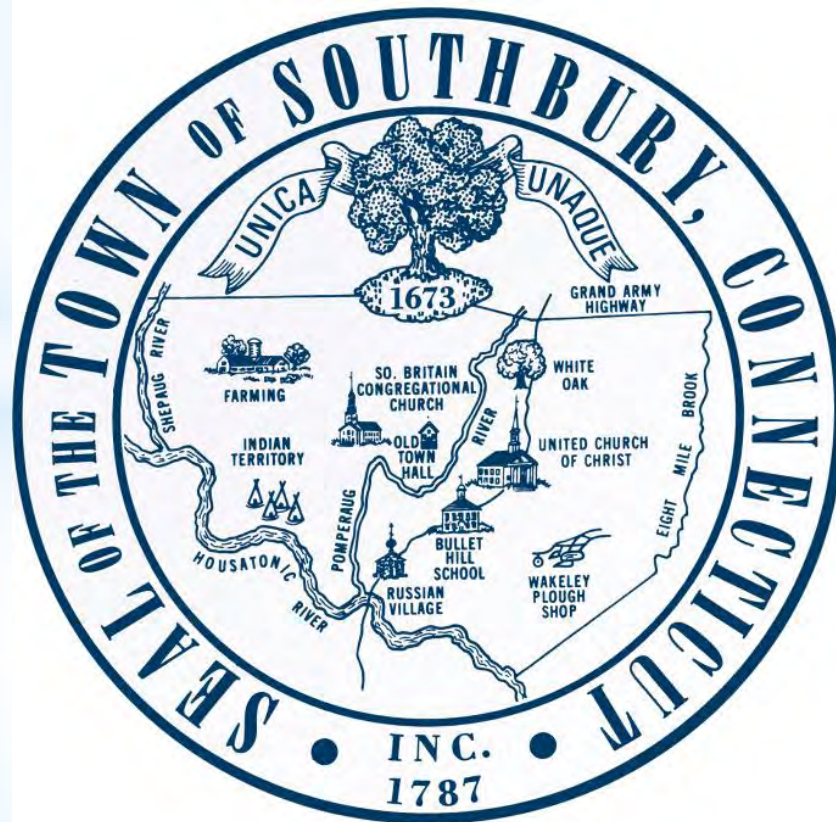


Southbury Strategic Planning Task Force



Overview - Preparation of a Strategic Plan for Southbury, Connecticut 06488



Southbury Strategic Planning Task Force



Voting Members



**THE
COMMUNITY**



Advisory Members

John Monteleone
Chair
(Former Selectman)

Jeff Manville
First Selectman
(Ex officio)

Jennifer Naylor
Vice Chair
(Selectman)

Planning Commission
Edward Hatfield/
Robert Harrison

Economic Development
Anne Armeno/
Mary Korsu

Zoning Commission
Susan Monteleone/
Alternate

Inland Wetlands
William Spencer/
Jennifer Murphy

Justin Bette
Member
(Selectman)

Ron Pugliese
Member
(Former Selectman)

Ron Conti, President
(Heritage Village
Master Association)

Board of Finance
John Reilly/
Jennifer Tokarczyk

**Community
Representative**
Paul Butler

**Community
Representative**
Mary Wehrberger

**Community
Representative**
Trisha Soucy

**Community
Representative**
Robert Moser

Town Employee
William Sarosky
Fiscal Office

Town Employee
DeLoris Curtis
Planning Department

**Note: Advisors are Non-Voting Members
Alternates attend if a designated member is not available to attend**

Presentation Contents

- > Southbury Town Charter - Why have a Strategic Plan?
- > What is a Strategic Plan?
- > What a Strategic Plan is Not?
- > How is a Strategic Plan Created?
- > Strategic Plan Approach & Timing
- > Existing Strategic Plans
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- > Impact of Known or Potential Futurities
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Southbury Town Charter

Section 402. - First Selectman Duties

Preparing and annually updating a *strategic* plan for the Town, such plan subject to the approval of the Board of Selectmen;

Effective 12-01-09

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 can not 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.**

Why have a Strategic Plan?

- 5. Southbury is a product of the choices made by its citizens over time. Preferably, the people that comprise our community have a shared vision of what their community should be.**
- 6. Therefore, the community needs to actively participate in the strategic planning process so that the plan reflects their long term needs & expectations.**
- 7. The First Selectman and Board of Selectmen serve two year terms and understand that they can not possibly represent all segments of the community.**

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.**
- 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'.

How is a Strategic Plan Created?

- 1. The First Selectman and Board of Selectmen have appointed a Task Force that is representative of the citizens of Southbury with public participation assuring full transparency.**
- 2. The Task Force is responsible for setting out the specific steps for a strategic plan for Southbury and presenting their recommendations to the Board and community. (i.e. Town Charter Revision Committee)**
- 3. The First Selectman, the Board of Selectmen, town officials, town employees and residents will be participating in the planning process. The Task Force is responsible to coordinate the IMPLEMENTATION of the strategic plan and keep it current.**

Strategic Plan Approach & Timing



Outcomes

- Task Force launched & working
- Communications in place

- Key Issues Vetted
- Begin Drafting Priorities

- Plan drafted for final review

- Implement Plan
- Monitor changes
- Revise Plan

Existing Southbury Strategic Plans

- **Plan of Conservation & Development (POCD)**
- **Economic Development Commission**
- **Southbury Public Library**
- **Others**

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Preliminary Strategic Planning Goals

(For discussion purposes only - pre-community survey)

- **Changing the mix of the Grand List**
- **Stable municipal taxes**
- **Smaller more efficient local government**
- **Protecting our natural environment**

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Preliminary Strategic Planning Goals

Changing the mix of the Grand List:

Southbury's Grand List has been dominated by a few large commercial properties including IBM and two hotels. The future of IBM is such that we need to assess the future of the Grand List and address the expected changes.

In the latest Grand List, IBM's property value went down significantly. With reductions in funding to municipalities, Southbury may not be able to afford its current level of services with the current residential focus in the Grand List.

Economic development in Southbury is a top priority. The majority of taxes collected are residential.

What is currently being done to maximize the revenue generating capacity of land to help fund municipal services?

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Preliminary Strategic Planning Goals

Stable municipal taxes:

The strategic plan needs to focus on economic development growth that facilitates a level funding approach with few variances in taxes due to activities that can be anticipated.

Given Southbury's senior population with fixed incomes, this is very important for our residents.

We need to maintain our substantial investments in man-made structures and equipment including buildings, recreational facilities and roads (including storm water management systems and bridges).

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Preliminary Strategic Planning Goals

Smaller more efficient local government:

We need to find more efficient ways to perform the critical functions of local government. This requires rethinking how we perform some of those functions while still trying to keep the essential character of Southbury.

There are at least four primary ways to do this:

1. **Organizational change** (cross-training and making better utilization of existing staff)
2. **Process improvements** (finding better ways of providing services)
3. **Regionalization** (looking at economies of scale in providing services)
4. **Information technology** (improving worker productivity to benefit taxpayer services)

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Preliminary Strategic Planning Goals

Protecting our natural environment:

Continue to maintain and improve our natural environment which is the basis for our high quality of life.

This includes the watercourses, aquifer, clean air, diverse habitat with sufficient open space.

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Anticipation of the impact of known or potential futurities: (Alphabetical)

- I-84 Upgrades (3 lanes)
- Committee on Town Owned Properties
 - Volpe-Rosen Property (Corporate Park) Exits 13 & 14
 - “Stephenson” Property (Exit 15)
- Community Center
- CPV Towantic Energy Center (Power Plant) - Oxford
- Funding of Debt (Bonding)
- IBM Site utilization
- Kettletown Park
- Pierce Hollow Village (Senior Housing)
- Public Safety
 - Town Police Department vs. Resident Trooper
 - Regional Police Department

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Anticipation of the impact of known or potential futurities: (Alphabetical)

- Region 15
 - Space Needs Study (Facilities)
 - Structure (Bill No. 1019)
 - Teacher's Pension Funding
- Regionalize Municipal Health Departments (County Districts)
- Riverview Cinema and Playhouse
- Southbury Training School (STS)
 - Planning Commission RFP - Milone & MacBroom
 - ✓ STS facilities / buildings/ land
 - ✓ STS 900 acre farm land
- Tax Incentives to attract growth in the Grand List
 - Oxford - Yes / Middlebury - Yes / Southbury - No

Southbury Strategic Planning Task Force

Planned Meeting Schedule for 2017

All meetings in Room 205 on Thursday at 7:00 PM

- **May 11**
- **June 8 & 29**
- **July 13**
- **August 10 & 31**
- **September 7**
- **October 12**
- **November 9**
- **December 14**