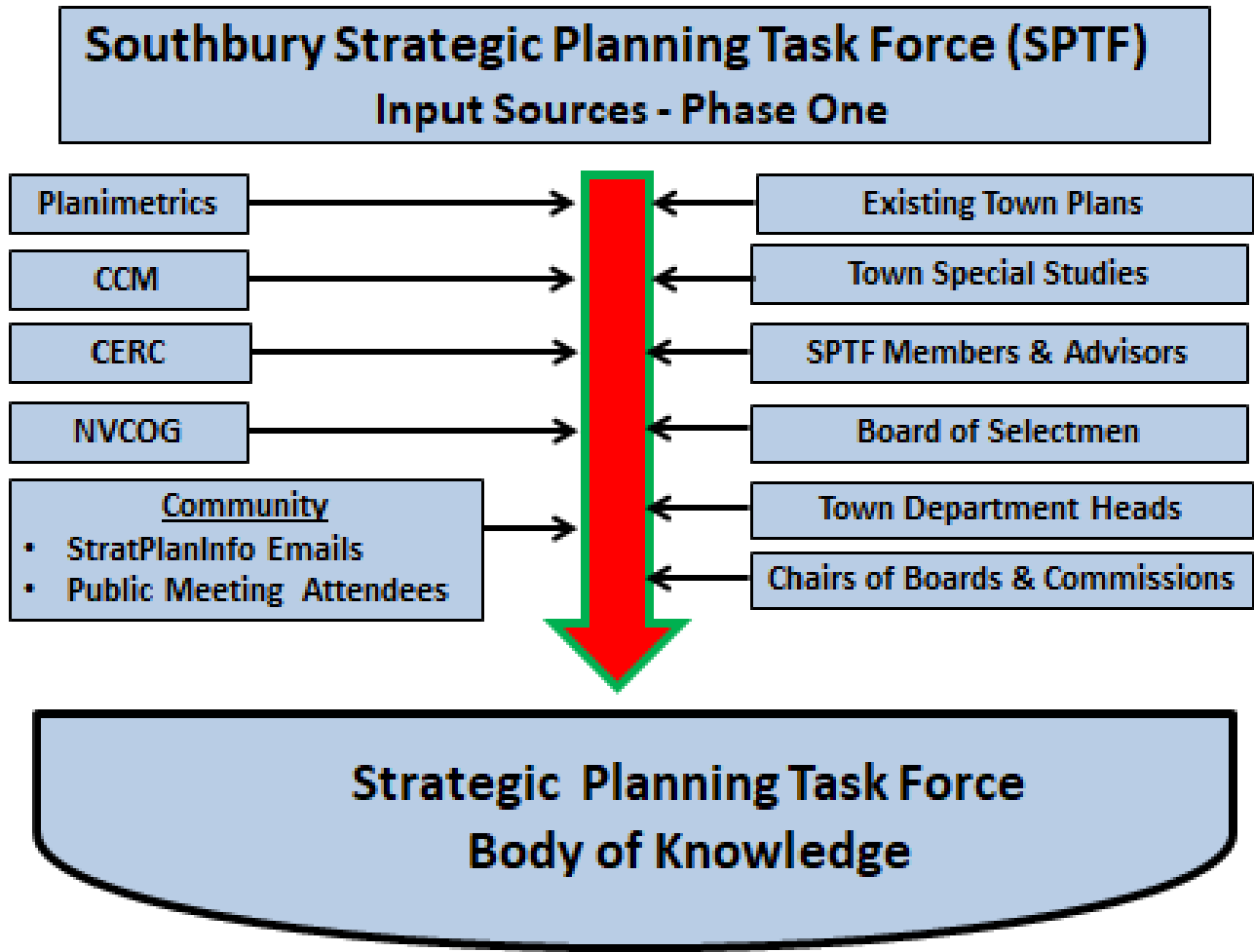
WEAKNESSES	THREATS
<ul style="list-style-type: none"> ●Lack of comprehensive Arts and Cultural coordination / Center ●Lack of Community Center for all ages ●High Cost of Living in CT ●Exclusive use of R.O.I. (Return on Investment) for improvements ●Delays in issuing Permits ●Lack of Regionalization of town services – cost savings ●No Independent Police Force ●No Human Resources Director ●No Economic Development Director / Minimal Budget for the EDC ●Elderly residents on fixed incomes - cannot prosper because of taxes ●Need for education of public on how town government works ●Need for more government transparency / public relations ●No professional non-partisan leadership ●Lack of input on Region 15 Budget by town government ●Too much reliance on Residential Tax (83%) ●Lack of enough jobs for locals to stay in Town ●Lack of affordable housing for Young People ●Lack of affordable housing for Seniors ●Planning and Zoning Regulations - Developers are discouraged ●Lack of business incentives – noncompetitive with other towns ●Isolation - Tale of two cities –Heritage Village and the rest of the town ●Perceived resistance to change in Town Hall ●Lack of Adequate Entertainment and Dining Options ●No diversity ●Need for a Professional Town Manager ●Lack of cohesive vision for Town that is independent of elections ●E-Government should be developed (more use of technology) ●No attraction for young adults /singles/families/ to stay in Southbury ●Little Public transportation 	<ul style="list-style-type: none"> ●Lack of State Budget (continuing financial problems of the State) ●Declining Region 15 Students vs. Increases in School budgets & Cost/Student ●Divergent Direction of Grand List vs. Town & Regional School Budget ●Too many Single High Priced Homes (2010 R.E. data) ●Not Enough Affordable Apartments ●Outdated Highway Access and Egress / Entire System (4 Southbury Exits) ●Dining Opportunities from other Towns ●Possible Impact on Lake Zoar /Lillinonah Development issue ●Increase Competition for State and Federal Funds ●Compromising existing Quality of Life to attract new businesses ●Lack of local employment ●Lack of incentives for New Business ●Economic competition from other towns ●Unfunded state mandates ●Hartford’s Cuts / Impending Tax Increases ●Lack of Youth Opportunities for Housing, Recreation ●Declining Volunteerism ●I-84 Congestion / Need for noise abatement ●Drugs & Alcohol / Substance abuse

Strategic Planning Task Force SWOT Analysis 05-08-2018

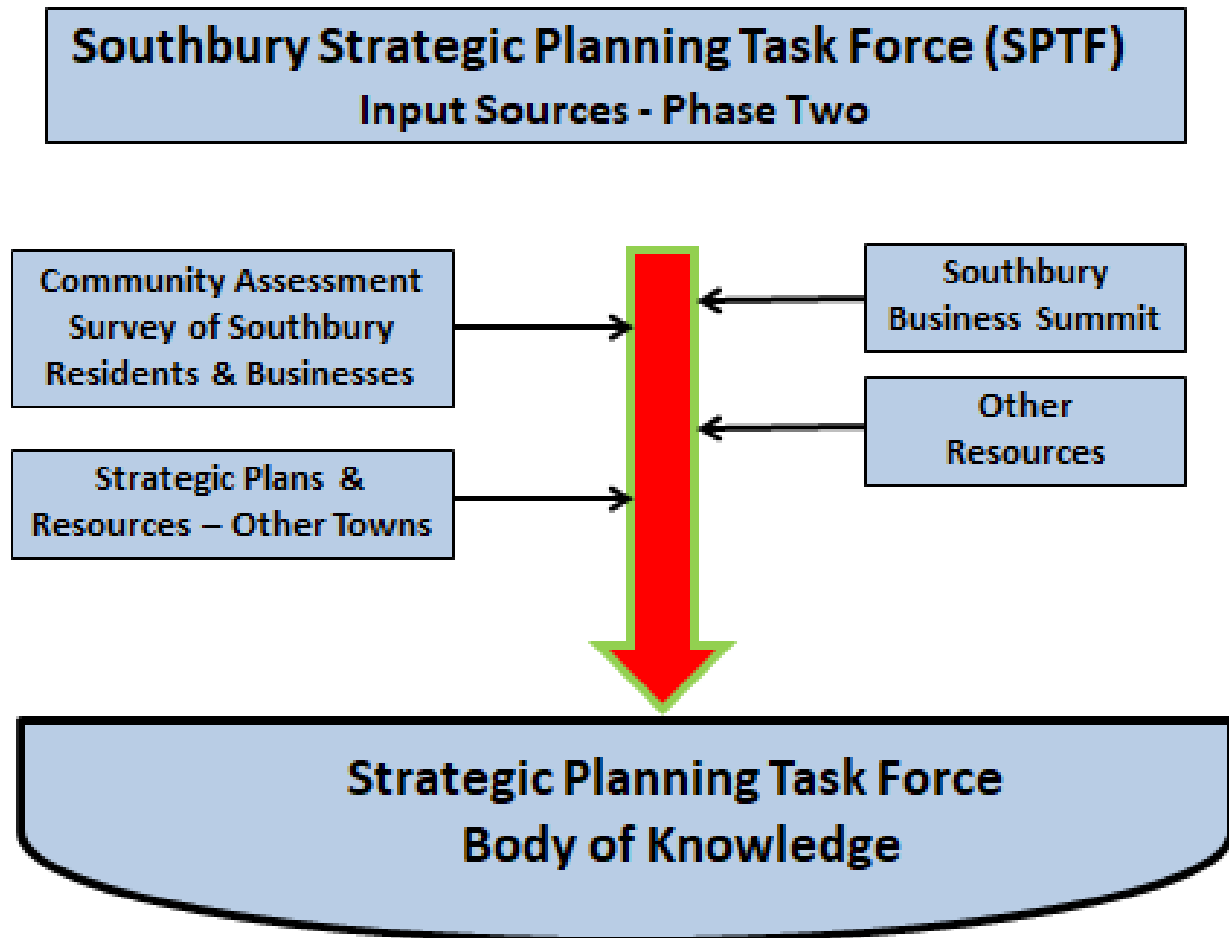
STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Community Appearance/town character/small town/neighborhoods • Very good/good quality of life • Highly rated School System • Excellent access to I 84/Location (Exits 13 – 16) • Highly rated town services (i.e., library, public safety, services for seniors) • Economic demographics of residents • Strong town financial control – low debt/good bond rating/long term financial planning • High profile corporate presence - IBM • Southbury Training School property for potential future development • Strong land use & planning • Award winning vibrant Main Street • Strong historic preservation efforts • Accessibility to quality medical services • Positive perception of town/good reputation • Open space (cost analysis needed) • Large acreage of town owned properties have potential for economic development • Creation of the town’s first strategic plan 	<ul style="list-style-type: none"> • Cost reductions through regionalization • Continued protection of the aquifer • Education of residents & businesses on government operations, town’s water resources, conservation policies, energy efficiency programs, drug and alcohol addiction via digital and in person presentations (Senior Center/Library) • Technology enhancements to streamline application process and government operations (i.e. ability to share data amongst town departments) • Potential for hiring a Town Manager • Evaluation for an Independent Police Department • Utilization of Historic buildings for boutique business • Lake front recreational development • Extend current enterprise zone by Oxford Airport • Town sponsorship of events to draw regional residents to town (Cultural Arts / Tourism) • Collaboration to improve sustainability for-profit and non-profit cultural organizations • Evaluate combining the planning & zoning departments / commission • Creation of policies approving business incentives • Engage unaffiliated voter volunteerism • Re-zone Rosen/Volpe property to commercial

WEAKNESSES	THREATS
<ul style="list-style-type: none"> • Lack of public transportation • Too few recreation programs • Lack of economic development/Business Incentives • Lack of upscale dining • Inadequate use of public waterfront • Too few culture/entertainment venues • Lack of energy/conservation programs • Lack of formal community center w/cultural arts • Limited attractions/housing for young adults • Limited efforts for regionalization of services • Lack of professional human resource function • Planning and zoning restrictions • Limited commercial/industrial zones • Limited affordable housing options • Limited employment opportunities • Insufficient efforts to meet business needs • Potential that the current sewer avoidance policy is limiting economic development on Main Street 	<ul style="list-style-type: none"> • Increasing public issues of drug addiction, alcohol and mental health concerns • Unknown future of Southbury Training School property and facilities • On-going financial declining climate of CT • Residents/businesses leaving Southbury and the state • Declining state funding for municipalities, including education • Declining student population/cost per student in Region 15 • Long-term significant vacant IBM space • Declining emergency personnel volunteerism • Need for viable business development • Increased traffic on Main Street • Competition from other towns for business incentives, dining and the arts

Appendix- SPTF Input Sources – Phase One



Appendix- SPTF Input Sources – Phase Two



Appendix – Community Assessment Survey Overview



APRIL 26, 2018

Prepared for:
The Town of Southbury Strategic Planning Task Force
Prepared by:
The Center for Research & Public Policy, Inc.

2018 SOUTHBURY COMMUNITY
ASSESSMENT SURVEY RESULTS

603-309-3919 | info@crpp.com | crpp.com



The Center for Research & Public Policy (CRPP) is pleased to present the results of a 2018 Community Assessment Survey for the Town of Southbury.

Who: The survey was conducted among Southbury residents and/or owners and managers of business, 18 years or older, located in Southbury.

When: March 21st, 2018 - April 20th, 2018 at 12:00 p.m.

Why: The survey was designed to collect resident and business owner/manager input on following areas for investigation:

- Reasons for moving to or continuing to live in Southbury;
- Quality of life in Southbury;
- Rating of services offered by the town;
- Opinions on the sufficiency of town resources and services available;
- Views on current issues in town;
- Willingness to pay more in taxes for several initiatives;
- Interest in concepts/ ideas / programs/ volunteer opportunities in town;
- Thoughts on issues Southbury will face going forward; and,
- Demographics.

Survey design at CRPP is a careful, deliberative process to ensure fair, objective and balanced surveys. Staff members, with years of survey design experience, edit out any bias.

Further, all scales used by CRPP (either numeric, such as one through ten, or wording such as strongly agree, somewhat agree, somewhat disagree, or strongly disagree) are balanced evenly. Placement of questions is carefully accomplished so that order has minimal impact.

All facets of the study were completed by CRPP's senior staff and researchers. These aspects include: survey design, computer programming, pre-test, broadcast/fielding, coding, editing, data entry, verification, validation and logic checks, computer analysis, analysis, and report writing.

Strategic Planning Task Force assisted in:

- Survey input
- announcing the commencement of the survey through town meetings, ongoing press releases, community involvement (by way of online networks and in person) and contacting town leaders to encourage participation.

CRPP assisted in:

- designing and mailing a postcard to the 742 business owners and managers in the Town of Southbury inviting them to participate in the survey online.
- provided an additional 1,000 postcards for Town of Southbury community distribution.

Using a quantitative research design, CRPP received 1,177 completed online, mailed and phone surveys from Southbury residents and/or business owners and managers in the Town of Southbury.

The survey was accessible three ways:

- Online: a link was located on the town website and circulated through press coverage, community forums and social media networks.
- Hard copy: a CRPP business phone number was displayed for residents and/or business owners to call and ask for a hard copy to be mailed to them. A postage-paid return envelope was provided.
- By phone: a CRPP business phone number was displayed for residents and/or business owners to call and complete the survey over the phone.

Statistically, a sample of 1,177 completed surveys has an associated margin for error of +/- 2.7% at a 95% confidence level.

SBA AFTER DARK

at

SEÑOR PANCHO'S

**JOIN US FOR
THE BUSINESS SUMMIT
ON**

**TUESDAY, MAY 15TH
5:30 P.M.**

Senor Pancho's
385 Main Street South, Southbury
(203) 262-6988

**COMPLIMENTARY HORS D'OEUVRES
WILL BE SERVED**

Free Admission

SPONSORED & HOSTED BY:

**The Southbury Economic
Development Commission**

**JOIN IN WITH DISCUSSION & FEEDBACK FOR THE
STRATEGIC PLANNING TASK FORCE**



**MUST REGISTER BY MAY 14TH
www.southburybusiness.org**

Grand List Growth Ranking: 1991 – 2017
Five Task Force Comparison Towns

Municipality	1991 Grand List	Rank
Southbury	\$1,877,338,466	1
Simsbury	\$1,340,568,628	2
Guilford	\$1,286,383,887	3
Monroe	\$1,257,200,560	4
Stonington	\$1,111,751,069	5
Brookfield	\$1,024,341,051	6

Municipality	2017 Grand List	Rank
Guilford	\$2,988,173,249	1
Stonington	\$2,780,486,483	2
Simsbury	\$2,427,767,579	3
Brookfield	\$2,259,248,535	4
Monroe	\$2,191,201,934	5
Southbury	\$2,123,218,484	6

Sources:

<https://data.ct.gov/Local-Government/2017-Net-Grand-List-by-Town/xtsi-wywg>

<http://www.ct.gov/opm/cwp/view.asp?A=2987&Q=385044>

<https://patch.com/connecticut/greenwich/greenwich-has-cts-largest-grand-list-see-how-big-it>

Grand List Growth Ranking: – 1991 -2017
Six Towns Bordering Southbury

Municipality	1991 Grand List	Rank
Southbury	\$1,877,338,466	1
Newtown	\$1,473,238,936	2
Woodbury	\$664,322,910	3
Oxford	\$443,075,409	4
Middlebury	\$440,590,668	5
Roxbury	\$257,591,872	6
Bridgewater	\$177,308,388	7

Municipality	2017 Grand List	Rank
Newtown	\$3,174,992,270	1
Southbury	\$2,123,218,484	2
Oxford	\$1,513,017,071	3
Woodbury	\$1,156,833,737	4
Middlebury	\$ 959,849,712	5
Roxbury	\$ 661,429,030	6
Bridgewater	\$ 370,447,255	7

Sources:

<https://data.ct.gov/Local-Government/2017-Net-Grand-List-by-Town/xtsi-wywg>

<http://www.ct.gov/opm/cwp/view.asp?A=2987&Q=385044>

<https://patch.com/connecticut/greenwich/greenwich-has-cts-largest-grand-list-see-how-big-it>

Poverty Rate

(Percentage of the population below the Federal Poverty Level.)

Five Task Force Comparison Towns

Municipality	Population	Poverty Rate	Rank
Southbury	19,790	8.4%	1 – Highest Poverty
Stonington	18,492	7.8%	2
Guilford	22,392	4.8%	3
Monroe	19,807	4.1%	4
Simsbury	23,844	3.4%	5
Brookfield	16,904	2.9%	6 – Lowest Poverty

Six Towns Bordering Southbury

Municipality	Population	Poverty Rate	Rank
Southbury	19,790	8.4%	1 – Highest
Woodbury	9,791	5.2%	2
Middlebury	7,597	4.0%	3
Newtown	28,012	3.9%	4
Oxford	12,874	3.6%	5
Roxbury	2,271	3.1%	6
Bridgewater	1,679	2.9%	7 – Lowest

Data Sources: Connecticut Data Collaborative <http://ctdata.org/>
 CERC Town Profiles: <https://s3-us-west-2.amazonaws.com/cerc-pdfs/2017/southbury-2017.pdf>

ALICE Percentage Five Task Force Comparison Towns

Municipality	Population	ALICE Percentage	Rank
Southbury	19,790	30	1 – Highest
Stonington	18,492	28	2
Guilford	22,392	24	3
Brookfield	16,904	23	4
Simsbury	23,844	20	5
Monroe	19,807	19	6 - Lowest

Six Towns Bordering Southbury

Municipality	Population	ALICE Percentage	Rank
Southbury	19,790	30	1 – Highest
Woodbury	9,791	28	2
Middlebury	7,597	27	3
Roxbury	2,271	23	4
Newtown	28,012	21	5
Oxford	12,874	20	6
Bridgewater	1,679	20	7 – Lowest

Data Sources: https://alice.ctunitedway.org/meet_alice/
<http://alice.ctunitedway.org/files/2014/11/2016-ALICE-Report-Update.pdf>

**Grand List Ratio -2017
Five Task Force Comparison Towns**

Municipality	Population	Grand List Ratio Residential/Commercial	Rank
Brookfield	16,904	85/15	1
Southbury	19,790	86/14	2
Stonington	18,492	86/14	3
Simsbury	23,844	88/12	4
Monroe	19,807	91/9	5
Guilford	22,392	93/7	6

Six Towns Bordering Southbury

Municipality	Population	Grand List Ratio Residential/Commercial	Rank
Southbury	19,790	86/14	1
Middlebury	7,597	88/12	2
Newtown	28,012	92/8	3
Woodbury	9,791	92/8	4
Oxford	12,874	93/7	5
Roxbury	2,271	99/1	6
Bridgewater	1,679	99/1	7

Sources:

Connecticut Data Collaborative <http://ctdata.org/>
 CERC Town Profiles: <https://s3-us-west-2.amazonaws.com/cerc-pdfs/2017/southbury-2017.pdf>

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**Grand List – Per Capita -2017
Five Task Force Comparison Towns**

Municipality	Population	2017 Grand List	Per Capita	Rank
Stonington	18,492	\$2,780,486,483	\$150,362	1
Brookfield	16,904	\$2,259,248,535	\$133,652	2
Guilford	22,392	\$2,988,173,249	\$133,448	3
Monroe	19,807	\$2,191,201,934	\$110,628	4
Southbury	19,790	\$2,123,218,484	\$107,287	5
Simsbury	23,844	\$2,427,767,579	\$101,818	6

Six Towns Bordering Southbury

Municipality	Population	2017 Grand List	Per Capita	Rank
Roxbury	2,271	\$ 661,429,030	\$291,250	1
Bridgewater	1,679	\$ 370,447,255	\$220,636	2
Middlebury	7,597	\$ 959,849,712	\$126,346	3
Woodbury	9,791	\$1,156,833,737	\$118,153	4
Oxford	12,874	\$1,513,017,071	\$117,525	5
Newtown	28,012	\$3,174,992,270	\$113,334	6
Southbury	19,790	\$2,123,218,484	\$107,287	7

Sources:

Connecticut Data Collaborative <http://ctdata.org/>

CERC Town Profiles: <https://s3-us-west-2.amazonaws.com/cerc-pdfs/2017/southbury-2017.pdf>

Current Tax Rate Ranking -2017

Five Task Force Comparison Towns

Municipality	2017 Grand List	Current Tax Rate in Mills			Rank
		Total	Property	Motor Vehicle	
Stonington	\$2,780,486,483	22.98			1
Brookfield	\$2,259,248,535	27.29			2
Southbury	\$2,123,218,484	29.30			3
Guilford	\$2,988,173,249	29.36			4
Monroe	\$2,191,201,934		35.76	32	5
Simsbury	\$2,427,767,579		38.76	31	6

Six Towns Bordering Southbury

Municipality	2017 Grand List	Current Tax Rate in Mills			Rank
		Total	Property	Motor Vehicle	
Roxbury	\$ 661,429,030	14.21			1
Oxford	\$1,513,017,071	22.21			2
Woodbury	\$1,156,833,737	26.29			3
Southbury	\$2,123,218,484	29.30			4
Middlebury	\$ 959,849,712	31.49			5
Bridgewater	\$ 370,447,255		54.37	37	6
Newtown	\$3,174,992,270		33.87	32	7

Source: Secretary of State

<https://portal.ct.gov/SOTS/Register-Manual/SectionVII/Municipal-Grand-List>

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Housing Burden – Owners

Percentage of Home Owners paying over 30% of Income

Five Task Force Comparison Towns

Municipality	Population	Housing Burden Owners	Rank
Southbury	19,790	45	1
Guilford	22,392	35	2
Brookfield	16,904	34	3
Monroe	19,807	33	4
Stonington	18,492	29	5
Simsbury	23,844	23	6

Six Towns Bordering Southbury

Municipality	Population	Housing Burden Owners	Rank
Southbury	19,790	45	1
Bridgewater	1,679	45	7
Newtown	28,012	39	3
Middlebury	7,597	39	2
Woodbury	9,791	38	4
Roxbury	2,271	38	6
Oxford	12,874	30	5

Data Sources: https://alice.ctunitedway.org/meet_alice/
<http://alice.ctunitedway.org/files/2014/11/2016-ALICE-Report-Update.pdf>

Housing Burden – Renters

Percentage of Renters paying over 30% of Income

Five Task Force Comparison Towns

Municipality	Population	Housing Burden Renters	Rank
Southbury	19,790	56	1
Brookfield	16,904	49	2
Guilford	22,392	48	3
Stonington	18,492	43	4
Simsbury	23,844	40	5
Monroe	19,807	35	6

Six Towns Bordering Southbury

Municipality	Population	Housing Burden Renters	Rank
Woodbury	9,791	58	1
Southbury	19,790	56	2
Roxbury	2,271	53	3
Newtown	28,012	49	4
Oxford	12,874	34	5
Middlebury	7,597	17	6
Bridgewater	1,679	15	7

Data Sources: https://alice.ctunitedway.org/meet_alice/
<http://alice.ctunitedway.org/files/2014/11/2016-ALICE-Report-Update.pdf>

Resources



Resources

The following Task Force resources are available on the Southbury Town website.

Pre – Approval: <http://www.southbury-ct.org/SPTF>

Post – Approval: www.southbury-ct.org/strategicplanning)

Community Assessment Survey

Strategic Planning Grant Application-Community Survey-Southbury Community Trust Fund-10/03/17

Southbury Community Assessment Survey Press Release - 03/19/18

2018 Southbury RFP-Survey for Strategic Planning Task Force

Interview with Strategic Planning Task Force Chairman and Vice Chairman on HV Channel 14 - 04/9/18

Southbury Community Assessment Survey Results - 04/26/18

Southbury Community Assessment Survey Results - Southbury Composite - 04/26/18

Southbury Community Assessment Survey Results - Heritage Village Composite - 04/26/18

Business Summit Survey - 05/15/18

First Selectman Letter

Letter from the First Selectman Regarding the Strategic Planning Task Force – 03/02/17

Strategic Planning Task Force - Agendas – Minutes (2017 – 2018)

Region 15 Study & Analysis

Enrollment Analysis and Projections – Milone & MacBroom – 04/04/17

Facilities Capacity and Utilization – Milone & MacBroom – 05/16/17

Task Force Presentations

First Presentation for the Strategic Planning Task Force – 04/27/17

Strategic Planning Task Force Update for the Board of Selectman – 06/15/17

Strategic Planning Task Force - Work Group Issues & Participants – 07/11/17

Presentation for the Strategic Planning Task Force – 08/10/17

Presentation of the Pomperaug Health District – 09/07/17

Presentation of the Connecticut Economic Resource Center – 09/07/17

Community Center Update Presentation – 01/11/18

Strategic Planning Task Force Public Presentation – 01/25/18

Strategic Planning Task Force Presentation – 03/22/18

Waterbury – Oxford Airport

Resources

Strategic Plans and Resources – Other Connecticut Towns

Bristol, CT - Findings of phone survey for Plan of Conservation & Development (– November 2014)
Cheshire, CT - Economic Development Market Study & Marketing Plan – January 2017
Fairfield, CT - Strategic Plan References – January 2018
Farmington, CT - Full Strategic Plan – February 2016
Naugatuck, CT - Full Strategic Plan – June 2013
Newtown, CT - Strategic Plan Reference – November 2014
Newtown, CT - Economic Development Strategic Plan – September 2011
Norwich, CT - Economic Development Strategic Plan – January 2015
Weston, CT - Research Questions – February 2016
Wethersfield, CT - Strategic Plan References – May 2017
State of CT - Economic Development Strategic Plan – 2015

Strategic Planning Studies

Bedrock Geology of the Southbury Quadrangle
Geological Bedrock Map of the Southbury Quadrangle
The Quest for Cost-Efficient Local Government in New England – 2013
Fiscal Impact Evaluation - Land Use in Southbury – 2015
Naugatuck Valley Regional Profile – 2016
Naugatuck Valley Regional Profile – Maps (Interactive web application) – 2016
NW Community Foundation – Community Crossroads – Where are we now & where are we headed
Securing the Future for CT Municipalities - CCM 01-23-17
Demographics for Southbury from the Connecticut Economic Resource Center – 2017
Naugatuck Valley Corridor Economic Development Strategy – 2017
Southbury Housing Data Profile by Partnership for Strong Communities – 2018
CT Commission on Fiscal Stability and Economic Growth, EXECUTIVE SUMMARY - March 2018
CT Commission on Fiscal Stability and Economic Growth - March 2018
Southbury Strategic Planning Water Resources – March 14, 2018
Connecticut Town Profiles

Southbury Training School Study & Analysis

Fairfield Hills Campus Master Plan – 2005
Fairfield Hills Campus – Amended Master Plan – 12-17-2013
The Governor’s Task Force Report – Milone & MacBroom – 12/04/13
Comprehensive Campus Study – Milone & MacBroom – April 2014
Future Use Study - Public Workshop – Milone & MacBroom – 06/13/17
Future Use Study - Summary of Feedback from June Workshop – Milone & MacBroom – 06/30/17
Future Use Study - Excerpt – 08/15/17
Senior Housing - Pierce Hollow Environmental Impact Evaluation

Resources

Videos - Selected Strategic Planning Task Force Meetings and Presentations



Community Assessment Survey Results by the Center for Research & Public Policy at the Southbury Town Hall

Subject: Community Assessment Survey Results Date: April 26, 2018 Duration: 42:47



Community Assessment Survey Results by the Center for Research & Public Policy at Heritage Village

Subject: Community Assessment Survey Results – Heritage Village Date: April 26, 2018 Duration: 49:02



Community Assessment Survey Promotion Interview at Heritage Village

Subject: Community Assessment Survey Promotion – Heritage Village Date: April 4, 2018 Duration: 19:53



Southbury Strategic Planning Task Force Meeting

Subject: Southbury Strategic Planning Meeting Date: January 25, 2018 Duration: 1:26:44



Southbury Strategic Planning Task Force Meeting

Subject: Southbury Strategic Planning Meeting Date: January 11, 2018 Duration: 1:18:24



Southbury Strategic Planning Task Force Meeting

Subject: Southbury Strategic Planning Meeting Date: September 7, 2017 Duration: 1:17:51



Southbury Strategic Planning Task Force Presentation Workshop

Subject: Southbury Strategic Planning Presentation Workshop Date: August 10, 2017 Duration: 1:37:15