

Town of Fairfield

Strategic Plan Committee

Fairfield Strategic Plan
November 30, 2020



This material provides an update on:

- Strategic Plan Development Status
- Strategic Plan Recommendations & Big Ideas
- Strategic Plan Implementation Considerations
- Brief Observations on Two Late Emerging Trends

Strategic Plan Committee

Strategic Plan – Why is it Needed?

As Reviewed With the BOS/BOF/RTM and During Every Community Meeting:

- Economic and fiscal issues here in CT have changed and are impacting the Town in negative ways. State support of key assets have been allowed to erode (e.g. State financial support to Town, Roads, Rails, etc.).
- Societal issues (e.g. technologies, worker mobility, demographics, style of living, etc.) have changed, and could present the Town with opportunities we may miss otherwise, or be considered differently in planning decisions.
- Many factors are impacting the overall competitiveness of our Town as we “compete” with neighboring communities in many ways (residents, developers, businesses, workers, etc.).
- Clear, consistent objectives and plans can help to define and respond to needed actions.

Strategic Planning Activities

A Comprehensive Process Was Utilized

Structure Analysis

- Gather Information
 - ✓ Document review
 - ✓ Reconnaissance
- Brainstorming Templates
- Strategic Issues
- SWOT
- Etc.



Completed



Gather Stakeholder Input

Interviews & Workshops



- Dept Heads
- Elected Officials
- Boards & Commissions
- Other Stakeholders
 - Business
 - Developers
 - Universities
 - Etc.

Completed



Gather Constituent Input

Community & Business Workshops



Do It Yourself Workshops



Additional Approaches:

- Community Input form
- Web Questionnaire



Completed



Evaluate benefits and implications



Options



Tradeoffs

SPC / Other Feedback



- SME Analysis
- HLA Analysis
- SPC Input
- BOS Discussions

Completed



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The Strategic Plan Has Built Upon Insights From All Prior Work

Data Gathering

Approach

Research & Analysis

Stakeholder Framing Interviews

Community, Business & DIY Workshops

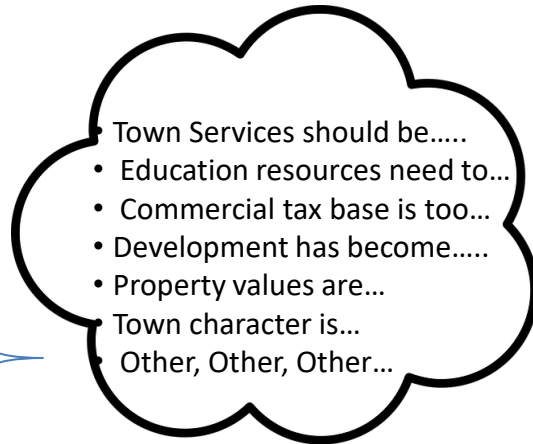
Questionnaires and other input

Subject Matter Expert Sessions

Board and Commission Feedback

Consulting Analysis

Viewpoints



Interim Deliverables

- Research & Brainstorming Insights
- Community Outreach Summary
- Subject Matter Expert Summaries
- Board & Commission Presentations

Strategic Plan (Draft)**



** Although extensive community feedback has been incorporated into each aspect of the project deliverables, the draft plan has not yet been circulated for community input.

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Strategic Plan

Strategic Plan



- Executive Summary
- Call to Action
- Plan Introduction
- Community Context
- Critical Success Factors
- Implementation Matrix
- Appendices



Strategy Areas

**Town Governance
& Administration**

Fiscal Stewardship

**Economic
Development &
Land Management**

**Collaborative
Solutions with
Regional Partners**

**Resilient &
Connected
Community**

Big Ideas

**Waterfront
Development**

**Comprehensive
Multi-generation
Downtown
Development**

**Walk-ability
Zones**

Strategic Plan

Strategy Areas

Topic	Key Components
Town Governance and Administration	<ul style="list-style-type: none"> • Transition from Selectmen/RTM structure to Town Council-Town Manager(TC/TM) or TC/TM-Mayor • Realign and improve management execution of all Town Departments • Leverage technology for improved and more cost effective service delivery
Sound Fiscal Stewardship	<ul style="list-style-type: none"> • Improve long term budgeting and implement spending growth limitations • Improve cross department execution and process execution to reduce costs • Analyze and implement steps to increase revenues, based on market trends and metric based goals • Implement steps to improve budgeting rigor, transparency, communication, and understanding.
Economic Development and Land Management	<ul style="list-style-type: none"> • Intensify Economic Development resources, focus, and track execution with metric based goals • Proactively manage and leverage underutilized land parcels for financial return • Adapt and update land use regulations and proactively manage land use regulations • Leverage Website and messaging to support residents and better market Town
Collaborative Solutions With Regional Partners & Education	<ul style="list-style-type: none"> • Enhance collaboration with School district management to improve educational achievement and financial management • Implement metric based goals for curriculum innovation • Reduce dependence on taxes as the only source of funding through increased focus on grants and commercialization of curriculum • Leverage shared services to more cost effectively provide services • Partner with both Universities for the benefit of Town, local economy, community education, and the Universities.
Resilient and Connected Community	<ul style="list-style-type: none"> • Continue steps to fortify the coastline • Enhance aspects of available transportation options, for travel expediency, safety, and congestion • Continue steps to propel use of low impact design and resource conservation • Deepen efforts to reduce environmental impact of Town Operations.

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Big Ideas Span Various Strategic Plan Areas

Initiative	Key Components
Waterfront Development	<ul style="list-style-type: none"> • Better leverage waterfront for economic value and enjoyment • Increase how the Marina area leverages its economic potential with commercial/retail • Better connect marina area with Penfield to improve its usefulness and value to the town
Comprehensive Multigenerational Downtown Development	<ul style="list-style-type: none"> • Build out a plan for a comprehensive re-envisioning the downtown area which leverages Town assets into an environment which integrates living arrangements desirable for both seniors and millennials and the rest of the community. • Harness economic potential for this area with partnerships, commercial development, living amenities, and related lifestyle attributes • Consider benefits of branding the initiative as a Senior & Millennial Integrated Living Environment (SMILE) in overall Town marketing, as developing trends indicate overlapping desires in both of these growing demographic segments
Walk-ability Zones	<ul style="list-style-type: none"> • Respond to opportunity to improve community attributes that require travel to commercial centers for basic services, resulting in decreased travel time and congestion, and increasing revenues • Define ways to bring commercial services to all areas within the community to meeting community desires for local services, less transportation and greater walk-ability for the benefit of residents in all areas of Town.

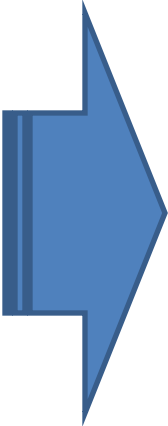


- Each of these topics cut across economic development, land use, community attributes, fiscal management, and other areas
- These “Big Ideas” need more work to fully flesh out the implications, approach, resources, partnerships, etc.

Strategic Plan

Big Ideas Review & Implementation Steps

The Big Ideas Require Further Work to Best Develop These Opportunities

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- Assign resources to develop and outline of the approach, considerations, opportunities, challenges for each topic.
 - Identify the steps needed for a structured analysis, and a report back within 45 days of the results of such work.
 - Conduct of formal review with the First Selectwoman and BOS of each opportunity.
 - Conduct reviews with other relevant Town Boards.
 - Determine the implementation steps, partnerships, resources, etc., for each topic.

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Some Other Considerations...

Implementation Considerations

- There are many implementation actions identified in the Plan. Some are already-underway in various ways.
- The recommendations span across many aspects of the Town and work on each can be accomplished in silos, yet be coordinated. Every implementation is different and varies based on the circumstances. A potential approach has been outlined in the plan, yet should be customized.
- Resources, with time to dedicate to this initiative, will need to be assigned to accomplish the work. Without dedicated resources/time, responsibility, reporting, and tracking, implementation will stall.
- Responsibility should reside with the Office of First Selectperson and the Board of Selectmen.
- Tackling everything at once would likely present problems. The priority of task should be managed on the basis of: impact, capacity for change, amount of disruption with the highest impact, easiest to do with the least amount of disruption being first.

COVID-19 & Social Justice

- By any measure 2020 has been an extraordinary year. These two events will reverberate for a long time.
- Both trends became prominent after completion of our field work, yet each are woven into the fabric of Attractive, Affordable, and Safe. Specific analysis of each was not performed, nor was any other specific societal or public health issue, as that type of analysis is outside the scope of a Strategic Plan. As appropriate public and health policy directives are developed, the structure of the PLAN can be used to accelerate their implementation.
- The Town has initiatives underway to actively manage Covid issues, and identify steps to take on social justice concerns that will protect & improve our Town.
- Neither trend indicates a redirection of the strategic recommendations.

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Some Final Thoughts

Citizen, Stakeholder and Leadership direction we received at the beginning of this project was:

- Be bold and do not be bounded by political considerations
- No sacred cows – everything should be on the table
- The actions in the PLAN should be firm recommendations, not suggestions for further study
- Need to look at tradeoffs, adjust services, restructure

The Town is ready for action and is convinced the status quo would not allow the Town to prosper.

The Town has its Call To Action! We should commit to ACT NOW and as with all Plans, address changes as they arise.



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How to Get Started...

Communicate, Gather Feedback, Address Questions, Then Get Started:

- Review Executive Overview presentation with the First Selectwoman.
- Review Executive Overview presentation with Other Board of Selectmen members.
- Communicate draft plan to Town through SPC web site.
- Provide Executive Presentation to BOS at BOS meeting for FairTV replay.
- Gather resident feedback through email submissions and plan for virtual Town presentation.
- Evaluate feedback and suggestions, and address key considerations.
- Publish the final plan.
- Support First Selectwoman on transition from planning to implementation: resources, approaches, and actions.