



**POSSIBLE
GOAL
STATEMENT**

***Implement the Plan of Conservation and
Development***

Overview

Implementation of POCD recommendations is the most important part of the planning process. While identifying strategies is important, nothing will really change if policies and action steps are not implemented.

Implementation takes place after the POCD is adopted and the various recommendations are put into action and evaluated. While the Town Plan and Zoning Commission has the lead role in promoting the Plan's implementation, implementation will only occur with the diligent efforts of Newington residents and officials. As a result, responsibility for implementation rests with all boards, agencies, and individuals in Newington.

Some agencies will play important roles in implementing the POCD. A number of POCD recommendations will be implemented by the Town Plan and Zoning Commission through zoning amendments, application reviews, and other means. Some other recommendations will require the cooperation of the Town Council and other local boards and commissions.

Implementation of a Plan typically occurs in two main phases:

- some of the recommendations can and should be given high priority since they are critical to the implementation of the Plan;
- other recommendations will be implemented over time because they may require additional study, coordination with or implementation by others, or involve the commitment of significant financial resources.

If the Plan is to be realized, it must serve as a guide to all residents, businesses, developers, applicants, owners, agencies, and individuals interested in the orderly conservation and development of the Town of Newington.

Policies

Policies are continuing activities that may never be fully implemented. They are difficult to monitor in terms of implementation and do not lend themselves to target completion dates.

On the other hand, POCD policies can be used to evaluate potential actions. For example, POCD policies could be used as a basis for land use decisions by the Town Plan and Zoning Commission, especially with regard to:

- Special Permit applications, and
- Zone change and text changes.

Implementation of the POCD will be facilitated by encouraging the Town Council and other Town agencies to consider the POCD policies when making their decisions.

Action Steps

Action steps are specific tasks which can be clearly defined and involve a specific action. Action steps can be itemized, prioritized, scheduled, managed, and monitored for progress.

The POCD anticipates that over time, Newington will continue to identify and undertake new action steps to help implement the Plan.

Implementation Tools

Establish A POCD Implementation Process

Having a process to implement the POCD will help ensure it is influential in guiding future actions of the town.

Some communities have found that a Plan Implementation Committee (PIC) can be effective at coordinating implementation of the POCD. The most effective PICs include representatives of various Town boards and commissions. In some other communities, the Town Plan and Zoning Commission sets aside specific meetings to review POCD implementation.

The plan implementation meeting(s) should occur regularly (maybe 2-3 times per year) to review the implementation tables in the POCD and refine priorities based on local issues, funding opportunities, and/or other criteria.

The POCD implementation process can also include giving new members of key Town boards and commissions a copy of the POCD.

Use The Implementation Tables

The chapters of the POCD contain implementation tables which contain two types of recommendations – policies and actions steps. Using these tables to guide municipal actions (leaders, partners, priority, etc.) will help implement the POCD.

Example Of An Implementation Table

Implement The POCD		
A. POLICIES (Strategies anticipated to continue over time)	Priority	Leader / Partners
1. Use the POCD to guide land use decisions such as Special Permits, map changes, and text changes.	A	TPZ
2. Implement the POCD using the implementation tables as a guide for municipal actions.	A	TPZ TM TC PIC
3. Regularly review POCD strategies, policies and action steps to ensure they are relevant to community needs.	B	TPZ PIC
4. Coordinate implementation efforts with adjacent municipalities as well as state and regional agencies.	C	Town COG
5. Use the POCD as a guide when preparing the capital budget.	B	TM TC
6. Use the POCD as a guide when preparing the annual operating budget.	B	TM TC

Maintain The POCD

A POCD should be a dynamic document that is used, reevaluated, and amended as necessary. When a POCD is considered strictly a reference document rather than a working document, its effectiveness in guiding the community can diminish over time.

Newington should consider keeping this POCD current and not waiting 10 years to update it. The simplest way to maintain the POCD might be to review major sections of the Plan every year by:

1. Holding a workshop session to summarize current POCD recommendations and discuss potential new POCD strategies,
2. Revising POCD sections including any changes to the maps, as appropriate, and
3. Re-adopting the POCD.

Update Land Use Regulations

The Zoning Regulations are critical in guiding new development and redevelopment in Newington and so these regulations should be consistent with POCD goals and recommendations. It has been a number of years since the regulations were comprehensively updated and so it may be time to review and update the Zoning Regulations, as necessary.

The Subdivision Regulations should also be made consistent with POCD goals in order to implement POCD recommendations.

Implementing The POCD Through The Budget

When Newington invests in projects and programs which are closely aligned with the policies and action items identified in the POCD, the community moves closer to achieving its overall goals and objectives. This includes new programs and initiatives as well as maintaining the facilities Newington already has.

Annual Operating Budget - The annual operating budget guides municipal spending and so it is an important indicator of municipal priorities. Incorporating POCD recommendations in the operating budget and adequately funding them will certainly help to implement POCD recommendations.

Capital Budget / Capital Improvement Programming - Capital projects tend to be long-term investments in the future of a community. When these capital investments help accomplish recommendations in the POCD, the community benefits in a number of ways.

8-24 Review

Section 8-24 of the Connecticut General Statutes requires that municipal improvements (as defined in the statute) be referred to the Town Plan and Zoning Commission for a report before any local action is taken.

The Commission should strive to ensure that the referral occurs and the spending on municipal improvements reflects the priorities and recommendations of the POCD.

Key Definitions

Capital Asset - Land, land improvements, infrastructure, equipment, or other assets that have a long-term lifespan.

Capital Project - A project which results in the acquisition or increased value or lengthened lifespan of a capital asset.

Capital Budget - The amount of money to be spent in the current fiscal year for capital projects.

Capital Improvements Plan - A multi-year financial plan that:

- Lists and describes capital projects a local government plans to undertake,
- Indicates how projects will be funded, and
- Projects the effects of the plan on key financial variables, such as the real property tax rate.

Spending on capital projects is an important part of Newington's approach to the future and the difference between a capital budget and a capital improvement program deserves additional discussion.

Capital projects can be of three general types:

- Spending to maintain a capital asset and maintain or extend its useful life or level of service,
- Spending to physically expand an existing capital asset (such as a school building), and/or
- Spending to provide a new facility to meet present or future community needs.

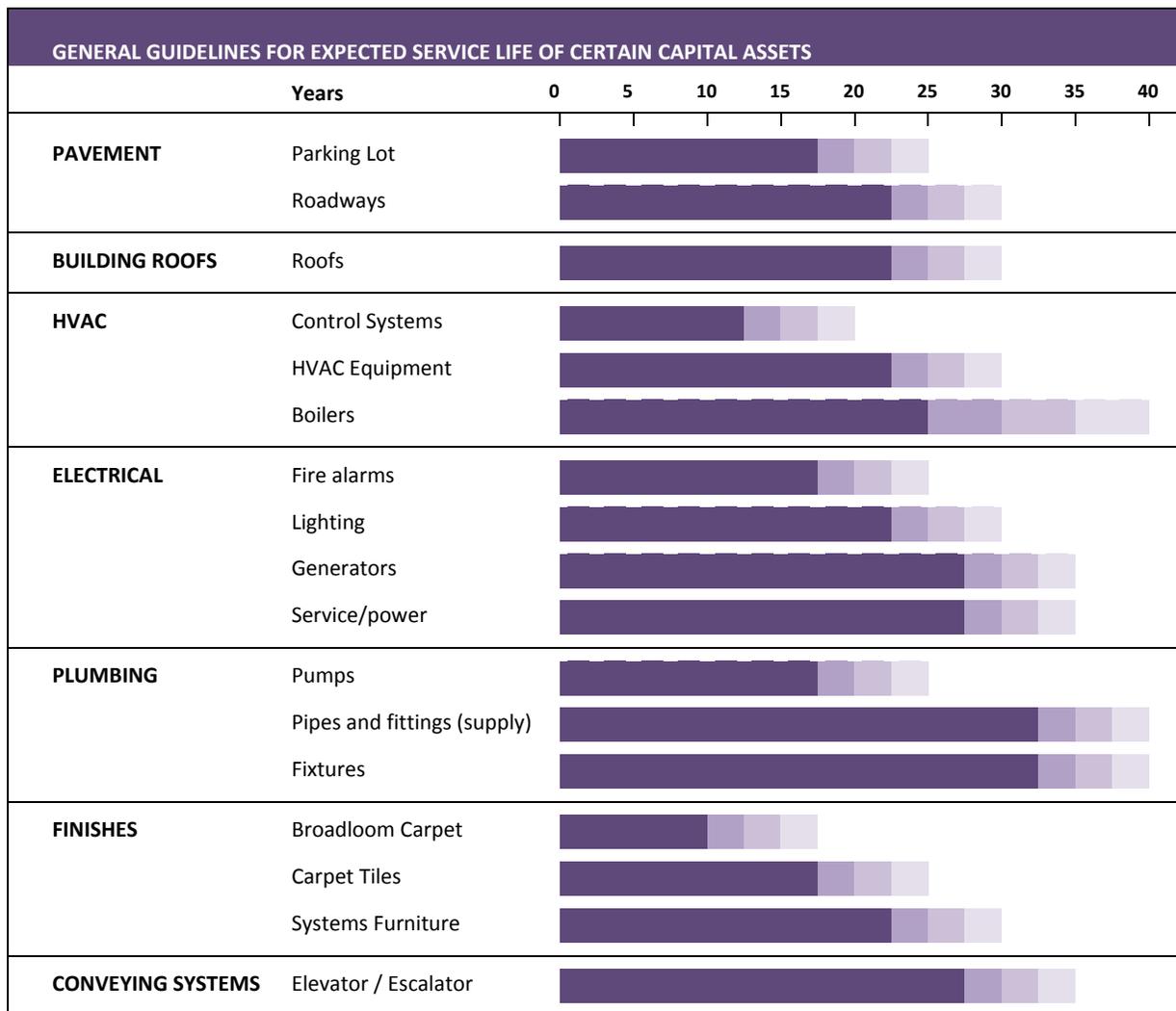
Creating a multi-year financial plan with estimations of capital funding needs and how to pay for them (based on assumptions about operating expenditures, revenues, assessed value, reserves, and known debt service commitments) is an important way for a community to efficiently and cost-effectively address the maintenance of its capital assets and address the needs and desires of residents.

In fact, if Newington did not invest towards meeting its capital needs:

- Infrastructure (such as roads or utility systems) may deteriorate or fail affecting the basic health and safety of residents.
- Building systems (such as roofs or mechanical systems) may deteriorate affecting the usability of the facility.
- Operating costs and/or future replacement costs may be higher and reduce funds available to provide other services.
- It runs the risk of having to respond to emergencies in response to failures and pay higher costs rather than anticipate and plan for capital needs in a cost-effective way.
- The community may not be in a position to maximize its economic potential.
- The visual attractiveness of the community may suffer.
- The Town may not be able to take advantage of state or federal grants to offset the cost to local property owners.
- The quality of life may be reduced.

Developing and funding a multi-year financial and capital plan has clear benefits to Newington:

- Allowing for better project ranking and affordability measures,
- Clearing up uncertainty about current levels of investment,
- Resolving the problem of dealing with the same issues repeatedly, and
- Improving the annual budget and budget process since the amount of funding required for debt service and capital spending can be balanced in current and future years.



Adapted From "Facility Management and Capital Renewal", Fairfax County, Virginia

A multi-year financial and capital plan is also a useful budgeting and managing tool since it allows the Town to:

- Balance capital investments with available financing, thereby receiving the optimum benefits for the available public revenue.
- Align capital investment with its planning goals and operating resources.
- Take advantage of government, foundation, and other grant programs and leverage project-specific funding resources.
- Undertake a logical process of assigning priorities to projects based on their overall importance to the Town.
- Coordinate activities with federal, state and regional organizations, utility companies, and the private sector to anticipate when the Town will undertake public improvements, and make decisions and plan investments accordingly.

Sources of Revenue

Revenue to fund capital spending can come from:

- Property taxes that directly fund capital projects (pay cash)
- Property taxes that fund debt service expenses for projects that were bonded
- Special assessments
- User fees
- State grants
- Federal grants

Capital spending to maintain or achieve a certain level of service is an important consideration. A regular planning process (such as preparing a multi-year capital improvement plan) should:

- Inventory and assess particular types of physical infrastructure,
- Identify deficiencies,
- Establish a desired “level of service” or other metric for facilities, and
- Prioritize needed investments.

This analysis should also include consideration of the desired level of service. How to measure level of service for each of the various types of capital assets maintained by the Town will be an on-going endeavor ((public water, public sewer, roadway pavement, sidewalks, trails, recreation facilities, fire / police / emergency medical, open space, public works, education, etc.).

If the demands placed on a capital asset exceed its capacity, the level of service might be expected to decline. Thus, it will be important for Newington to monitor the qualitative aspects of the community’s capital assets LOS in order to:

- Assure that development occurs in concert with the capacity of local facilities,
- Enable adequate public facilities to be provided in a timely manner
- Help achieve the growth objectives of the POCD, and
- Correct deficiencies in providing adequate levels of service as opportunities arise.

Just as car owners change their oil on a regular basis and replace their vehicle when needed, Newington should do the same thing.

Sealing Roadway Cracks



Roof Replacement



In some communities, capital projects are scored as to their overall priority based on such considerations as:

Criteria	Description	Weight
1. Health, Safety & Welfare	An assessment of the degree to which the project improves health and safety factors. For example, projects that result in the reduction of accidents, improved structural integrity, and mitigation of health hazards would score higher	25%
2. Regulatory Or Legal Mandates	An assessment of the degree to which the project is under a regulatory order or other legal mandate, or meets a federal, State or local safety requirement. For example, projects that are required by court orders and other legal mandates would score higher.	25%
3. Operational Necessity	An assessment of the degree to which the project sustains (5 points max.) or improves (10 points max.) operational efficiency and effective delivery of services.	10%
4. Implication Of Deferring The Project (Opportunity Costs)	An assessment of costs associated with <i>deferring</i> the project (such as inflationary construction costs or additional annual operating / maintenance costs for each year the project is not funded). For example, projects that would have significantly higher future costs or negative public perception, should they be deferred, would score higher.	10%
5. Community Demand	An assessment of the degree to which the project meets a community need or responds to community demand.	7%
6. Funding Leveraging	An assessment of the amount of Town funding in the project compared to the amount of funding provided by outside agencies. For example, a project that would bring grant funds from an outside agency into the Town would score higher, while a project that relies only on Town funds would score lower.	7%
7. Strategic Goals	An assessment of the degree to which the project furthers the strategic goals as adopted in the POCD.	6%
8. Budget Impact	An assessment of the project's budget impact (i.e., the degree to which it affects operations and maintenance costs positively or negatively). For example, a roof replacement project that reduces both maintenance requirements and energy consumption. On the other hand, a new facility that increases maintenance, energy and staffing costs would score lower.	5%
9. Implementation Readiness	An assessment of the time required for a project to begin based on project complexity; agreements or approvals required by Town and non-Town entities; timing considerations with other capital projects (if applicable); the degree to which the project is in compliance with the POCD or other Town-adopted plans; and level of public support. Whether a public information strategy is recommended will be noted.	5%

Adapted from City of Annapolis, Maryland

Do these policies and action steps make sense for Newington?

Are there any policies or action steps you feel should be added or deleted?

POSSIBLE STRATEGIES FOR 2020 POCD

A. POLICIES (Strategies anticipated to continue over time)

1. Implement the POCD using the implementation tables as a guide for municipal actions.
2. Regularly review POCD strategies, policies and action steps to ensure they are relevant to community needs.
3. Use the POCD policies to guide land use decisions such as Special Permits, map changes, and text changes.
4. Encourage other boards and commission to consider and use POCD policies, as applicable, when making decisions.
5. Coordinate implementation efforts with adjacent municipalities as well as state and regional agencies.
6. Use the POCD as a guide when preparing the annual operating budget.
7. Use the POCD as a guide when preparing the capital budget.
8. Use the POCD policies to review “municipal improvements” referred to the Town Plan and Zoning Commission by the Town Council (CGS Section 8-24).

B. ACTION STEPS (Specific tasks intended to implement the POCD)

1. Establish a plan implementation process to prioritize, coordinate, and refine implementation of the POCD.
2. Update the Zoning Regulations (and Zoning Map) to implement strategies, policies, and action steps in the POCD.
3. Update the Subdivision Regulations to implement strategies, policies, and action steps in the POCD.
4. Give new members of key Town boards and commissions a copy of the POCD.