

Southbury, CT

Southbury Strategic Planning Task Force August 10, 2017 Presentation Workshop



Southbury, CT



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Strategic Planning Task Force

12/01/2009 – The First Selectman duties shall include preparing and annually updating a *strategic plan* for the Town, such plan subject to the approval of the Board of Selectman – Town Charter

03/2/2017 – First Selectman's Letter on Strategic Planning

04/20/2017 – Board of Selectmen unanimously approved the formation of the Southbury Strategic Planning Task Force



A graphic of birthday candles arranged in two rows. The top row spells out 'HAPPY' and the bottom row spells out 'BIRTHDAY'. Each letter is a different color and has a lit candle flame on top. The colors are: H (green), A (orange), P (blue), P (purple), Y (yellow), B (orange), I (green), R (purple), T (orange), H (blue), D (green), A (red), Y (blue).

HAPPY
BIRTHDAY

To Jeff Manville
August 10, 2017

What a Strategic Plan is Not.

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

What is a Strategic Plan?

1. A basis for positive change in a community with stakeholder involvement. (Government / Residents / Business Owners)

2. An organized process by which Southbury may, in a collaborative and transparent way:

set priorities

strengthen operations

focus energy and resources

establish agreement around intended outcomes/results

assess & adjust direction in response to a changing environment

ensure that the town and stakeholders are working toward common goals

3. 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.**

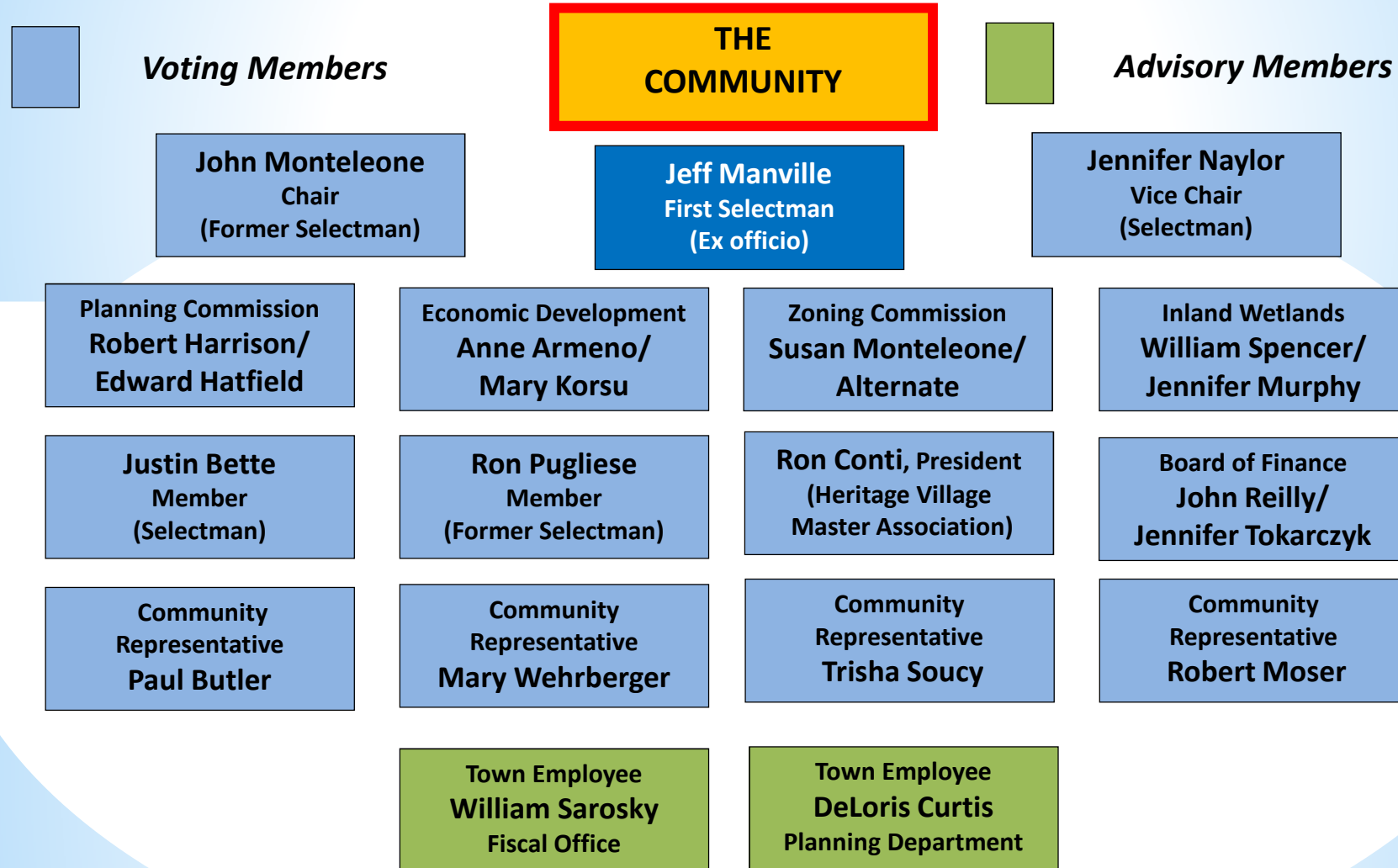
Southbury Strategic Planning Task Force

Partial Listing of known or potential future events

- Future I-84 Upgrades (3 lanes)
- Potential I-84 - High Speed Train Route - New York City to Boston
- New Housing Developments - Pierce Hollow Village (Senior Housing)
- Impact of the CPV Towantic Energy Center (Power Plant) - Oxford
- Future IBM Site utilization
- Future Pomperaug Community Center
- Potential Public Safety & Health - Regionalization
- Sewer Avoidance Policy - Plan of Conservation & Development (POCD)
- Potential State Cuts in Funding to Municipalities
- Need for Tax Incentives to attract growth in the Grand List
 - Oxford - Yes / Middlebury - Yes / Southbury - No

Southbury Strategic Planning Task Force

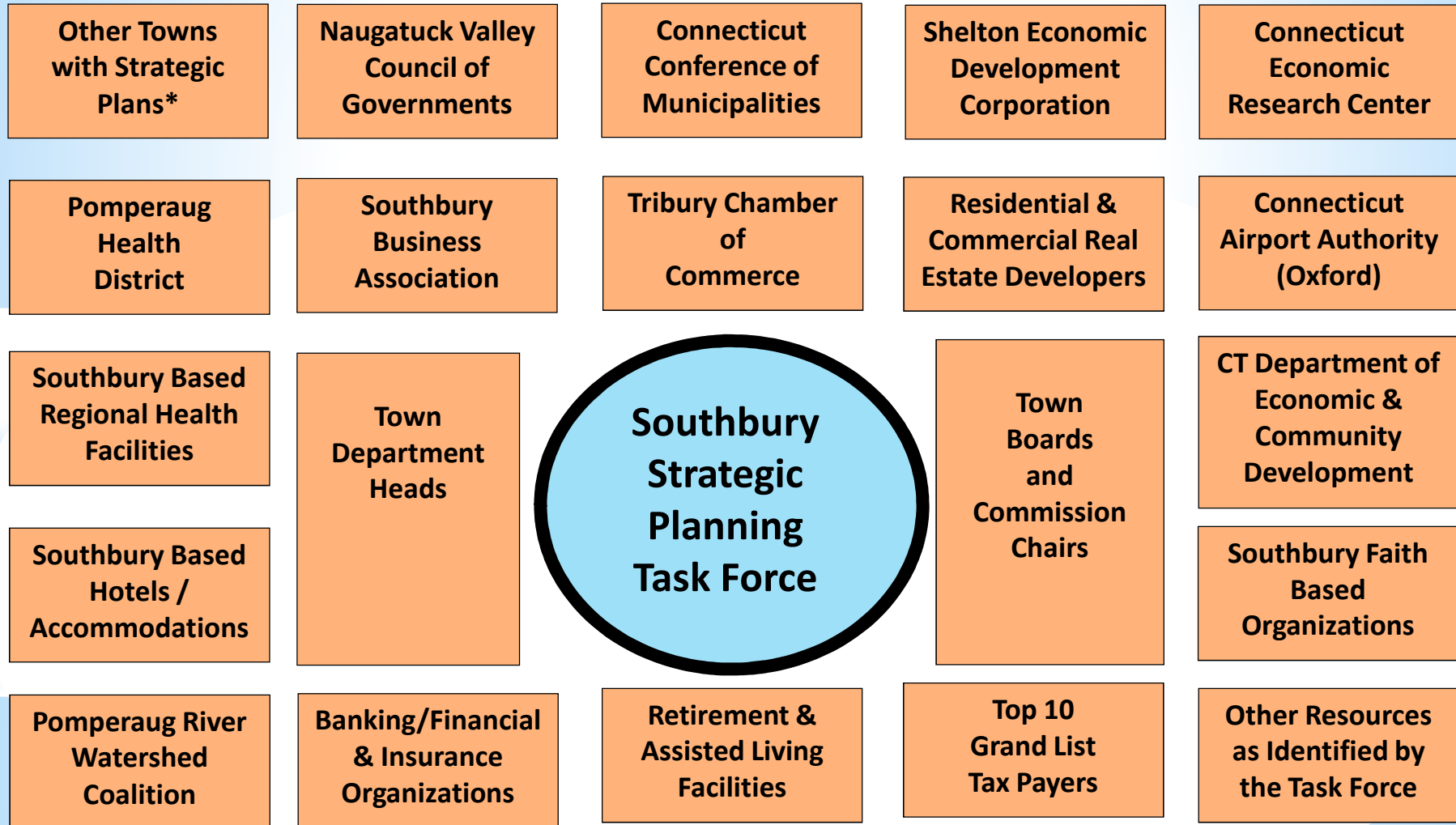
Rev 07-11-17



Note: Advisors are Non-Voting Members

Alternates attend and may vote if a designated member is not available to attend

Southbury Strategic Planning Task Force Resources (To be contacted and interviewed as needed)



* Examples are Seymour and Cheshire

Strategic Plan Approach & Timing



Outcomes

- | | | | |
|--|--|---|---|
| <ul style="list-style-type: none"> • Task Force Members Recruited • Task Force launched & Working • Communications in Place | <ul style="list-style-type: none"> • Key Issues Vetted • Begin Drafting Priorities • Survey Questions Developed | <ul style="list-style-type: none"> • Plan drafted for final review | <ul style="list-style-type: none"> • Implement Plan • Monitor changes • Revise Plan as Necessary |
|--|--|---|---|

Southbury Strategic Planning Task Force

Established Planning in Southbury

- **Town Charter** - Establishes the town and how it is structured
- **Code of Ordinances** - Legal codification of online legislative search tools
- **Regulations**
 - ✓ Inland Wetlands & Watercourses
 - ✓ Subdivision
 - ✓ Zoning
 - ✓ Aquifer Protection
- **Plan of Conservation & Development (POCD)**
 - ✓ Implementation Guide
- **Streetscape Plan for Main Street**
- **Comprehensive Plans of Development**
 - ✓ Exit 16 Strongtown
 - ✓ Southbury Center Area
 - ✓ Southford

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Planning Currently Underway in Southbury

- **Strategic Planning Task Force**
 - ✓ Change the mix of the Grand List with an emphasis on commercial growth
 - ✓ Efficient Local Government
 - ✓ Quality of Life
- **Committee on Town Owned Properties**
 - ✓ Volpe-Rosen Property (Corporate Park) Exits 13 & 14
 - ✓ “Stephenson” Property (Exit 15)
- **Committee on Region 15 Enrollment & Facilities**
- **Southbury Training School (STS)**
 - ✓ Study Potential Future Uses of STS facilities - buildings & land

June 8, 2017

Interactive Process among the three work group members begins

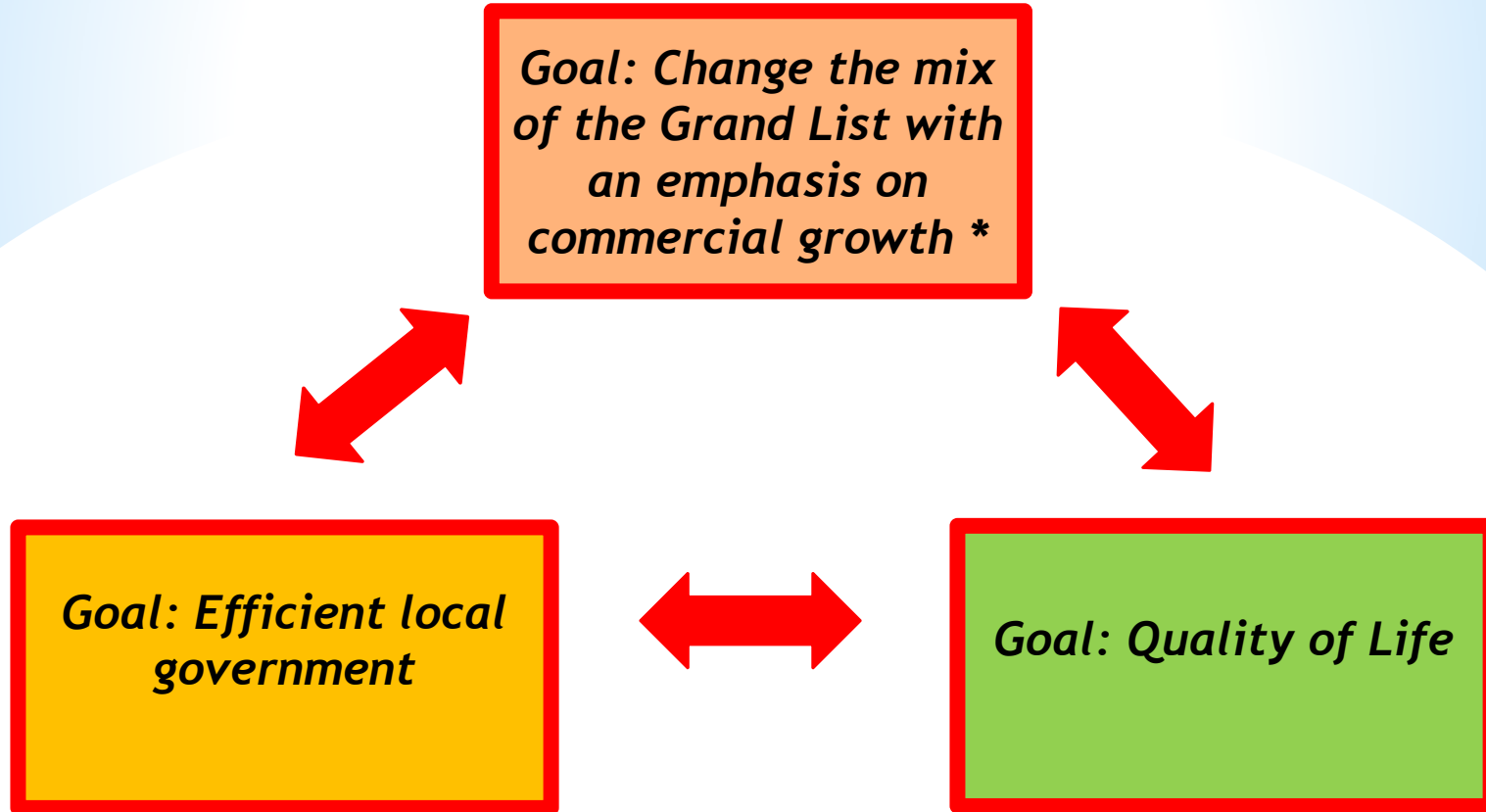
- ✓ Creation of work groups
- ✓ Establish initial goals
- ✓ Debate
- ✓ Analytical thinking
- ✓ Research



TEAM WORK

Strategic Planning Task Force

Work Group Issues



* Currently, the Grand List is comprised of 83 % Residential - 17 % Commercial

Strategic Planning Task Force

Work Group Issues & Participants

Goal: Change the mix of the Grand List with an emphasis on commercial growth

John Monteleone
Facilitator

Jennifer Tokarczyk

DeLoris Curtis

Ron Pugliese

Anne Armeno/
Mary Korsu

Kathryn Smith

Goal: Efficient local government

Jennifer Naylor
Facilitator

Ron Conti

William Sarosky

Mary Wehrberger

Justin Bette

John Reilly

Goal: Quality of Life

Paul Butler
Facilitator

Trisha Soucy

Susan Monteleone

Robert Harrison/
Edward Hatfield

William Spencer/
Jennifer Murphy

Robert Moser

Goal: *Change the mix of the Grand List* *emphasis on commercial growth*

Participants:

Anne Armeno - Work Group Leader
Ron Pugliese / Jennifer Tokarczyk / Deloris Curtis
John Monteleone - Facilitator

Initial Considerations:

- > *Municipal Funding reductions from State*
- > *IBM Empty Space Utilization*
- > *Future use of Southbury Training School*
- > *Commercial Tax Incentives*
- > *Committee on Town Owned Properties*
- > *Business Summit*
- > *Economic Development Professional*
- > *Tax Incentives to attract businesses*
- > ??

Strategic Planning Task Force

Work Group Issues

The **Grand List** is the aggregate valuation of taxable property within a given town.

Connecticut relies on local property taxes to fund municipal budgets. In most communities about 80% of the municipal budget is generated by property taxes.

In the towns that receive little state aid, this figure gets higher; in some of the larger cities it drops, as the percentage of revenue coming from state aid increases.

Strategic Planning Task Force

Work Group Issues

Community Assessment Questionnaire

- How do you grow the Grand List?
 - ✓ Tax Incentives?
 - ✓ Marketing?
 - ✓ Economic Development Professional?
- Do we want to grow the Grand List?
- Do we accept the potential for an increase in taxes or a cut back in services?
- What would be the potential impact on “Quality of Life”?

Strategic Planning Task Force

Work Group Issues

Growing the Grand List Options Economic Development Professional

Municipal Employee:

Examples: Waterbury, Newtown, Oxford, Cheshire

Contract Person:

Example: Beacon Falls (under consideration)

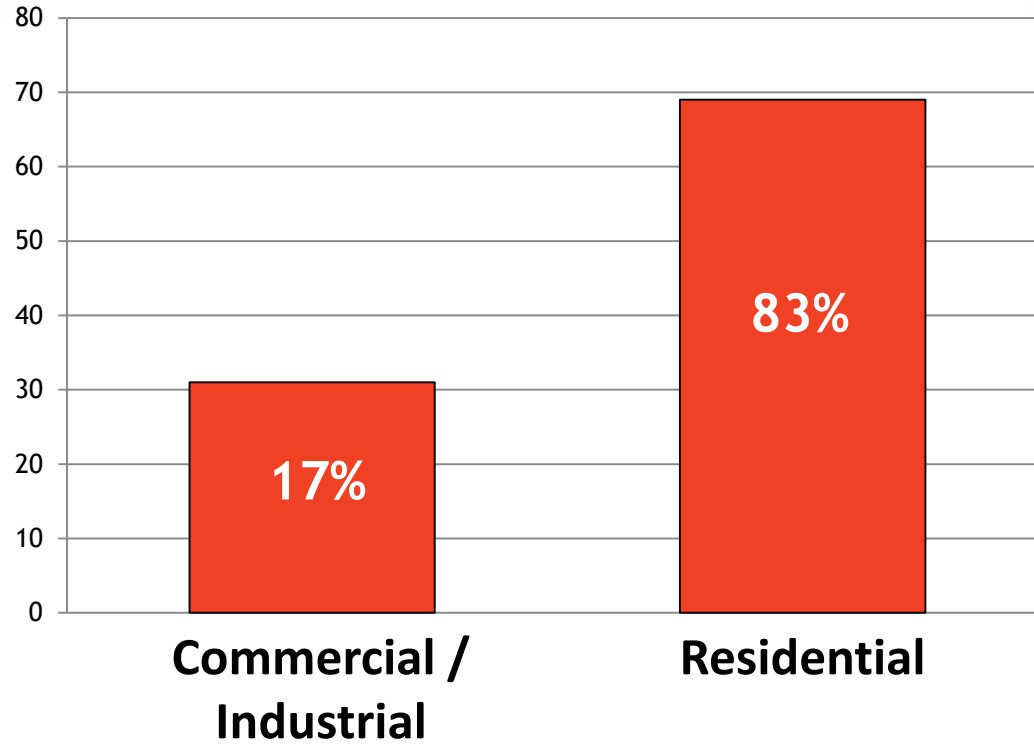
Public Private Partnership: (Nonprofit Organization)

Example: Naugatuck, Shelton

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Work Group Issues

Southbury Grand List – Who Pays the Taxes?



Strategic Planning Task Force

Work Group Issues

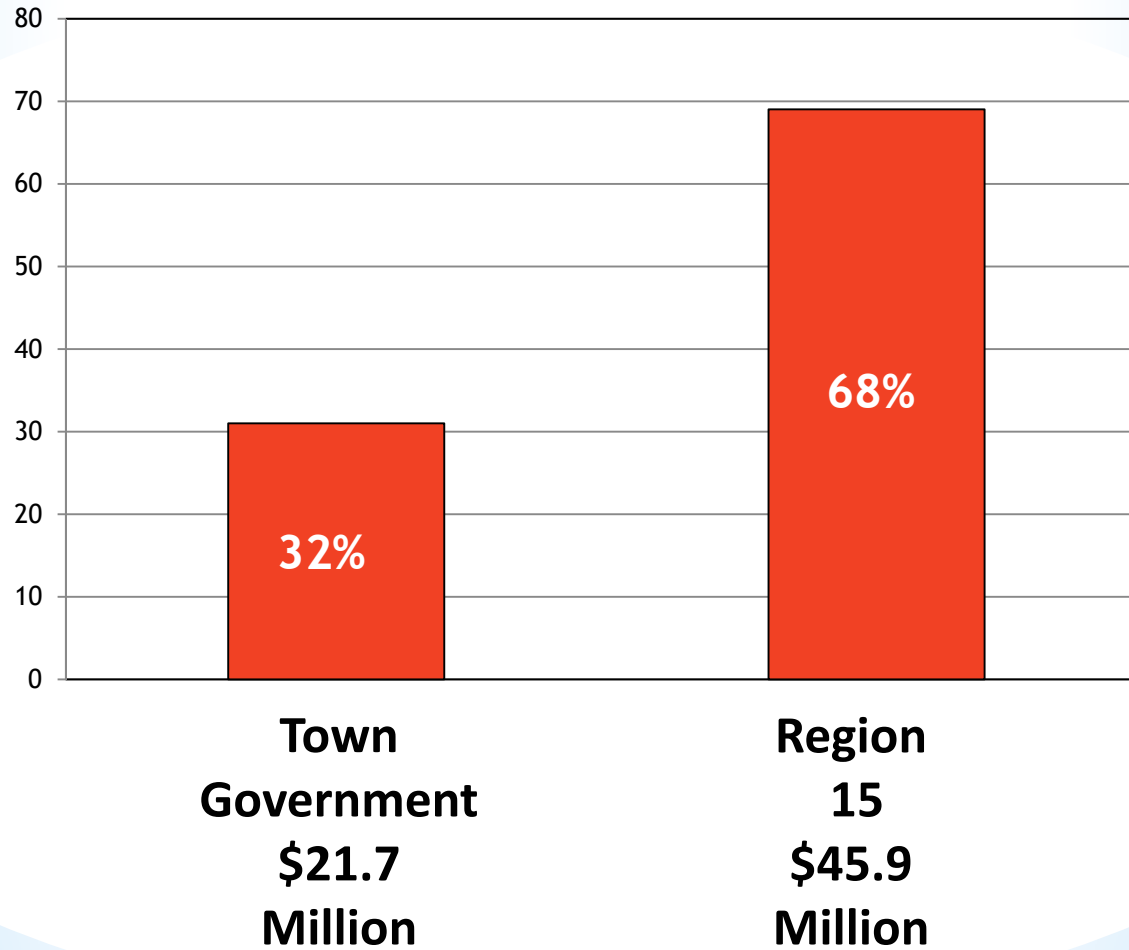
Southbury versus Five Comparison Communities

Municipality	Population	Grand List Residential/ Commercial	Better (+) Worse (-)
Southbury	19,876	83/17	
Brookfield	16,860	85/15	-
Guilford	22,417	93/7	-
Monroe	19,744	90/10	-
Simsbury	23,681	89/11	-
Stonington	18,541	86/14	-

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Work Group Issues

Southbury's Municipal Budget = \$67.6 Million

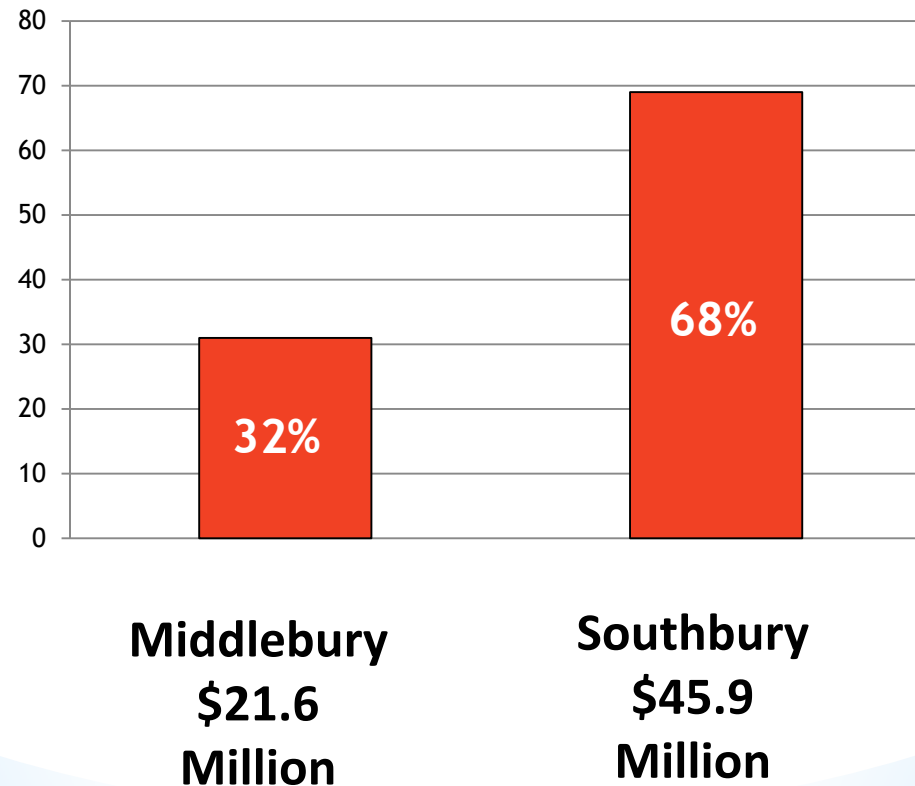


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Work Group Issues

Region 15 Budget 2017 - 2018 = \$67.5 Million

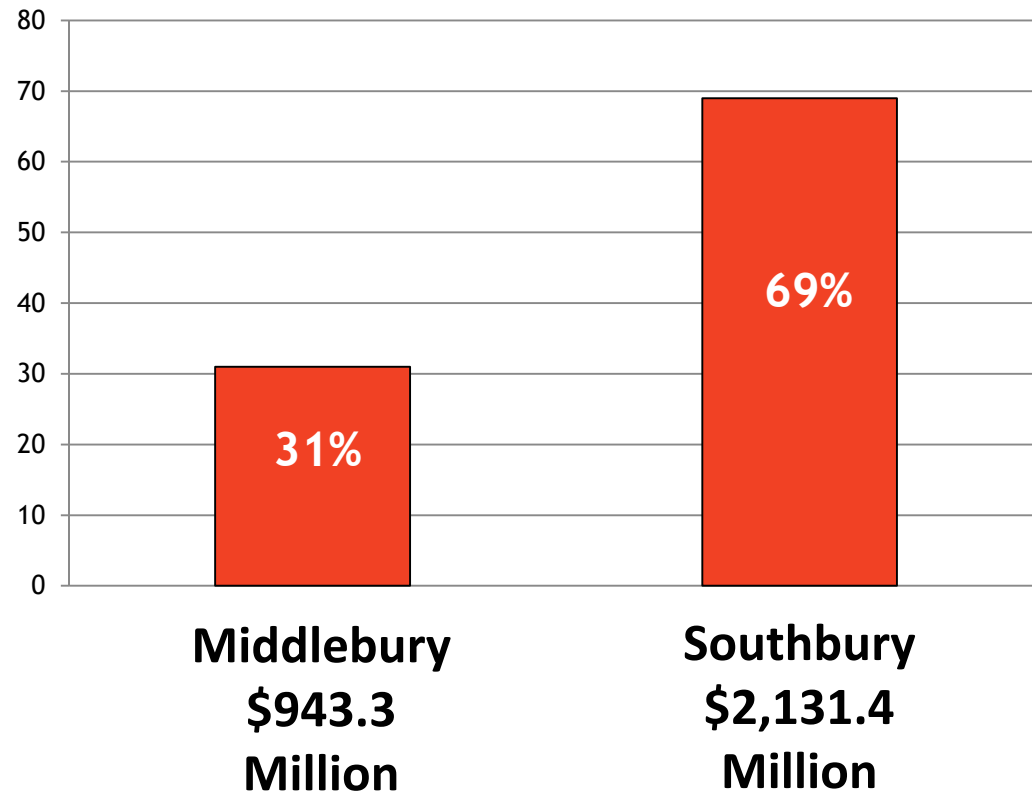
- On December 16, 1968, Pomperaug Regional School District 15 was formed
- Largest regional school district in Connecticut
- Has seven school locations - Four in Southbury & Three in Middlebury



Strategic Planning Task Force

Work Group Issues

Grand List (Office of Policy & Management - OPM)



Goal: Efficient Local Government

Efficiency defined by work group as the ability to satisfy a need of a stakeholder within an anticipated time frame with a favorable cost benefit ratio

Participants:

Mary Wehrberger- Work Group Leader

Justin Bette / Ron Conti / John Reilly / Bill Sarosky

Jennifer Naylor - Facilitator

Initial Critical Services Identified:

- > *Public Safety - Police*
- > *Public Works - Highway and Transfer Station*
- > *Town Hall Administration (hierarchy & boards)*
- > *Public Information*
- > *Social and Senior Services*
- > ??



1. Establish and value current services
2. Surveys
3. Town comparisons
4. Analyze results

Internal and External
Scans...

Assessment of Critical Services for Efficient Local Government is underway...

Town info provided by Department of Economic & Community Development website

	Police	Public Works	Town Hall Admin	Communication of Services	Social Services	Senior Services	???
Brookfield Pop: 16,860 MHI-\$112,684							
Guilford Pop: 22,417 MHI-\$199,132							
Monroe Pop: 19,834 MHI-\$110,558							
Simsbury Pop: 23,824 MHI-\$113,355							
Southbury Pop: 19,859 MHI-\$84,058							
Stonington Pop: 18,541 MHI-\$77,295							

Goal: Quality of Life

*Promote and preserve a healthy, vibrant, diverse and safe Southbury
enhancing the quality of life for all residents*

Participants:

Rob Moser- Work Group Leader

Trisha Soucy / Susan Monteleone / Bill Spencer

Bob Harrison

Paul Butler - Facilitator

Initial Focus:

- > Environment-How we use/protect our land
- > Leisure/culture-Arts, dining, shopping, entertainment, parks & recreation
- > Healthcare-Access to quality health care
- > Civic Engagement-Voter turnout, local news coverage, volunteers
- > Public Safety
- > Access to metropolitan areas
- > ??

*How do we measure quality of life?**

Education

Economy

Public Safety

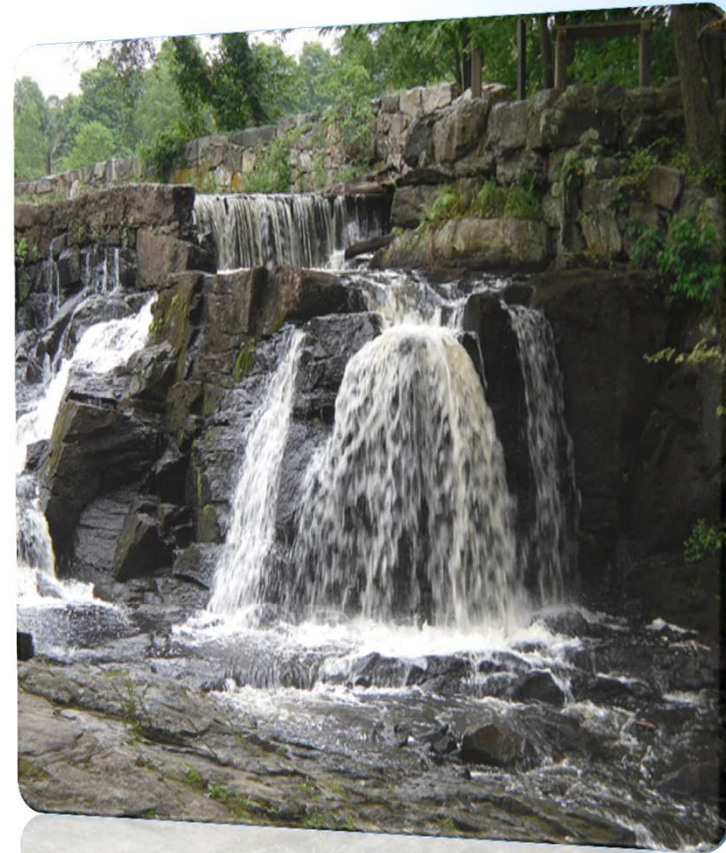
Civic Engagement

Leisure / Culture

* Reviewing multiple sources to determine most respected and relevant ...



**Next
steps...**



Next steps...

Reviewing what is existing now -

What boards & commissions that support our goals

- **What is missing?**
- **What is Southbury specific?**
- **What is regional?**

Additional Community output -

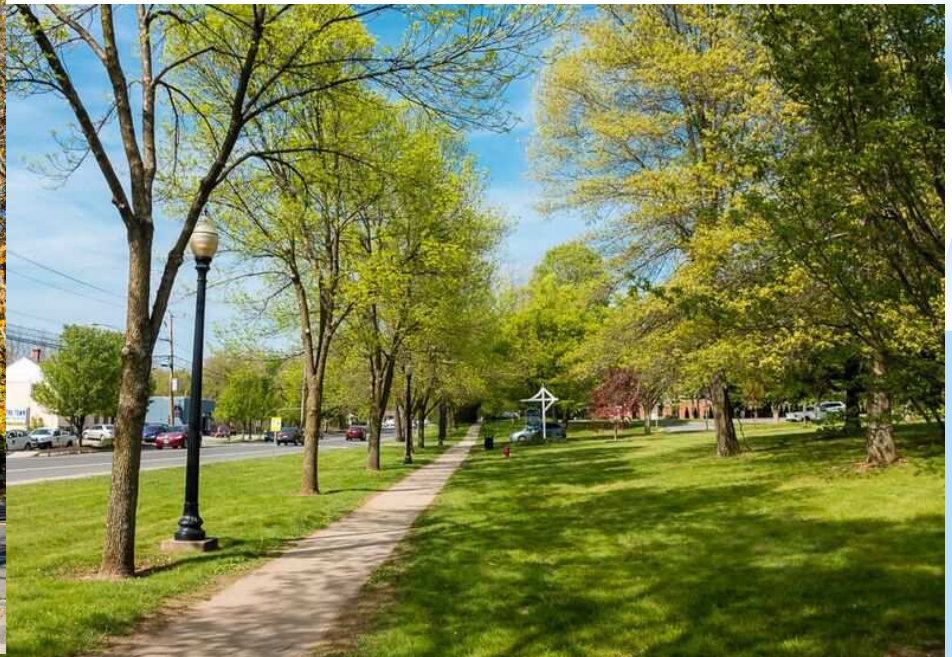
Open Forum/Focus Groups/Community Assessment Survey

What are similar towns doing?

Who is innovating?



**Thank you for your attention.
Time for Public Comments!!**



PUBLIC COMMENTS

In addition to your comments, the Task Force is looking for feedback to such questions as;

- > Why did you move to Southbury?
- > What amenities are missing?
- > What is the desirability of commercial expansion in town?

Feedback may also be emailed to
stratplaninfo@southbury-ct.gov.