

Town of Fairfield

Strategic Plan Status

Executive Summary for BOS Quarterly Update

Board of Selectmen
September 26, 2018

Topics

- Today's Objectives
- Summary of Completed Activities since May BOS update.
 - Activities since May 2018
 - Planned Next Steps for Community Engagement
 - Describe Community Engagement and Next Steps
- Methods to Provide Resident Input
- Interview Coverage Summary
- Strategic Plan Branding
- Review of Select Strategic Plan Update Slides
 - A Strategic Plan – What Is It & Why Needed?
 - An Overview of the Process / The Path Forward
 - Traits of Desirable Communities
 - What Is / Is Not a Strategic Issue

Strategic Plan Update

Objectives

Today's Objective:

- Provide BOS Quarterly Update.
- Describe the community engagement work planned.
- Present material being shared with community regarding the SP initiative.
- Provide an opportunity to receive BOS questions/suggestions.

Strategic Plan Committee

Summary of Completed Activities Since May BOS Update

Completed:

- Planned, coordinated, and conducted 2 rounds of in-person interviews (select phone interviews continuing).
- Developed project web tools (project website, surveys, map.social, etc.).
- Designed Branding elements (tag line and logo) for collateral materials.
- Researched and Planned workshops.
- Initiated Community outreach with presentations, updates, etc.
- Participated in various Town planning meetings/events.
- Continued monitoring of SPC brainstormed Strategic issues.
- Coordinated project execution with HLA Consultants.
- Held and documented Regular SPC meetings.

Next Steps:

- Community Engagement workshop and data gathering.
- Project work according to project plan.

Strategic Plan Update

Next Steps - Community Engagement

In Person Workshops:

- Community Workshop – November 7, 2018 at 7:15pm
- Business workshops.
- Student Workshops.
- Joint Board & Commission Workshop.
- “Do-it-yourself” SPC supported Updates / workshops.

Web, Survey, Email, Other Techniques:

- Surveys (resident, business, student).
- Project Website (news, documents, map.social, email, other).
- Workshop Collateral.
- Other Electronically (email, community feedback form, other).

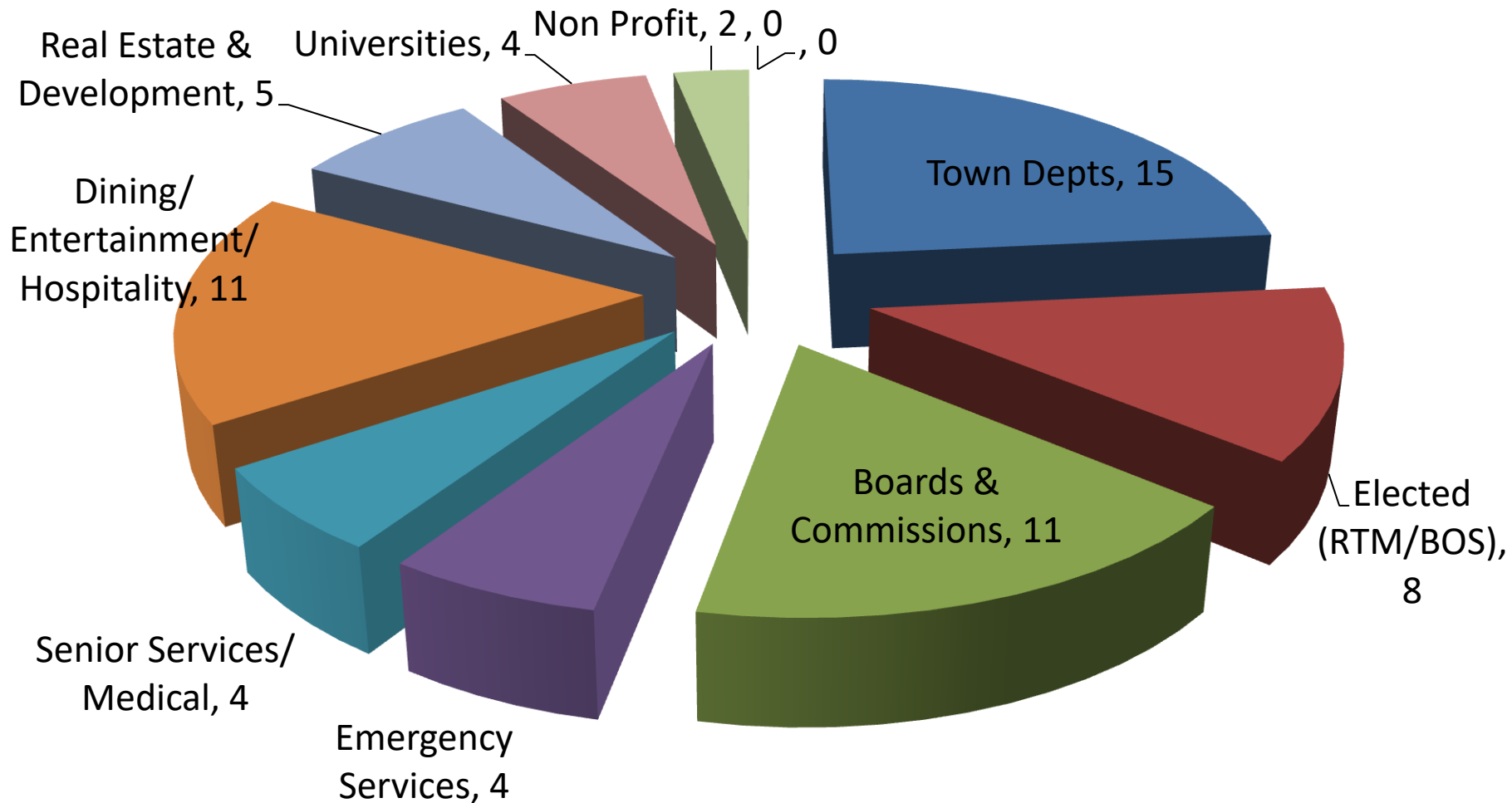
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How to Provide Your Comments and Ideas

- Attend our SPC meetings.
- Review our SPC webpage: <http://www.fairfieldct.org/spc>
- Provide input on Community feedback form (can be done now).
- Review our Project web site: <http://www.hlplanning.com/portals/fairfield/>
(SPC Note - s/b live Oct 2018)
- Participate in Community workshop(s) in November.
- Other approaches:
 - Participate in a smaller “Do it yourself” workshops
 - Web questionnaire
 - Joint Board and Commission workshop
 - Other input capabilities on project website.

Strategic Plan Update

Interview Breakdown N=64



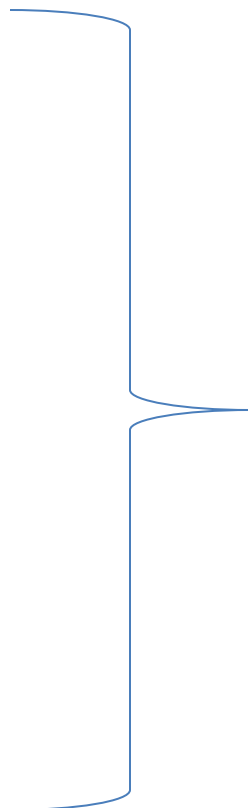
Note:
As many of the interviewees are Town residents, community outreach has already begun.⁷

Strategic Plan Committee

Branding the Strategic Plan Initiative

SP Tag Line & Imagery

Fairfield's Future
ONE TOWN ONE VISION



SP Branding

**Actual Logo Being
Finalized**



Town of Fairfield

Select Strategic Plan Update Slides

Board of Selectmen
September 26, 2018

Strategic Plan Committee

Strategic Plan – What is it?

- A "Strategic Plan" is the highest level plan or roadmap an organization uses to plan its course and direction. Other operating plans feed into the overarching objective of the Strategic Plan.
- Town has an annual budget and a Plan of Conservation and Development (POCD) and many other topic-specific, or operational plans.
- The Strategic Plan will have a longer term time horizon, looking out past the next 3-5 years on how to maintain or improve the Town's ability to thrive.
- Strategic Plans for other communities have focused on areas such as: commercial development, economic development, Education, Governance, Financial/tax management, Town character, spending control, etc.
- Fairfield's focus areas will be determined from project analysis, activities and community input.

Strategic Plan Committee

Strategic Plan – Why is it Needed?

- 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.). This situation presents our town with both opportunities and challenges which need to be evaluated.
- 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

An Overview of the Process

Structure Analysis

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



Gather Stakeholder Input

Interviews & Workshops



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

Gather Constituent Input

Community & Business Workshops



Do It Yourself Workshops



Additional Approaches:

- Community Input form
- Web Questionnaire



Evaluate benefits and implications



Options



Tradeoffs

SPC / Other Feedback



- Input and ideas will be gathered from multiple sources
- The RTM has agreed to provide a Liaison for each RTM district

Work Underway



Work Underway



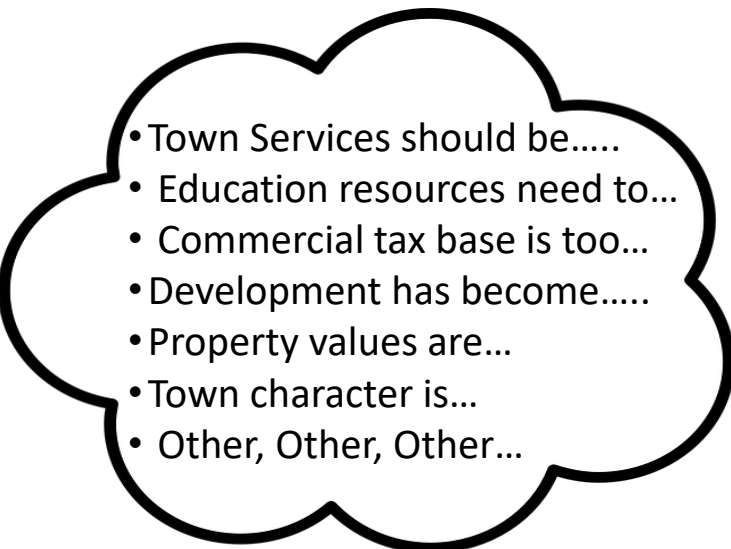
Work Underway

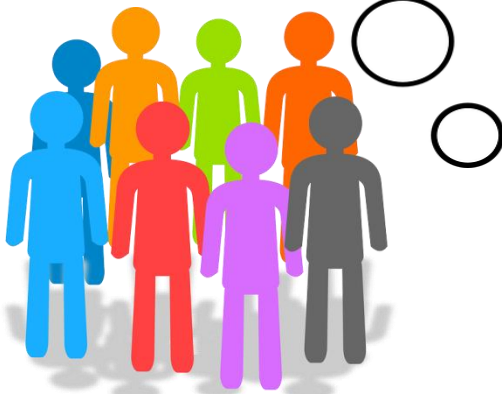


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What is the Path?

Viewpoints

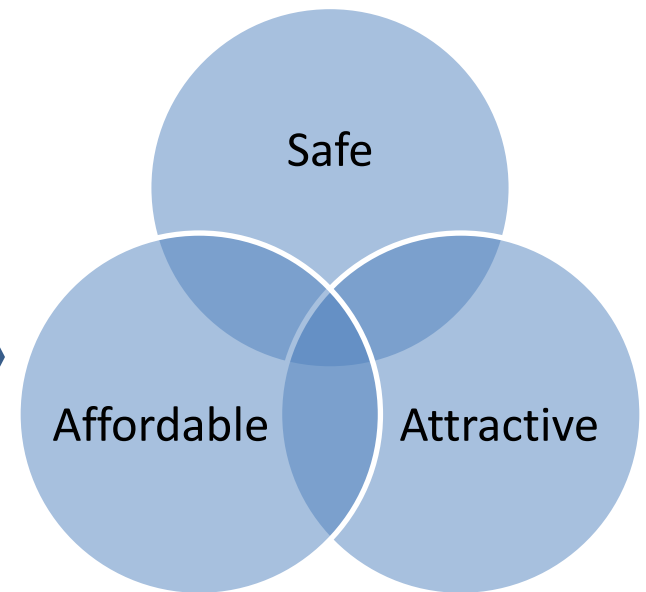
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- Town Services should be.....
 - Education resources need to...
 - Commercial tax base is too...
 - Development has become.....
 - Property values are...
 - Town character is...
 - Other, Other, Other...



Analysis

- 
- Objectivity
 - Current situation
 - Analysis
 - Community Input
 - New ideas
 - Options / Tradeoffs

Objective



Strategic Plan Update

A Perspective on Traits of Desirable Communities

Trait	Illustrative Considerations
Safe	<ul style="list-style-type: none"> • Police, Fire, Medical – prevention and response • Emergency preparedness • Communication planning • Other, other, etc.
Attractive	<ul style="list-style-type: none"> • Town Character, Style, “feel”, etc. • Education resources and commitment • Vibrant and diverse across all aspects • Physical beauty here / access to other recreational areas • Culture, Arts, Dining, Entertainment • Recreation & Leisure • Other, other, etc.
Affordable	<ul style="list-style-type: none"> • Town Services (type, service level, fees, etc.) • Town Operations & Education Spending • Taxes • Residential and commercial tax base • Property values trends • Other, other, etc.

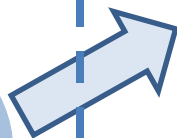
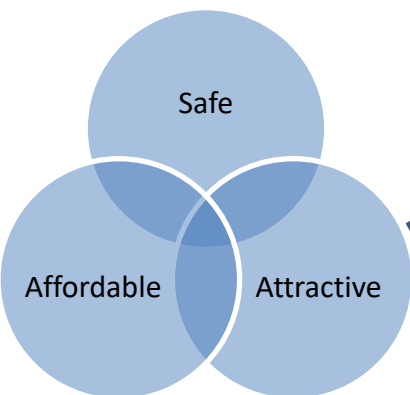
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Considerations Moving Forward

Today

Challenges

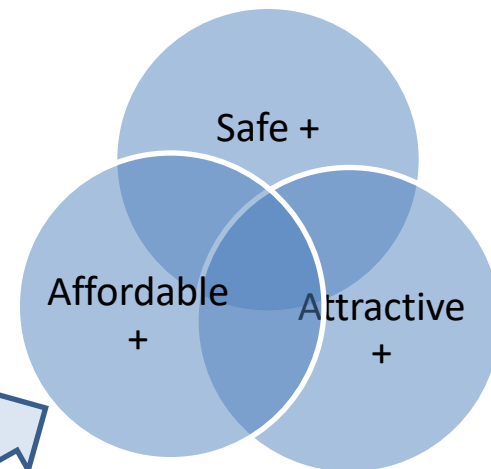
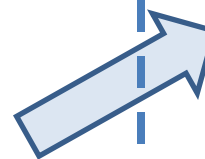
Destination



Too Much Change

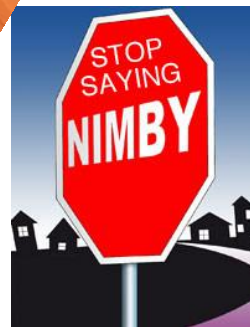
Too Little Change

Wrong Changes



Objective:

Maintain
or
Improve



Strategic Plan Update

Strategic Plan – What Are Examples of Strategic Issues?

Example Non-Strategic Issues:

- There is a pothole at the corner of Main and Elm.
- Dogs off leash at the Open Space are becoming a problem.
- This year's budget adjustments do not make sense.

Example Strategic Issues:

- Commercially zoned properties may be able to leveraged more effectively so that a greater grand list contribution can be achieved (e.g. 5% to 10% of GL tax revenues).
- Antiquated or inconsistent zoning regulations may be impeding beneficial development initiatives.
- Key elements of the Town's attractiveness are being impaired by poor land planning.
- Town assets (e.g. commercial assets, beaches, other) should be better leveraged to support spending needs, maintain affordability, and improve property values.
- Spending is exceeding the ability to be supported by residential taxes.