

WBOS STRATEGIC PLAN (THROUGH 12/31/2025) **VERSION 1.0**

The Woodbridge Board of Selectmen (BOS) has identified the following priorities among the most important and pressing issues facing the Town of Woodbridge to be addressed in the current fiscal year and through the remainder of the terms of its current members on December 31, 2025. The BOS has outlined these issues, potential solutions, and partners to ensure that Woodbridge remains a desirable place to live, work, and play. The BOS has ultimate responsibility for meeting these goals and will direct and receive progress reports from Town departments, boards, commissions, committees, and task forces pertaining to the Plan's initiatives throughout the year. The BOS's goal in enacting this plan is to respond to the Town's current situation, appropriately planning for a strong future that benefits all residents. "The long-term planning process is driven by the Town's core strategy to increase long-term economic growth, to promote education, safety and health, and to nurture the Town's cultural vitality through the implementation of the Selectman's goals and objectives. In addition, the Town continually strives to maintain a strong bond rating through strong fiscal administration and the maintenance of an adequate fund balance. This process has earned the Town a Moody's AAA Rating for financial excellence and stability." [audit pg. ix]

Projected timing notes:	<p>GOAL I. ENSURE FINANCIAL STABILITY</p> <p><i>Ensure financial stability to provide core services — education, general government, public safety, and public works — at appropriate and sustainable levels.</i></p> <p>Strategy One: <u>Diversify and Grow the Grand List by focusing on attracting and retaining Woodbridge businesses (see 2019 CERC Report for background).</u></p>
	TACTIC A) Receive recommendations from 2030 Task Force for business district improvements; continue BOS-contracted work with consultants Pirie Associates (for Placemaking) and SLR Consulting (for Connectivity); renew planning efforts with Army Corps of Engineers for West River flooding and CT-DOT regarding Exit 59 and West Rock Tunnel
	TACTIC B) Request recommendations from EDC and TPZ regarding the expansion of the business district, workforce housing goals, and other zoning updates necessary to achieve Goal I, including 'New Main Street' concept for consideration in upcoming POCD
	TACTIC C) Discuss target business sectors and growth goals with EDC; receive Business Development Plan from EDC, including future needs for Work Force Housing and transportation, set timeline for periodic reporting on analysis of grand list growth to the Board of Selectmen
	TACTIC D) Ensure that communication consistently informs the public and potential businesses how to access the current Zoning Regulations which are included in eCode360 on the Town website
	TACTIC E) Request recommendations from EDC regarding business tax abatements and other incentive programs for consideration; and recommendations from CUPOP regarding property use changes for consideration; act and/or send to Ordinance Committee and/or Public Hearing and Town Meeting as necessary
	<p>Strategy Two: Continue Financial Transparency & Enhance Communication</p> <p><i>Strengthen communication to improve residents' understanding of Town services, the budget, and budgeting process</i></p>

	TACTIC A) Continue public information efforts to inform the public about the annual budget process; consider enhancements for online budget website modules and on-demand meeting video integration
	TACTIC B) Communicate budget expectations clearly to all Boards and Commissions, including WBOE, and ABOE (especially with regard to year-end budget surplus funds and capital project planning); conduct Tri-Board meetings as needed.
	TACTIC C) Implement labeling of Strategic Plan areas of focus in BOS meeting agendas; schedule full-board quarterly goal setting and review; reconsider Board of Selectmen liaison roles to foster greater connection to the BOS and support for Strategic Plan goal achievement
	TACTIC D) Ensure continued Board and Commission transparency by implementing clear guidelines for Hybrid Meeting logistics; reconsider technology options and staffing necessary for continued Government Access TV success
	TACTIC E) Task BOS Ordinance Committee to evaluate need to establish standing BOS Committees (Ordinance, Personnel, Strategic Planning) and consider transforming some ad hoc committees to standing committees
	TACTIC F) Consider timing of Charter Revision process
	<p>Strategy Three: Explore Shared Services and Regionalization While Maintaining High Quality of Core Services</p> <p><i>Balance growth with the future needs of Town and school services to manage pressure on the budget</i></p> <p>TACTIC A) Continue engaging state representatives in discussion of state support for expansion of shared service and regionalization opportunities between local & regional school districts and between the school districts and the towns</p>
	TACTIC B) Continue exploring Emergency Services Dispatch regionalization options
	TACTIC C) Continue exploring regionalization and shared services for PreK through grade 12 educational services between Amity, Bethany, Orange and Woodbridge school districts
	<p>Strategy Four: Ensure the efficient use of federal ARPA and ESSR funds</p> <p>TACTIC A) Review final funding determinations and establish a timeline for completion of projects; disseminate to boards and commissions; ensure public communication is clear and consistent</p>
	TACTIC B) Issue RFPs and receive recommendations from Building Committees to act on contracts for construction services
	TACTIC C) Hire a Town Planner to oversee and ensure project completion on time and within budget

	<p>GOAL II. MAINTAIN & INVEST IN INFRASTRUCTURE & FACILITIES</p> <p><i>Take care of the Town's buildings, lands, and recreational resources so that they are welcoming and attractive to residents and provide an environment for employees that allows for maximum work performance and efficiency.</i></p> <p>Strategy Five: Determine Former-CCW Future Use</p> <p>TACTIC A) Engage the services of a planning consultant with expertise in repurposing golf courses; engage stakeholders, refine ideas, and formulate a plan for use recommendation(s) for the property with data that describes comparable outcome objectives (cost/benefit analysis) for each option</p> <p>TACTIC B) Discuss feasible options and recommend selected options to be further considered; communicate options and receive input from the public on selected options</p>
	<p>TACTIC C) Determine best course of action and issue RFP(s) as needed to develop detailed final proposal(s); communicate to the public and hold Public Information Meeting(s) as needed</p>
	<p>TACTIC D) Act to submit proposal(s) to BOF, and upon approval act to set date for Public Hearing and adjournment to referendum for approval by voters</p>
	<p>Strategy Six: Move Forward with Building Projects</p> <p>TACTIC A) Pursue the establishment of a Municipal Building Committee</p>
	<p>TACTIC B) Beecher Road School (40 Beecher Road) Phase 1: K-wing, Café/Library/Media Center, D-Wing roof replacement Phase 2: North parking lot paving Phase 3: Full campus grounds improvements</p>
	<p>TACTIC C) Fire House and Fire Training & Storage Facility (100 Center Road) Phase 1: Award bid, complete construction of FT&SF by December 2024 Phase 2: Begin exploration of necessary Fire House renovation and determine timing</p>
	<p>TACTIC D) Community & Cultural Center (4 Newton Road) Phase 1: Review status of current plan Phase 2: Clear the building to prepare for construction Phase 2: Issue RFP for construction services; receive recommendation from Building Committee to act on contract for construction services Phase 3: Construction</p>
	<p>TACTIC E) Center Building (4 Meetinghouse Lane) Task Strategic Planning Committee with refining a timeline for next steps</p>
	<p>TACTIC F) Expand charge of Town Building Committee for Beecher Capital Projects and convene Tri-Board Meeting (BOS, BOF, WBOE) to receive and act on recommendations to alleviate overcrowding at Beecher Road School.</p>
	<p>TACTIC G) Town Center Campus infrastructure improvements Phase 1: Connectivity/sidewalk upgrade connects AmityHS to center campus Phase 2: Explore potential funding options for improvements in the Grove Phase 3: Extend campus connections to FitzGerald Tract w/crosswalk & trees</p>

	TACTIC H) Town Hall (11 Meetinghouse Lane) Phase 1: Begin exploration of necessary renovation and determine timing
	TACTIC I) Town Library (10 Newton Road) Phase 1: Begin exploration of necessary renovation and determine timing
	TACTIC J) Sheehy Public Works Building (15 Meetinghouse Lane) Phase 1: Begin exploration of necessary renovation and determine timing
	TACTIC K) Thomas Darling House and Barns (1907 Litchfield Turnpike) Phase 1: Cow Barn and roof for Middle Barn, consider re-naming house Phase 2: Ice House and Horse Barn Phase 3: Caretaker Cottage and Carriage Barn
	Strategy Seven: Focus on Sustainability, Environment and Energy Efficiency to Identify and Implement Climate Change Adaptation & Mitigation Practices TACTIC A) Review the 2018 SustainableCT Community Bronze Certification Report (and the Community Resilience Building Workshop Summary of Findings , July 2018 in particular) to determine strategy for next steps, scope and sequence
	TACTIC B) Continue and accelerate plan for electrification of municipal fleet
	TACTIC C) Establish a Green Energy Plan for all Town buildings
	TACTIC D) Improve recycling, establish food scrap composting, and otherwise reduce solid waste to ameliorate the Town's financial exposure to cost increases
	TACTIC E) Sponsor new programs for residents (home solar and battery storage, etc.)
	TACTIC F) Create a Town tree inventory and plan to ensure climate resilience, provide public shade, provide wildlife and pollinator habitat, enhance scenic routes, and protect town road/water/power infrastructure.
	GOAL III. ENHANCE QUALITY OF LIFE <i>Focus on efforts to make Woodbridge a desirable place to live, work and play.</i> Strategy Eight: Explore Enhanced Efficiencies and Closer Collaboration Among Departments and Commissions and the BOS TACTIC A) With a focus on preparing for operation of the Community & Cultural Center, establish a Joint Community Services ad hoc committee (with members from Rec, Library, and Human Services commissions) to study and make recommendations to the Board of Selectmen on options to increase coordination, streamline services, and options for future commission, department, and budget structure with a focus on Aging in Place assistance
	TACTIC B) With a focus on preparing for input by BOS to the POCD update, meet jointly with relevant commissions (TPZ, CUPOP, Conservation; Affordable Housing, EDC, Agriculture, Recreation, Human Services, Sustainability, etc.) to discuss scope and process for receiving and acting on recommendations, including for update of the Town's Affordable Housing Plan
	Strategy Nine: Clean Up Roadways and Expand Biking and Walking Options TACTIC A) Create Neighborhood Pride Teams to conduct roadside litter cleanup and beautification efforts (such as flower bulb planting, and maintenance after

	major Public Works cleanup efforts, etc.) and targeted public education campaigns (including in partnership with Beecher and Amity schools) to encourage residents and businesses to partner in efforts to pitch-in and take pride in town
	TACTIC B) Re-establish a Complete Street Teams to explore planning, design, and development of interconnected bicycle and pedestrian pathways and other enhancements that provide safe on-road travel (including traffic calming options such as speed tables, sharrows and other road painting projects, etc.) throughout Town as needed, especially to link major destinations, like schools, business district and Town Center Campus.
	Strategy Ten: Improve Parks, Playgrounds, Athletic Fields & Outdoor Activity Spaces TACTIC A) Explore upgrades needed to existing Town playgrounds, playing fields (such as irrigation projects) and parks (including Sperry Park, and Beecher recreation areas) as well as potential future needs (including a 90' baseball diamond, sledding and winter recreation at former CCW property). Evaluate all sites for climate change related issues, impacts or vulnerabilities: extreme heat, shade access, flood and drought tolerance and heavy storm resilience. TACTIC B) Consider other identified recreation and passive outdoor activity areas, such as interconnected pedestrian trails and bike paths to provide safe off-road travel through Town to major destinations like schools, business district and Town Center Campus.
	Strategy Eleven: Continue, Expand and Redefine Community Events and Opportunities to Reflect and Embrace Diversity TACTIC A) Coordinate and schedule community events throughout town that provide entertainment and educational forums for residents to enjoy and attract non-resident visitors to town. TACTIC B) Ensure everyone feels welcome in town regardless of their background or ability by increasing diversity of Town staff and volunteers, receive update on survey and recommended next steps.
	Strategy Twelve: Propose Effective and Sustainable Initiatives to Expand Housing Opportunities to Accommodate a Variety of Household Types and Needs (with attention to the aging population of Woodbridge in particular) TACTIC A) Expand housing opportunities in the business district and throughout the town to support local businesses by evaluating zoning modifications to permit mixed use and lower cost housing for ownership and rental opportunity. TACTIC B) Evaluate options for increasing housing density that are in conformance with State and Regional Plans and consistent with the principals of Smart Growth (such as Transit Oriented Development and pedestrian-oriented planning), with a Woodbridge-specific analysis of the potential impacts with regard to: (i) <i>Water supply i.e. how would increased withdrawal of groundwater impact the aquifer and existing wells</i> (ii) <i>Environmental considerations i.e. how would increased on-site wastewater disposal impact wetlands and/or water bodies, pollution of groundwater, individual wells, need for expansion of</i>

	<p><i>sewer system; and how would increased impervious surface impact drainage problems or decline in the environmental quality of wetlands and watercourses</i></p> <p><i>(iii) Transportation and traffic i.e. consideration of mobility needs with regard to geographic availability and existing level of service of mass transit; impact on the safety of the road network including with regard to sustainability issues of pedestrian and bicycle safety; and need for expansion of sidewalk system</i></p> <p>TACTIC C) Explore opportunities for federal, state, regional funding to address the needs identified in the study of potential impacts of increased density</p> <p>TACTIC D) Incorporate ideas based on Tactics A, B and C outcomes and input from Town-commissions and committees into a revised Affordable Housing Plan draft and send to Public Hearing to receive input, update, finalize, and present to BOS for vote of approval to file with the State.</p> <p>TACTIC E) Based on the revised AHP, make recommendations to TPZ for inclusion in the 2025-35 POCD and/or amendments to Zoning Regulations</p>
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Version number	Purpose/change	Draft authored by	Document date
0.1	Initial draft – for discussion at 3-13-2024 BOS mtg.	Sheila McCreven, Selectman	03/08/2024
0.2	Consultation draft – to BOS members	Sheila McCreven, Selectman	03/15/2024
0.3	Second consultation draft – for discussion at Strat Plan mtg. 04-05-2024	Sheila McCreven, Selectman	04/05/2024
0.4	Third consultation draft – for discussion at Strat Plan mtg. 05-03-2024	Sheila McCreven, Selectman	05/02/2024
0.5	Fourth consultation draft – for discussion at Strat Plan mtg. 05-30-2024	Sheila McCreven, Selectman	05/29/2024
0.6	Revised draft – for consideration & approval at 06-12-2024 BOS mtg.	Sheila McCreven, Selectman	06-04-2024
1.0	Final draft –approved at 06-12-2024 BOS Mtg. for circulation to boards and commissions	Woodbridge BOS –approved for posting on Town website	06-13-2024
1.1	(reserved for future use)		