

OFFICE OF THE  
FIRST SELECTMAN

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Ted W. Hoffstatter

Richard J. Dubow

James A. Saxe

TOWN HALL  
238 Danbury Road  
Wilton, CT 06897

**BOARD OF SELECTMEN REGULAR MEETING  
MONDAY, APRIL 1, 2013  
MEETING ROOM B, WILTON TOWN HALL**

**PRESENT:** First Selectman Bill Brennan, Hal Clark, Ted Hoffstatter, Richard Dubow, James Saxe

**GUESTS:** Sandy Dennies, Chief Paul Milositz, Bruce Hampson, Peter Gaboriault, Karen Keasler, Nick DeVatzes, Lee Wilton, Chris Stroup, Shawn Marcell, Al Nichols, Anthony Preisano, Jan Andras

**OTHERS:** 2 members of media

Mr. Brennan called the meeting to order at 7:30 p.m.

**A. Consent Agenda**

Upon motion by Mr. Clark, the consent agenda was unanimously approved as follows:

Minutes

- Board of Selectmen Special Meeting Minutes – March 6, 2013
- Board of Selectmen Regular Meeting Minutes – March 18, 2013

Tax Refunds

- As per Tax Collector's Memo dated March 28, 2013

Gifts

- \$800 from The Greens at Cannondale for Senior Center Newsletter
- \$50 from Eleanor Sasso to the Wilton Police Department K-9 Program
- \$80 from CL&P to Wilton Social Services
- \$54,912.16 Anonymous Donation to be used for Preschool Assistive Technology
- Rotary Club Donation of Park Bench – Tennis Courts – in honor of Charles Jones

Mr. Brennan thanked all of the above for the generous gifts.

## B. Discussion and/or Action

### 1. Economic Development Commission – Report on activity

EDC Chairman Peter Gaborialt and Co-Vice Chair Karen Keasler presented an update (attached), noting that they have drafted an Economic Development Plan but it is still a “brainstorming” project. The eight members of the EDC were thanked for the progress they have made and for coming tonight.

Mr. Brennan moved to scramble the agenda. Motion seconded and unanimously approved.

### 2. FY 13 Town Financial Update

Ms. Dennies advised that compared to 2012, we are not far off. Revenues are coming in strong and expenditures are mostly on target. However, there are a few areas of concern in expenditures. Problems with the Comstock roof will cause the maintenance account to be over budget. The Police Department will be over budget due to overtime caused by long term illnesses. Fire Chief Milositz advised that they have been experiencing personnel issues and will be over budget by \$185,361. The main driver is shift coverage and overtime due to three positions that were open, and the new hires being at the academy until May. Ms. Dennies also advised that the biggest concern right now is the Special Education costs that will be \$500,000 over budget. The Board of Education has initiated a voluntary freeze on spending.

Mr. Saxe had to leave the meeting at this time. (8:35 pm)

### 3. CCM / Bay State Consultants – Power Purchase Agreement and Solar City Contract

Mr. Brennan advised that the contract has still not been finalized. This item will be on the agenda for April 15, 2013.

### 4. Annual Town Meeting – Bonded Capital Projects Presentations

There are six bonded capital projects to be voted on at the ATM. Mr. Dubow will present the Comstock building renovations and boiler and heating system project. Mr. Hoffstatter will present the Gilbert and Bennett oil burner and distribution system replacement. Mr. Saxe will present the burner replacements in three of the schools, in order to convert to natural gas.

### 5. FY 13 Capital Projects – Status and Update

The Middlebrook School and Comstock roofs drainage problems have been corrected. The RFPs for the roof replacements are out and due on 4/3/13. The RFPs for the Middlebrook and High School Toilet Rooms will be going out this week. Responses from the CPF regarding the Miller Driscoll renovation project are expected for the 4/15 Board of Selectmen meeting. The Miller Driscoll Building Committee will begin meeting after that time.

6. Miscellaneous Other Business – None noted.

C. Public Comment – None noted.

D. Reports

1. First Selectman's Report – NESC will be presenting their report at the 4/15 BOS meeting.

2. Selectmen Reports:

Mr. Dubow – No report

Mr. Clark – On Sat. 3/24, he walked a portion of the proposed Norwalk River Valley Trail with a fairly large group of interested people. On that same day, the Security Task Force met at Comstock and reviewed the security system, in executive session. A press release was sent out announcing a special Task Force meeting on 4/3/13 at the Comstock Community Center. The community is invited to hear a presentation by guest speaker S. David Bernstein, president of Forensic Consultants LLC in Norwalk. Dr. Bernstein is an expert in threat assessment.

Mr. Hoffstatter – No report

Mr. Saxe – No report

E. Adjournment – Having no further business, the meeting was adjourned at 9:02 pm.

Jan Andras, Recording Secretary

att. EDC Report

The Wilton Economic Development Commission (WEDC) was launched in July 2012 with the following members:

Peter Gaboriault - Chair	Nickolas Davatzes	Anthony Preisano
Karen Keasler – Co-Vice Chair	Shawn Marcell	Chris Stroup
Michael Lindberg – Co-Vice Chair	Al Nickel	Lee Wilson

In September 2012, the WEDC developed the following project plan:

- Step 1: Establish ourselves (September, 2012)
- Step 2: Research, Listen and Learn (October 2012 – February 2013)
- Step 3: Review, Analyze, and Prioritize (March – April 2013)
- Step 4: Develop recommendations and obtain support (May – July 2013)
- Step 5: Create tactical action plan for achieving the desired future state (Aug – Dec 2013)
- Step 6: Execute (January – June 2014)

From July 2012 through March 2013 the WEDC has:

- a. **Gained insights** from various town leaders and organizations including First Selectman Bill Brennan, Town Planner Robert Nerney, Chamber of Commerce Leaders Peg Koellmer and Carol Johnson, and Director of C-PACE Jessica Bailey
- b. **Listened to** real estate brokers, property owners and developers including owners of Crossways Center and Thomas Pajolek, Executive Vice President, CBRE, Inc. a commercial real estate brokerage
- c. **Reached out** to top business clients in the town including Deloitte, Nielsen, AIG, Brietling, etc. (each WEDC member approached 2 corporate candidates to interview)

Based on the information obtained, the WEDC began development of recommendations to address the five objectives articulated in the original proposal provided by the Wilton Board of Selectmen.

- *Develop a plan and make recommendations that will: Help attract new businesses (and homeowners) to Wilton.*
- *Encourage and assist current business owners to continue to operate and expand here in Wilton.*
- *Increase present and future occupancy of available commercial space in Wilton.*
- *Expand the commercial sector of Wilton's overall Grand List.*
- *Promote a "business-friendly" climate and culture that eliminates unreasonable, unnecessary and unintended obstacles to growth and development in Wilton*

An outcome of our work to date is that we have identified five “CAN DO” recommendations to enhance Wilton’s economic future:

1. **COMMIT:** Dedicate ongoing resources to Wilton’s Economic Development
2. **ATTRACT:** Create and put into action a marketing plan for the Town of Wilton to attract and onboard commercial and retail businesses
3. **NURTURE:** Design a nurturing program for existing businesses to support retention and expansion
4. **DEVELOP:** Build a development / re-development plan for the Town of Wilton to ensure it is utilizing its retail and commercial space to the fullest benefit
5. **OPTIMIZE:** Establish the guidelines to foster a business-friendly climate for economic development with consistency in mission, approach, and implementation across the town

The following pages provide the first draft of a proposal for each recommendation including further description of key elements and proposed “next step” actions.

We will need to identify the appropriate talent and resources to further build out each of these elements.

**1. COMMIT:**

Dedicate ongoing resources to Wilton's Economic Development

- a. Dedicate Resources. In order for the strategies and tactics of an economic development plan to succeed, resources specifically dedicated to implementing the various activities are necessary:
  - Create an office of Economic Development with a dedicated resource(s), e.g., a Director of Economic Development
  - Create a group of advocates/liaisons (can be volunteers) to:
    - guide prospective businesses in locating to Wilton
    - nurture existing businesses to remain/expand in Wilton
  - Provide funding for marketing programs and website
- b. Establish a set of guiding principles for economic development to be adopted across town policy makers and stakeholders including but not limited to:
  - Board of Selectmen
  - Town Planner
  - Planning & Zoning Commission
  - Zoning Board of Appeals
  - Building Inspectors Board of Appeals
  - Capital Projects Steering Committee
  - Energy Commission
  - Historic District and Historic Property Commission
  - Village District Consultant Committee
  - Inlands Wetlands Commission
  - Water Pollution Control Authority
  - Chamber of Commerce
- c. Continue to incubate and implement new ideas with the ongoing existence of the Wilton Economic Development Commission and include a mixture of new and existing members
  - The original 9 members all have the same term of July 2012 – June 2014. Suggest setting up an intentional rotation e.g., annually
  - Suggest bringing new skills and expertise to the WEDC to execute and advance initiatives

**2. ATTRACT:**

Create and put into action a marketing plan for the Town of Wilton to attract and onboard commercial and retail businesses

**a. Create and implement a Marketing Plan for the Town**

- Articulate “Target Market”
  - Identify what types of businesses are already here and why
  - Define what Wilton “wants to be known for” from a business perspective e.g., Financial, Marketing, Entrepreneurial...
- Understand the needs of the Target Market
- Create “Why Wilton” – Branding, Elevator Pitch, Package of “sparklers”
  - Articulate the Town’s Value Proposition to potential customers and residents Work – Live – Play
  - Reasons to move to Wilton (based on feedback) for:
    - Commercial & retail customers
    - Residential
- Build “Marketing Wilton” programs and materials in cooperation with businesses and organizations within the town
  - Identify existing town efforts such as Halloween, parades, etc.
  - Identify opportunities and recommendations for the town
    - How to improve vibrancy and level of activity
    - Under-utilized town “gems” e.g., Clune Center
  - Create new events targeted to employees of commercial businesses and residents e.g., restaurant week, shop Wilton, etc.
  - Develop a business-to-business matrix
  - Create Marketing Materials (digital and/or hard-copy)

**b. Implement programs to attract new businesses to Wilton**

- Create and maintain inventory of open commercial and retail space
- Create an inventory of retail product and service voids that would make Wilton more attractive
  - To residents (#1 reason for moving the business to Wilton is residential location of senior leadership)
  - To employees of businesses
- Identify potential new commercial & retail customers (actual candidates for outreach)
- Develop outreach programs to attract new businesses, including retail and entertainment business to fill gaps
- Increase abilities to quickly respond to multiple inquiries with direct, personal contacts
  - Create a group of advocates/liaisons (can be volunteers) who are enabled to respond quickly and guide prospective businesses through the process and policies
  - Create a handbook to simplify navigation of process and policies
  - Create a “Welcome” package for onboarding of new businesses and their employees
  - Implement a tool to track and monitor multiple inquiries
  - Develop a management system to review and evaluate lessons learned

**c. Create a Website (independent of, but connected via a link on the Town’s site)**

**3. NURTURE:**

Design a nurturing program for existing businesses to support retention and expansion

- a. Create a group of advocates/liaisons (can be volunteers) to nurture “Top” business customers in town; perhaps expand the role of the Chamber of Commerce (CoC currently aligned for small business & retail, but not larger commercial business)
  - Would need to provide guidance and training to these advocates  
e.g., a document of FAQs (frequently asked questions) so that individuals would know how to respond to questions such as Mill Rates
- b. Identify “Top” business customers in Town to nurture
- c. Create and launch nurturing program (link with Marketing plan)
  - Practice outreach e.g., calls, meetings (breakfast, lunch, dinner), etc.
  - Quarterly seminars; Annual business development roundtable
  - Programs for employees of the businesses
- d. Ensure there is a feedback / closed-loop process so that real concerns are addressed in a timely manner



**4. DEVELOP:**

Build a development / re-development plan for the Town of Wilton to ensure it is utilizing its retail and commercial space to the fullest benefit

- a. Leverage *Wilton 2010 Plan of Conservation and Development* as a guide
  - e.g., “Conduct a commercial build-out analysis for Route 7”
- b. Review other towns’ plans in depth, model and build a plan for leveraging development to increase the tax base
  - Identify specific development projects, sites for development / re-development and promote to developers e.g.,
    - Cannondale
    - Train Station
    - Revitalize entrance to Wilton Center
    - Beautification of Route 7
  - Have a professionally executed Zone Map Review and Assessment to identify residential zones for conversion to commercial
  - Define what is feasible according to State and Local regulations and requirements
  - Ensure sensitivity to property owners’ rights e.g., suggestions vs mandates
- c. Define, develop and implement a “Quick Track” program to pre-approve properties and land for use or development
- d. Identify opportunities for public / private partnerships
- e. Provide subsidies for development of undeveloped or under-utilized space
- f. Provide low cost financing to improve buildings e.g., at Gateway
- g. Identify and promote state programs such as C-PACE (Commercial & Industrial Property Assessed Clean Energy)

**5. OPTIMIZE:**

Establish the guidelines to foster a business-friendly climate for economic development with consistency in mission, approach, and implementation across the town

- a. Become “One Wilton” with consistency in mission, approach and implementation of economic development by socializing and embedding established guiding principles throughout town policies, processes and procedures
  - Communicate with and educate other town boards, councils and commissions regarding “One Wilton” Economic Development guidelines
  - Identify, coordinate and integrate existing town organizations e.g., Chamber of Commerce to present an image of “One Wilton”
- b. Review and identify town policies, regulations, procedures etc. that are creating barriers to attracting and retaining businesses, as well as tactical needs and barriers to expansion
  - Understand existing policies and procedures as well as which state and local requirements are mandated
  - Compare Wilton policies, regulations, procedures etc. with surrounding communities
- c. Identify which policies etc. to preserve and which require amendments; make recommendations to revise Town policies, regulations, procedures etc., that reflect current and future business trends and needs to create a more “business-friendly” climate and culture
  - Work with Planning and Zoning and other town regulatory agencies to clarify and revise regulations to reduce barriers e.g.,: adaptive use for existing businesses
  - Re-write governance protocols for commercial and retail development
  - Understand risks and barriers to change
- d. Expand direct links between small and large businesses and appropriate town officials to provide smooth communications and problem-solving procedures
- e. Foster ongoing reviews of zoning regulations and infrastructure investment to support attracting new and expanding existing businesses e.g., power, cell towers, roadways, etc.