

Simple Three Step Strategic Planning Process



Strategic Planning Task Force

**Community
Assessment
Survey**

Southbury Strategic Planning Task Force

Community Assessment Survey

Criteria for Community Assessment Survey

- 1. Design the Survey**
- 2. Advertise the Survey to the Community**
- 3. Conduct the Survey**
- 4. Compile the Results**
- 5. Present the Results to the Task Force**
- 6. Draft the Findings into a Presentation**
- 7. Conduct a Public Meeting – Get Additional Input**
- 8. Deliver a Final Report**

Southbury Strategic Planning Task Force Community Assessment Survey Bid Matrix

*Five (5) Submissions received and under consideration
for recommendation to
First Selectman/Board of Selectmen*

	Connecticut Economic Resource Center (CERC)	Bacci Group, LLC	GreatBlue Research	The Center for Research & Public Policy (CRPP)	Nexus Analytics, LLC
Cost	\$15,000	\$15,000	\$10,500	\$7,500	\$8,900
Location of Bidder	Rocky Hill, CT	Southbury, CT	Cromwell, CT	Waterbury, CT, VT, NH, AZ	Renton, WA
Timeline	12 Weeks	12 Weeks	6 Weeks	8 Weeks	12 Weeks
Prior Work with Southbury	Yes	No	Yes	Yes	No

Strategic Planning Task Force

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16	Phase Two
17	Phases 1 – 6
18	Public Comments

Strategic Planning Task Force Presentation January 25, 2018 Southbury, Connecticut 06488

03/2/2017 – First Selectman's Letter on Strategic Plan for the Town

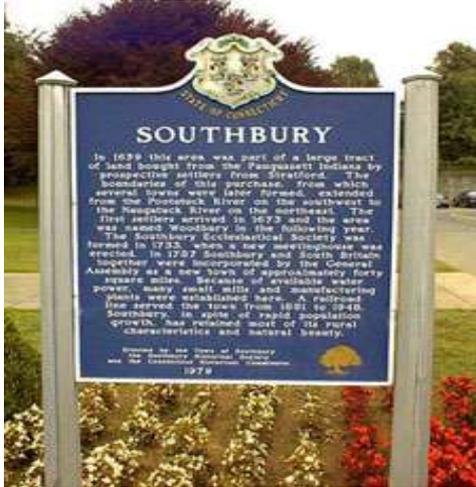
04/20/2017 – BOS approves the Southbury Strategic Planning Task Force



Strategic Planning Task Force

Brochure

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
stratplaninfo@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.



Strategic Planning Task Force

Structure

Southbury Strategic Planning Task Force

Rev 01/25/18

Voting Members

Southbury Community
(Residents & Businesses)

Advisory Members

John Monteleone
Chair
(Former Selectman)

Jeff Manville
First Selectman
(Ex officio)

Jennifer Naylor
Vice Chair
(Current Selectman)

Board of Finance
John Reilly

Board of Finance
Jennifer Tokarczyk

Justin Bette
(Current
Selectman)

Economic Development
**Anne Armeno/
Mary Korsu**

Zoning Commission
**Susan Monteleone/
No Alternate**

Planning Commission
**Robert Harrison /
Edward Hatfield**

Ron Pugliese
(Former
Selectman)

Inland Wetlands
**Jennifer Murphy /
Donna Lesch**

**Community
Representative**
Paul Butler

**Community
Representative**
Trisha Soucy

**Community
Representative**
Robert Moser

Ron Conti, President
(Heritage Village
Master Association)

Town Employee
William Sarosky
Fiscal Office

Town Employee
DeLoris Curtis
Planning Department

Resident Advisors
Kathryn Smith

Resident Advisors
Michelle Zommer

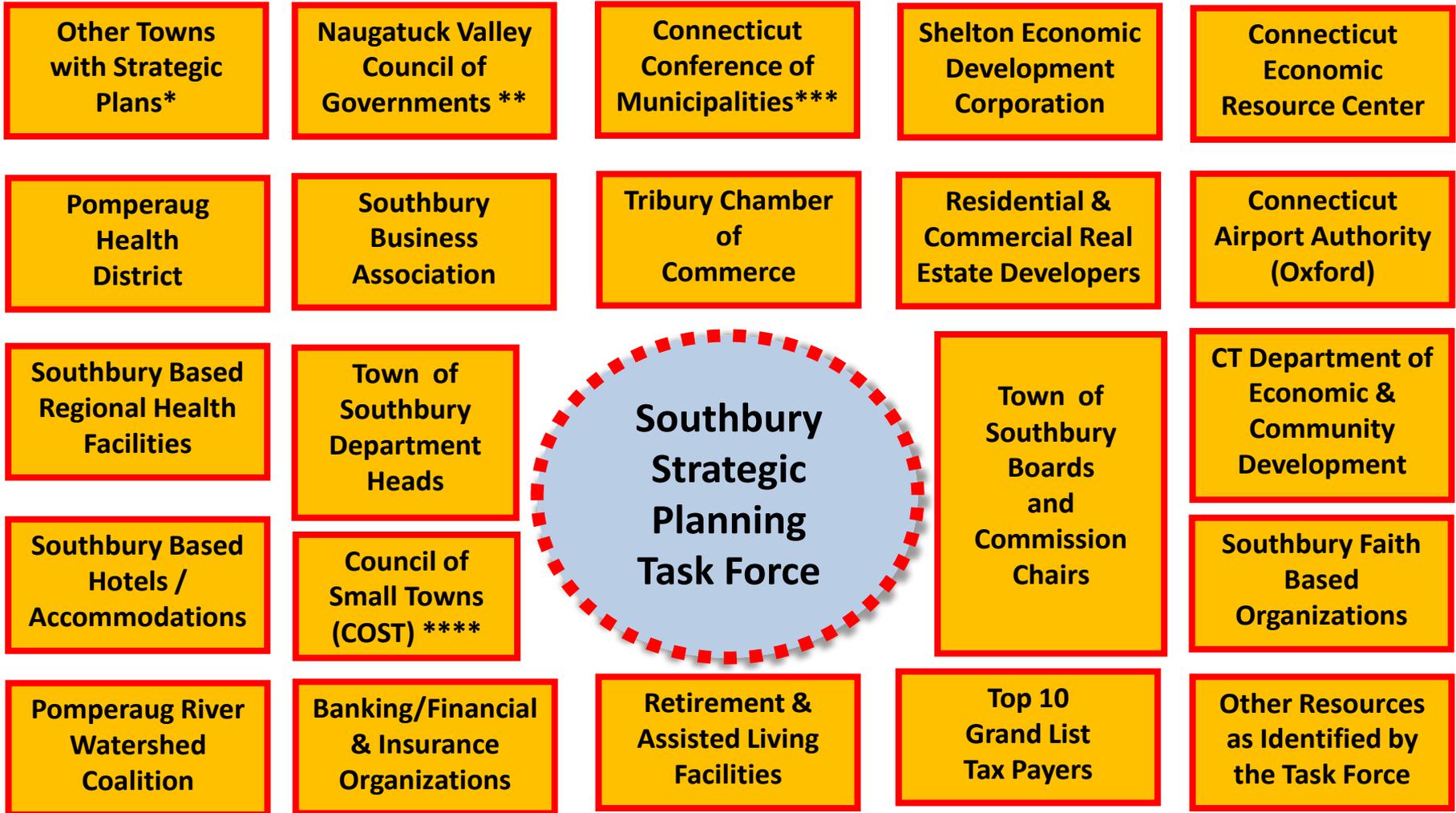
Note: Advisors are Non-Voting Members
Alternates attend and may vote if a designated member is not available to attend

Strategic Planning Task Force

Resources

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

Strategic Planning Task Force

Objectives

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.

Strategic Planning Task Force

Background

Southbury Strategic Planning Task Force

Background Information

- Required by the Town Charter.
- Partnership with stakeholders comprised of residents, businesses, elected officials, town staff and volunteers.
- Process is collaborative and accountable to deliver results representing the needs and expectations of the community.
- Medium term plan establishing measurable objectives for progress towards alignment with a longer-term vision.
- Utilizes workshops, summits and a Community Assessment Questionnaire, thereby assuring input from all residents and businesses who wish to participate.

Southbury Strategic Planning Task Force

Background Information

- The focus is on the multiple dimensions of town operations and the future of the community in three areas of focus.
 - Changing the Mix of the Grand List (Economic Development)
 - Efficient Local Government
 - Quality of Life
- Results will have an impact on the upcoming revisions to the Town Charter and the Plan of Conservation of Development.
- The Strategic Plan will provide a dynamic process and tool to provide realistic guidance to the effective allocation of our resources and the future development and conservation of the community.

Strategic Planning Task Force

Methodology

Steps Taken

Strategic Planning Task Force - 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? (Selected 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 /Efficient Local Government /Quality of Life
6. Select Work Group Leaders
7. Establish initial goals

Strategic Planning Task Force - Methodology

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*

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

Meetings

Southbury Strategic Planning Task Force

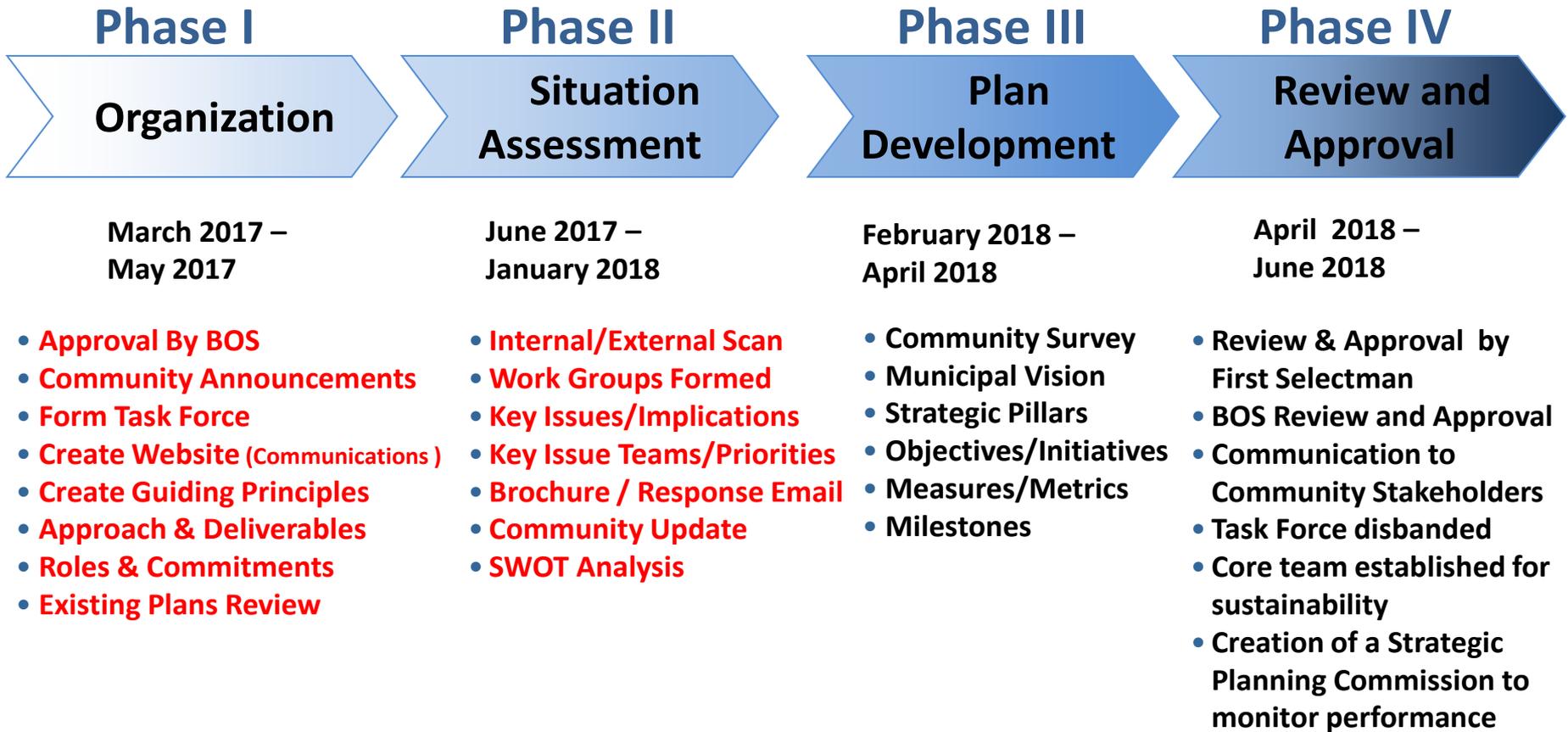
Task Force Meetings 2017 - 2018

Meeting	Date	Meeting	Date
1	04-27-2017	16	02-08-2018
2	05-11-2017	17	03-08-2018
3	06-08-2017	18	03-22-2018
4	06-29-2017	19	04-12-2018
5	07-13-2017	20	05-10-2018
6	08-10-2017	21	06-14-2018
7	08-16-2017	22	06-28-2018
-	08-31-2017	23	07-12-2018
8	09-07-2017	24	08-09-2018
9	09-28-2017	25	09-13-2018
10	10-12-2017	26	09-27-2018
11	11-09-2017	27	10-11-2018
12	11-29-2017	28	11-18-2018
13	12-14-2017	29	11-22-2018
15	01- 25-2018	30	12-13-2018

Strategic Planning Task Force

Timing

Revised Strategic Plan Approach & Timing



Outcomes

- Task Force Members Recruited
- Task Force launched & Working
- Communications in Place
- Key Issues Vetted
- SWOT Completed
- Begin Drafting Priorities
- Select Third Party to help develop Survey Questions
- Plan drafted for final review
- Implement Plan
- Monitor changes
- Revise Plan as Necessary

Strategic Planning Task Force

Website

Resources

Strategic Planning Task Force

Resources made available on the Southbury Town Website - *Strategic Planning Task Force* to educate and inform Southbury Residents & Businesses as they undertake the Community Assessment Survey

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

Southbury Strategic Planning Task Force

Task Force Calendar

Task Force Members / Advisors Listing

Task Force Mission / General Information

Task Force Meeting Agendas / Minutes

Task Force News

- Letter from First Selectman - Strategic Planning Task Force – 03-20-17
- Strategic Planning Brochure
- Videos of Selective Task Force Meetings and Presentations

Presentations, Studies and Analysis

- First Presentation for the Strategic Planning Task Force - 04/27/17
- Task Force Update for the Board of Selectman – 06/15/17
- 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 – 01-11-18
- Southbury Training School Update – 01-11-18

Region 15 Study & Analysis – Milone & MacBroom

- Enrollment Analysis and Projections – 04/04/17
- Facilities Capacity and Utilization – 05/16/17

Southbury Strategic Planning Task Force

Southbury Training School Study & Analysis – Milone & MacBroom

- The Governor’s Task Force Report – 12/04/13
- Comprehensive Campus Study – April 2014
- Future Use Study - Public Workshop – 06/13/17
- Future Use Study - Summary of Feedback from Workshop – 06/30/17
- Future Use Study Excerpt – 08-15-17

Strategic Planning Studies

- Southbury 2012 Plan of Conservation and Development
- The Quest for Cost-Efficient Local Government in New England – 2013
- Fiscal Impact Evaluation - Land Use in Southbury – 2015
- Southbury Housing Data by Partnership for Strong Communities – 2015
- Naugatuck Valley Regional Profile – 2016
- Naugatuck Valley Regional Profile – Maps (Interactive) – 2016
- Demographics for Southbury from the CERC – 2017
- Town Profiles - 2017 (Connecticut Economic Resource Center - CERC)
- Naugatuck Valley Corridor Economic Development Strategy – 2017
- Securing the Future for CT Municipalities - CCM 01-23-17

Southbury Strategic Planning Task Force

Community Assessment Survey

- 2018 Southbury RFP-Survey for Strategic Planning Task Force
- Strategic Planning Grant Application-Community Survey-Southbury Community Trust Fund-10/03/17

Strategic Plans and Resources – Other Connecticut Towns

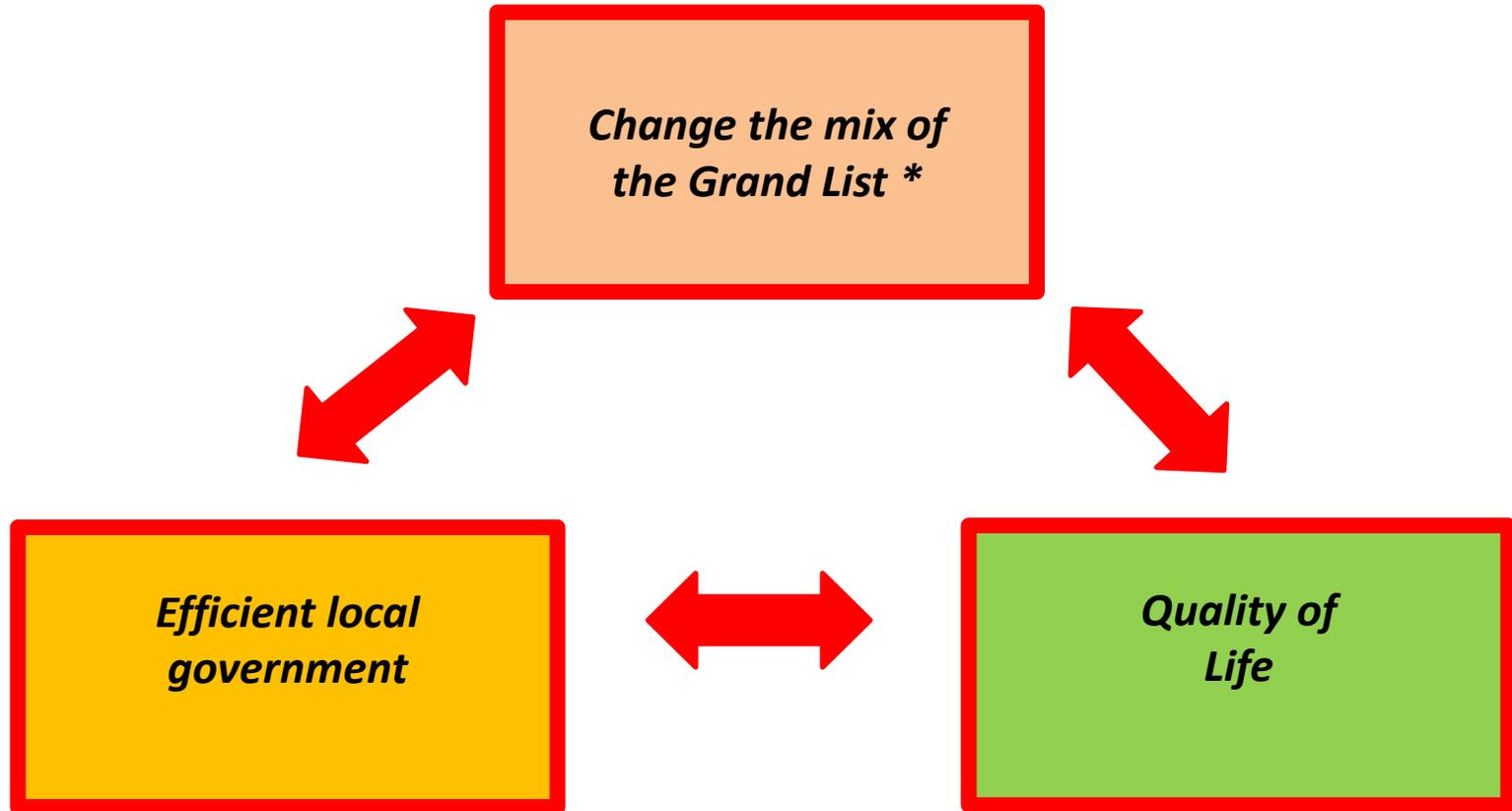
- Newtown, CT - Economic Development Strategic Plan – September 2011
- Naugatuck, CT - Full Strategic Plan – June 2013
- Bristol, CT - Report of Findings of phone survey for POCD – November 2014
- Newtown, CT - Strategic Plan Reference – November 2014
- State of CT - Economic Development Strategic Plan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

**Strategic Planning Task Force
Changing the Mix of
the Grand List**

**Work Group Issues
& Structure**

Strategic Planning Task Force

WORK GROUP ISSUES



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

Strategic Planning Task Force

WORK GROUPS STRUCTURE

*Change the mix of
the Grand List*

John Monteleone
Facilitator

Jennifer Tokarczyk

DeLoris Curtis

Ron Pugliese

Anne Armeno/
Mary Korsu

Michelle Zommer

*Efficient local
government*

Jennifer Naylor
Facilitator

Ron Conti

William Sarosky

Kathryn Smith

Justin Bette

John Reilly

*Quality
of Life*

Paul Butler
Facilitator

Trisha Soucy

Susan Monteleone

Robert Harrison/
Edward Hatfield

Jennifer Murphy/
Donna Lesch

Robert Moser

Strategic Planning Task Force

Work Group Issue - Changing the Mix of the Grand List

Issues for Consideration

- *Municipal Funding reductions from State*
- *State budget shortfalls increasingly shifting program and services funding from the state to cities and towns*
- *Main Street South Undeveloped Space Utilization*
- *IBM Empty Space Utilization*
- *Future use of Southbury Training School*
- *Commercial Tax Incentives*
- *Committee on Town Owned Properties (Exit 14 & Exit 15)*
- *Economic Development Survey - Business Summit / Grand List*
- *Economic Development Professional*
- *Tax Incentives to attract businesses*

**Strategic Planning Task Force
Changing the Mix of The Grand List**

The Grand List

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Work Group Issue – Changing the Mix of the Grand List

DEFINITION: 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.

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Work Group Issue – Changing the Mix of the Grand List

The Grand List

- The Assessor's Office maintains records of each parcel of real estate, motor vehicle and business in Southbury.
- The Grand List is comprised of all taxable and tax exempt properties, real, personal and motor vehicles.
- The Motor Vehicle Department sends lists to the Town twice each year. Motor vehicle identification numbers are matched to the average retail values as supplied by the National Automobile Dealers Association.
- The Personal Property List is comprised of business equipment. The business owners prior to November 1 declare equipment, each year.

Strategic Planning Task Force

Work Group Issue – Changing the Mix of the Grand List

The Top Entities on the 2016 Grand List

Name	Assessment	Name	Assessment
1. Kettletown , LLC	\$69 Million	8. P & P Hospitality	\$6 Million
2. Southaven Assoc.	\$26 Million	9. 385 Union Square	\$6 Million
3. Southbury 84 Assoc.	\$26 Million	10. Heritage Resort	\$5 Million
4. NHI REIT of AXEL	\$21 Million	11. New England Finance	\$4 Million
5. First Light Hydro	\$15 Million	12. SRG Family	\$4 Million
6. Pomperaug Woods	\$14 Million	13. Heritage Center	\$4 Million
7. HealthCare REIT	\$14 Million	14. ROXRIV 83 Partners	\$3 Million

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Work Group Issue – Changing the Mix of the Grand List

GRAND LIST OF TAXABLE PROPERTY FOR TOWN OF SOUTHBURY GL VALUE 06/13/2017

Total – All Accounts (Residential / Commercial / Industrial)
\$2,130,689,198

	Total Net Value	
• REAL ESTATE REGULAR NET	\$ 1,817,880,677	86%
• ELDERLY HOME OWNERS NET	\$ 45,577,800	2%
• MOTOR VEHICLE NET	\$ 158,084,020	7%
• PERSONAL PROPERTY NET	\$ 109,146,701	5%

TOTAL NET ASSESSMENT	\$ 2,130,689,198	100%

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Work Group Issue – Changing the Mix of the Grand List

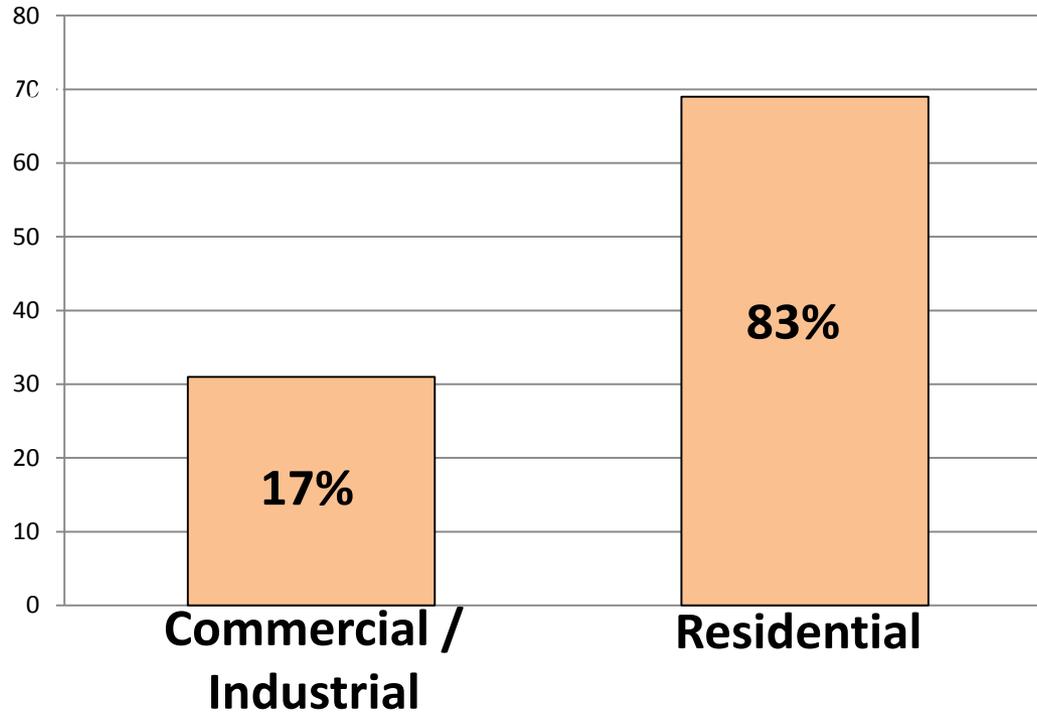
Southbury versus Five Comparison Communities

Municipality	Population	Grand List Mix (Residential vs Commercial / Industrial)	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 Issue - Changing the Mix of the Grand List

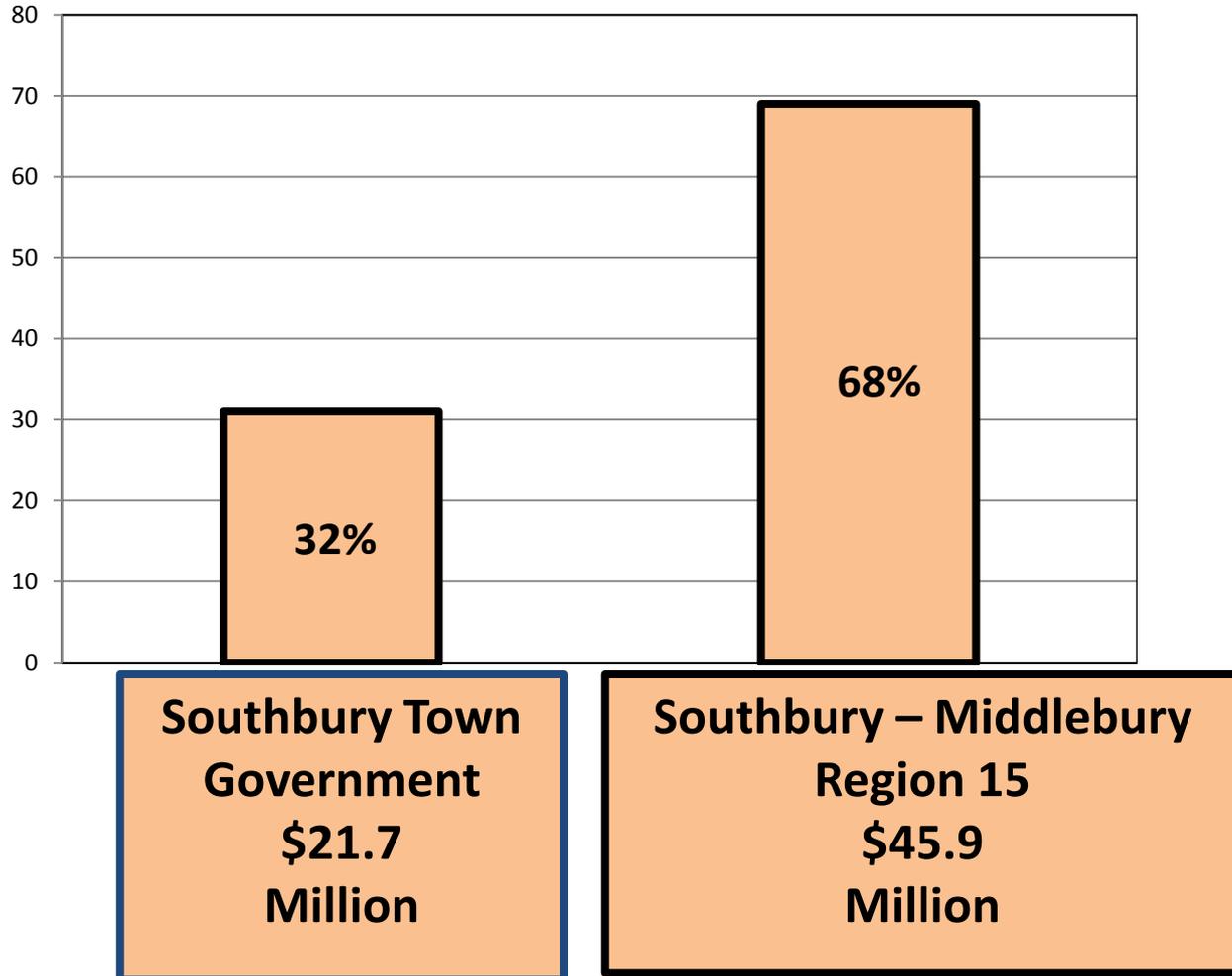
Southbury Grand List – Who Pays the Taxes?



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Work Group Issue - Changing the Mix of the Grand List

Southbury's Municipal Budget = \$67.6 Million



**Strategic Planning Task Force
Changing the Mix of the Grand List**

**S.W.O.T.
Analysis**

Southbury Strategic Planning Task Force

SWOT Framework

	Internal	External
Positives	Strengths What are Southbury's attributes? What does Southbury do well?	Opportunities What external trends or conditions can Southbury capitalize on?
Negatives	Weaknesses What can we change to make Southbury better?	Threats What external trends or conditions should Southbury be aware of?

Southbury Strategic Planning Task Force

Changing the Mix of the Grand List

SWOT Analysis 09-28-17

Strengths

- Positive Economic Demographics
- Residents & Town Financial Controls
- Excellent access to I-84 / State Highways
- Corporate Anchor (IBM)
- STS Property for future development
- Strong Land Use & Financial Planning
- Vibrant Main Street

Weaknesses

- No Economic Development Director to focus on attracting businesses
- No business incentives
- Limited public transportation
- Planning & Zoning Restrictions
- Limited Commercial & Industrial Zones
- No Community Center with cultural arts

Opportunities

- IBM Space for leasing
- Fiber optics pipeline to attract economic development
- Commercial properties available on Main Street & off I-84 Exits 14 & 15
- STS Land & Buildings
- Agriculture / Farming

Threats

- Surrounding towns have business (tax) incentives to attract economic development
- Declining state funding of municipalities
- CT perceived as a “failed state” – people & business leaving the state

Strategic Planning Task Force

Efficient Local Government

**Work Group Issues
& Structure**

Strategic Planning Task Force

Work Group Issues & Participants

***Goal: Efficient local
government***

**Jennifer Naylor
Facilitator**

Ron Conti

William Sarosky

Kathryn Smith

Justin Bette

John Reilly

Strategic Planning Task Force

Efficient Local Government Work Group Issues

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

Initial Critical Services Identified:

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

**Strategic Planning Task Force
Efficient Local Government**

**S.W.O.T.
Analysis**

Southbury Strategic Planning Task Force

SWOT Framework

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Southbury Strategic Planning Task Force

Efficient Local Government

SWOT Analysis breakdown as of October/November 2017

Strengths

- Low debt / Good bond rating
- Long term financial planning
- Town Character
- Efficient Town Departments

Weaknesses

- Limited regionalization
- Lack of Economic Development processes/dedicated person
- Lack of Human Resources Professional
- Lack of Independent Police Force

Opportunities

- Potential cost reductions through regionalization and resource pooling with other municipalities
- Southbury Training School
- Potential for grant funding through Independent Police Force

Threats

- Declining state funding for municipalities
- R15 – declining students v. increase in school budget/cost per student
- Declining emergency personnel volunteerism

Strategic Planning Task Force

Efficient Local Government Work Group Issues

Town Governance:

- Educate and communicate town operations
- Appointment process for commissioners to serve on town boards
- Professional town management of Southbury
- Maintenance of technology investments
- Cost/ benefit of open space to the community

Town Services:

- Public Transportation
- Senior Services
- Public Safety / Emergency Services

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Efficient Local Government Work Group Issues

Human Resources:

- Consider hiring a part-time Human Resources professional
- Consider the cross training of employees to increase productivity and efficiency
- Evaluate procedural improvement for new hires, to include basic computer testing
- Review department staffing for efficiency and effectiveness – consider new/modified staffing positions (i.e., seasonal park maintainers vs. use of Public Works employees)

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Efficient Local Government Work Group Issues

Creating Efficiencies:

- Use of renewable resources when cost efficient & possible
- Use of historic buildings for small business operations to assist with building maintenance costs
- Planning and Zoning commissions to streamline land use applications
- Use of technology/automation to facilitate the land use permitting process

Strategic Planning Task Force

Efficient Local Government Work Group Issues

Creating Efficiencies:

- Access to data of other departments
- Regionalization of services/equipment
- “right size government”

Resources:

- Promotion of well-established recycling program

Strategic Planning Task Force

Quality of Life

**Work Group Issues
& Structure**

Strategic Planning Task Force

Work Group Issues & Participants

Goal: Quality of Life

**Paul Butler
Facilitator**

Trisha Soucy

Susan Monteleone

**Robert Harrison/
Edward Hatfield**

**Jennifer Murphy/
Donna Lesch**

Robert Moser

Strategic Planning Task Force

Quality of Life Work Group Issues

METHODOLOGY

- Reviewed Boards, Commissions, etc. for plans that would be relevant for quality of life issues and discussion (i.e. Plan of Conservation and Development)
- Originally focused on the environmental issues of quality of life, then recognized and expanded discussion about perception of the major drivers, factors, characteristics of quality of life
- Public Forum / Focus group- – held at ARTS Escape 2017
- Ongoing Task Force analysis / conversation have provided an appreciation for the balance between quality of life and the goals of the other two work groups

Strategic Planning Task Force

Quality of Life Work Group Issues

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

Expanded Focus:

- Environment-How we use/protect our land
- Leisure/culture-Arts, dining, shopping, entertainment
- Healthcare-Access to quality health care
- Civic Engagement
 - Voter turnout
 - Local news coverage
 - Volunteers
- Public Safety
- Transportation – Local & access to metropolitan areas
- Parks & Recreation

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Quality of Life Work Group Issues

Measurement

* Developing scorecard / measures for Quality of Life ...

Common categories include:

- ✓ Education
- ✓ Economy
- ✓ Crime
- ✓ Quality of Healthcare
- ✓ Civic Engagement
- ✓ Leisure/Culture

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

Strategic Planning Task Force

Quality of Life Work Group Issues

Major drivers, Factors, Characteristics of Quality of Life

- protection of Southbury's environmental assets
- strong educational system – Region 15
- low crime rate / good emergency services
- rural / town character / natural aesthetic
- access to world-class healthcare
- convenient to metropolitan / urban areas (Boston/NYC)

Strategic Planning Task Force

Quality of Life Work Group Issues

Major drivers, Factors, Characteristics of Quality of Life

- availability of arts and cultural experience options
- availability of leisure / dining / entertainment options
- access to shopping
- open space / parks / recreations
- civic engagement
- volunteerism

**Strategic Planning Task Force
Quality of Life**

S.W.O.T.

Analysis

Southbury Strategic Planning Task Force

SWOT Framework

	Internal	External
Positives	Strengths What are Southbury's attributes? What does Southbury do well?	Opportunities What external trends or conditions can Southbury capitalize on?
Negatives	Weaknesses What can we change to make Southbury better?	Threats What external trends or conditions should Southbury be wary of?

Southbury Strategic Planning Task Force

Quality of Life

SWOT Analysis 09-28-17

Strengths

- Town character / small town feel / natural environment
- Main Street “Streetscape”
- Accessibility to quality medical services
- Excellent school system

Weaknesses

- Lack of arts & cultural center / community center / adequate entertainment options
- Limited dining options
- Limited attractions for young adults / singles / families to stay in Southbury

Opportunities

- “Placemaking” along Main Street
- Active planning and creation of a Community Center (inclusive of arts & cultural space)
- Encourage affordable housing options to attract youth/diversity

Threats

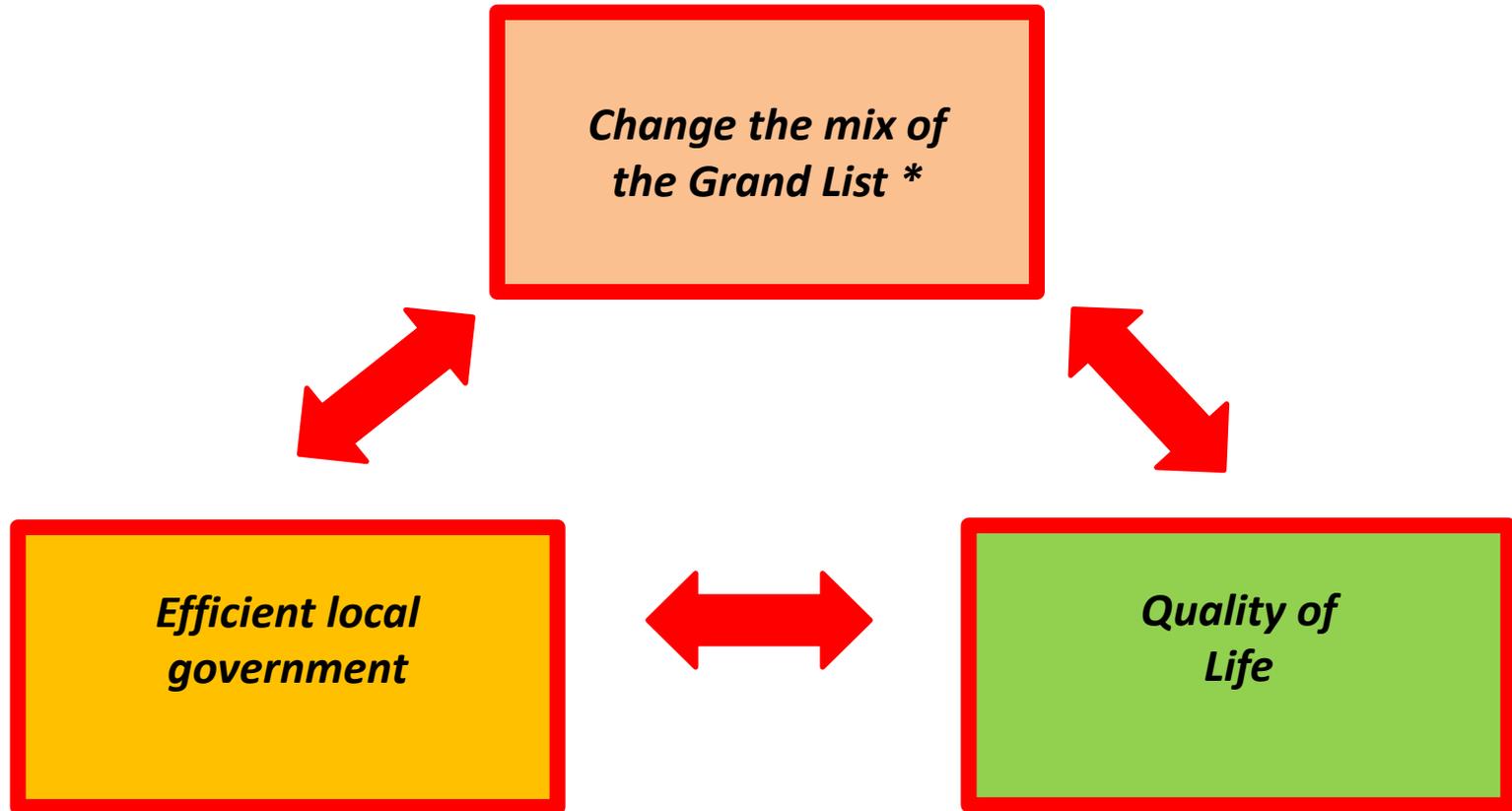
- Competition from other towns for dining/entertainment /arts & culture
- Unknown future of Training School
- Cost of living / taxes (i.e. financial climate of CT, declining student population / cost per student, etc)

Strategic Planning Task Force

Phase Two

Strategic Planning Task Force

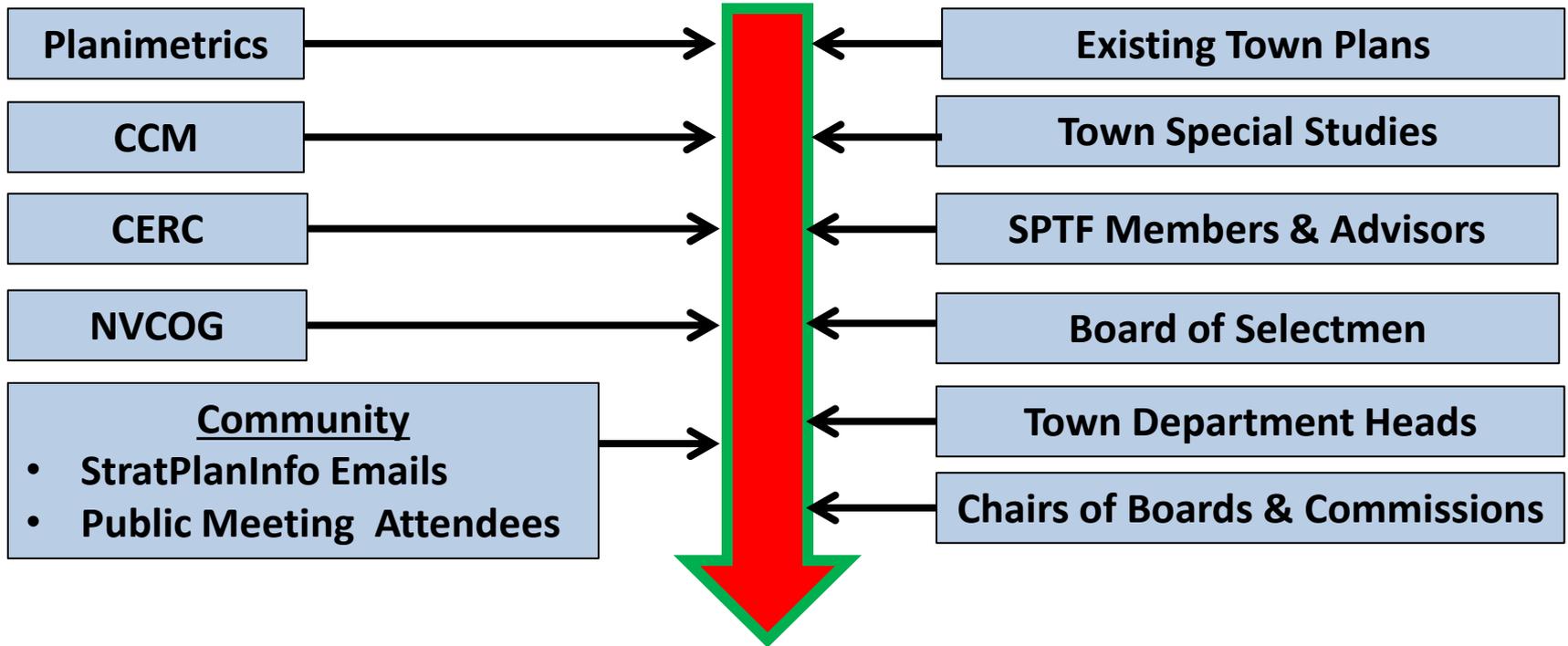
PHASE ONE – ORGANIZATION & RESEARCH



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

Southbury Strategic Planning Task Force (SPTF)

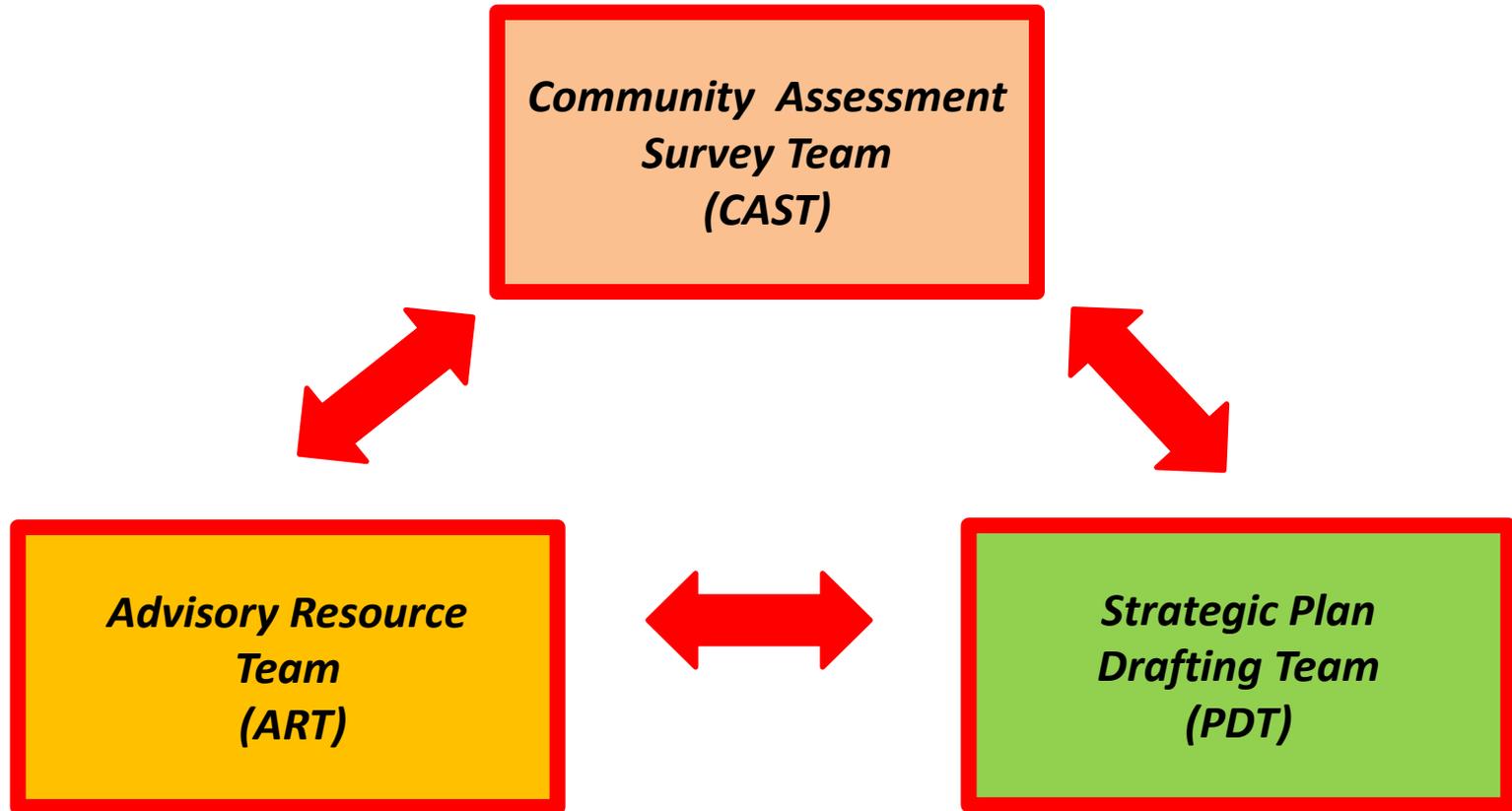
Initial Input Sources - Phase One



Strategic Planning Task Force
Body of Knowledge

Strategic Planning Task Force

PHASE TWO



Strategic Planning Task Force

PHASE TWO – PREPARATION

Community Assessment Survey Team (CAST)

John Monteleone
Facilitator

Trisha Soucy

Justin Bette

Jennifer Tokarczyk

Susan Monteleone

Robert Moser
(As Needed)

Advisory Resource Team (ART)

DeLoris Curtis

Anne Armeno/
Mary Korsu

Robert Harrison/
Edward Hatfield

Ron Pugliese

John Reilly

William Sarosky

Strategic Plan Drafting Team (SPDT)

Paul Butler
Facilitator

Jennifer Naylor
Facilitator

Ron Conti

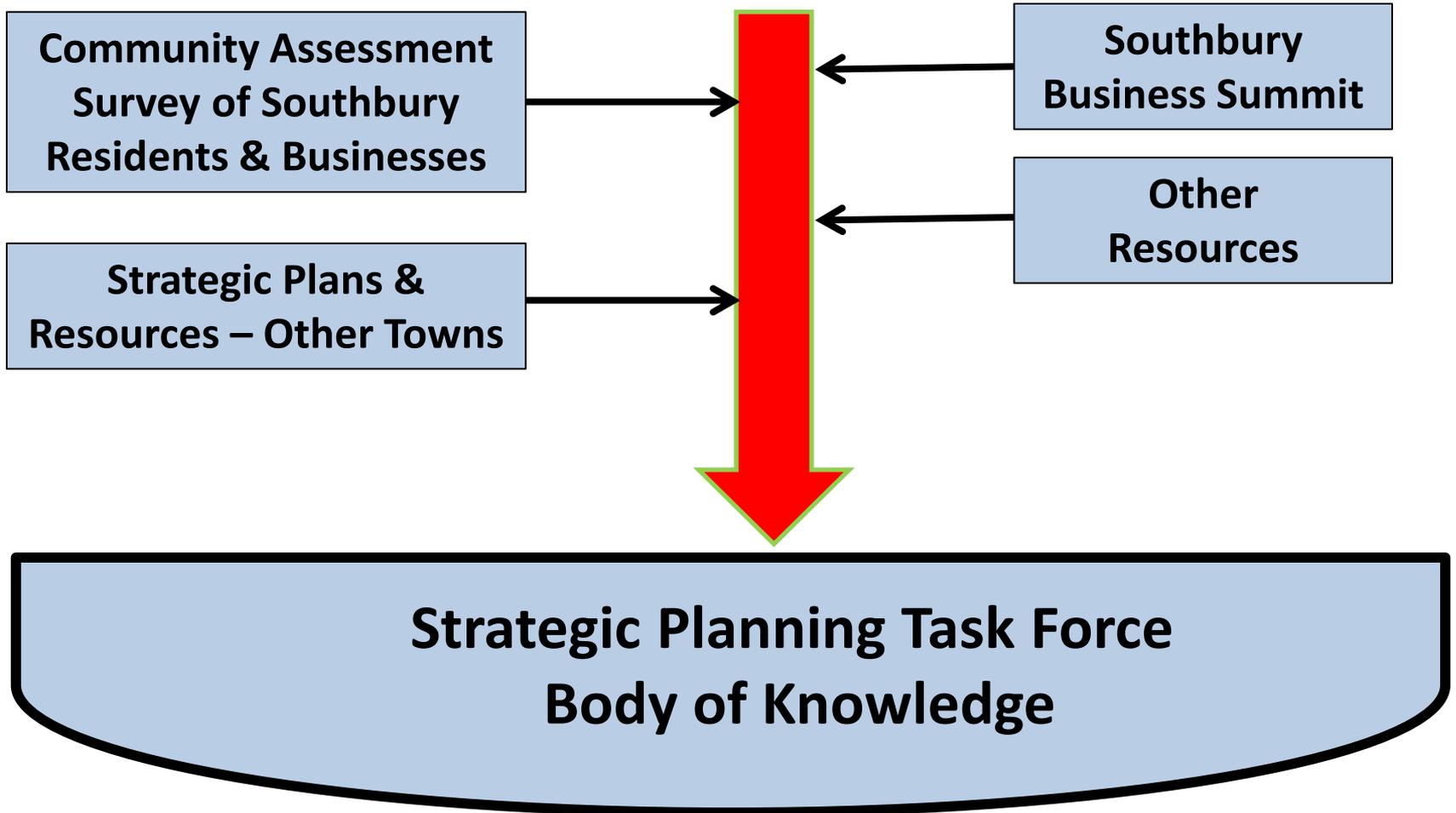
Kathryn Smith

Donna Lesch /
Jennifer Murphy

Robert Moser
(As Needed)

Southbury Strategic Planning Task Force (SPTF)

Initial Input Sources - Phase Two

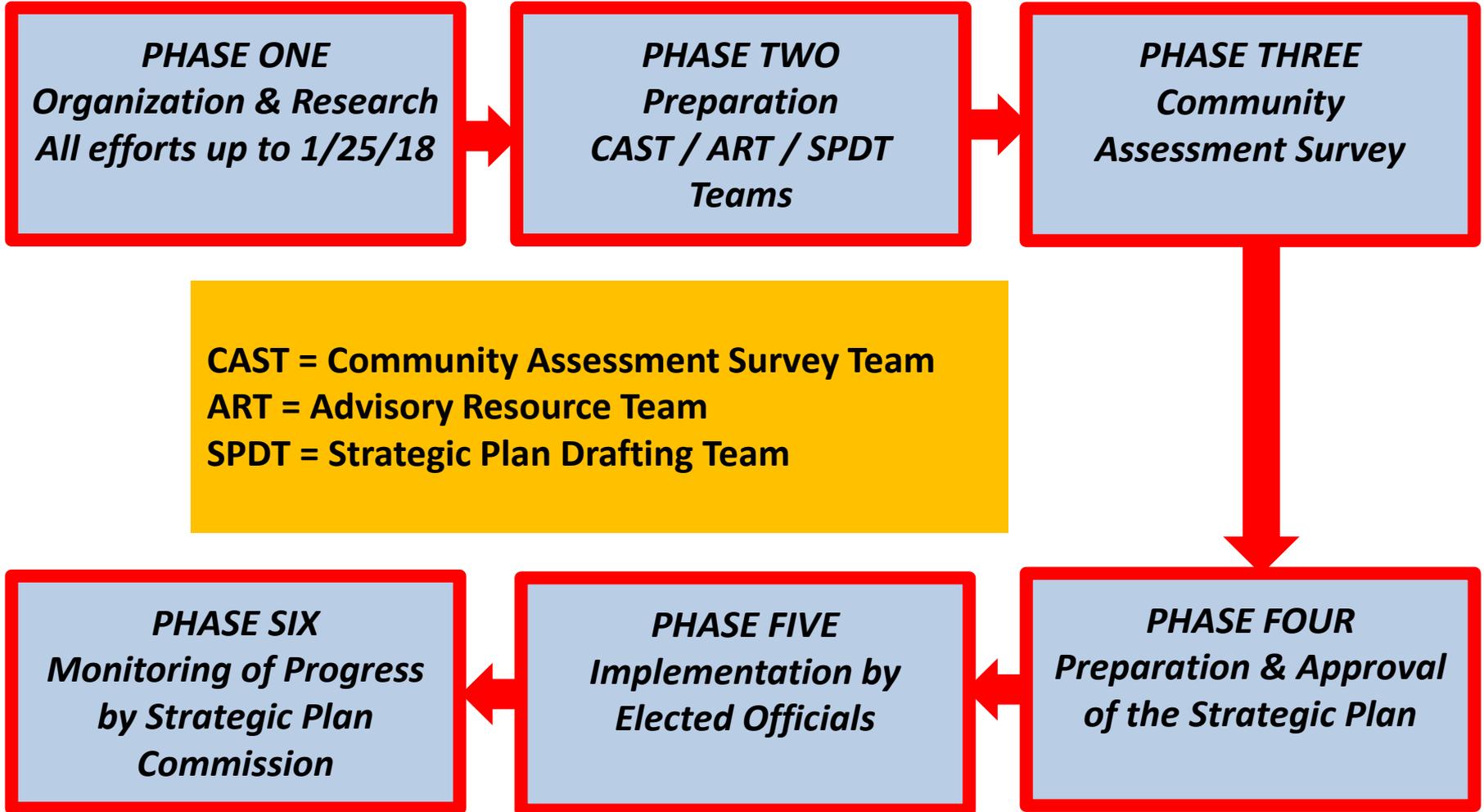


Strategic Planning Task Force

Phases 1-6

Strategic Planning Task Force

SIX PHASES



Strategic Planning Task Force

Public Comments