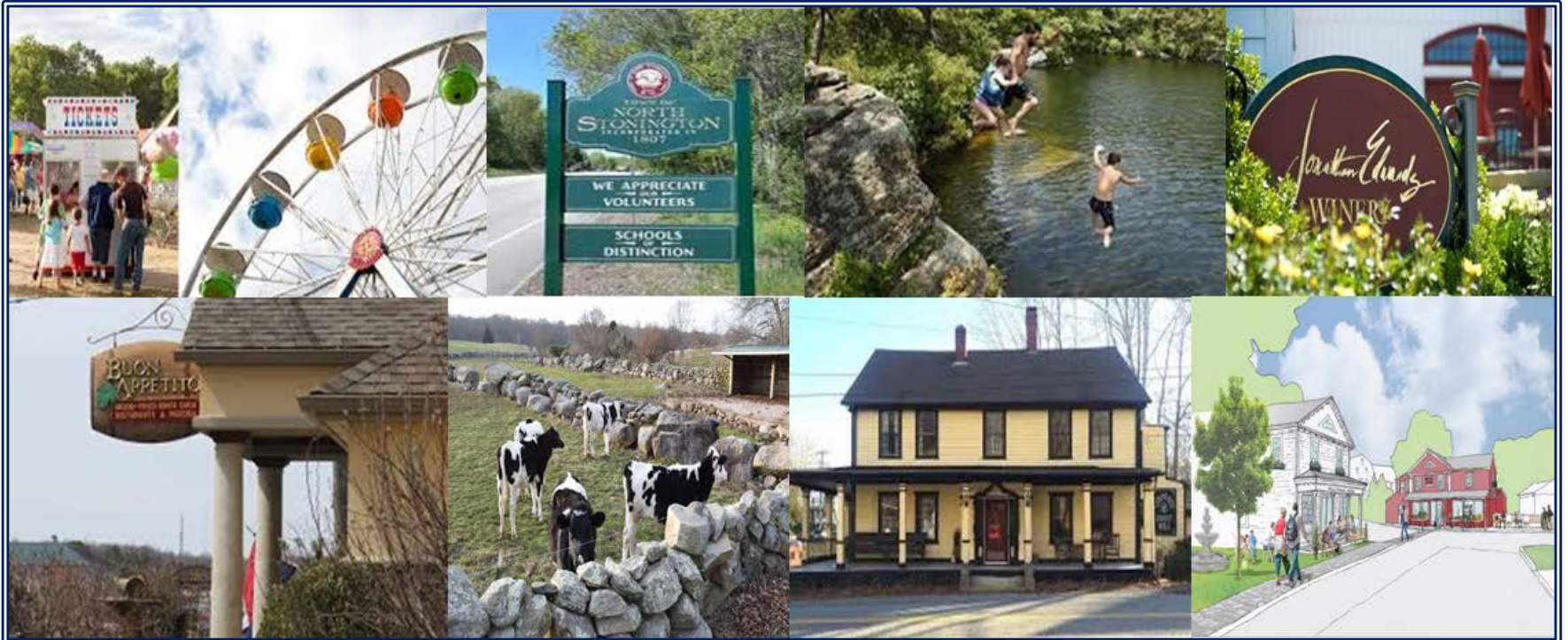




# 2019 STRATEGIC PLAN

TOWN OF NORTH STONINGTON



# MISSION AND GOALS

North Stonington will work to attract capital investment while maintaining the distinctive small-town character that attracts residents, businesses and visitors.

The Town will use its resources efficiently, maintain transparency with strong communication, and continue to focus on quality of life and sustainability.



## Goals

1. Create a unifying community identity by emphasizing our attributes and agricultural heritage.
2. Continually strengthen communication to ensure that the public is well informed on town business and initiatives.
3. Support the development of infrastructure necessary to create a sustainable local economy.
4. Promote and *actively facilitate* the development of diverse housing types.
5. Develop fiscal policies that directly correlate to land use strategies.
6. Streamline development processes and increase efficiency. Land use code will reflect community values and desire for new development to increase tax revenue.

*Defined goals can only be accomplished through strong community leadership. We will work to attract, retain, and empower committed leaders.*

# MILESTONES AND RELATED GOALS SUMMARY

Date	Milestone	Goal	Date	Milestone	Goal
11/2017	Weekly First Selectman's Update Videos began	2	7/2018	Created Capital Improvement work group	3
11/2017	Collaborative Budget Creation between BOS, BOF & BOE	2	7/2018	Keeping North Stonington Affordable 501(c)3 created	4
12/2017	Established Communications Committee	2	8/2018	Expanded Permitted Housing Types	6
1/2018	#mynosto Social Media Accounts created	2	9/2018	Contracted Services with Weston & Sampson	3
1/2018	Weekly Land Use staff meetings initiated	6	9/2018	Village Preservation Overlay Area realigned with Historic Map	6
1/2018	Cell Tower expansion - ongoing	3	9/2018	Sponsored Culture Connects event	1
2/2018	Construction of new schools began	3	10/2018	Implemented OpenGov for financial transparency	3
2/2018	Completed of Water Tower Study	3	10/2018	Established Recreation Center in Old Firehouse	3
4/2018	Completed of Village Water Line Extension	3	1/2019	Further enhanced budget process using OpenGov	2
5/2018	Town Government Structure Committee Recommendations Implemented	2	3/2019	Opening of new Wheeler Middle High School	1
6/2018	Center for Emergency Services completed/opened	3	4/2019	Awarded contract for solar arrays at CES and new schools	3





# GOALS & NEXT STEPS

## GOAL 1

**Create a unifying community identity by emphasizing our attributes and agricultural heritage.**

### Next Steps

- Obtain broad stakeholder participation and agreement on a “community identity” concept that is representative of town goals and mission.
- Create professional marketing material that highlights the Town’s beauty and many assets.
- Partner with the Historical Society and Agricultural Community to broadcast news/events.
- Network with the SECT Cultural Coalition to coordinate area arts and cultural events.
- Increase recreational offerings. Use North Stonington Quarterly to announce activities.
- Combat the “closed community” reputation – “Welcome Wagon” /Support for new residents – especially young families.
- Create a better website. Include available properties on website
- Complete rendering and establish a Farmer’s Market/Agricultural Education Center. Focus and highlight agricultural economy.
- Implement branding exercise to create identity/tagline.
- Finish EDC Map project.
- Better utilize existing memberships with seCTer and Chamber.



SOUTHEASTERN CONNECTICUT  
CULTURAL COALITION



## GOAL 2

**Continually strengthen communication to ensure that the public is well informed on town business and initiatives**

### Next Steps

- Expand internet access and provide and train adequate staff (and volunteers) necessary to implement actions associated with strengthening communication.
- Create a “North Stonington in the News” spot on website, Quarterly Newsletter, Social Media pages.
- Create, distribute survey to gain feedback on best communication methods to improve what is already in place.
- Create separate webpage to provide updates and progress reports for POCD and strategic planning.
- Create a more user friendly website – Add “Visitor Center” or “I live Here” subpage.
- Use NSQ as vehicle for input and consensus building.
- Provide leadership and organizational training to staff and Board/Commission members.
- Identify a public relations point person – Publish weekly updates from meetings and keep content on social media current and share to all town groups/forums.
- Add a NS Historical Society feature on social media.

# GOALS & NEXT STEPS

## GOAL 3

**Support the development of infrastructure necessary to create a sustainable local economy.**

### Next Steps

- *Increase staffing, funding, and stakeholder support needed to develop vital infrastructure.*
- Finish sewer study and start setting aside money for infrastructure- Add to CIP Plan.
- Bring more visibility to the priority of funding the construction of water/sewer infrastructure and get town buy-in. Make this a top priority.
- Pursue EDA grant for infrastructure: identify costs, get town support, apply for EDA grant funding.
- Develop/Rehab underutilized vacant buildings and town-owned lots in the village area.
- Place signs on either end of Main St. to announce historic village district.
- Build sidewalks/walkways/lighting to link the recreation center and the school or village.



## GOAL 4

**Promote and actively facilitate the development of diverse housing types.**

### Next Steps

- *Proactively overcome resistance to affordable housing and incentivize its creation.*
- Create marketing material and build a network of developers/investors to do housing and other commercial projects.
- Continue working on the Wintechog Hill housing project.
- Hold a joint meeting between EDC, PZC and BOS to discuss the different projects.
- Attract and investor who will utilize State Historic Preservation funding to restore former Hescoc Law Office and old Mill house.
- Create conceptual plans for key properties in town and create a promotional video.
- Meet with Electric Boat about housing needs.
- Resurrect Affordable Housing Overlay Area development.

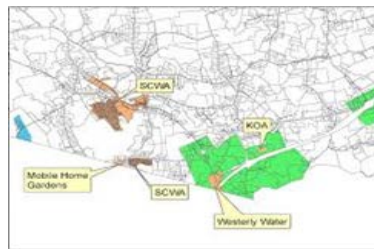
# GOALS & NEXT STEPS

## GOAL 5

**Develop fiscal policies that directly correlate to land use strategies.**

### Next Steps

- *Obtain political support for tax credits or tax increase to fund priority “strategies.”*
- Implementation of tax credits for new businesses in the community.
- Consider the creation of assessment zones to facilitate repayment of any loans for infrastructure improvements.
- Establish policies to put to use town-owned properties.
- Collaborate with local and regional agencies such as the Chambers, seCTer, etc. and pursue funding from federal agencies such as EDA and USDA.
- Set aside funding in budget for sewer expansion- Capital Improvement Plan.



## GOAL 6

**Streamline development processes and increase efficiency. Land use code will reflect community values and desire for new development to increase tax revenue.**

### Next Steps

- *Align stakeholders with town objectives and start to shift from “past” to “future” planning.*
- Provide Boards and Commission members with leadership training - how to run a meeting or lead a commission or board.
- Join with other towns to provide training for new board and commission member training – including municipal law training.
- Develop “frequently asked questions” hand out for Board and Commission members.
- Develop “how to” checklists for development and other processes incorporating Ledge Light, Land Use, and Building Official requirements.
- Purchase better software to avoid an increase in staffing and add ability for residents to submit forms on line.