



Southbury, Connecticut 06488

STRATEGIC PLAN – Part 2 of 2



Unanimous Approvals by the Southbury Board of Selectmen

- Strategic Plan Task Force Created – April 20, 2017
- Strategic Plan Approved - November 1, 2018
- Strategic Plan Commission Created – January 3, 2019

Please check the Southbury Town Websites for revisions to the Plan

www.southbury-ct.org/strategicplanning

Provide feedback or input to the plan – stratplaninfo@southbury-ct.gov

The Southbury Strategic Plan is Comprised of two parts

Part One – 46 Pages

- **Plan Creation Background**
- **Strategic Plan Goals**
- **Pillars**
- **Measures**
- **Objectives**
- **Actions**

Part Two – 41 Pages

- **Appendix**
- **Resources**

**Requests for printed copies of this
Strategic Plan can be made to the:**

**TOWN OF SOUTHBURY
OFFICE OF THE FIRST SELECTMAN**

**501 Main Street South
Southbury, Connecticut 06488
(203) 262-0647
Fax: (203) 264-9762**

selectman@southbury-ct.gov

or

select3@southbury-ct.gov

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NOTE: Grand List Comparisons

It should be noted that the grand list comparisons need to consider 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 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 necessities (housing, child care, food, health care, and transportation) in Connecticut, adjusted for different counties and household types.

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

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Appendix

Economic Comparison Measurers

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	<p>NOTE: Grand List Comparisons It should be noted that the grand list comparisons need to consider 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>
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Strategic Planning Task Force Brochure

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 with an emphasis on commercial growth (Economic Development)

Efficient Local Government

Quality of Life

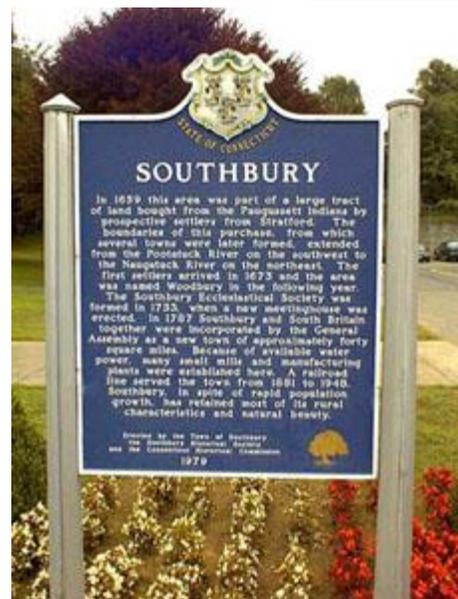


For Additional Information Visit The Strategic Planning Task Force Website:
<http://www.southbury-ct.org/SPTF>

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**



PLANNING TODAY FOR A BETTER FUTURE

Southbury Strategic Planning Task Force

What You Need To Know

August 2017

Strategic Planning Task Force Brochure

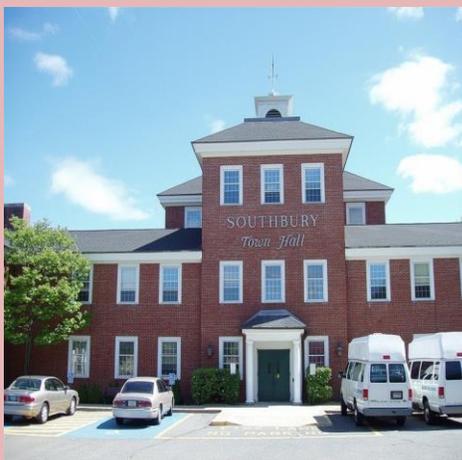
What is a Strategic Plan?

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'.

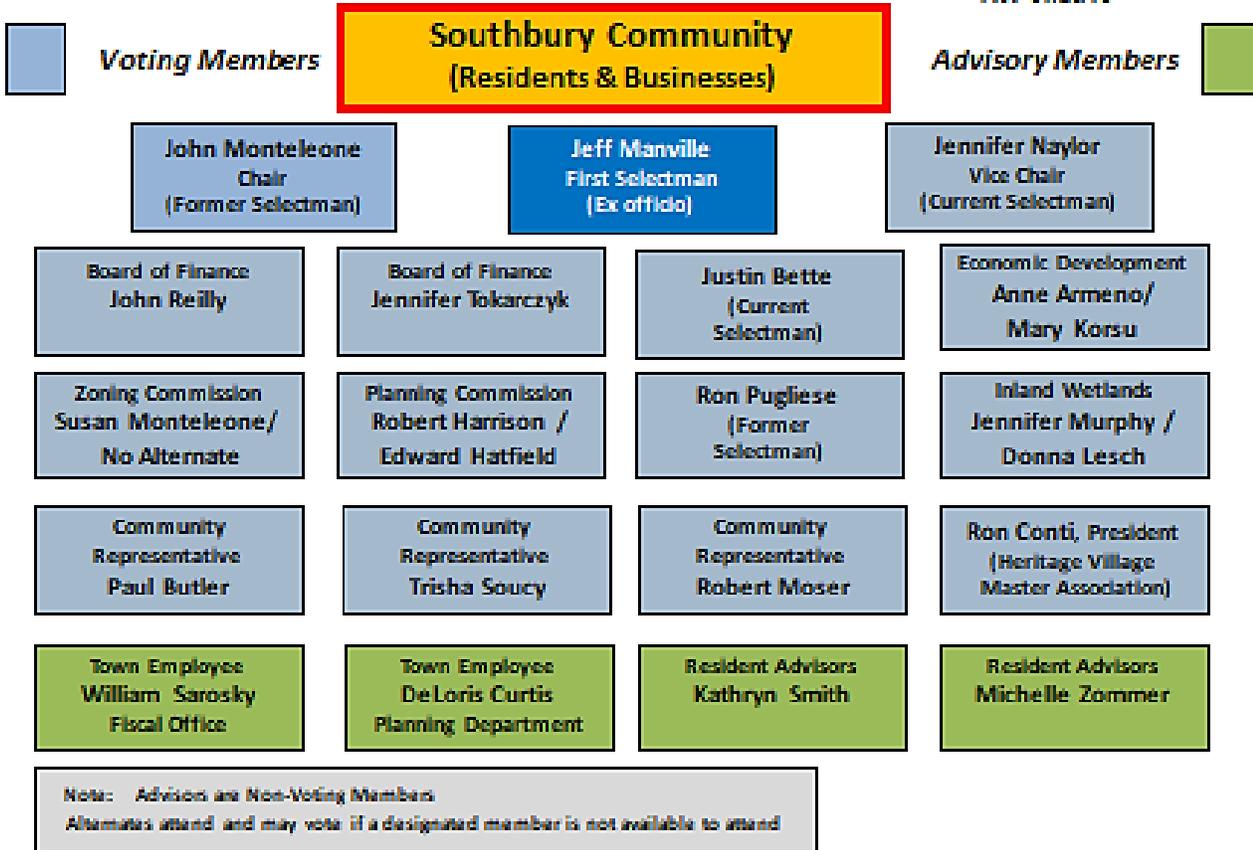


Why have a Strategic Plan?

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.

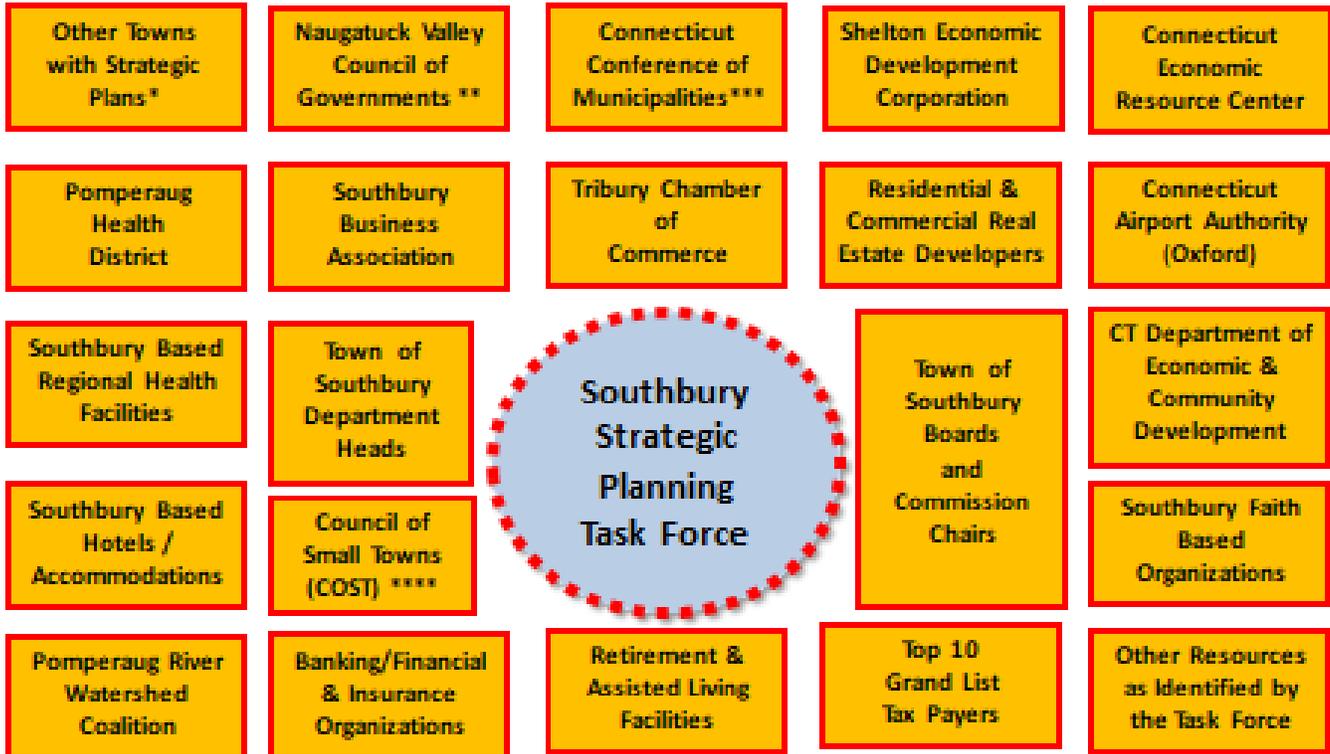
Southbury Strategic Planning Task Force

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

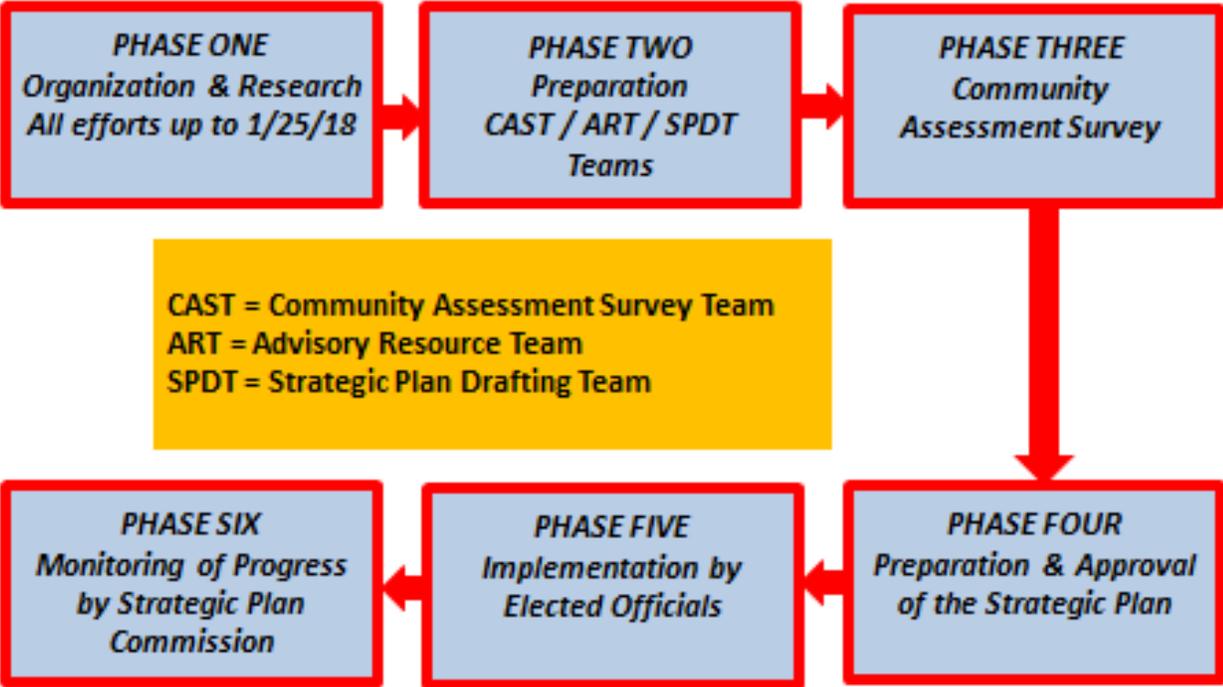
Neal Lustig, M.P.H., Director of Health Pomperaug Health District

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

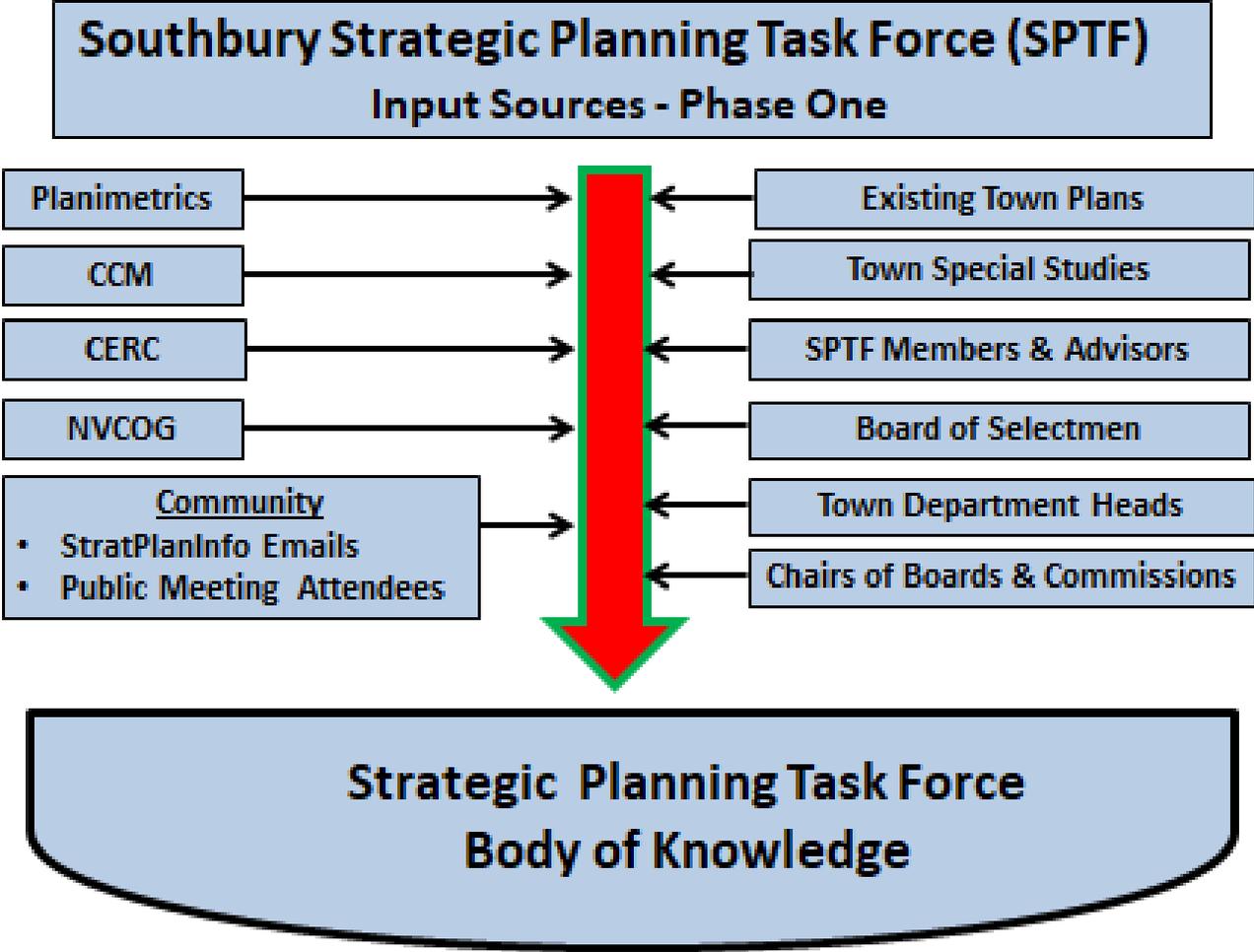
WEAKNESSES	THREATS
<ul style="list-style-type: none"> •Lack of comprehensive Arts and Cultural coordination / Center •Lack of Community Center for all ages •High Cost of Living in CT •Exclusive use of R.O.I. (Return on Investment) for improvements •Delays in issuing Permits •Lack of Regionalization of 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

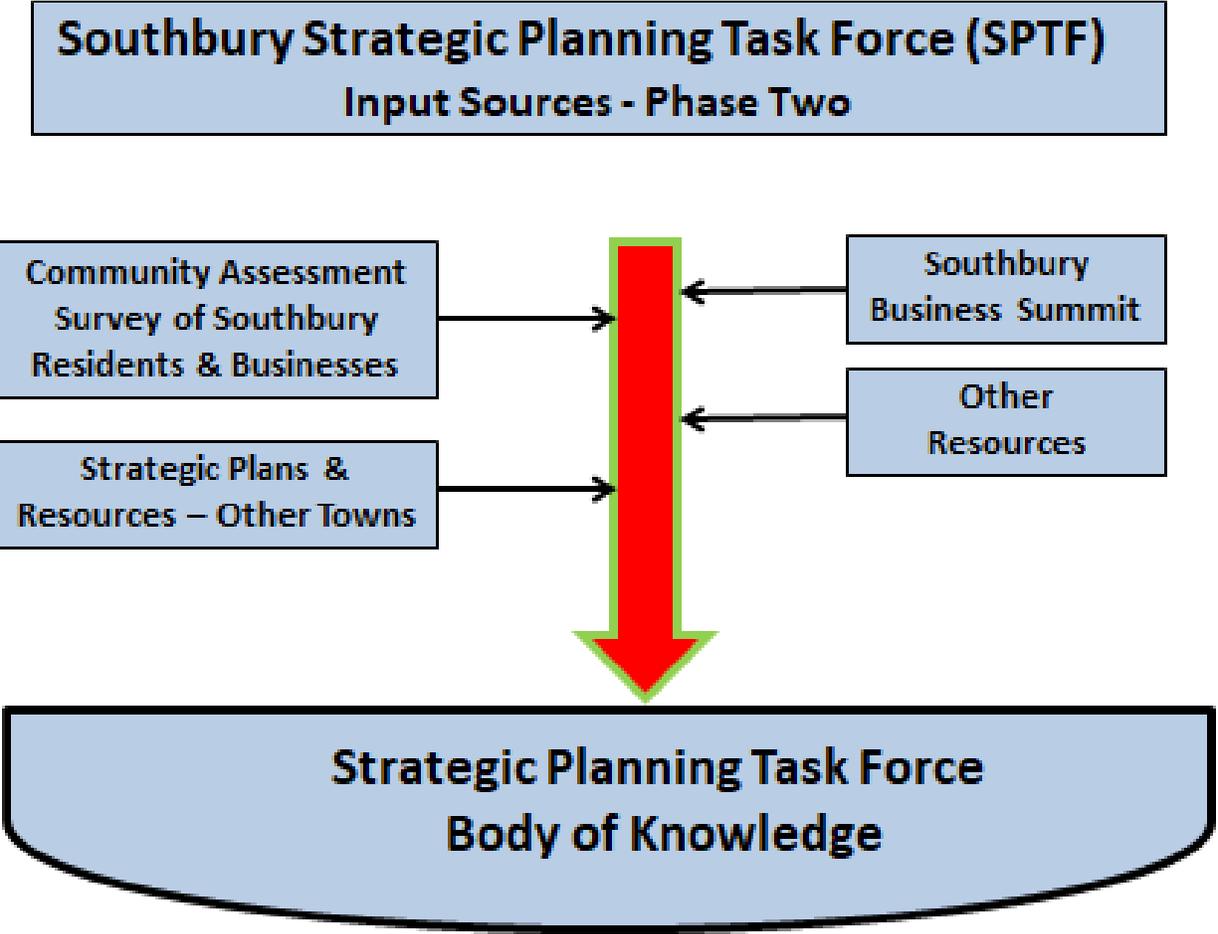
STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Community Appearance/town character/small town/neighborhoods • Very good/good quality of life • Highly rated School System • Excellent access to I 84/Location (Exits 13 – 16) • Highly rated town services (i.e., library, public safety, services 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 has 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.

SUMMARY: RESULTS OF THE COMMUNITY ASSESSMENT SURVEY

On the Southbury Strategic Planning Task Force...

Nearly one-third of all respondents, 29.6%, suggested they were following the activities of the Town’s Strategic Planning Task Force either “very” (4.6%) or “somewhat closely” (25.0%). Another 69.9% noted they were following the process “not very closely” (38.1%) or “not at all” (31.8%).

On Quality of Life in Southbury...

Reasons for moving to or continuing to live (or own/manage a business) in Southbury centered mostly on (in declining order):

- community appearance,
- the school system,
- nice neighborhood,
- location, housing,
- community reputation,
- community amenities,
- birthplace or having family nearby.

Impressively, 99.0% indicated their overall quality of life in Southbury was very good (51.2%) or good (47.8%). Just 0.8% noted their quality of life was poor (0.7%) or very poor (0.1%).

On Town Services...

All respondents, with an opinion, were asked to rate ten different town services.

The highest positive ratings were recorded for

- library services (93.4%),
- public safety services (91.9%)
- services for seniors (80.5%).

The lowest positive ratings were recorded for

- road maintenance (71.7%),
- town zoning and planning practices (65.1%),
- services for youth (58.2%).

On Town Resources and Services...

In a section designed to identify community needs, respondents were asked if there were too few, enough or too many of 12 named services, options and venues.

Majorities, or near majorities with an opinion, reporting “too few” were recorded for

- public transportation (68.7%),
- upscale dining options (62.3%),
- access to public waterfront/lake recreation (55.4%),
- cultural or entertainment venues (50.8%)
- enough businesses in town to meet your everyday needs (47.5%).

On Issues in Southbury...

Agreement (somewhat or strongly) with four statements about Southbury ranged significantly from 94.2% to 30.6%.

- My perception off Southbury is very positive – 94.2% agree
- Protection of the aquifer as our drinking source should be a continuing aspiration of the town – 89.4% agree
- I'm in favor of and support a public Pomperaug River Greenway Corridor – 68.6% agree
- Southbury is doing enough to retain our youth and attracting young people to our town – 30.6% agree

On Taxes...

There exists majority willingness to pay more in taxes for the following...

- More recreation programs – 56.4%
- Additional senior transportation – 53.4%
- A larger municipal Community Center – 52.1%

There were somewhat fewer willing to pay more in taxes for the following...

- A larger senior center – 45.6%
- An Economic Resource personnel position – 33.6%

On Consolidation and Business Needs...

Nearly three-quarters (70.1%) of all respondents agreed strongly (36.6%) or somewhat (33.5%) combining the Zoning and Planning Commissions to streamline the application and approval process.

Importantly, two-thirds of all respondents (66.3%) indicated they were very (27.8%) or somewhat interested (38.5%) in seeing the Southbury Board of Selectmen write policies for and approve business tax incentives.

The survey was designed, conducted, compiled and will be presented by The Center for Research & Public Policy, Inc. (CRPP) headquartered in Grantham, NH. It is a full-service consulting firm specializing in market and social research and public opinion polling. CRPP has offices in NH and VT and has been around since 1979 working in all 50 states, Europe, Mexico, Canada, South America, Puerto Rico and Africa.

Jerry C. Lindsley

- President and founder of CRPP
- Master's degree from Fairfield University (CT)
- Teaches business management, research, marketing, polling, and public policy courses at area colleges
- Board member for area charities and associations
- Managed U.S. Congressional and Governor campaigns
- Selected by the U.S. State Department for an 8-member friendship delegation to Egypt and Israel
- During college, appointed by President Reagan to the UN International Year of Youth Commission
- Licensed Vermont Emergency Medical Technician and volunteer EMT

Matthew Bradstreet, Ph.D.

- Vice President at CRPP
- Oversees all CRPP client service from project initiation to presentation
- Ph.D. in Experimental Psychology from the University of Vermont specializing in neuroscience, behavioral pharmacology, financial decision making, and choice in human laboratory models
- Post-Doctoral Fellowship at Johns Hopkins University School of Medicine
- Teaching experience in cognitive psychology and behavioral pharmacology
- Avid hiker, snowboarder, and automotive enthusiast

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>

A20

**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>

A22

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>

A23**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



Southbury, CT

Resources

Strategic Planning Task Force Documents

The Strategic Planning Task Force has successfully completed the Town's Strategic Plan and it was disbanded by the Southbury Board of Selectmen on January 3, 2019. Here are materials collected by the Task Force during its tenure.

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

www.southbury-ct.org/strategicplanning

Strategic Planning Task Force Brochure

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

Videos of Selective Strategic Planning Task Force Meetings and Presentations

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
- Community Assessment Survey Summary
- Business Summit Survey - 05/15/18

Region 15 Studies & Analyses

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

Region 15 Strategic Plan 2009 – 2015

Resources

Southbury Training School Studies & Analyses

- 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
- Privatization of Southbury Training School – Summary
- Privatization of Southbury Training School – Office of Legislative Research 12-23-1993
- Southbury Training School – Provision of Selected Services for Clients with Intellectual Disabilities
- 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
- Southbury Training School – Future Use Study – Report April 23 2018 – Milone & MacBroom
- Southbury Training School Board of Trustees
- Senior Housing - Pierce Hollow Environmental Impact Evaluation
- Future Use Study – Excerpt – 08/15/17

Southbury Training School – Designation as an OPPORTUNITY ZONE

- Letter from the NVCOG
- Sample Letter to the Governor
- Opportunity Zone Eligible Tracts – Southbury Training School
- Opportunity Zone Eligible Tracts – State of CT

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
- Southbury 2012 Plan of Conservation and Development (POCD)
- Southbury Town Charter
- 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

Resources

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
- Implementation Next Steps – Strategic Plan Commission – 11/01/2018
- Strategic Plan Presentation to the BOS – 10/18/2018
- Southbury Strategic Plan Next Steps – Presentation to the BOS – 12/06/2018

Regional Community Center

- Community Center Update – 01-28-2019

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

Waterbury – Oxford Airport

- Waterbury – Oxford Airport – Economic Contribution
- Waterbury – Oxford Business Plan October 2012

Minutes and Agendas of the Strategic Planning Task Force

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