

Potential Strategic Planning Discussion Topics
Draft as of March 21, 2018

Topic	Comments / Details
<p>Grand List (GL) Growth:</p> <ul style="list-style-type: none"> - Residential (what ideas/initiative might drive GL growth) <ul style="list-style-type: none"> Town Design / Zone changes (as part of POCD) Education <ul style="list-style-type: none"> - (how to leverage; Metrics; Enrollment trends; Changing curriculum approaches; funding) Beaches, Shopping, Restaurants, Recreation, Attractions (FTC); Other Senior needs: <ul style="list-style-type: none"> - Desirability of Town - Affordability of Town - Services needed / living arrangements - Big ideas?? - Commercial (what ideas/initiatives might drive GL growth) <ul style="list-style-type: none"> Economic Development <ul style="list-style-type: none"> - Initiatives to make Town more business friendly - Programs to retain and grow existing commercial businesses - Targeted programs for new commercial developments Town Design / Zone / governance changes (as part of POCD) Housing Stock Diversity <ul style="list-style-type: none"> - Evaluate housing stock for current and future needs/trends Tourism <ul style="list-style-type: none"> - Assets to leverage - Services / capabilities needed - Big ideas?? Universities / higher education <ul style="list-style-type: none"> - How to partner better - How to balance costs equitably - Trade/vocational programs, institutions, initiatives for needed skills 	<p>10% of revenues comes from commercial What is our target business customer??</p> <p>Does P&Z need to become the ‘enabler’ of business programs with the EDC playing a more central and visible role?</p> <p>Housing diversity has many aspects to consider, such as:</p> <ul style="list-style-type: none"> - Affordable/Achievable - Senior “friendly” in design, size, manageability, etc. - Rental vs ownership - Millennial desirable - Accessible to Transport and amenities - Other
<p>Town Design</p> <ul style="list-style-type: none"> • POCD updates • Planning and Zoning modifications • Sustainability programs and initiatives • Other TBD 	<p>Sustainability - Evaluate full range of sustainability topics as considered by “Sustainable Connecticut” programs.</p>

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<p>Current Development Initiatives</p> <ul style="list-style-type: none"> • Community Theater • Metro Train Station • New Trademark • TOD at metro / elsewhere • Exide • Elder care facilities • Tear Downs • Sherman & Reef • Other 	<p>The Community Theater development will likely be the most visible development in town</p>
<p>Potential Big Idea Development / Initiatives</p> <ul style="list-style-type: none"> • Train station air space • Downtown Fairfield • Fairfield Main Train station • beach/waterfront • Magnet commercial zone development (area commercial needs, tied with technical skills training development) • Other 	
<p>Town budget and spending priorities – 2.28% increase</p> <ul style="list-style-type: none"> - provide high quality service and manage expenses - fund all essential services - fund long term obligations - fund quality education - strengthen financial foundation • Town Operations (35% of Budget) 1.22% increase • BOE Spending (65% of Budget) 3.1% increase • Average spending per capita is significantly less (11th lowest in Fairfield County) than surrounding towns 	<p>- Is there an opportunity for fee services or QOS pricing? Or Service level adjustment/validation? - Services to regionalize with other adjacent towns? i.e. call center</p> <p>What is the right level to drive innovation and differentiation... are all opportunities being captured?</p>
<p>Public Safety</p> <ul style="list-style-type: none"> • Police • Fire • Emergency Medical Response • Emergency Dispatch • Other 	
<p>Town Governance</p> <ul style="list-style-type: none"> • Representative Town meeting structure vs. other approaches • Approach to taxation (property/sales/other) • Approach to budgets • New approach to taxation driven by Federal Tax reform and SALT • Charter revisions 	<p>Evaluate governance structures currently utilized, recently adapted, and other potential considerations to support strategic direction and needs.</p> <p>Consider “Municipal Indicators” information.</p>
<p>Other environmental challenges / opportunities</p> <ul style="list-style-type: none"> • Bridgeport in general (economic/Jobs/needs /crime/etc.) • Bridgeport opportunities (Casino/other development /etc.) • General commercial market in Fairfield County w/r/t occupancy, etc. • Availability of labor pool in surrounding communities (Bridgeport; Norwalk, etc.) 	

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<p>State Level</p> <ul style="list-style-type: none"> • Financial stability • Costs pushed to Town • Impact of new Fiscal Stability report • Unfunded mandates • Impact of no motor vehicle property tax • Restored revenues / additional cuts • Opportunities from new investments (infrastructure, etc.) • Implications of other changes (tolls, roads, etc.) • Other 	
<p>Infrastructure</p> <ul style="list-style-type: none"> • Roads • Rail • Sewer / Pollution control • Water supply • Coastal resources/infrastructure • Flood control 	

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