

AGENDA

In accordance with Governor Lamont's Executive Order 7B and social distancing guidelines recommended by the CDC to slow community spread of COVID-19, this meeting is physically closed to the public. The public may view the meeting live at <https://mansfieldct.gov/video> or on Charter Spectrum Cable Channel 191 (the website is recommended as it is a higher image clarity).

Public Comment will be accepted by email at TownMgr@mansfieldct.org or by USPS mail at 4 South Eagleville Road, Mansfield CT 06268 and must be received prior to the meeting (public comment received after the meeting will be shared at the next meeting). Additionally, public comment can be phoned in live. Please email TownMgr@mansfieldct.org or call 860-429-3336 ext. 5 by 4:00PM on the day of the meeting to receive instructions for how to phone in public comment.

1. CALL TO ORDER

2. ROLL CALL

3. APPROVAL OF MINUTES

- A. [05.26.2020 REGULAR Meeting Draft Minutes](#) 5 - 15
[05.26.2020 SPECIAL Meeting Draft Minutes](#)

4. OPPORTUNITY FOR PUBLIC TO ADDRESS COUNCIL

5. REPORT OF THE TOWN MANAGER - COVID 19 UPDATE

6. REPORTS AND COMMENTS OF COUNCIL MEMBERS

7. OLD BUSINESS

8. NEW BUSINESS

- A. **Neighborhood Assistance Act Programs** 17 - 23
[AIS-Neighborhood Assistance Act Programs](#)
[Neighborhood Assistance Act Program Proposal Instructions](#)
- B. **Mansfield Opportunity Zone Action Plan** 25 - 140
[AIS - Mansfield Opportunity Zone Action Plan](#)
[Mansfield Opportunity Zone Developer Incentive Analysis \(January 2019\)](#)
[Mansfield Opportunity Zone Market Feasibility Study \(January 2020\)](#)

- C. Approval of Subordination Agreement between the Town of Mansfield and the Connecticut Department of Energy and Environmental Protection (“DEEP”)** 141 - 167
- [AIS - Approval of Subordination Agreement between the Town of Mansfield and the Connecticut Department of Energy and Environmental Protection \(“DEEP”\)](#)
- [DRAFT Subordination Agreement between the Town of Mansfield and CT DEEP](#)
- [Figure 1 – Map of Restricted Area and Figure 2 – Cross-sections of Restricted Area](#)
- [Declaration of Environmental and Land Use Restriction \(ELUR\) and Grant of Easement](#)
- D. Memorandum of Understanding between Town of Mansfield/University of Connecticut/Mansfield Downtown Partnership, Inc. for Operations of the Mansfield Downtown Partnership, Inc.** 169 - 182
- [AIS -Memorandum of Understanding between Town of Mansfield / University of Connecticut / Mansfield Downtown Partnership, Inc. for Operations of the Mansfield Downtown Partnership, Inc.](#)
- [Red line of changes from 2017 MOU](#)
- [Clean Copy of Proposed MOU](#)
- E. Agreement between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for Employee Benefits, Financial Management, Information Technology, and Risk Management Services** 183 - 196
- [AIS - Agreement between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for Employee Benefits, Financial Management, Information Technology, and Risk Management Services](#)
- [Red line of Changes from 2018 Agreement between TOM and MDP for Shared Services](#)
- [Clean Copy of Proposed Agreement between TOM and MDP for Shared Services](#)
- F. Agreement between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for Economic Development Services** 197 - 211
- [AIS - Agreement between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for Economic Development Services](#)
- [Red line of changes from 2017 EDC Agreement](#)
- [Clean copy of Proposed EDC Agreement](#)
- G. Donation from Nature’s Medicines for Community Building Projects** 213 - 220
- [AIS - Donation from Nature's Medicines for Community Building Projects](#)
- [Draft Agreement between the Town of Mansfield and Natures Medicine](#)
- [Community Building Projects Overview](#)
- H. Silver Sneakers Survey** 221 - 232
- [AIS - Silver Sneakers Survey](#)
- [Silver Sneakers Member Survey Summary Dated May 7, 2020](#)

9. REPORTS OF COUNCIL COMMITTEES

10. DEPARTMENTAL AND ADVISORY COMMITTEE REPORTS

11. PETITIONS, REQUESTS AND COMMUNICATIONS

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F.	J. Raynor (6.1.20)	249
G.	J. Carrington, C. Trahan - Answers to Councilor Freudmann's Questions re: Silver Sneakers (6.2.20)	251 - 252
H.	CT DPH Press Release re: Annual Fish Consumption Advisory (6.4.20)	253 - 254

12. FUTURE AGENDAS

13. ADJOURNMENT

GoToMeeting | Audrey P. Beck Municipal Building
4 So. Eagleville Road, Mansfield, CT

DRAFT MINUTES

1. CALL TO ORDER

Mayor Moran called the regular meeting of the Mansfield Town Council to order at 7:00 p.m. on GoToMeeting.

2. ROLL CALL

Present: Ausburger (*see below for late arrival*), Berthelot, Bruder, Fratoni, Freudmann, Kochenburger, Moran, Schurin, Shaiken

3. APPROVAL OF MINUTES

Mr. Shaiken **moved** and Mr. Bruder seconded to approve the minutes of the May 11, 2020 regular meeting as presented. Motion **passed** with all in favor.

Mr. Shaiken **moved** and Mr. Bruder seconded to approve the minutes of the May 15, 2020 special meeting as presented. Motion **passed** with all in favor except Fratoni and Freudmann who abstained.

[*Mr. Ausburger arrived*]

4. OPPORTUNITY FOR PUBLIC TO ADDRESS COUNCIL

Lauren LaBlanc, Middle Turnpike, expressed concern over the lack of a reverse 911 call regarding a recent armed and dangerous man in Willington.

Peter Millman, Dog Lane, Sustainability Committee member, spoke in support of the municipal assistance program for the solar project and asked the Council to vote in support.

5. REPORT OF THE TOWN MANAGER/COVID 19 UPDATE

Interim Town Manager John Carrington presented his written report.

6. REPORTS AND COMMENTS OF COUNCIL MEMBERS

Mayor Moran reported that she is also concerned about the lack of communication to residents about the armed and dangerous man.

Mr. Bruder spoke in favor of the book buses.

Mr. Freudmann reported that he attended the Council's recent joint meeting with Region 19, does not support the school resource officer program, and wants the next agreement to include the cost of administration and insurance.

Mr. Shaiken **moved** and Mr. Bruder seconded to move item 8A to precede old business and add silver sneakers discussion as new item 8D. Motion **passed** unanimously.

7. OLD BUSINESS

A. FY 2020/2021 Budget Discussion (Item #8B, 5.11.20 Agenda)

Motion on the floor previously tabled during the May 26, 2020 special meeting of the Town Council now reads:

WHEREAS, Governor Lamont has declared Public Health and Civil Preparedness Emergencies on March 10, 2020, and issued a series of Executive Orders , including Executive Order 7I; and

WHEREAS, Executive Order 7I, Section 13 eliminates any in-person voting requirements for the purposes of adopting a Fiscal Year 2020-2021 budget and requires the Town Council to adopt a Fiscal Year 2020-2021 municipal budget;

NOW THEREFORE, be it:

RESOLVED: That the General Fund Budget for the Town of Mansfield, appended totaling \$43,997,740 is hereby adopted as the proposed operating budget for the Town of Mansfield for the fiscal year July 1, 2020 to June 30, 2021.

RESOLVED: That the Capital Fund Budget for the Town of Mansfield, appended totaling \$3,499,770 is hereby adopted as the proposed capital improvements to be undertaken during fiscal year 2020/21 or later years.

RESOLVED: That the Capital and Non-Recurring Reserve Fund Budget for the Town of Mansfield, appended totaling \$2,717,730 is hereby adopted as the proposed budget for the fiscal year July 1, 2020 to June 30, 2021.

RESOLVED: That a virtual "Public Hearing" shall be held on June 2, 2020 at 7:00pm, for residents and qualified citizens to comment on said proposed Operating Budget, Capital Fund Budget and the Capital and Non-Recurring Reserve Fund budgets for the Town of Mansfield.

Mr. Freudmann **moved** and Mr. Fratoni seconded to reduce spending in the community development portion of the capital improvement program by reducing the proposed spending on the line item 'positioning and marketing plan' from \$50,000 to \$0, said reduction to be returned to the general fund. Motion **failed** with all against except Ausburger, Fratoni, Freudmann, and Schurin who voted in favor.

Mr. Freudmann **moved** and Mr. Fratoni seconded to reduce spending in the community services portion of the capital improvement program by reducing proposed spending on the line item 'human services van' from \$64,000 to \$0. \$39,000 shall be returned to the general fund. Motion **failed** with all against except Ausburger, Fratoni, and Freudmann who voted in favor.

Mr. Freudmann **moved** and Mr. Fratoni seconded that in program #12100, municipal management, to remove the proposed hiring of a communications specialist, resulting in a reduction of \$45,300 to the program, said reduction to be returned to the general fund. Motion **failed** with all against except Ausburger, Fratoni, and Freudmann who voted in favor.

Mr. Freudmann **moved** and Mr. Fratoni seconded to reduce spending in the community services portion of the capital improvement program by reducing proposed spending on the line item 'playscapes and playground surfacing' from \$50,000 to \$0 with said reduction to be returned to the general fund. Motion **failed** with all against except Ausburger, Fratoni, and Freudmann who voted in favor.

Ms. Berthelot **moved** and Mr. Freudmann seconded that the distribution to Veterans Services and to the Windham Area No Freeze Shelter be reconfigured so that each get \$7,550. Motion **passed** with all in favor except Mr. Shaiken who abstained.

Main motion to adopt the budget as amended **passed** with all in favor except Ausburger, Fratoni, and Freudmann who voted against.

8. NEW BUSINESS

A. Solar Municipal Assistance Program

Mr. Carrington briefly reviewed the Solar Municipal Assistance Program. Representatives from Connecticut Green Bank gave a detailed presentation regarding the Program, reviewed model savings and finance assumptions, and answered Councilor questions regarding direct ownership of the solar panels versus a power purchase agreement.

Ms. Berthelot **moved** and Mr. Shaiken seconded, effective May 26, 2020, to authorize the Town Manager to sign the Letter of Intent that sets forth the Green Bank's and the Town of Mansfield's desires and intentions with respect to solar photovoltaic systems to negotiate in good faith during an exclusive period of 360 days, commencing with execution of this Letter, to reach a then binding agreement consisting of one or more specific agreements to be mutually agreed. Motion **passed** unanimously.

B. Proclamation Recognizing June as LGBTQ Pride Month

Mr. Bruder **moved** and Mr. Schurin seconded to authorize the Mayor to issue the attached Proclamation recognizing June as LGBTQ Pride Month. Motion **passed** unanimously.

C. Human Rights Campaign's Municipal Equality Index

Mr. Shaiken **moved** and Ms. Berthelot seconded, effective May 26, 2020, to assign Councilors Bruder and Schurin to coordinate with the Human Rights Campaign on their Municipal Equality Index rating for Mansfield. Motion **passed** unanimously.

D. Silver Sneakers Survey

Mr. Shaiken **moved** and Ms. Berthelot seconded to table item 8D discussion of Silver Sneakers to the June 8th meeting. Motion **passed** with all in favor except Mr. Bruder who voted against.

9. REPORTS OF COUNCIL COMMITTEES

Mr. Bruder reported that the Committee on Committees met on May 13, 2020 for a special meeting to interview William Kaufold.

By recommendation of the Committee on Committees, Mr. Bruder **moved** to appoint Dr. William Kaufold to the Eastern Highlands Health District for a term ending June 1, 2023. Motion **passed** unanimously.

Mr. Kochenburger reported that the Finance Committee will hold a special meeting on June 9, 2020 and will discuss Town's liability insurance policy.

10. DEPARTMENTAL AND ADVISORY COMMITTEE REPORTS

None.

11. PETITIONS, REQUESTS AND COMMUNICATIONS

A. Storrs Center Parking Operation Financial Report (April 2020)

B. E. Herrick (5.15.20)

C. V. Klassen (5.15.20)

D. E. Palmer (5.15.20)

E. M. Shea (5.15.20)

F. T. Moran, email re: Operations Update (5.18.20)

G. D. Freudmann, Budget Trends, Chronicle letter of 4.30.20 (5.18.20)

H. J. Carrington, letter re: Appointment to Mansfield Conservation Commission (5.19.20)

I. M. Thompson Mansfield Firefighters Association letter (5.19.20)

12. FUTURE AGENDAS

- Reverse 911 Protocol

13. ADJOURNMENT

Ms. Berthelot **moved** and Mr. Ausburger seconded to adjourn the meeting at 9:46 p.m. The motion **passed** unanimously.

Antonia Moran, Mayor

Sara-Ann Chaine, Town Clerk



P roclamation

Town of Mansfield, Connecticut

WHEREAS, the Town of Mansfield is a welcoming, accepting, and affirming place to grow; and

WHEREAS, Mansfield recognizes the importance of equality and freedom; and

WHEREAS, the nation was founded upon and is guided by a set of principles that includes that every person has been created equal, that each has rights to their life, liberty and pursuit of happiness and that each shall be accorded the full recognition and protection of law; and

WHEREAS, the Town of Mansfield's Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) community are a vital part of all fields and professions and contribute to a stronger community; and

WHEREAS, the Town of Mansfield is committed to supporting visibility, dignity, and equity for all people in the community; and

WHEREAS, the Town of Mansfield is dedicated to fostering acceptance of all its citizens and preventing discrimination and bullying based on sexual orientation and gender identity; and

WHEREAS, Mansfield is strengthened by and thrives upon the rich diversity of ethnic, cultural, racial, gender, and sexual identities of its residents; all of which contribute to the vibrant character of our town; and

WHEREAS, the Centers for Disease Control (CDC) recognizes that LGBTQ teens are at higher risk to be the victims of violence and have increased rates of death by suicide when experiencing rejection from their families and communities; and

WHEREAS, it is imperative that young people in the community, regardless of sexual orientation or gender identity, feel valued, safe, empowered, and supported by their peers, educators, and community leaders; and

WHEREAS, the rainbow flag, also known as the LGBTQ pride flag or gay pride flag, has inspired hope since the 1970s as a symbol of Lesbian, Gay, Bisexual, Transgender, and Queer pride and progress; and

WHEREAS, the "Philadelphia" rainbow flag includes black and brown stripes in order to highlight and increase visibility of the racial and ethnic diversity of the LGBTQ community and celebrates those intersections of identity; and

WHEREAS, flying the Philadelphia rainbow flag at Town Hall throughout the month of June further symbolizes the Town's celebration of diversity and support for the LGBTQ community; and

WHEREAS, "love is love cannot be killed or swept aside."

NOW, THEREFORE, I, Antonia Moran, Mayor of the Town of Mansfield, Connecticut and on behalf of the Mansfield Town Council, hereby proclaim and recognize June 2020 as Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) Pride Month in the Town of Mansfield and urge citizens to actively promote the principles of equality, love, and acceptance throughout the community.

IN WITNESS WHEREOF, I have set my hand and caused the seal of the Town of Mansfield to be affixed on this 26th day of May in the year 2020.

Antonia Moran, Mayor
Town of Mansfield
May 26, 2020

GoToMeeting | Audrey P. Beck Municipal Building
4 So. Eagleville Road, Mansfield, CT

DRAFT MINUTES

CALL TO ORDER

Mayor Moran called the special meeting of the Mansfield Town Council to order at 6:00 p.m. on GoToMeeting.

ROLL CALL

Present: Ausburger, Berthelot, Bruder, Fratoni, Freudmann, Kochenburger, Moran, Schurin, Shaiken

Staff Present: Pat Schnieder, Derek Dilaj, Cynthia van Zelm, Curt Vincente, Holly Schaefer, Linda Painter, Allen Corson, Cherie Trahan, Jay O'Keefe

Mr. Freudmann **moved** and Mr. Fratoni seconded to consider Budget Review – Discussion and Proposed Adjustments ahead of Silver Sneakers Survey. Motion **passed** unanimously.

1. STAFF REPORTS/COMMUNICATIONS

Ms. Trahan presented her report including flagged items, proposed adjustments to the Manager's proposed budget requested by the Council, estimated tax warrant and levy, and capital project fund financing plan.

2. SILVER SNEAKERS SURVEY

The meeting adjourned without consideration of this business item.

3. BUDGET REVIEW – DISCUSSION AND PROPOSED ADJUSTMENTS

Mr. Kochenburger **moved** and Mr. Bruder seconded to adopt the following resolution:

WHEREAS, Governor Lamont has declared Public Health and Civil Preparedness Emergencies on March 10, 2020, and issued a series of Executive Orders , including Executive Order 7I; and

WHEREAS, Executive Order 7I, Section 13 eliminates any in-person voting requirements for the purposes of adopting a Fiscal Year 2020-2021 budget and requires the Town Council to adopt a Fiscal Year 2020-2021 municipal budget;

NOW THEREFORE, be it:

RESOLVED: That the General Fund Budget for the Town of Mansfield, appended totaling \$44,093,040 is hereby adopted as the proposed operating budget for the Town of Mansfield for the fiscal year July 1, 2020 to June 30, 2021.

RESOLVED: That the Capital Fund Budget for the Town of Mansfield, appended totaling \$3,542,840 is hereby adopted as the proposed capital improvements to be undertaken during fiscal year 2020/21 or later years.

RESOLVED: That the Capital and Non-Recurring Reserve Fund Budget for the Town of Mansfield, appended totaling \$2,717,730 is hereby adopted as the proposed budget for the fiscal year July 1, 2020 to June 30, 2021.

RESOLVED: That a virtual "Public Hearing" shall be held on June 2, 2020 at 7:00pm, for residents and qualified citizens to comment on said proposed Operating Budget, Capital Fund Budget and the Capital and Non-Recurring Reserve Fund budgets for the Town of Mansfield.

Mr. Shaiken **moved** and Mr. Kochenburger seconded to amend the main motion, as noted on Page 9 of the packet, to correct the salaries and benefits as follows: Planning and Development by adding \$40,000, to adjust for Planning reclassification by adding \$7,200, and to cut the budget taking option 3 on page 5; to delay the hiring of a Public Works full-time laborer to January 1, a reduction of \$37,500 to the Town budget; to delay the hiring of a full-time Communications Specialist, a reduction of \$22,700 to the Town budget and a reduction of \$22,700 to the Board of Education budget; and to reduce the transfer out to the Medical Pension Trust by \$59,600. This amendment changes the totals as follows: General Fund Expenditures from \$44,093,040 to \$43,997,740 and the Capital Fund from \$3,542,840 to \$3,499,770. Motion to amend **passed** with all in favor except Fratoni and Freudmann who voted against.

Mr. Freudmann **moved** and Mr. Fratoni seconded to amend the main motion to reduce spending in the Public Works portion of the capital improvement program by reducing proposed spending on the line item swap shop building from \$50,000 to \$0 with said reduction to be returned to the solid waste management fund. Motion **failed** with all against except Ausburger, Fratoni, and Freudmann who voted in favor.

Mr. Shaiken **moved** and Mr. Bruder seconded to table the main motion as amended. Motion **passed** unanimously.

4. PUBLIC COMMENT

None.

ADJOURNMENT

Mr. Shaiken **moved** and Mr. Bruder seconded to adjourn the meeting at 6:47 p.m. The motion **passed** unanimously.

Antonia Moran, Mayor

Sara-Ann Chaine, Town Clerk



**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: John C. Carrington, Interim Town Manager 
CC: Linda Painter, Director of Planning and Development; Jillene Woodmansee, Planning Specialist
Date: June 8, 2020
Re: Neighborhood Assistance Act Programs

Subject Matter/Background

The Connecticut Department of Revenue Services has issued a solicitation for program applications for the 2020 Neighborhood Assistance Act Program. This program provides funding for community programs conducted by either a municipal government or tax exempt agency through a corporation tax credit to businesses that make cash contributions to the town. The community program must be approved by both the municipal agency and the Department of Revenue Services. Businesses can receive a Connecticut Tax Credit for their contributions to municipal programs that are approved by the Department of Revenue Services. The amount of the tax credit is determined by the type of project in which the business invests. The minimum investment required is \$250; the maximum investment for a business in any calendar year is \$150,000.

Eligible Programs

The following types of projects and community programs would be eligible for funding through the Neighborhood Assistance Act:

- *Energy Conservation Projects* (Tax Credit of 100% of cash invested) including projects to promote energy conservation that are directed toward properties occupied by low-income persons or properties owned or occupied by charitable organizations, foundations, trusts or other entities.
- *Community Programs* (Tax Credit of 60% of cash invested) including programs that provide community-based alcoholism prevention or treatment programs; neighborhood assistance; job training; education; community services; crime prevention; construction or rehabilitation of dwelling units for families of low and moderate income in the state; funding for open space acquisitions; child day care facilities (must be primarily for children of employees of the sponsoring business); and any other program that serves persons at least 75% of whom are at an income level not exceeding 150% of the poverty level for the preceding year.

In 2012, the Town received partial funding for energy efficiency improvements through the Town's housing rehabilitation program, and in 2012, 2013, 2014, 2015, 2016 and 2017 and 2018 the Town received funding for a water harvesting project at the Mansfield Community Center. Additionally, United Services, Inc. received \$56,548.22 for an energy conservation project associated with their new building. In 2019, The Mount Hope Montessori School received \$3,341.71 for a window replacement project and United Services received an additional \$19,428.56 for energy conservation projects associated with their new building.

Pursuant to program guidelines, we are required to hold a public hearing regarding proposed program applications. Additional projects could be identified through the public hearing by members of the community as well as local non-profit organizations. A solicitation was sent out to local non-profits on April 8, 2020, asking for submission of proposed projects by May 25, 2020 for consideration at a public hearing. As of June 3rd staff has received one (1) application from Storrs Friends Meeting House and is working to complete an application on behalf of the Mansfield Community Center for a water harvesting project. The Town Council must vote to approve the programs prior to application, including those submitted by non-profit organizations.

Timeline

Applications for municipal programs must be submitted to the Department of Revenue Services by July 31, 2020. This represents an extended deadline due to the COVID-19 crisis; applications are normally due July 1st of each year. The Department will issue a list of approved programs by September 1, 2020. Businesses interested in funding any of the approved programs must submit a Neighborhood Assistance Business Act Application to the Department of Revenue Services between September 15 and October 1, 2020.

Financial Impact

The financial impact would depend on the program. Draft project applications including budgets identifying funding sources and expenses for each project will be presented at the public hearing.

Legal Review

No legal review is required at this time.

Recommendation

Staff recommends that the Council schedule a public hearing for Monday, July 13, 2020 to receive public comment regarding potential program applications for the Neighborhood Assistance Program.

If the Town Council agrees with this recommendation, the following motion is in order:

Move, to schedule a public hearing for 7:00 PM at the Town Council's regular meeting on Monday, July 13, 2020, to solicit public comment regarding potential program applications to the Neighborhood Assistance Program.

Attachments

- 1) Neighborhood Assistance Act Program Proposal Instructions



450 Columbus Blvd.
Hartford CT 06103

INFORMATIONAL PUBLICATION

The Connecticut Neighborhood Assistance Act Tax Credit Program

Purpose: This Informational Publication explains the Connecticut Neighborhood Assistance Act (NAA) Tax Credit Program.

Effective Date: Upon issuance.

Statutory Authority: Conn. Gen. Stat. §12-630aa et. seq.

Definitions: For purposes of the NAA tax credit program:

Business firm means any business entity authorized to do business in Connecticut and subject to any of the following taxes:

- Insurance Companies and Health Care Centers (Chapter 207);
- Corporation Business (Chapter 208);
- Air Carriers (Chapter 209);
- Railroad Companies (Chapter 210);
- Certified Competitive Video Service Companies (Chapter 211);
- Community Antenna Television System Companies (Chapter 211);
- Satellite Companies (Chapter 211);
- Utility Companies (Chapter 212); **or**
- Business Entity (Chapter 213a). For purposes of a business entity subject to the Business Entity Tax, the credit may only be used by the members or partners of the entity that are subject to the Corporation Business Tax.

Donation of money to an open space acquisition fund means money contributed to an open space acquisition fund of any political subdivision of the state or any nonprofit land conservation organization.

The money must be used for the purchase of land, interest in land, or permanent conservation restriction on land to be permanently preserved as protected open space.

Energy conservation projects means programs to promote energy conservation that are directed toward properties where at least 75% of occupants are at an income level not exceeding 150% of the poverty level for the year immediately preceding the year during which the tax credit is to be granted or at properties owned or occupied

by charitable corporations, foundations, trusts, or other entities. Such projects include, but are not limited to:

- Energy conserving modification or replacement of windows and doors;
- Caulking and weather-stripping;
- Insulation;
- Automatic energy control systems;
- Hot water systems;
- Equipment required to operate variable steam, hydraulic, and ventilating systems;
- Replacement of burners, furnaces, or boilers;
- Electrical or mechanical furnace ignition systems; **or**
- Replacement or modification of lighting fixtures.

The Connecticut Neighborhood Assistance Act Tax Credit Program: The NAA Tax Credit Program provides a tax credit to business firms that make cash investments in qualifying community programs conducted by tax exempt or municipal agencies.

The credit may be applied against the following taxes:

- Insurance Companies and Health Care Centers (Chapter 207);
- Corporation Business (Chapter 208);
- Air Carriers (Chapter 209);
- Railroad Companies (Chapter 210);
- Certified Competitive Video Service Companies (Chapter 211);
- Community Antenna Television System Companies (Chapter 211);
- Satellite Companies (Chapter 211); **and**
- Utility Companies (Chapter 212).

The community programs must be approved by both the municipality in which the programs are conducted and by the Department of Revenue Services (DRS).

Community Programs That Qualify for the NAA Tax Credit Program: Listed below are examples of the types of programs that qualify for the NAA tax credit and the amount of the available credit.

A tax credit equal to 100% of the cash invested is available to business firms that invest in energy conservation projects.

A tax credit equal to 60% of the cash invested is available to business firms that invest in programs that provide:

- Neighborhood assistance;
- Job training;
- Education;
- Community services;
- Crime prevention;
- Construction or rehabilitation of dwelling units for families of low and moderate income in the state;
- Donation of money to an open space acquisition fund;
- Child day care facilities;
- Child care services;
- Employment and training programs directed at handicapped persons;
- Employment and training programs for unemployed workers who are 50 years of age or older;
- Education and employment training programs for recipients in the temporary family assistance program;
- Community-based alcoholism prevention or treatment; **or**
- Any other program which serves a group of individuals where at least 75% of the individuals are at an income not exceeding 150% of the poverty level for the year immediately preceding the year during which the tax credit is to be granted.

Obtaining Approval for the NAA Tax Credit Program:

Tax exempt entities and municipal agencies desiring to obtain benefits under the NAA must complete **Form NAA-01, Connecticut Neighborhood Assistance Act Program Proposal**, Parts I, II, and III and submit the form to the municipal agency overseeing the implementation of the proposal. The overseeing municipal agency then completes Form NAA-01, Part IV and submits the form to DRS on or before July 1 of each year. Prior to submitting Form NAA-01 to DRS, each municipality must hold a public hearing on all program applications. The governing body of the municipality must vote to approve the programs. Copies of the public hearing notice and minutes of the meeting approving the programs must be submitted by the municipality to DRS with the approved program proposals.

Limits on the Amount of Contributions That May Be Made or on the Amount of Tax Credit Available: The NAA Tax Credit Program has several statutory limits which must be observed, including the following:

- A business firm is limited to receiving \$150,000 in tax credits annually; however, the amount of tax credit allowed any business firm for investments in child day care facilities for any income year may not exceed \$50,000.

- The minimum contribution on which a tax credit can be granted is \$250.
- Any organization conducting a program or programs eligible for funding under the NAA is limited to receiving an aggregate of \$150,000 of funding for any program or programs for any fiscal year.
- The total amount of all tax credits allowed in any fiscal year is \$5 million, which, if exceeded, results in prorating the approved tax credits among the approved organizations.

Business Applications Deadlines: Each business firm requesting a tax credit under the NAA Tax Credit Program must complete a separate **Form NAA-02, Connecticut Neighborhood Assistance Act (NAA) Business Application**, for **each** program it wishes to sponsor. Form NAA-02 must be submitted to DRS on or after September 15 but not later than October 1 of each year. Business firms may electronically submit their application by emailing a signed Form NAA-02 to **NAAProgram@ct.gov**. Any application that is not electronically submitted may be mailed or hand-delivered to DRS.

Claiming the Tax Credit: DRS issues an NAA program approval letter to business firms that make cash investments in qualified community programs. The letter indicates the tax credit amount that may be claimed on the applicable business tax return. The tax credit amount must also be entered on **Form CT-1120K, Business Tax Credit Summary**, and/or **Form CT-207K, Insurance/Health Care Tax Credit Schedule**.

Carry Back Provisions: The amount of tax credit that is not taken on the tax return of a business firm for the income year beginning during the calendar year in which the program proposal was approved may be carried back to the two immediately preceding income years (beginning with the earlier of the years). No carry forward is allowed.

Obtaining Additional Information: Direct inquiries to:

Department of Revenue Services
Research Unit
450 Columbus Blvd. Ste 1
Hartford CT 06103

Call: **860-297-5687**

Email: **DRS.TaxResearch@po.state.ct.us**

Effect on Other Documents: Informational Publication 2013(9), The Connecticut Neighborhood Assistance Act Tax Credit Program, is superseded and may not be relied upon after the date of issuance of this Publication.

Effect of This Document: An Informational Publication issued by DRS addresses frequently asked questions about a current position, policy, or practice, usually in a less technical question and answer format.

Related Forms and Publications: Request the most recent edition of the following forms: **Form NAA-01**, *Neighborhood Assistance Act Program Proposal*, and **Form NAA-02**, *Neighborhood Assistance Act Business Application*.

For Further Information: Call DRS during business hours, Monday through Friday:

- **1-800-382-9463** (Connecticut calls outside the Greater Hartford calling area only); **or**
- **860-297-5962** (from anywhere).

TTY, TDD, and Text Telephone users only may transmit inquiries anytime by calling 860-297-4911.

Forms and Publications: Visit the DRS website at www.ct.gov/DRS to download and print Connecticut tax forms and publications.

Paperless Filing/Payment Methods (fast, easy, free, and confidential): Business and individual taxpayers can use the **Taxpayer Service Center (TSC)** at www.ct.gov/TSC to file a variety of tax returns, update account information, and make payments online.

File Electronically: You can choose first-time filer information and filing assistance or log directly into the **TSC** to file returns and pay taxes.

Pay Electronically: You can pay taxes for tax returns that cannot be filed through the **TSC**. Log in and select the *Make Payment Only* option. Designate a payment date up to the due date of the tax and mail a paper return to complete the filing process.

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**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: John C. Carrington, Interim Town Manager 
CC: Cynthia van Zelm, Executive Director, Mansfield Downtown Partnership, Inc.
Date: June 8, 2020
Re: Mansfield Opportunity Zone Action Plan

Subject Matter/Background

Mansfield Downtown Partnership Executive Director Cynthia van Zelm, and Advance CT (formerly CERC) Vice President of Partnerships Courtney Hendricson, will provide an update regarding the on-going work to promote Mansfield's federally designated Opportunity Zone. Work is nearing conclusion with final work this fall to develop a book of remaining available parcels in the Opportunity Zone.

The scope of services for Advance CT's work with the Town and the University of Connecticut (UConn) included analyzing developer incentive programs that may be suitable for Mansfield; facilitating discussions between the Town and investors, developers, and other key local and regional stakeholders; determining the highest and best use for key properties (market feasibility analysis); marketing the Opportunity Zone parcels; and coordinating events to attract development and venture capital funds.

Ms. Hendricson gave a similar presentation as tonight's presentation to the Mansfield Economic Development Commission on May 21, 2020.

A Town and UConn steering team met monthly with Ms. Hendricson from late 2018 to early 2020 to implement the Action Plan.

An update was provided to the Town Council on February 11, 2019.

On September 12, 2018, the Town Council approved a letter of agreement with CERC and the University of Connecticut to provide services to promote Mansfield's Opportunity Zone.

Attachments

- 1) Mansfield Opportunity Zone Developer Incentive Analysis (January 2019)
- 2) Mansfield Opportunity Zone Market Feasibility Study (January 2020)



Developer Incentive Analysis

Prepared for the Town of Mansfield and University of Connecticut
Prepared by Connecticut Economic Resource Center, Inc.

January 2019



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Resource Center

Collaboration at work



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Economic
Resource Center

Collaboration at Work

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The Connecticut Economic Resource Center, Inc. (CERC) is a nonprofit corporation and public-private partnership that drives economic development in Connecticut by providing research-based data, planning and implementation strategies to foster business formation, recruitment and growth. CERC has proven and relevant expertise providing clients with the knowledge and insight they need to gain a competitive advantage. CERC is a pioneer in the development of programs, technologies and capabilities to support effective economic development and offers a complete range of services from economic impact analysis, strategic planning, data gathering and communications, to outreach, site selection and business assistance. CERC has earned a reputation for excellence in Connecticut's economic development community through our accomplished, professional staff, commitment to customer service, and connection to a network of strategic partners.

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BACKGROUND

As the Town of Mansfield looks to attract investors to its Opportunity Zone, it should consider several additional incentives and resources that can further encourage them to choose this area. Some of the incentives discussed in this report will require Town-led efforts, while others are pre-existing programs on which the Town must merely educate investors. Many are structured as tax incentives to private companies for engaging in development or business activities that meet certain criteria. Other options explored include grants and loans, economic development corporations, business improvement districts, internal process improvements, and investments in infrastructure. The Town must also note that different types of incentives promote different types of development. Affordable housing tax credits, for example, promote residential development, while Enterprise Zone benefits promote investment by manufacturing and wholesale distribution businesses. In close collaboration with residents and the existing business community, the Town must determine what type of development it would like to see within the Opportunity Zone and base its efforts to implement incentives off of that vision. This report provides an overview of these incentives and a sample of the ways in which they can be used to encourage investment in the Opportunity Zone.

In addition to marketing any new incentives, the Town must focus on promoting its existing assets as a way to attract Opportunity Zone investment. From an investors perspective, one particularly notable asset is UConn, which translates to a highly-educated, growing workforce for prospective businesses (UConn's graduate student enrollment has been steadily increasing over the past several years), demand for public transportation and housing, and a market for entertainment and recreational amenities, among other benefits. UConn is also not subject to local zoning regulations, giving it broad regulatory flexibility on real estate deals and property usage. Additionally, Mansfield has a high quality of life, offering a welcoming environment to families through its high-quality K-12 education system, opportunities for outdoor recreation, and thriving Storrs Center commercial area. The market feasibility analysis that is currently underway as another component of this project will likely confirm this information and provide additional specifics, and the Town should utilize this data in combination with qualitative evidence of the benefits of locating in Mansfield to attract investors to the Opportunity Zone.

The successful attraction of investment in the Town's Opportunity Zone means marketing its existing assets in addition to any newly-implemented incentives. Elected officials and key stakeholders must be knowledgeable about these, and they must pass this information on to the greater community so that there is broad buy-in for the Town's efforts. Residents and the business community must have an understanding of the importance of the Opportunity Zone program so that, as investors are working with the Town, they do not encounter pushback from the public. A smooth public process is key to successful development and economic growth.

TAX INCENTIVES

TAX INCREMENT FINANCING

Tax increment financing (TIF) is a strategy for public finance that uses anticipated future increases in property tax revenues to generate incremental tax revenues from a specific development project or projects across a designated district. The increment between current and future tax revenues can be used to fund public and/or private development costs without diverting funds from other uses. A TIF District does not create a new tax but, instead, utilizes tax revenue that would not have been created “but for” the development to fund related expenses or improvements. TIF Districts are meant for properties or areas that are blighted, in need of conservation or rehabilitation, or in downtown or transit-oriented development locations.

Connecticut TIF legislation allows a municipality to use TIF revenues to support or leverage projects and programs within or related to the TIF District. These revenues can be used for the following purposes:

- Demolition;
- Construction;
- Rehabilitation;
- Infrastructure;
- Land acquisition;
- Streetscaping;
- Capital expenditures (equipment, fixtures, etc.);
- Professional services (attorneys, engineers, architects, etc.);
- Environmental improvements;
- Financing costs; and
- Workforce training.

Additionally, TIF allows for flexibility in financing. In one case, incremental revenues can be earmarked to repay revenue, assessment, or general obligation bonds issued by the municipality. In another case, TIF funds may be used as part of a credit enhancement agreement, in which a private developer or business is reimbursed by the municipality for expenses incurred on a project within the TIF District, which reduces the municipality’s risk. Additionally, a portion of TIF revenues can be retained by the municipality to pay for increased services to the development. Incremental revenue can also be collected and retained and then used to fund small projects on a pay-as-you-go basis. Below is a hypothetical example illustrating the potential fiscal impact to the Town.

Mansfield has a large parcel of land that has been long vacant and in need of redevelopment. However, road and utility infrastructure improvements are needed to make such development viable. The current appraised value is \$3.5 million, and the Town estimates that the property would be worth \$35 million once developed. The required infrastructure improvements would

cost \$2.5 million. Mansfield also wants to raise money to make other needed improvements within the immediate surroundings of this parcel.

Mansfield creates a TIF District which includes several parcels, including the subject property, which is permitted to retain 70% of the incremental revenue from the increase in assessed value. The Town then enters into a credit enhancement agreement with a developer, in which the developer pays the upfront infrastructure costs, and the Town will refund 50% of the incremental property taxes per year for up to 10 years, to reimburse the developer for the cost of the infrastructure improvements. No other changes in the mill rate or appraised value for the property are assumed. The TIF financing would be structured as follows:

Annual taxes prior to development: \$97,216

Annual taxes after development: \$972,160

Incremental annual tax revenue (eligible for TIF): \$874,944

Year	Total Tax Revenue	Pre-existing Revenue (to general fund)	30% of "New" Revenue (to general fund)	TIF Revenue Returned to Developer	TIF Revenue Retained by Municipality
1	\$972,160	\$97,216	\$262,483	\$306,230	\$306,230
2	\$972,160	\$97,216	\$262,483	\$306,230	\$306,230
3	\$972,160	\$97,216	\$262,483	\$306,230	\$306,230
4	\$972,160	\$97,216	\$262,483	\$306,230	\$306,230
5	\$972,160	\$97,216	\$262,483	\$306,230	\$306,230
6	\$972,160	\$97,216	\$262,483	\$306,230	\$306,230
7	\$972,160	\$97,216	\$262,483	\$306,230	\$306,230
8	\$972,160	\$97,216	\$262,483	\$306,230	\$306,230
9	\$972,160	\$97,216	\$262,483	\$50,157	\$562,304
10	\$972,160	\$97,216	\$262,483	\$0	\$612,461
Total	\$9,721,600	\$972,160	\$2,624,830	\$2,500,000	\$3,624,608

The pre-existing revenue represents the tax revenue that would have been collected if the site had not been developed, and that amount continues to be paid to the general fund. The specifics of which parties benefit from the incremental "new" revenue will depend on the details of the deal that is negotiated on a case-by-case basis. However, in this example, 30% of the "new" revenue is also paid into the general fund, representing a total of \$2.6 million over the 10-year period. Seventy percent of the "new" revenue is then used to fund improvements in the TIF District, including \$2.5 million to reimburse the developer for the infrastructure improvements on the subject property, and an additional \$3.6 million which the Town can use for other projects in the TIF District.

In this scenario, the developer, Mansfield, and the taxpayers all benefit. The Town is able to fund infrastructure and improvements on both the subject site and elsewhere in the district without diverting existing funding from another source, and the developers – of the subject site and other sites in the district – benefit from the Town paying for these improvements. The taxpayers also benefit from \$2.6 million in new revenue that is contributed to the general fund. Depending on the status of the existing property, the incremental new funds can be strategically allocated to narrow or eliminate a funding gap for redevelopment of a site that was otherwise not financially feasible, for site preparation or infrastructure improvements necessary to allow for development, or to make general improvements for benefit of the public or to cover Town expenses.

As demonstrated above, TIF offers flexibility for financing development in ways that many other incentives do not. However, this is a good option only if project development costs are in the millions-of-dollars range. Additionally, the municipality must ensure that residents understand the “but for” component of the tool, as there is often pushback when residents believe that tax revenue is not being used for the public good. Also, in a situation where a developer would have completed the project regardless of the presence of a TIF District, the enactment of such a district could represent a significant loss in tax revenue for the municipality. It is important to carefully vet potential projects related to a TIF district. With the right project, however, TIF will promote the Mansfield’s land use and development goals, as specified in the *Mansfield Tomorrow: Plan of Conservation and Development*, of providing high-quality amenities to businesses and residents, supporting entrepreneurs and business formation, diversifying the economy, and allowing a variety of housing options.

While Connecticut’s TIF regulations are fairly new, districts have already been created in a few Connecticut towns. In 2016, the Town of Windsor Locks adopted the state’s first TIF District. The Town wanted to maximize the economic benefit of the redevelopment of the abandoned Montgomery Mill building into apartments in its downtown. Additionally, this financial support, with 50% of the future incremental revenue going back to the developer over the course of ten years, helped make the costly project possible. With a number of additional vacant parcels located in the district prime for redevelopment, the Town hopes that the additional incentive in addition to the large mill redevelopment project will entice investment in these properties and lead to a revitalization of the area.

In another case, the City of New Britain approved a TIF District in its downtown without one large project such as the mill redevelopment as an anchor. Instead, this was taken as a proactive measure to incentivize a large-scale project and provide additional funding for community development projects in an area with proportionally higher low-income and homeless populations than surrounding communities.

In considering whether to implement a TIF District, Mansfield must understand that, in most cases, TIF should only be used in cases where development would not occur but for the presence of the district. If there are parcels with particularly high site costs that otherwise prohibit development, then TIF is advisable. However, the Town could experience a significant loss in future property tax revenue if a TIF district was approved for enticing ready-to-build parcels that would have been developed regardless of the presence of the district. As a middle-of-the-road option, the Town could implement a TIF District for a contiguous group of “troubled” parcels within the zone, but not for the entire zone. On the other hand, the presence of TIF for the entire zone could also incentivize potential Opportunity Zone investors to choose Mansfield’s zone over others. The Town must strongly weigh the potential benefits and drawbacks of the different options related to TIF based on its priorities.

LOW INCOME HOUSING TAX CREDITS

Low income housing tax credits (LIHTC) are a federal benefit used to subsidize the cost of acquiring, constructing, or rehabilitating housing, a portion of which is then reserved for households below a certain income level. While the LIHTC program cannot be used to fund commercial buildings, this program is often used in tandem with other funding sources, such as brownfield redevelopment funds, historic preservation tax credits, or other benefits, as part of a larger, mixed-use project that can be structured in phases. In such a phased project, the housing would be separated into its own phase, and LIHTC could then be used on the housing portion only, to contribute to the overall costs of a larger development that otherwise may not be financially feasible.

The Connecticut Housing Finance Authority (CHFA) is Connecticut’s allocating agency for LIHTC and provides developers with the tax credits in exchange for equity used to complete the project. The amount of credits provided to a developer is determined through the value of program-eligible costs and the percentage of affordable units created through the development process. The total credit ceiling for LIHTC in Connecticut is \$8.4 million annually, so the process for obtaining the credits is highly competitive and based on how well the project meets CHFA’s criteria.

Mansfield’s POCD reaffirms the need for additional affordable housing, especially for individuals like UConn employees and graduate students. Encouraging Opportunity Zone developers to utilize LIHTC will help the Town achieve this goal and will also be a sound financial decision on the part of the developer because of the growing demand for affordable housing. As an added benefit, this may incentivize recent graduates working in the area to stay in Mansfield, leading to an increasingly educated local workforce and growing economy.

As is generally the case with affordable housing projects, however, residents will likely voice concerns about maintaining the character of the community. The Town must work diligently to educate residents on the benefits of allowing for a greater mix of housing options, particularly options for UConn graduate students, faculty and staff, and recent graduates, and ensure that the look and feel of the buildings is well-matched to that of the surrounding area.

Over 60 towns in Connecticut have completed affordable housing projects, so Mansfield can look to the examples of a number of different municipalities, with many of the projects consisting of rehabilitating underutilized or vacant buildings like those at the UConn Depot Campus. Specifically, the Depot Campus and the North Eagleville/King Hill Road intersections would best support housing development, so the Town should be aware of this when working with developers. In general, these projects have been most successful when there is a mix of incomes in the buildings and when a mixed-use component is involved, as this is a more palatable approach for residents. As the Town has already worked on a highly successful, phased mixed-use project in Storrs Center, it would be well-positioned to assist with a similar type of project in the Opportunity Zone. Through engagement with residents, Mansfield can develop the necessary support to make a LIHTC project work within the Opportunity Zone.

LOCAL REAL ESTATE TAX ABATEMENT

The State of Connecticut has enacted legislation (CGS 12-65b and 12-65h) that enables municipalities to enter into a fixed-assessment agreement with owners or lessees of certain real and/or personal property. Under CGS 12-65b, a municipality can enter into such an agreement with owners or lessees of real property for the construction of improvements that increase the assessed value of said property. This agreement can last:

- For a period of not more than seven years, provided the cost of such improvements is not less than three million dollars; or
- For a period of not more than two years, provided the cost of such improvements to be constructed is not less than five hundred thousand dollars; or
- To the extent of not more than fifty percent of such increased assessment, for a period of not more than three years, provided the cost of such improvements is not less than ten thousand dollars; or
- For a period of years specified in an ordinance, for improvements on land or to be used for any retail business in an area designated in such ordinance.

The following chart illustrates the eligibility of a project based on its cost:

Cost of Project	Maximum Number of Years Eligible for Fixed Assessment	Maximum Percentage of Assessment to Be Fixed
\$3 million or more	7	100%
\$500,000 or more	2	100%
\$10,000 or more	3	50%
Any amount, as specified in local ordinance (for retail businesses only)	Any number, as specified in local ordinance (for retail businesses only)	Any percentage, as specified in local ordinance (for retail businesses only)

This fixed assessment is eligible for the following uses only:

- Office use;
- Retail use;
- Permanent residential use;
- Transient residential use;
- Manufacturing use;
- Warehouse, storage, or distribution use;
- Structured multilevel parking use necessary in connection with a mass transit system;
- Information technology;
- Recreation facilities;
- Transportation facilities; or
- Mixed-use development.

Under CGS 12-65h, a municipality can enter into a fixed assessment agreement with owners or lessees of newly-acquired personal property that increases the total assessed value of said property. The owner or lessee must be considered either a manufacturing facility or a wholesale and retail business. This agreement can last:

- For a period of not more than seven years, provided the increase in assessed value of such personal property is not less than three million dollars; or
- For a period of not more than two years, provided the increase in the assessed value of such personal property is not less than five hundred thousand dollars; or
- To the extent of not more than fifty percent of such increased assessment, for a period of not more than three years, provided the increase in the assessed value of such personal property is not less than twenty-five thousand dollars.

Mansfield is required to work within these regulations but also has the ability to create a narrower policy than what is specified in the legislation. For example, if the Town only wants to incentivize STEM-related businesses within the UConn Technology Park, then it can create a policy where only

those types of projects are eligible. Additionally, the Town has the ability to reduce the amount of time a project is eligible for the abatement, reduce the percentage of the assessment to be fixed, and increase the value of the project required for eligibility.

The Town must first determine its goal(s) for the tax incentive program. Some towns prefer to focus solely on grand list growth, while others place importance on employment growth, while still others choose to target an increase in the number of businesses. Depending on Mansfield’s preferences, especially with the presence of the Opportunity Zone, this may lead to additional considerations with respect to the design of the policy. For example, if the Town is particularly interested in boosting employment, it may include requirements for the number of workers to be gained as a result of a project in order for that project to be eligible for the abatement. From another perspective, if the Town is interested in an increased number of businesses, it may only allow businesses to be eligible for the abatement (versus residential). See below for a hypothetical example illustrating the potential fiscal impact to the Town.

A manufacturing company in one of Mansfield’s targeted industries is contemplating purchasing and renovating a building in the UConn Technology Park. The property is currently appraised at \$500,000, and the company plans to make improvements to the building and site which increase the appraised value to \$1.2 million. As an incentive, the Town of Mansfield offers to freeze the assessment during renovations and for the first year after, then phase in the assessment increase over the following five years. In this example, no other changes in the assessed value of the property or the mill rate are assumed over the abatement period. The mill rate is assumed to be 30.88.

Year	Appraised Value	Assessed Value (70% of appraisal)	Taxes Due (without abatement)	Actual Taxes Paid (with abatement)
1- renovations	\$500,000	\$350,000	\$10,808	\$10,808
2-first year in operation	\$1,200,000	\$840,000	\$25,939	\$10,808
3	\$1,200,000	\$840,000	\$33,331	\$13,834
4	\$1,200,000	\$840,000	\$33,331	\$16,860
5	\$1,200,000	\$840,000	\$33,331	\$19,887
6	\$1,200,000	\$840,000	\$33,331	\$22,913
7	\$1,200,000	\$840,000	\$25,939	\$25,939

In this example, the tax increase of \$15,131 is frozen for one year and then phased in over 5 years, providing property tax relief to the company in years 2-6. The company would begin paying the full new tax amount in year 7. The company making the investments benefits

through lower taxes than would otherwise have been assessed for a period of time, and the Town of Mansfield benefits through growing a key local industry, rehabilitating a vacant property, and bringing new jobs to the community. The Town also receives additional tax revenue versus what would have been paid had the investment not occurred.

As with TIF, this additional incentive aligns with Mansfield's POCD when used for projects that maintain the character of the community in that it promotes high-quality amenities for businesses and residents, supports entrepreneurs and business formation, helps to diversify the economy, and promotes a variety of housing options. This is an obvious benefit for the Town, and since it has the option to strictly control which projects are eligible then concerns about unsuitable projects receiving these benefits are diminished. Plus, the possibility of real estate tax abatements will likely be a significant factor for a developer deciding which Connecticut Opportunity Zone(s) in which to invest.

On the other hand, real estate tax abatements often cause concern with residents, and this generally occurs when the Town's priorities for development are different than those of its residents. Questions often relate to the Town "giving up" tax revenue to entice investment, so elected officials must also be prepared with the explanation that this development would not have occurred but for the presence of the incentive. As with LIHTC, educating residents and maintaining community engagement is essential for the success of an initiative like this.

Mansfield approved a tax abatement for the Storrs Center development several years ago. However, for a strategic approach specifically related to the Opportunity Zone, the Town must consider its priorities for development. The types of projects and uses eligible to receive an abatement are up to the discretion of the Town, within the guidelines of the State regulations. This is an incentive that could smoothly work in tandem with the Opportunity Zone benefits in Mansfield, so, if the Town decides to pursue this further, elected officials and other key leaders should begin garnering public buy-in in the near future.

ENTERPRISE ZONE DESIGNATION

The Enterprise Zone program was enacted by state law to incentivize businesses to invest in communities that meet certain economic criteria. The benefits, which include property tax and business income tax abatements, accrue to companies meeting certain criteria who make investments in Target Investment Communities, those areas that have established Enterprise Zones.

To be eligible for Enterprise Zone benefits, census tracts within the municipality must include an area zoned for commercial or industrial activity, and meet at least one of the following criteria:

- At least 25% of persons living in the census tract are at or below the federal poverty level;
- An unemployment rate of two times the state average; or
- At least 25% of the tract's families receive public assistance.

Contiguous tracts or a portion thereof may also be included, provided they meet at least one of the following criteria:

- At least 15% of persons living at or below the federal poverty level;
- An unemployment rate of at least 20% times the state average; or
- At least 15% of the tract's families receive public assistance.

Mansfield's Opportunity Zone census tract, 8813, is eligible for Enterprise Zone status, with a poverty level of 26.6%. Additionally, two contiguous census tracts, 8812 and 8815, are eligible for such benefits via the secondary criteria, with poverty levels of 56.8% and 16%, respectively.

In addition to census tract requirements for the location of the Enterprise Zone, any proposed project must meet certain criteria to be eligible to receive the benefits of the program. A real estate transaction must occur, which can be:

- Construction of a new facility;
- Significant renovation of an existing building with a cost greater than 50% of the pre-renovation assessed value; or
- Acquisition by a new user of an existing building that has been vacant or underutilized for at least one year prior to acquisition.¹

The benefits available to projects and communities that meet the eligibility criteria are significant. The standard Enterprise Zone benefits include:

- A five-year, 80% tax abatement on the portion of real estate and personal property that is new to the grand list as a result of the business expansion or renovation project; and
- A ten-year, 25% corporate business tax credit on the portion of the corporate tax attributable to the project. The corporate tax credit increases to 50% if the company hires

¹ This idleness requirement does not apply to companies with an average of five or fewer employees in the six months preceding acquisition of the facility and is at least six months for businesses that have an average of between six and nineteen employees in the preceding six months.

Enterprise Zone residents, or municipal residents who are eligible for the Workforce Investment and Opportunity Act, for at least 30% of the new full-time positions.

In addition to these benefits, companies meeting certain criteria may be eligible for additional benefits. Related programs for Target Investment Communities (those communities that have an Enterprise Zone) include:

- The Entertainment District, which provides additional benefits for entertainment-related businesses;
- Qualified Manufacturing Plant, which provides additional benefits for projects in manufacturing plants of at least 500,000 square feet;
- Railroad Depot Zone, which provides additional benefits for certain areas surrounding abandoned or underutilized railroad depot areas;
- Urban Jobs Program, which provides lesser benefits for areas within the municipality that are not part of the Enterprise Zone; and
- Bioscience Enterprise Corridor Zone, which provides benefits for companies with no more than 300 employees engaged in bioscience, biotechnology, pharmaceutical, or photonics research, development, or production.

Large-scale projects with significant job creation and capital investment may also be eligible for up to \$100 million in tax credits from the state's Urban and Industrial Sites Reinvestment tax credit program.

See below for a hypothetical example of the fiscal impacts to the Town of a project receiving Enterprise Zone benefits assuming a mill rate of 30.88:

Year	Appraised Value	Assessed Value (70% of appraisal)	Taxes Due (without abatement)	Actual Taxes Paid (with abatement)	Amount of State Reimbursement	Net Value of Tax Revenue Forgone by the Town
1 (project completed)	\$500,000	\$350,000	\$10,808	\$10,808	N/A	N/A
2 (first year in operation)	\$1,200,000	\$840,000	\$25,939	\$13,834	\$6,052	\$6,052
3	\$1,200,000	\$840,000	\$25,939	\$13,834	\$6,052	\$6,052
4	\$1,200,000	\$840,000	\$25,939	\$13,834	\$6,052	\$6,052
5	\$1,200,000	\$840,000	\$25,939	\$13,834	\$6,052	\$6,052
6	\$1,200,000	\$840,000	\$25,939	\$13,834	\$6,052	\$6,052

As with the previous incentives, the Enterprise Zone designation aligns with Mansfield’s POCD under the condition that projects receiving the benefits maintain the character of the community by promoting high-quality amenities for businesses and residents, supporting entrepreneurs and business formation, and helping to diversify the economy. In and of itself, this is a benefit and will undoubtedly lead to grand list growth. Additionally, the program is partially subsidized with state funds, with the state reimbursing the Town 40% of the total value of the 80% abatement on real estate and personal property. Thus, the Town does not take on the full burden.

One area of concern related to the Enterprise Zone program, however, is whether budget funds will be allocated at the state level to continue to reimburse Towns for 40% of the burden. In past years, funds have not been allocated, which has caused undue hardship to municipalities involved in the program. Some towns have addressed this by creating local legislation stating that they will not provide the matching 40% local abatement if the state is not reimbursing for its portion of the abatement. Essentially, only the state’s unfunded portion is provided as a benefit, with the Town bearing the cost of it. Looking forward to the new gubernatorial administration, Mansfield should also be aware of any legislative changes that may impact this program.

For Mansfield, which does not currently have a designated Enterprise Zone, preventing businesses from taking advantage of those benefits up to now, local elected officials and key staff would need to engage with the Department of Economic and Community Development and the state legislative delegation to create such a zone for this specific census tract-based geographical area to take advantage of the benefits. Seeing as the Opportunity Zone and Enterprise Zone programs have similar criteria and end goals, the instatement of the latter would be a good complement to the existing Opportunity Zone benefits. Mansfield is poised to take advantage of an Enterprise Zone designation, but the major challenge will be getting legislative approval.

GRANTS AND LOANS

REVOLVING LOAN FUND

A municipality can set up a revolving loan fund (RLF) to support its local businesses using seed money acquired either through a grant such as Connecticut’s Main Street Investment Fund program and the federal CDBG program or through the municipal budgeting process. Low-interest or no-interest loans are provided to business owners and investors to promote local economic success. Sometimes, this translates to loans for façade improvements, which enhance the appearance of a town’s commercial district, making it more attractive to developers with the goal of promoting economic development and grand list growth. In other instances, revolving loan funds are used to clean up brownfields that potentially have negative public health implications if left contaminated. In still other cases, these loans are used to finance equipment or other working capital to help businesses expand. These funds can also be used as a “live here” incentive to attract a skilled workforce, where a municipality can offer to pay off student loans or provide other financial assistance to individuals who commit to living there. As borrowers pay back these loans, the funds can be used for loans to additional businesses. A town also has the option to create a one-time loan fund, where the repaid money does not go back into the fund, but, instead, goes back into the general fund. This is usually a well-received program by business owners, and, while it likely will not convince a developer to locate within Mansfield’s Opportunity Zone by itself, it just adds another incentive that will help the Town appear business-friendly. Additionally, this aligns with Mansfield’s POCD in that it promotes physical, environmental, and economic improvements to businesses and properties that may have been otherwise troubled, creating a greater sense of place and overall success and drawing support from the community.

If using municipal funds, a town has the option to create any kind of restrictions on loans that it chooses – such as the maximum amount that a borrower is eligible for, the amount (or lack thereof) of interest collected, how long the borrower has to pay back the loan, etc. Often, however, this approach can be more controversial than using grant funding because residents do not want to see public funds go to private businesses. A municipality approaching the implementation of a RLF from this angle must work diligently to educate its residents on the long-term benefits of such a program.

Grant funding is a more popular approach to providing RLF funds to businesses because it limits residents’ concerns. Rather than using local taxpayer money, using state or federal funds is much more accepted, so this is the preferred approach. Each grant has different eligible activities and requirements related to creating an RLF, so municipal staff applying with this in mind must carefully read all regulations and guidelines for each program.

The Town of Manchester has recently implemented a loan fund for improvements to commercial buildings in its downtown area, which also overlaps with the area of its Opportunity Zone and promotes a more attractive area for investment as a result. By earmarking \$750,000 from the

revenues from the Town's landfill operations, it will be offering no-interest loans between \$25,000 and \$250,000 as a form of "gap financing" during 2019 and 2020 or until the fund is exhausted. This is an opportunity that Mansfield should also consider, especially for the more densely-commercialized areas of the zone, particularly within the Four Corners area. This is a viable option for Mansfield because it is relatively inexpensive, with funding either coming from a grant or the Town having the opportunity to choose how much is reasonable within its budgetary constraints to put toward the fund. RFLs can also be administered through an Economic Development Corporation, which will be discussed later in this report.

BROWNFIELD REMEDIATION

There are many state resources available to municipalities to support in the assessment and remediation of brownfield sites. The Office of Brownfield Remediation and Development, overseen by the State's Department of Economic and Community Development, is a good place to start for municipalities looking to clean up these properties, as it provides information and technical assistance on issues such as funding opportunities, regulations, consultant procurement, grant applications, strategic plans, technologies for remediation, and more. For Mansfield, the Capitol Region Council of Governments is also a source of information and support on brownfields issues.

Brownfield remediation often requires funding from a combination of sources to make projects financially feasible. As part of a funding package, the state offers the Targeted Brownfield Development Loan Program, which provides low-interest loans of up to \$4 million for up to 20 years with flexible or deferred payment schedules to assist with assessment, abatement, planning, engineering, or building/structural issues for contaminated sites. Applicants are evaluated on the economic development and public health impact of the project, its alignment with the State Plan of Conservation and Development as well as financial need (for both the specific project and the community in which it is located) and the length of time the site has been vacant, among other criteria. Under certain circumstances, all or part of the loan may be forgivable. Brownfields loans are available to prospective purchasers or owners (provided the applicant did not contribute to the contamination) in addition to municipalities or economic development corporations (ED Corps).

Along with the loan program, municipalities and ED Corps may also apply for state grants of up to \$4 million for brownfield cleanup. The grants can generally be used for the same purposes as the loan program and are evaluated on similar criteria. Applicants are encouraged to apply for other state and federal funding programs (such as those offered by the US Environmental Protection Agency) in combination with brownfield funds to bring a project to fruition, as this demonstrates a focused, concerted effort to approach the project from several different angles. Applications for funding are generally more competitive if a developer is interested in the site, so the Town should keep this in mind when evaluating its options.

A municipal tax abatement program is also available for brownfield sites. Under this program, a municipality may abate property taxes on a brownfield site for no more than seven years, if the owner agrees to an environmental assessment, demolition, and remediation plan that details how the property will be redeveloped. If a Department of Energy and Environmental Protection (DEEP) plan is in place, delinquent taxes may be forgiven. Prospective purchasers of contaminated sites should also explore the state's Brownfield Remediation and Revitalization Program, which, while not a financing program, offers liability relief for non-liaible parties acquiring contaminated sites for cleanup.

Additionally, the Connecticut Brownfields Initiative, housed within UConn, is a coalition of industry, academic, community, and government partners that supports brownfield remediation that benefits community development and environmental quality. It provides support to municipalities, through the student-centered Brownfield Corps program, by allowing these students to take on a number of projects that can include the creation of redevelopment plans to attract potential developers, assisting towns with grant proposal preparation, partial Phase I investigations, preparation of Phase II sampling plans or remedial action plans, and reviewing and planning for specific challenges like floodplains or wetlands on brownfield sites. Seeing as the Town and UConn both have a stake in brownfield sites within the Opportunity Zone, this is an excellent opportunity to utilize a free service that is close to home.

For particularly troubled municipally-owned sites, the Town has the ability to work with the Connecticut Brownfield Land Bank, currently the state's only brownfield land bank (though more may be created over the next year or so, with northeastern Connecticut being a region currently exploring the possibility), to relinquish any liability it might have as a result of the contamination. The Town can essentially relinquish control of the property to CBLB as its staff works to obtain funding to test and/or remediate it.

Mansfield's POCD specifically addresses the Town's need to explore options independently and with developers to test and remediate key brownfield sites, with the UConn Depot Campus being particularly notable within the Opportunity Zone. This sheer size of this site allows for significant development opportunities, particularly for mixed-use, residential, and/or office development, so a timely remediation effort is prudent.

The Town of West Hartford is currently collaborating with UConn to facilitate the remediation and redevelopment of its former satellite campus. By determining market demand, financial feasibility, and the community's vision for the site, the Town is working to ensure that any development proposed at the site will be accepted by the community. This should be a model for collaboration between Mansfield and UConn for the Depot Campus as well. In addition to engaging in remediation efforts, both entities must work together to ensure that the community's vision for the site is integrated due to its large size and potential. This information must be relayed to any prospective

developer to guide development plans that are acceptable to the Town's land use boards and commissions, which have the power to approve or reject them.

Other than the fact that going through the process of cleaning up a brownfield site can be slow and cumbersome for the municipal staff coordinating it, there is no real downside of working toward this goal. Remediation is a win-win for the Town – the land goes back to a productive use and eliminates a potential public health hazard. Especially since Mansfield's Opportunity Zone contains a brownfield in the Depot Campus, the Town should strongly consider exploring its options to allow for its successful redevelopment.

STATE BUSINESS INCENTIVES AND RESOURCES

In addition to the incentives described above, the State of Connecticut also offers a number of incentives or financing assistance for businesses engaged in certain industries or certain types of activities. These currently include:

- Angel Investor Tax Credit: This program encourages qualified lenders to invest in promising startups that need capital to grow by providing them with a 25% credit against the state income tax when they invest at least \$25,000 in qualifying businesses.
- C-PACE New Construction Program (Connecticut Green Bank): This program provides accessible and affordable financing for developers that may take the place of more expensive debt and equity (up to 20% of eligible costs can be financed through this program for terms of up to 25 years) and allows developers to invest in more efficient and higher quality materials and measures, boosting a project's long-term sustainability and creating a more attractive investment.
- Digital Animation Production Company Tax Credit: This program encourages investment in production expenses or costs by digital animation production companies by providing a tax credit of 10%-30% based on the amount of qualified spending.
- Economic and Manufacturing Assistance Act: This program makes available low-interest loans and incentive-driven direct loans for projects with a strong economic development potential, including the purchase of equipment, construction, leasehold improvements, training, and other approved project-related activities.
- Film Infrastructure Tax Credit: This 20% tax credit is available to any taxpayer that invests \$3 million in a state-certified capital project that provides basic buildings, facilities, or installations needed for the functioning of the digital media and motion picture industry in the state.
- Insurance Reinvestment Tax Credit: This credit, worth up to 100% on insurance premiums, is provided to insurance companies that invest their capital with approved fund managers who, in turn, invest that capital in growing Connecticut businesses.

- Manufacturing and Biotech Sales and Use Tax Exemption: This tax exemption, worth up to 100% of sales tax, is provided to manufacturing and biotech companies for purchases of machinery, materials, tools, and fuel used in research, development, and production.
- Small Business Express: This program provides an array of financing options to small businesses in a number of industries for the purchase of machinery and equipment, construction, leasehold improvements, training, working capital, and other approved business-related expenses. The sources of financial assistance to be received are a revolving loan fund (up to \$100,000), job creation loan fund (up to \$300,000), and matching grant fund (up to \$100,000).

Additionally, the Town should advise any investors to work with its utilities companies like Eversource to learn about any incentives for energy efficiency upgrades they may offer.

To complement its site-specific redevelopment strategies related to the Opportunity Zone, the Town of Mansfield should consider all state programs offered. The Town can lend its support to a business application for state incentives and assist interested companies in researching eligible programs. Depending on the type of business investing in the area, any number of the programs described above may be helpful. However, municipal staff must also be cognizant that any number of programs may be added, removed, or changed from the State’s inventory as a result of the recent change of gubernatorial administrations.

GRANT FUNDING SOURCES

A town can apply for certain federal and state grants that can allow it to take on municipal projects that entice investment and provide direct support to its businesses and other constituents for uses such as transportation, housing, façade improvements, brownfields testing and remediation, historic preservation, and more. Any improvements of this sort will undoubtedly create a more appealing environment for investors within Mansfield’s Opportunity Zone and town-wide, so municipal staff should closely track grant funding opportunities as they arise. For federal-level grants, grants.gov is the most up-to-date source of funding announcements. While the State does not have one database for all announcements, municipal staff should regularly check for announcements from a variety of key agencies such as the Department of Economic and Community Development (DECD), Department of Housing (DOH), and Department of Transportation (DOT). However, as a new gubernatorial administration has recently entered office, the Town should be aware that any number of state-level grant programs may be added, changed, or eliminated because of shifting priorities. The Capitol Regional Council of Governments (CROG) also administers funding through certain grant programs like LOTCIP and brownfields grants to its member towns, so municipal staff should stay up-to-date on any news coming from that organization. Additionally, because the Town already has the momentum of a federally-designated

Opportunity Zone, applications for funding will likely be stronger as a result. Below is a list of the types and descriptions of key grants that Mansfield should seek out.

Federal-Level

- Community Development Block Grant Program (Department of Housing and Urban Development): The CDBG program is a flexible program that provides communities with resources to address a wide range of unique community development needs, with at least 70% of the funds benefiting low- and moderate-income persons. Eligible activities include improving infrastructure and public services, improving housing conditions, supporting economic development by creating jobs and stimulating investment, and revitalizing neighborhoods.
- Regional Innovation Strategies Program (Economic Development Administration): The RIS Program aims to spur innovation capacity-building activities in regions across the nation, which is particularly relevant for Mansfield and the towns surrounding the University of Connecticut. Through the i6 challenge, the program is designed to increase entrepreneurship through the process of technology commercialization that results in new businesses, accelerated paths to export, increased FDI, and new jobs. Note that EDA will open the 2019 RIS competition on February 1st, 2019.

State-Level

Brownfield Grants

- Brownfield Planning Grants (Office of Brownfield Remediation and Development): The goal of the program is to help applicants develop a comprehensive implementation plan for the remediation and redevelopment of neighborhoods, districts, corridors, downtowns, waterfront zones, or other areas burdened with multiple brownfields. Municipalities can use this funding for activities such as community visioning and public participation exercises, analysis of existing environmental conditions and other issues in the area, brownfields mapping, market studies and feasibility analyses, roadway and streetscape planning, infrastructure analyses, strategic site identification, and more.
- Brownfield Municipal Grant Program (Office of Brownfield Remediation and Development): The BMGP is designed to assist with brownfield redevelopment projects in municipalities that will make a significant economic impact. Eligible activities include soil, ground water, and infrastructure investigation, assessment, remediation, abatement, hazardous materials or waste disposal, long-term groundwater or natural attenuation, other forms of institutional controls, and more.

Transportation and Infrastructure Grants

- Local Capital Improvement Program (Office of Policy and Management): The LOCIP program distributes formula-based entitlement funds to municipalities to reimburse the cost of eligible local capital improvement projects such as road, bridge, or public building construction activities.
- Local Transportation Capital Improvement Program (Department of Transportation): The LOTCIP program provides funding to municipalities for projects located on a roadway classified as an urban collector or higher and for bridge improvements on other roadway classifications as long as the federal definition of a bridge is met.
- Responsible Growth and Transit-Oriented Development Program (Office of Policy and Management): The RGTOD program provides funding to municipalities for transit-oriented development projects and/or projects that demonstrate responsible growth.

Historic Preservation Grants

- Supplemental Certified Local Government Grants (State Historic Preservation Office): Through this program, SHPO provides funding to municipalities to support a wide range of historic preservation planning activities. Eligible activities include public education and awareness, promotion and marketing of historic assets, outreach that provides technical assistance to owners of historic properties, completion of a historic properties inventory, and more.
- Historic Restoration Fund Grants (State Historic Preservation Office): This program helps towns restore, stabilize, or investigate archaeological sites listed on the State or National Registers of Historic Places. Funds can be used for single maintenance and repair projects, stabilization, archaeological investigation, ADA accessibility, and mechanical upgrades.
- Survey and Planning Grants for Historic Preservation Planning and Pre-Development (State Historic Preservation Office): This program provides funding for a variety of reports and due diligence activities such as historic designation reports, municipal historic preservation planning reports, and pre-development studies such as feasibility studies, structural soundness studies, and condition assessment reports.

Other Grants

- Main Street Investment Fund Grants (Department of Housing): This program provides funding to towns for improvements to municipally-owned property, except the town may use a portion of the proceeds of the grant to provide a one-time reimbursement to owners of commercial private property for eligible expenditures that shall directly support and enhance an eligible project. Eligible projects must develop or improve a town commercial center, with potential activities being cosmetic and structural exterior building improvements, signage, lighting, and landscaping.

- Small Town Economic Assistance Program (Office of Policy and Management): The STEAP program funds economic development, community conservation, and quality-of-life capital projects for municipalities. Eligible projects include construction or rehabilitation of commercial, industrial, or mixed-use structures in addition to roads and access ways, recreation and solid waste disposal projects, housing projects, social service-related projects, and more.

In addition to the described grant funds administered through SHPO, both the federal government and the state offer tax incentive programs for substantial rehabilitation of historic structures. The federal benefit, administered through the Secretary of the Interior to buildings deemed historic by the National Park Service, is a tax credit of 20% of the total qualified rehabilitation expenditures. The state range is 25-30% with a cap of \$4.5 million, depending on the project criteria. Similar to the LIHTC program, such funding is often used as a complement to other sources to contribute to the overall development costs.

Other than the time required to prepare these types of grant applications, there is little downside for a municipality in accepting this funding. This type of funding can allow the Town to take on big picture projects, particularly those mentioned in the POCD, that it likely would not have been able to otherwise.

To improve the Town's likelihood of receiving funding once an announcement is made, it should have a list of potential projects associated with each grant. This way, instead of staff working to come up with an eligible project under the time constraint of the submittal date, the thought process has been done well in advance of the funding announcement. Staff should place a particular focus on projects located within the Opportunity Zone, as any projects to enhance the area act as an additional incentive for investors.

ADDITIONAL INCENTIVES

ECONOMIC DEVELOPMENT CORPORATION

A municipality can form an economic development corporation (ED Corp.) to address particularly challenging properties. An ED Corp. is typically a private, nonprofit corporation that can take a more direct, hands-on approach to addressing economic development challenges, from applying for and administering federal and state grant funding, providing business and technical assistance, and conducting blight cleanup and remediation activities, to acquiring, remediating, and redeveloping brownfield sites. Connecticut municipalities such as Shelton, Hamden, and Waterbury have successfully utilized economic development corporations to rehabilitate challenging properties by taking ownership of them. The use of an ED Corp. to address blight and contamination could also be a step toward addressing some key brownfield sites in Mansfield, as discussed in the Town's POCD.

To form an ED Corp., Mansfield would have to undertake a series of steps. These include:

- Defining community need and geographic boundaries;
- Forming a steering committee with like-minded individuals;
- Discussing a statement of need and preferred focus areas with the steering committee and community members;
- Sharing the vision informally with additional community members and community leaders to incorporate their feedback;
- Providing a face-to-face forum in which interested individuals are invited to learn of the vision of the committee;
- Prioritizing potential projects – there will only be enough funding to complete one or two early projects;
- Working with an attorney to determine the legal form of the corporation and recruit and name an initial board of directors; and
- Securing some startup funding and applying for nonprofit status.

Needless to say, this is a time-consuming process, and the Town should be prepared to spend a significant amount of resources to make it possible.

Formation of an ED Corp. can unlock other potential funding sources for economic development. For example, EPA brownfield cleanup grants require the applicant to be a government entity or redevelopment agency, and the applicant must be the owner of the property to be considered for cleanup. Since Mansfield does not have a redevelopment agency, either the Town or the Mansfield Downtown Partnership could take the lead in the formation of an ED Corp. The Hamden Economic Development Corporation successfully applied for EPA funds for the redevelopment of 400 Goodrich Street. The ED Corp. was also able to address issues such as split zoning, property lines lying across municipal boundaries, and property abandonment that left several mortgages and a

large tax bill outstanding, complications that would likely prohibit most private companies from considering the site.

Similarly, the Waterbury Development Corporation has conducted a number of site assessments with a grant from the US Economic Development Administration and DECD. WDC engages in business support and technical assistance and has an anti-blight team that cleans up neighborhood blight and illegal dumping in addition to its significant brownfield acquisition and remediation efforts.

In Shelton, the ED Corp. is tasked with redevelopment of an entire neighborhood – 17 properties along Canal Street bordering the Housatonic River. The ED Corp. has obtained over \$23 million in public funding with another \$75 million in private capital committed, which has been used to remediate six properties, with five more in progress. Eight acres of public space and 400 apartment units have been established on the formerly contaminated properties, along with infrastructure upgrades in the area.

Due to the amount of work and time required on the part of the Town and/or Mansfield Downtown Partnership to create an ED Corp., undergoing this process would likely only be worth it if there are a number of notable sites that could be targets for this type of work. Otherwise, applying for brownfield grant funding on a one-off basis would likely be a better approach. Addressing properties within the Opportunity Zone should be of the utmost importance at the start of the ED Corp's work in town, but it could also be used for properties outside the zone further down the line. Additionally, the Town would have to start the process of forming an ED Corp. right away to receive the designation within the window of Opportunity Zone investment and act as a true incentive to investors. However, the obvious benefit of an ED Corp. is that it can tackle challenges that a municipality may not otherwise be able to under its status as a private corporation.

Another option for Mansfield is to utilize an existing ED Corp. to address its brownfield sites. The New Colony Development Corporation (NCDC) out of Hamden is currently working with a number of towns to acquire and remediate contaminated parcels. The Town should reach out to NCDC to learn more about this opportunity.

An ED Corp. could work in Mansfield, but Town staff must be cognizant of the time and effort required to form it and should have a number of projects in mind in order to ensure that it is a worthy undertaking. This could certainly benefit Opportunity Zone investors in that it could open up some key properties to development that otherwise were too costly to develop.

BUSINESS IMPROVEMENT DISTRICT

Business improvement districts (BIDs) are organizations formed by private property owners and business owners within a legally constituted district in a municipality. Members pay a special tax, with revenues going to additional services not provided by the municipality but provided by the BID instead. A municipality establishes a BID by holding a referendum for all property owners upon which the tax would be levied within the designated district, with a majority affirmative votes required for approval and creation of such an organization. Under State statute, a BID has the power to do any of the following:

- Sue and be sued;
- Acquire, hold, and convey any real or personal property;
- Contract;
- Borrow money, as long as this debt is paid off within seven years;
- Recommend the imposition of a levy upon real property within the district, the revenues of which are to be used by the BID;
- Construct, own, operate, and maintain public or common improvements; and
- Provide some or all of the other services which the municipality is authorized to provide, except for education and services provided by a multitown authority.

BIDs in Connecticut are often used for maintenance and beautification of streets, sidewalks, and public gathering places, hosting events, support for economic and community development, and promotion of public safety, to name a few. Essentially, the goal is to make the district more attractive to potential patrons of businesses as well as employees and residents located or considering locating in the area. The implementation of a BID aligns with Mansfield's POCD when used within developments accessible to the greater community in that it promotes high-quality public amenities for businesses and residents and a greater sense of place.

BIDs are useful for large business districts because this allows for sufficient funding for staffing of the BID in addition to funding for a number of additional services. Cities like New Haven, Bridgeport, and Hartford all have BIDs. However, somewhat smaller communities like West Hartford and Manchester have also successfully implemented them. In Manchester, for example, the BID employs one full-time director and two part-time parking constables. Despite the BID's small size, the staff market the businesses in the district, monitor and enforce parking regulations, assist in business recruitment and other economic development efforts, and supplement maintenance and beautification efforts. With a budget slightly over \$200,000, the businesses in Manchester reap a significant benefit from the work of the organization's staff.

The key to a successful BID is to have a critical mass of businesses willing to invest. Since there is essentially a flat minimum investment to get a BID up and running (staffing, office lease and/or

equipment, etc.), a very small business district might not be able to make the same impact from the start. However, if the business community is willing to make the initial investment, then it can potentially make itself more welcoming to potential customers through all the actions mentioned above. In Mansfield's case, any large-scale, planned development that includes many uses and a significant amount of public space could be an opportunity for a BID. This would most likely need to be combined with other existing developments for the return on investment to be favorable.

In the beginning stages of any large development centered around the Opportunity Zone, a BID will not be necessary because beautification will likely be completed as part of the development, and safety concerns are not a significant issue because of Mansfield's low crime rate compared to the rest of the state. For this reason, Mansfield should not immediately consider going through the process of implementing a BID as a draw for investment in the zone. However, once a major development has been completed, business tenants are well-established, and placemaking becomes more important to promoting and maintaining the character of the community, this may be an option to promote the ongoing success of the development.

LAND USE REGULATORY PROCESS IMPROVEMENTS

The most valuable incentive for developers is a smoothly-functioning land-use regulatory process that is predictable and consistent. More important than any financial benefit, a predictable and consistent process is what will help a municipality translate development proposals into real tax-paying projects that improve its business community and motivate residents and businesses to expand and renovate their properties. In order to achieve a streamlined land use process, key decisionmakers within the municipality must ensure that the land use regulations and enforcement are conducive to economic growth. This can be done through the following actions:

- Reviewing the zoning regulations for inconsistencies or contradictions and exploring options to facilitate the process (i.e. changing regulations related to target industries from required special permit to as-of-right permit or creating a Planned Development District to create flexibility for the development of certain key areas);
- Publishing a step-by-step guide outlining the land use regulatory process;
- Reviewing and amending the monthly schedule for boards and commissions involved in the process to potentially cut down on meetings that applicants must attend;
- Exploring fast-track permitting for target industries by coordinating special meetings (versus regular monthly meetings) within a shortened timespan;
- Encouraging constant communication between the boards and commissions to ensure that the development goals of each group are aligned;
- Requiring the applicant to meet with relevant staff prior to submitting an application;

- Developing an Administrative Review Team process where staff from each department review an application and submit requests for changes prior to said application proceeding through the required board and commission meetings;
- Ensuring that relevant Town staff are knowledgeable about the process or know which staff can answer an applicant's questions about it;
- Emphasizing ongoing communication among applicants, staff, and Board and Commission members to curb any "surprises" for applicants as they move further through the process; and
- Clarifying and providing touchpoints along the way for the applicant, reminding them of the process, the requirements, the schedule, the deliverables, and the costs.

The ongoing maintenance of these practices is critical to the successful streamlining of a municipal regulatory process. The most common complaint for applicants is a lack of communication or a lack of clarity, whereas there is almost never an issue of too much communication.

Additionally, some municipalities waive permit fees as an extra incentive related to the municipal land use regulatory process. This is another option that Mansfield could consider implementing specifically for Opportunity Zone properties.

A predictable and consistent land use regulatory process is essential for the implementation of the Town's POCD, as it unites the community, land use boards and commissions, Town staff, and elected officials under the vision laid out in the document. Regardless of the presence of the Opportunity Zone, the Town should work toward this as an incentive for good development in general. While there are oftentimes challenges related to altering the process to make it more applicant-friendly, such as procedural and scheduling shifts, the result is worth the effort.

While Mansfield has already implemented several of the practices mentioned above, key staff can ensure that land use boards and commissions share the same goals by meeting with each and reaffirming the importance of a predictable and consistent process designed to attain the goals of the POCD. This would also be a good opportunity to discuss the impact that the Opportunity Zone may have on the volume and types of applications these boards and commissions will receive. At these meetings, review the process to ensure that all understand their role. Talk through special considerations like fast-track permitting, the waiving of permitting fees, Planned Development Districts, and more to gauge the appetite for these types of procedural and/or regulatory changes. Without the full support of all groups involved, the land use regulatory process will not be predictable and consistent.

INVESTMENT IN INFRASTRUCTURE

Investments in and maintenance of critical infrastructure, such as roads, utilities, and public spaces, are often long-anticipated expenses for municipalities, and Mansfield likely has a long “wish list” of investments that require substantial funding. Bonding, capital budgeting, or applying for grant funding for projects located in the Opportunity Zone will act as a significant incentive for prospective investors. Quality infrastructure allows companies to conduct business efficiently and is a key consideration in deciding where to locate. Areas with existing infrastructure reduce companies’ project costs and increase the speed at which they can get their products and services to market. If the Town takes the initiative to begin planning and creating a schedule for one of the most significant projects, investors will see that it is committed to meeting their needs.

Mansfield’s POCD specifically mentions the goals of bringing water and sewer service to the Four Corners area by 2020, which is currently underway, and improving transportation options and the overall quality of transportation infrastructure in town. This first goal will likely be a requirement for developers looking to invest in large-scale commercial projects because a project of a significant scale is nearly impossible without water and sewer access. This is one goal that is very important outside of the presence of the Opportunity Zone, but which is made even more crucial as a result. The Town should share the timeline for completion of this work with potential investors so that construction timing can coincide with its completion. Strong infrastructure leads to more desirable development.

RECOMMENDATIONS AND CONCLUSION

Based on ongoing stakeholder meetings and discussions with the Town and UConn, CERC suggests that Mansfield further considers its strategies for preparing the area within the Opportunity Zone for investment and simultaneously working to attract that investment by setting itself apart from other Opportunity Zone communities. Below are CERC's recommendations for incorporating the incentives and resources discussed in this analysis into the Town's strategies for preparing for and attracting investment.

Preparation for Investment – Setting the Stage for Desirable Development

While Mansfield is already marketable to potential Opportunity Zone investors due to the presence of UConn, its highly-educated workforce, and its high quality of life, certain projects in and around the zone could further promote the exact type of development that the community desires. Relevant projects include expansion of public utilities, assessment and remediation of brownfields, expansion of local public transportation options, and renovation of existing buildings located in the zone. The following actions will make these projects possible.

- **Funding key projects:** All these projects require significant funding, so the Town should first seek out grant funding to support them. Any of the following grants discussed in this analysis would be helpful and, particularly, the Community Development Block Grant Program, Office of Brownfield Remediation and Development grants, LOCIP, LOTCIP, and Small Town Economic Assistance Program. Additionally, any funding that the Town can provide directly for infrastructure improvements within the zone will make a significant impact.
- **Addressing contamination of the UConn Depot Campus:** One particularly significant opportunity is the UConn Depot Campus site, which is currently contaminated. The Town, in collaboration with UConn, should pursue all avenues to remediate and prepare the site for development. Applying for and receiving brownfield grant funding should be a priority, with technical assistance related to this work available from several different organizations like the State's Brownfield Remediation and Revitalization Program and the Connecticut Brownfields Initiative. In addition to applying for brownfield grant funding, the Town should also consider working with the Connecticut Brownfields Land Bank or the New Colony Development Corporation to address the environmental challenges.
- **Implementing a revolving loan fund program:** To promote higher property values and an overall more attractive environment for investment, the Town should consider starting a revolving loan fund to be used for façade improvements for existing businesses. Developers are interested in projects located in a well-kept and inviting area.

Attracting Investment – Differentiating Mansfield from Other Opportunity Zone Communities

To differentiate itself from other communities as a prime area for investment, Mansfield should consider implementing some direct incentives. Additionally, educating investors and incoming business owners on certain key state and federal programs that will help them succeed will be essential as part of the Town’s ongoing effort to attract and maintain a sustainable economic base.

- Formalizing a local real estate tax abatement program: Mansfield should consider formalizing a local real estate tax abatement program for Opportunity Zone investors. The additional direct incentive will likely differentiate Mansfield from Connecticut’s other Opportunity Zone communities.
- Pursuing Enterprise Zone designation: Pursuing an Enterprise Zone designation in lieu of a local tax abatement program could be a good fit for Mansfield, with the amount of forgone tax revenue likely smaller than with the local program, but this process could be time-consuming. CERC recommends starting a conversation with the Department of Economic and Community Development and the legislative delegation to determine whether this would be feasible within the window of Opportunity Zone investment.
- Implementing changes to the land use regulatory process: Considering any number of improvements to the local land use regulatory process is extremely important, as a predictable and consistent process for developers is more significant than nearly any other incentive. The following improvements would be particularly helpful for developers: amending the Town’s zoning regulations for the Opportunity Zone area based on the community’s vision for development within it; providing fast-track permitting for developers investing in the Opportunity Zone; encouraging early and ongoing communication between Town staff and applicants to ensure that there are no “surprises” further on in the land use regulatory process; and encouraging frequent communication between land use boards and commissions to ensure that there is a shared vision for development with a predictable and consistent land use regulatory process.
- Educating investors on helpful state and federal programs: As developers and businesses begin to show interest in the zone, Town staff should also educate them on the variety of federal and state programs that they can take advantage of to further support their investment and growth. For example, housing developers should be aware of the Low Income Housing Tax Credits program, which could provide them with significant cost savings. Additionally, there are a number of industry-specific state-level incentive programs as well as the Small Business Express Program, which is broader. Many businesses across Connecticut have utilized and are still utilizing these programs, and Mansfield should share this information with all prospects.
- Implementing a revolving loan fund program: From a sustainability perspective, the Town may choose to implement a revolving loan fund within the next few years to provide funding for equipment and other working capital for local businesses. Additionally, if there

is a growing demand for a local workforce because of a thriving business community, the Town could utilize that fund for “live here” incentives for skilled individuals to move to and stay in Mansfield.

While all the incentives and resources described in this document are possible for the Town, those described above maximize its financial and staffing resources and match up well with the anticipated desires of Opportunity Zone investors. The successful implementation of any of these incentives requires both quick action as a result of investment in the Opportunity Zone starting in 2019 and a well-thought-out plan for the type of investment that Mansfield would like to see. Depending on the Town’s desire to see growth in certain uses, industries, or areas of the Zone, municipal leaders may choose to pursue different combinations of incentives that best fit this vision. Community buy-in is key to facilitate these investments. The Town should make this a priority at the outset of implementing an incentive program.

While some of the options discussed in this report may mean delaying fiscal growth for a period of time, the idea is that the Town will experience significant fiscal and economic growth at the end of the process. Once the Opportunity Zone and any other incentives are implemented, Mansfield will reap the benefits. This must be a key message when communicating with the public.

Finally, the Town must communicate regularly with its state and federal legislative delegation to ensure that they are aware of any updates to the Opportunity Zone program as well as any state-level regulatory changes that may impact the feasibility of any number of the incentives discussed in this report. Building these relationships can further support any requests for assistance and funding from these governing bodies, so this should also be a priority for Mansfield.

CERC will be happy to pursue any of these incentives in partnership with the Town and UConn and looks forward to continuing to provide guidance on how best to attract investment to the Opportunity Zone.

Market Feasibility Study

Prepared for the Town of Mansfield and the University of Connecticut (UConn)
Prepared by Connecticut Economic Resource Center, Inc.

January 2020



Connecticut
Economic
Resource Center

Collaboration at work



CERC drives economic development in Connecticut by providing research-based data, planning and implementation strategies to foster business formation, recruitment and growth. CERC has proven and relevant expertise providing clients with the knowledge and insight they need to gain a competitive advantage. CERC is a pioneer in the development of programs, technologies and capabilities to support effective economic development and offers a complete range of services from economic impact analysis, strategic planning, data gathering and communications, to outreach, site selection and business assistance. CERC has earned a reputation for excellence in Connecticut's economic development community through our accomplished, professional staff, commitment to customer service, and connection to a network of strategic partners.

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EXECUTIVE SUMMARY

The Town of Mansfield and the University of Connecticut (UConn) are interested in examining the feasibility of redeveloping four areas in Storrs, on or near UConn’s campus, specifically: UConn Technology Park; North Eagleville/King Hill Road; UConn Depot Campus; and the Mansfield Four Corners at the intersection of Storrs Road (Rt. 195) and Middle Turnpike (Rt. 44). The recent Town-University collaboration as well as the introduction of Opportunity Zone tax benefits in certain qualified areas have created a new opportunity to move forward on projects with good development potential. This report explores the current demographic, industry, and market trends in Mansfield to determine what types of uses might be suitable for these areas and which have the most development potential. A summary of the key findings is below.

Demographic Trends

- The population of Mansfield is younger and more well-educated than Tolland and Windham Counties or the State.
- Despite the educational attainment of residents, household incomes are lower than the surrounding counties or the State, especially in the Opportunity Zone areas. This finding persists even when accounting for the household status of residents.

Transit and Commuting Patterns

- Mansfield did not have a strong concentration with regard to commuting patterns, with workers commuting to many different towns. The largest portion of workers whose jobs were located in Mansfield also live in Mansfield (16%), followed by those living in Windham (8%), Coventry (4%), and Vernon (4%). Among workers who live in Mansfield, the largest portion had jobs that were also located in Mansfield, followed by those who work in Windham (9%) and Hartford (6%).
- Four Corners had the highest traffic count of the four redevelopment areas, with 20,700 annual average daily traffic (AADT).¹ North Eagleville Road/King Hill Road had 6,200 AADT, but a much higher 10,600 just 0.2 miles east near Hillside Road. Discovery Drive near Technology Park had 5,000 AADT, and Route 44 near Depot Campus had 7,300 AADT.

Retail Analysis

- Retail segments with the greatest potential for success are smaller stores with convenience goods and services that cater to the unique demographics of the population living in the immediate vicinity, create a unique shopping experience, and/or provide entertainment. Development of additional housing options in strategic areas could help support key convenience or service-oriented retail.

¹ AADT includes traffic moving in both directions.

- Retail segments with an existing gap (demand greater than supply within a two to five mile radius) with good potential to provide a tailored shopping experience include small grocery stores; clothing stores; other general merchandise stores; sporting goods/hobby/musical instrument stores; office supplies, stationery and gift stores; specialty food stores; special food services (coffee shop, bar); and florists.

Housing Analysis

- Mansfield has a high portion of rental units; but notably fewer studio and one-bedroom units than would be expected given the large population of students and young, non-family households.
- Mansfield’s housing vacancy rate is similar to that of the U.S. as a whole.

Future Housing Demand

- Mansfield will likely need approximately 470 additional housing units over the next ten years due to demographic and population shifts. Based on projected regional employment growth, the town may need approximately 480 new housing units over the next ten years.
- Based on anticipated demographic changes, the number of workforce-aged households is projected to decline, while the number of households of retirement age is projected to increase markedly. To grow the workforce, new residents will need to relocate to Mansfield.
- The town will need diverse housing types to accommodate the anticipated demand. While older residents tend to be homeowners, those moving to an area tend to rent during their first year. Additionally, the types of jobs that are anticipated to grow in the region span the income range; while some households can comfortably afford to live in Mansfield on one income, workers in other lower-income industries may need lower-cost accommodations.

Regional Industry Analysis

- “Competitive Edge” industries which are already strong regionally include NAICS 515 Broadcasting (except Internet); NAICS 325 Chemical Manufacturing; NAICS 332 Fabricated Metal Product Manufacturing; NAICS 551 Management of Companies and Enterprises; NAICS 485 Transit and Ground Passenger Transportation.
- “Strong Driver” industries have a presence in the region, though not greater than typical, but have high employment and income multipliers, meaning that growth in these industries would have a significant impact on the economy. These industries include: NAICS 336 Transportation Equipment Manufacturing; NAICS 524 Insurance Carriers and Related Activities; NAICS 511 Publishing Industries (except Internet); AICS 562 Waste Management and Remediation Services.
- Within these broad categories, the Town of Mansfield should determine which specific activities are a good fit for particular locations, taking into account the local economy, scale of operations, potential externalities, and other considerations; not all of these strong regional industries may be a good fit for Mansfield. Additionally, linkages between



these regional industries and their supply chains, as well as potential connections with UConn's strengths, should be explored. For example, within the Chemical Manufacturing category, pharmaceuticals may find linkages to UConn's biotech research.

Local Industry Analysis

- The University of Connecticut is a strong driver for demand in the immediate area, and its space needs should be considered in redevelopment planning. Space for research and development or office support for University functions and related private businesses is anticipated to grow. Bioscience, kinesiology, and automated technologies are some of the areas that may need additional facilities, and UConn is willing to consider a number of partnership arrangements with private entities to facilitate such development.
- UConn is planning to double its research spending over the next decade to \$500 million. Complementary industries that may be attracted to Mansfield because of ties to University resources, as well as space for companies formed through entrepreneurship and technology transfer and commercialization programs should be encouraged.

Economic and Employment Analysis

- The largest portion of employment in Mansfield is in educational services, healthcare, and social assistance, at 45%, followed by arts, entertainment, and recreation, and accommodation and food services, at 18%.
- The unemployment rate in Mansfield has been lower than the state over the last five years. The number of business establishments has grown since 2014 and total employment has been increasing since 2016.

Redevelopment Sites

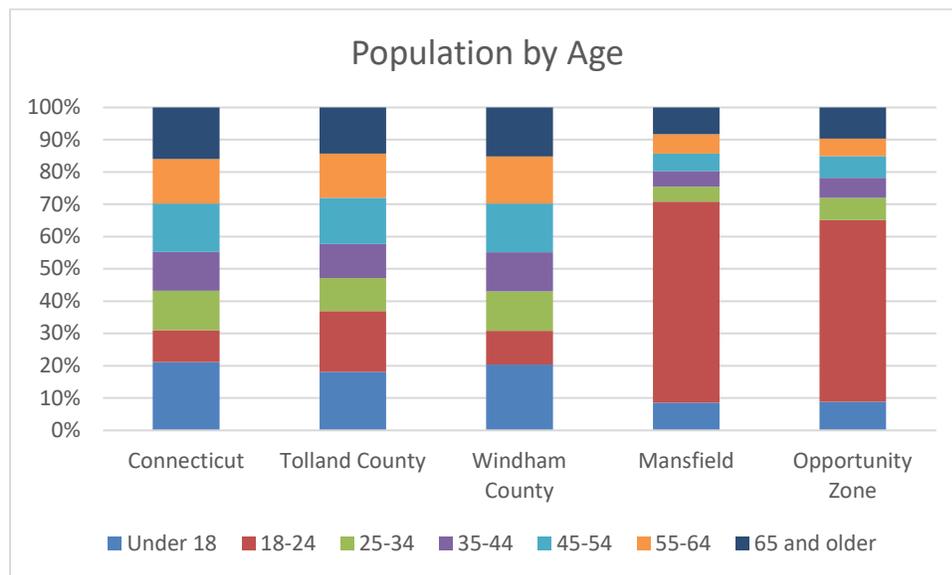
- While the market for certain types of uses (office, retail) in Mansfield may be relatively small, there are indications that additional development of the right type and character can be supported. There is need for additional and more diverse housing types for both the workforce and retirees, which in turn could support small-scale retail in the immediate vicinity. The need for upgraded office, R&D, and other specialty spaces should be coordinated with UConn and collaborating institutions as well as with the supply chain companies for the area's key industries, and development parcels should be prioritized and supported by the Town and UConn.

DEMOGRAPHIC TRENDS

As may be expected given the large University presence, Mansfield has a much younger population than Tolland County, Windham County, or Connecticut. As of 2017, the population of Mansfield was just over 26,000, with approximately 16,200 of those residents in the 18-24 age range.² As seen in Figure 1, 71% of Mansfield’s population is under age 25. Tolland County has 37% of its population under age 25, and Connecticut and Windham County have 31% in that age range. Mansfield has a correspondingly smaller portion of residents in the remaining age categories. As also noted by the US Census, Mansfield has approximately 15,460 undergraduate students and 670 graduate students living in the municipality (including the University); the Opportunity Zone has approximately 2,470 undergraduate and 200 graduate students.³

Figure 1: Population by Age

Source: US Census, American Community Survey Five-Year Estimates, 2013-2017



Looking at population by race (Figure 2), Mansfield is more diverse than Tolland and Windham Counties, but slightly less so than the state of Connecticut as a whole. In Mansfield, 81% of the population is white, while in Tolland and Windham Counties 89% of the population is white, and 77% in Connecticut. Statewide, 10% of the population is black or African American, while that

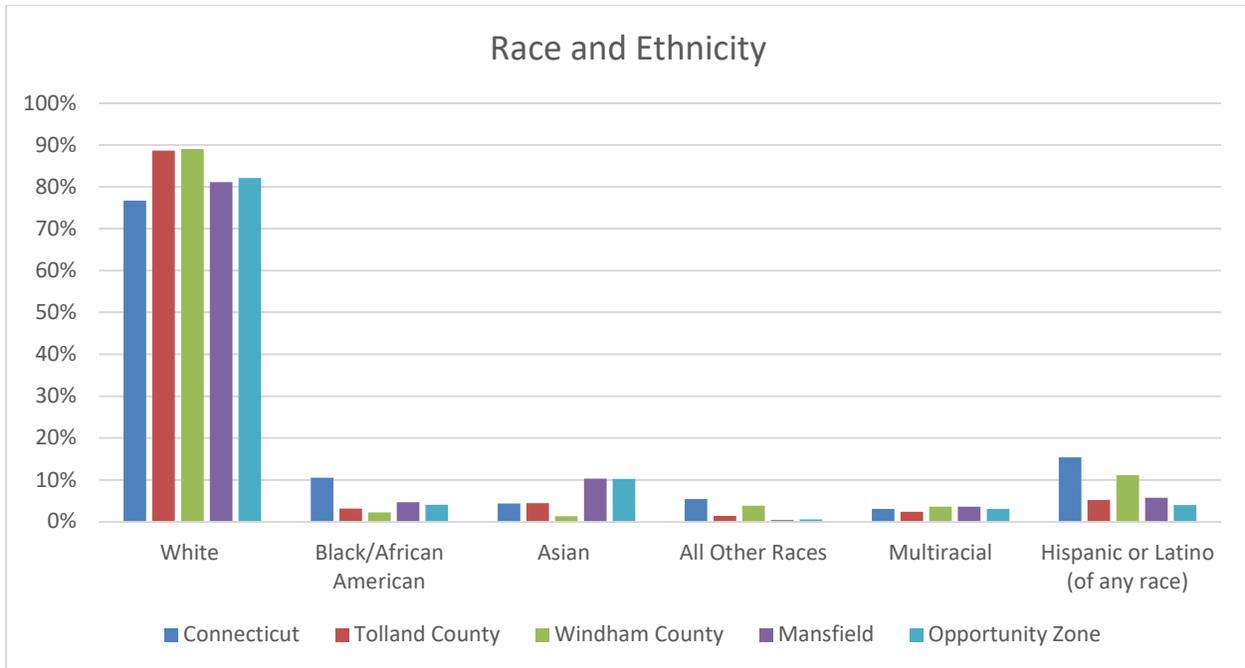
² US Census, American Community Survey Five-Year Estimates, 2013-2017.

³ US Census, American Community Survey Five-Year Estimates, 2013-2017. It should be noted that in the U.S. Census, college students are counted at the on-campus or off-campus residence where they live and sleep most of the time and not at their parental home, unless they are living at their parental home while attending school.

portion is 3% in Tolland County, 2% in Windham County, and 5% in Mansfield. Four percent of Connecticut’s population is Asian, the same as Tolland County, while 1% of Windham County’s population is Asian, and 10% of Mansfield’s. In Connecticut, 15% of the population identifies as Hispanic or Latino, while that figure is 5% in Tolland County, 11% in Windham County, and 6% in Mansfield. The racial and ethnic composition of Mansfield’s Opportunity Zone is similar to the municipality as a whole.

Figure 2: Population by Race

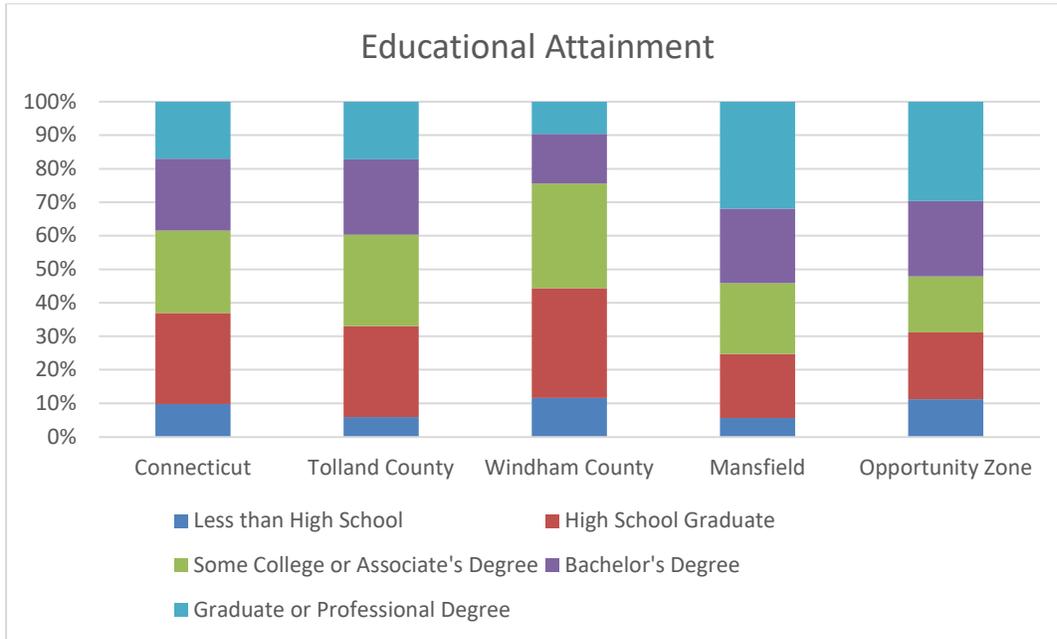
Source: US Census, American Community Survey Five-Year Estimates, 2013-2017



UConn’s presence is also consistent with Mansfield’s higher educational attainment. In Mansfield, 54% of the population age 25 or older has at least a Bachelor’s degree, and 32% also hold a graduate or professional degree. In Tolland County and Connecticut, only 17% of residents 25 or older hold a graduate or professional degree, and in Windham County, that figure is 10%. compared to 39% in Connecticut. Twenty-two percent of Mansfield residents 25 and older have a Bachelor’s degree as their highest level of education; roughly the same as Connecticut (22%) and Tolland County (23%), while Windham County has a lower rate (15%). Mansfield has a proportionately lower population of residents with less than a Bachelor’s degree than the state. While the Opportunity Zone has similar portions of residents with a Bachelor’s or advanced degree as Mansfield, the area has almost double the portion of residents with less than a high school degree (11% in the Opportunity Zone versus 6% in Mansfield).

Figure 3: Population by Educational Attainment

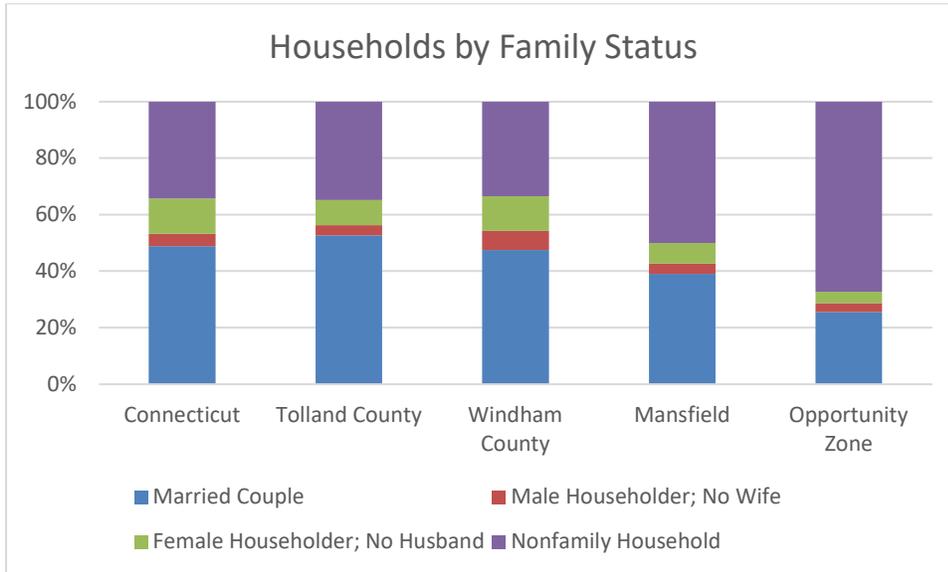
Source: US Census, American Community Survey Five-Year Estimates, 2013-2017



Mansfield is also notably different from the surrounding counties and Connecticut in terms of its households' family status. Mansfield, consistent with its larger population of young residents, has a much higher portion of nonfamily households (50%) than Tolland County (35%), Windham County (33%), or Connecticut (34%). This is especially pronounced in the Opportunity Zone, where 67% of the households are nonfamily households.

Figure 4: Households by Family Status

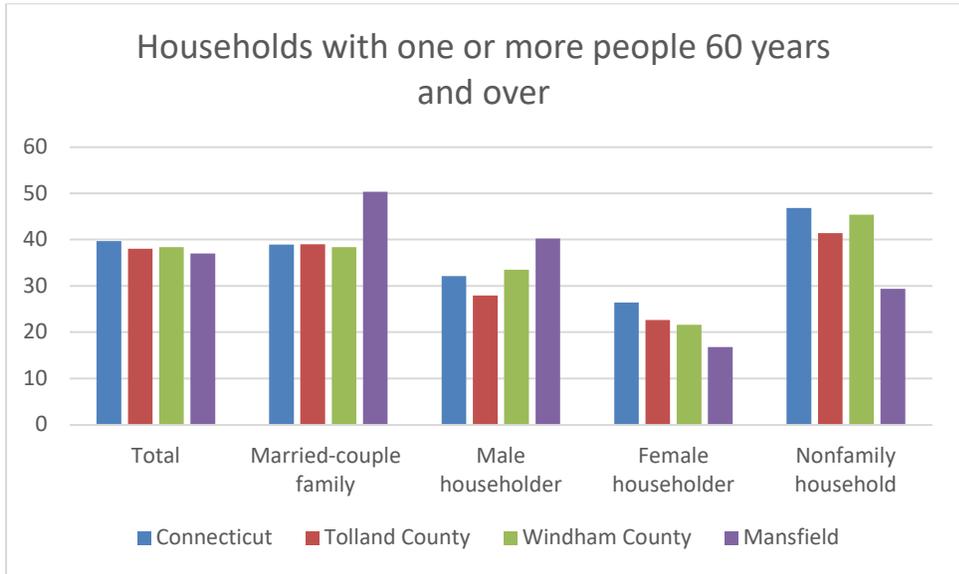
Source: US Census, American Community Survey Five-Year Estimates, 2013-2017



Not only is there a higher portion of nonfamily households in Mansfield, but the age distribution is notably different from other geographies. While the overall portion of households with at least one person aged 60 or over is similar overall to the state and the two counties, a much smaller portion of nonfamily households have at least one person aged 60 or more; while among married-couple households, the portion of households that include at least one person aged 60 or more is much higher than in other areas. This may be indicative of a large student population among the nonfamily households, and an older-than-average population among non-student residents of Mansfield.

Figure 5: Households by Presence of a Person

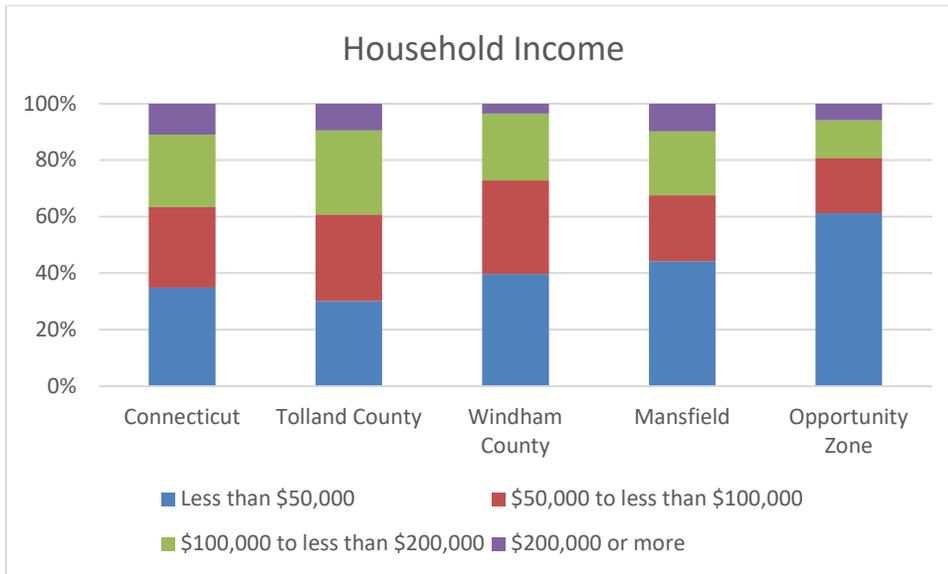
Source: US Census, American Community Survey Five-Year Estimates, 2013-2017



With regard to household income, at the upper end of the spectrum, Mansfield is not dissimilar to Connecticut. Ten percent of Mansfield households earn \$200,000 or more per year, while that figure is 11% in Connecticut, as seen in Figure 6. Another 23% in Mansfield and 26% in Connecticut earn \$100,000 to less than \$200,000 per year. At the lower end, however, Mansfield has a higher portion of households earning less than \$50,000 per year (44%) than Connecticut (35%). This difference is even more pronounced in the Opportunity Zone, where 61% of households earn less than \$50,000 per year. This is consistent with Mansfield’s higher proportion of nonfamily households, which would be more likely to have only one income, while married-couple households may be more likely to have two incomes.

Figure 6: Household Income

Source: US Census, American Community Survey Five-Year Estimates, 2013-2017

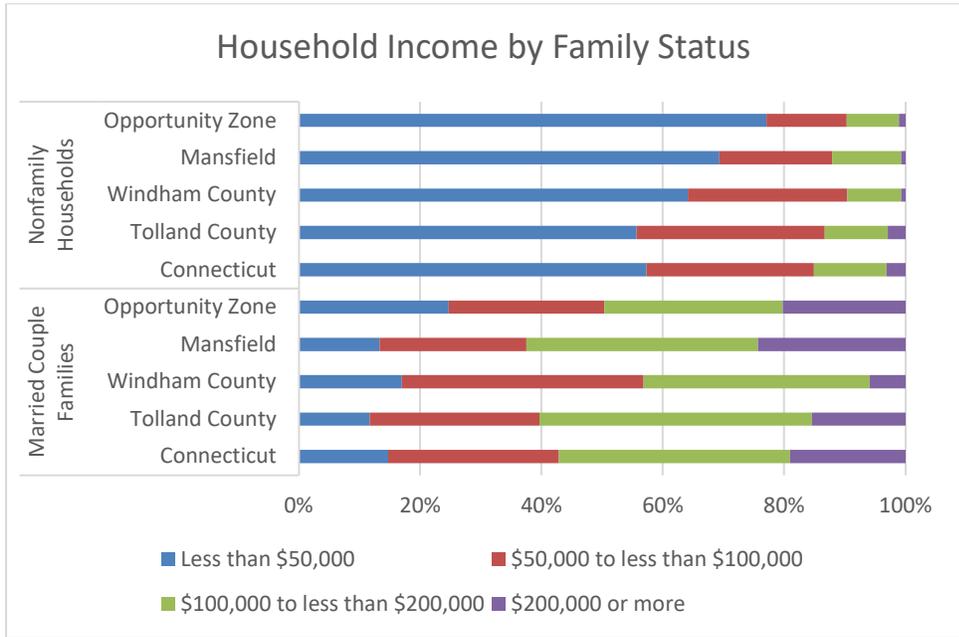


In comparing similarly-situated households, married-couple families in Mansfield have incomes comparable to or slightly better than the state as a whole. In Connecticut, 15% of married-couple households have incomes below \$50,000 per year, compared to 13% in Mansfield (Figure 7). For the \$50,000 to less than \$100,000 range, 28% of married couples in Connecticut fall into this income category, while in Mansfield the portion is slightly lower, at 24%. Thirty-eight percent of married couples in both geographies earn in the \$100,000 to less than \$200,000 range. At the highest incomes, those above \$200,000, a higher portion of married couples in Mansfield have household incomes in this range than the state as a whole; 24% in Mansfield compared to 19% statewide. The Opportunity Zone, however, has a higher portion of married-couple families earning less than \$50,000 per year (25%), and also a smaller portion earning \$200,000 or more (20%) than Mansfield.

Among nonfamily households, however, Mansfield has a larger portion in the lower income ranges than the other geographies. While Connecticut and Tolland County have 57% and 56%, respectively, of nonfamily households earning less than \$50,000 per year, that figure is 64% in Windham County, 69% in Mansfield, and 77% in Mansfield's Opportunity Zone. The portion of nonfamily households earning \$50,000 to less than \$100,000 is smaller in Mansfield and the Opportunity Zone than in the other geographies; the portion of nonfamily households earning \$100,000 or more per year is 15% in Connecticut and between 10-13% in all of the other geographies presented here.

Figure 7: Household Income by Family Status

Source: US Census, American Community Survey Five-Year Estimates, 2013-2017

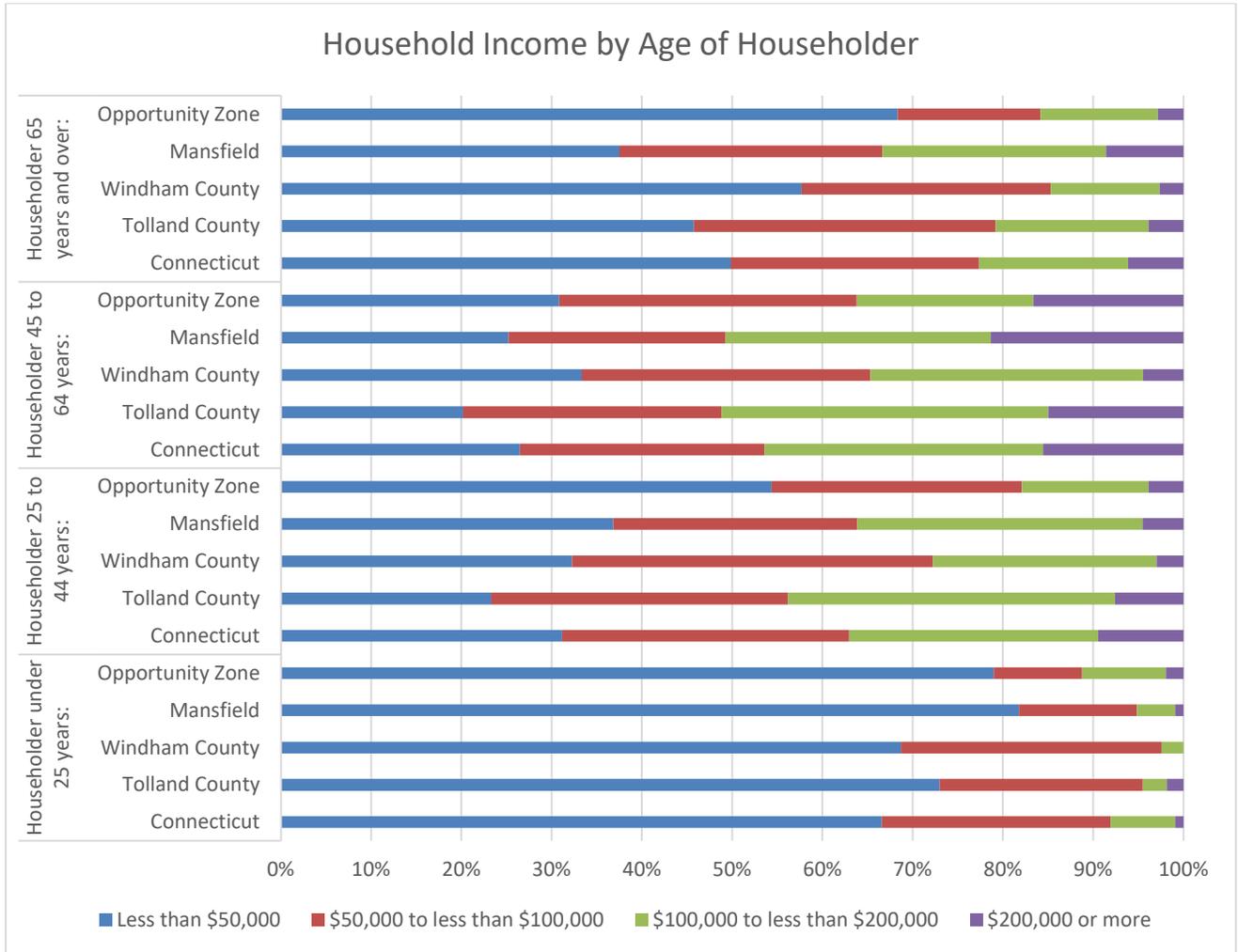


In looking at household income by age of the householder, both Mansfield and the Opportunity Zone have a higher portion of young (under age 25) householders in the lowest income bracket (earning less than \$50,000 per year) than the other geographies. In Mansfield, 82% of households with a householder under age 25 earn less than \$50,000 per year, and in the Opportunity Zone, that figure is 79%, compared to 69% in Windham County, 73% in Tolland County, and 67% in Connecticut. This is consistent with the larger population of students, who are not likely to be working full time. However, in the older age brackets, the Opportunity Zone continues to have a larger portion of lower-income households. For householders in the 25-44 age range, 54% of those in the Opportunity Zone have a household income less than \$50,000 per year, compared to 37% in Mansfield, 32% in Windham County, 23% in Tolland County, and 31% in Connecticut. For householders aged 45-64, the Opportunity Zone has 31% of households earning less than \$50,000 per year, similar to the 33% in Windham County, but higher than the 26% or less in this category in the other geographies. For the oldest age group of householders, those 65 and over, the Opportunity Zone again is home to a larger portion of households in the lowest income bracket, with 68% earning \$50,000 a year or less, compared to 58% in Windham County, 50% in Connecticut, 46% in Tolland County and 38% in Mansfield.



Figure 8: Household Income by Age of Householder

Source: US Census, American Community Survey Five-Year Estimates, 2013-2017

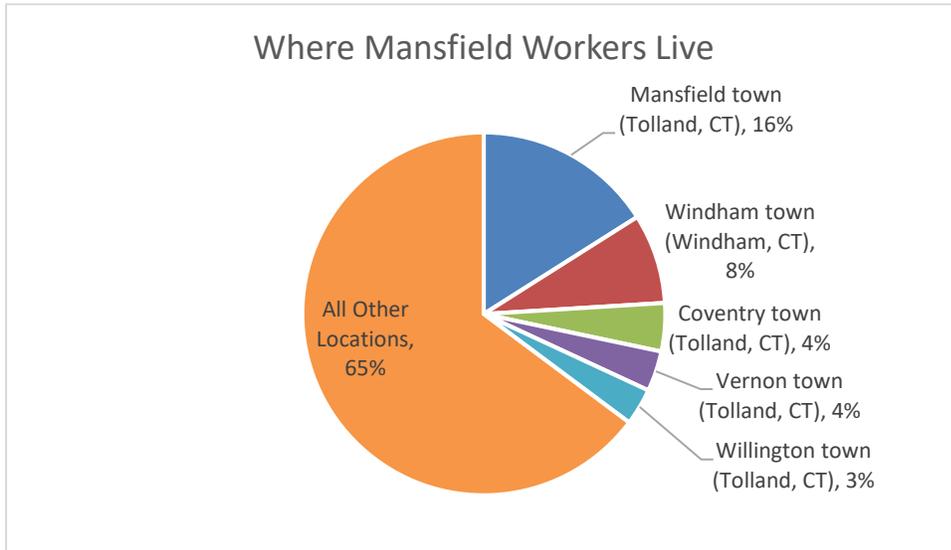


TRANSIT AND COMMUTING PATTERNS

In looking at commuter patterns, Mansfield has connections with a much larger variety of areas than is typical, with no single area having a large concentration. Among employees who work in Mansfield, the largest portion, 16%, also live in Mansfield, as seen in Figure 9. Another 8% live in Windham, 4% each in Coventry and Vernon, and 3% in Willington. No other town is home to more than 3% of Mansfield workers.

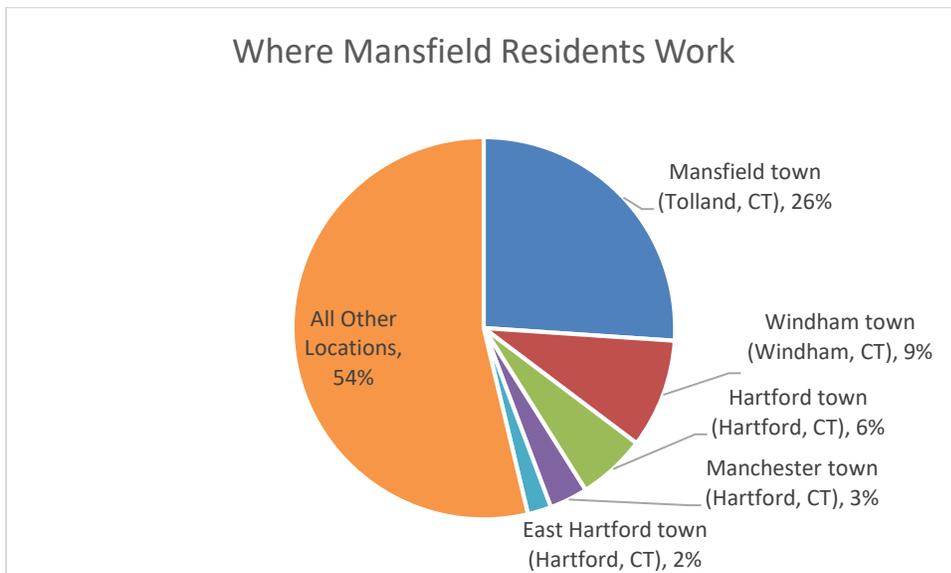


Figure 9: Where Mansfield Workers Live
 Source: US Census Bureau, On the Map, 2015



Similarly, Mansfield residents also work in a diverse range of towns, though slightly less so; the largest portion of residents, 26%, also work in Mansfield (Figure 10). Nine percent of residents work in Windham, with 6% commuting to Hartford, 3% to Manchester, and 2% to East Hartford. The remainder of working residents commute to other areas for work.

Figure 10: Where Mansfield Residents Work
 Source: US Census Bureau, On the Map, 2015



With regard to transportation patterns within Mansfield, the potential redevelopment area with the highest annual average daily traffic (AADT) is Four Corners, with 20,700 vehicles per day on Storrs Road just south of Route 44. Near Depot Campus, Route 44 had an AADT of 7,300 near the intersection with Stafford Road. Near North Eagleville and King Hill Roads, 6,200 vehicles per day were counted on North Eagleville Road just west of King Hill Road. To the east of Hillside Road, the traffic count on North Eagleville was higher, at 10,600 AADT. Discovery Drive, near UConn Technology Park, had an AADT of 5,000.⁴

RETAIL ANALYSIS

A retail sales analysis utilizes consumer expenditure data to determine whether an area is over- or under-served by different categories of retail establishments. A retail sales surplus, where retail sales are higher than what would be anticipated given the local population, indicates that the area is attracting a consumer base beyond residents. A surplus essentially represents a draw of individuals living outside the respective geography to the location because of an existing retail advantage. Developing complementary industries to those with a consumer surplus can be a good economic development strategy for a city.

On the other hand, a sales leakage means demand for goods and services is not being met locally and so residents are shopping for goods and services elsewhere. There can be a number of reasons for sales leakage; for example, it could mean that there is a very strong competitor in a nearby area. However, areas of sales leakage often represent retail industries where there is opportunity to capture consumer expenditure that is leaving the area and to capitalize on a mismatch of demand and supply.

Once retail opportunities are identified, an area can target retailers to determine if their site selection criteria match the demographics of the community and identify where those retailers could locate if there is a match. The following data provides a retail market profile for areas within a certain radius of the Four Corners redevelopment site.

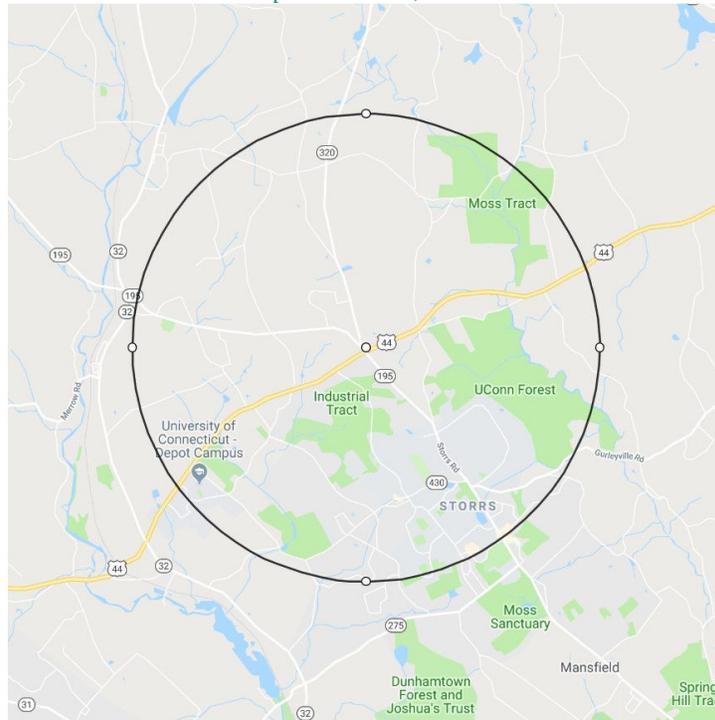
Given the changing nature of retail nationally, due to online shopping, as well as the small-town setting of Mansfield, retail segments with the greatest potential for success are likely smaller stores with convenience goods and services that cater to the unique demographics of the population living in the immediate vicinity; retailers that create a unique shopping experience; or businesses that provide an entertainment factor. The analysis below identifies retail opportunities as the sites currently exist; development of additional housing or commercial space (such as office or lab space) that would provide additional traffic to the immediate vicinity would increase the retail potential of any specific site.

⁴ Traffic counts are from the Connecticut Department of Transportation, 2017.

Convenience Retail (2-mile trade area)

The area within a one- to two-mile radius is the domain of convenience retail. These are goods and services for which customers are not willing to travel very far. Shops such as convenience stores, pharmacies, small grocery, coffee shops, and the like tend to be smaller and rely on local traffic to support their enterprise.

Figure 11: Mansfield Four Corners Redevelopment Area; 2-mile radius



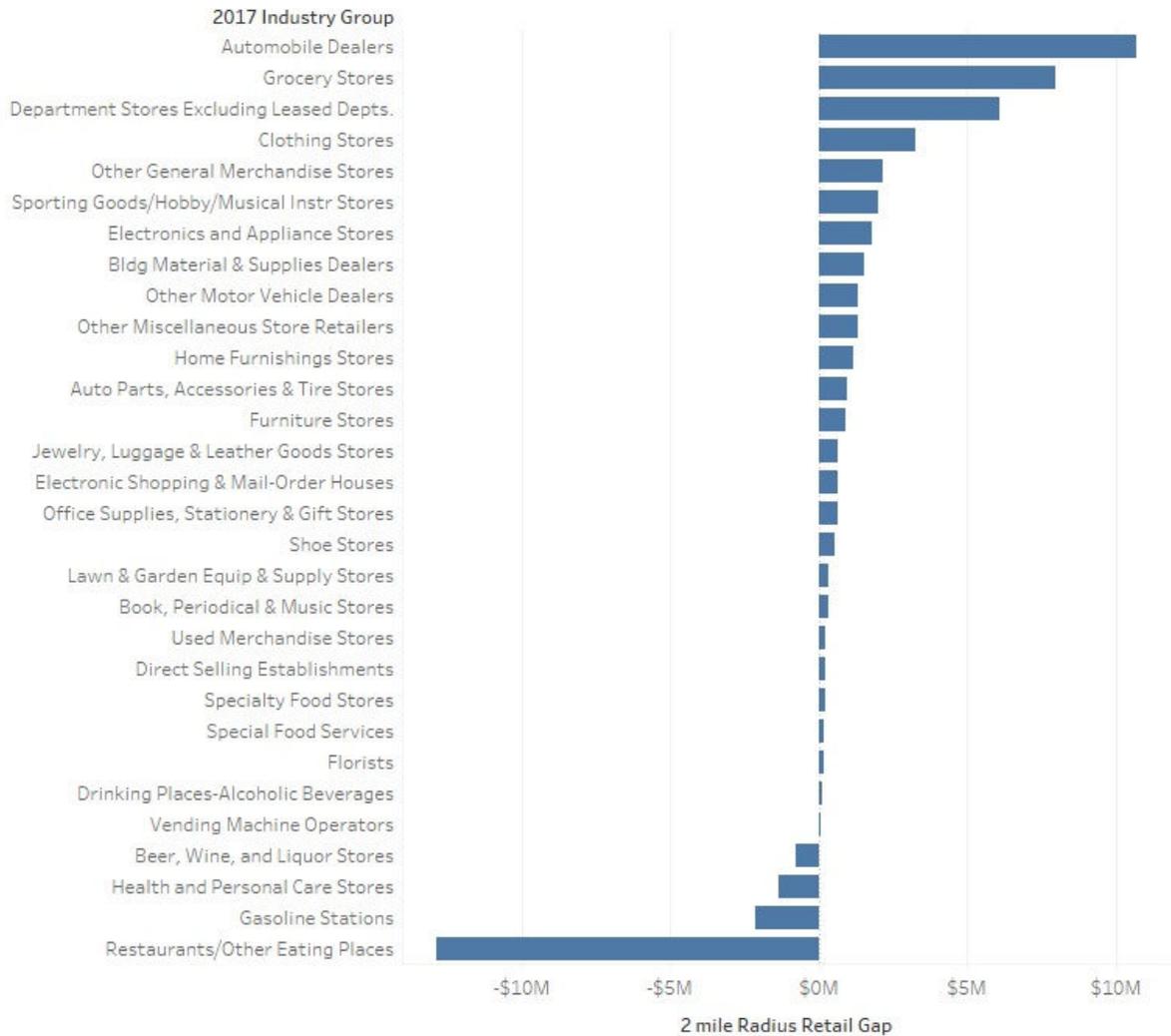
The area within a two-mile radius of the Four Corners in Mansfield encompasses a population of 17,410, or 2,183 households. The median disposable household income was \$35,859 as of 2018, and per capita income was \$19,397.⁵

As can be seen in Figure 12, within a two-mile radius of the study area, most retail segments experience leakage, where demand exceeds the area's supply. This represents an opportunity for new retailers to capture demand in these markets. Grocery stores (\$7.9 million) and specialty food stores (\$200,000) both experience leakage in this trade area. However, some of the categories most relevant to the convenience trade area include health and personal care stores and restaurants and eating places, both of which have a notable surplus (higher sales than expected, given the population) in the two-mile trade area. This is possibly due to the presence of faculty, staff, and off-

⁵ ESRI Retail MarketPlace Profile for 1660 Storrs Rd, Mansfield, CT.

campus students during the day who live more than two miles away making purchases in the area. In addition, it should also be noted that additional housing development in the immediate area could increase demand for convenience-oriented retail, which may allow for additional establishments to be supported.

Figure 12: Four Corners Retail Profile; 2-mile radius
Source: ESRI, 2019

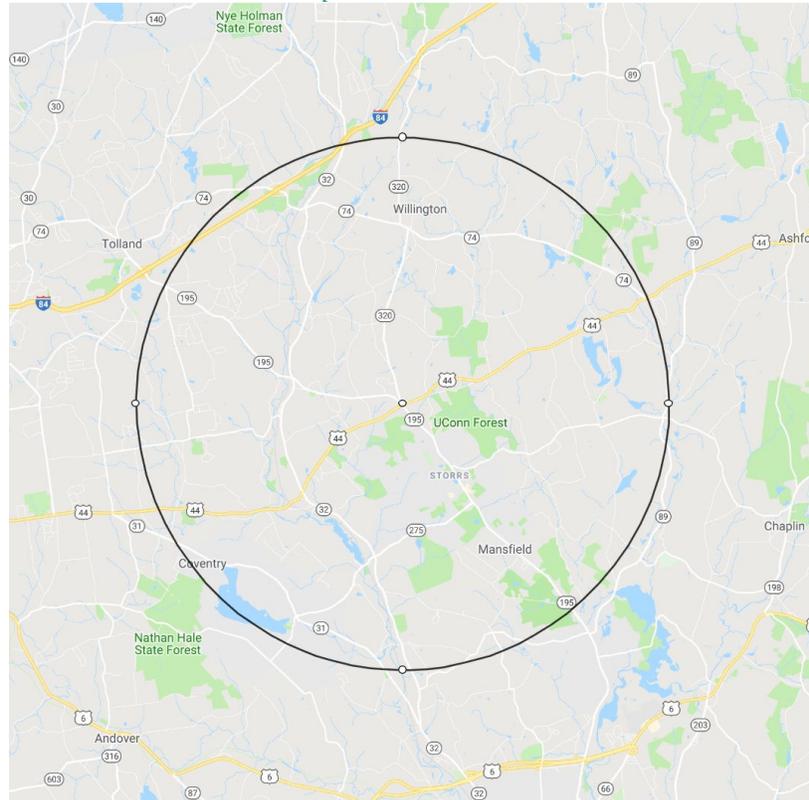


Neighborhood Retail (5-mile Trade Area)

This geography, encompassing a 5-mile ring surrounding the study area, includes a population of 35,939 comprising 9,526 households, with a median disposable household income of \$55,635 and a

per capita income of \$31,233.⁶ Retail that typically has a trade area in this range includes larger grocery and drug stores, discount stores, and general merchandise, apparel, electronics, home goods, and sporting goods stores.

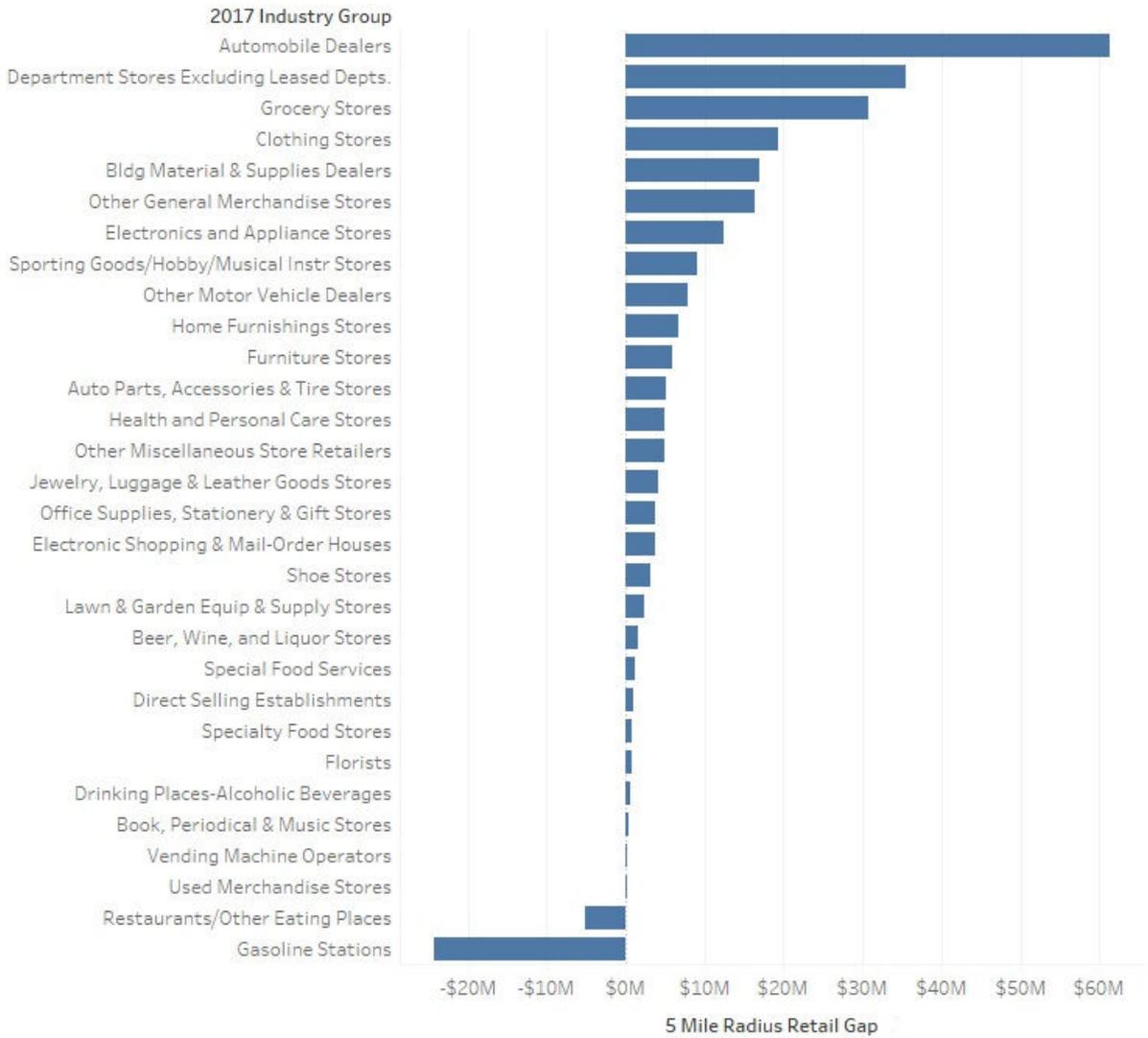
Figure 13: Mansfield Four Corners Redevelopment Area; 5-mile radius



Within five miles of the study area, most retail categories experience leakage, except gasoline stations and restaurants/eating places. Categories relevant to this trade area that experience leakage include grocery stores (\$30.8 million), clothing stores (\$19.3 million), other general merchandise stores (\$16 million), sporting goods/hobby/musical instrument stores (\$9.1 million), home furnishing stores (\$6.7 million), health and personal care stores (\$5 million), other miscellaneous store retailers (\$4.9 million), office supply/stationery/gift stores (\$3.8 million), and shoe stores (\$3.1 million), among others. These categories are consistent with those that would typically be found in a moderately-sized community shopping center. That said, the geography encompassed by this trade area is more rural than many other areas, and many residents commute to larger metropolitan areas for work or entertainment, so retailers in these categories may not capture the full market demand. Smaller stores carrying convenience goods or with a unique attraction will be most likely to be successful.

⁶ ESRI Retail MarketPlace Profile for 1660 Storrs Rd, Mansfield, CT.

Figure 14: Four Corners Retail Profile; 5-mile radius;
Source: ESRI, 2019

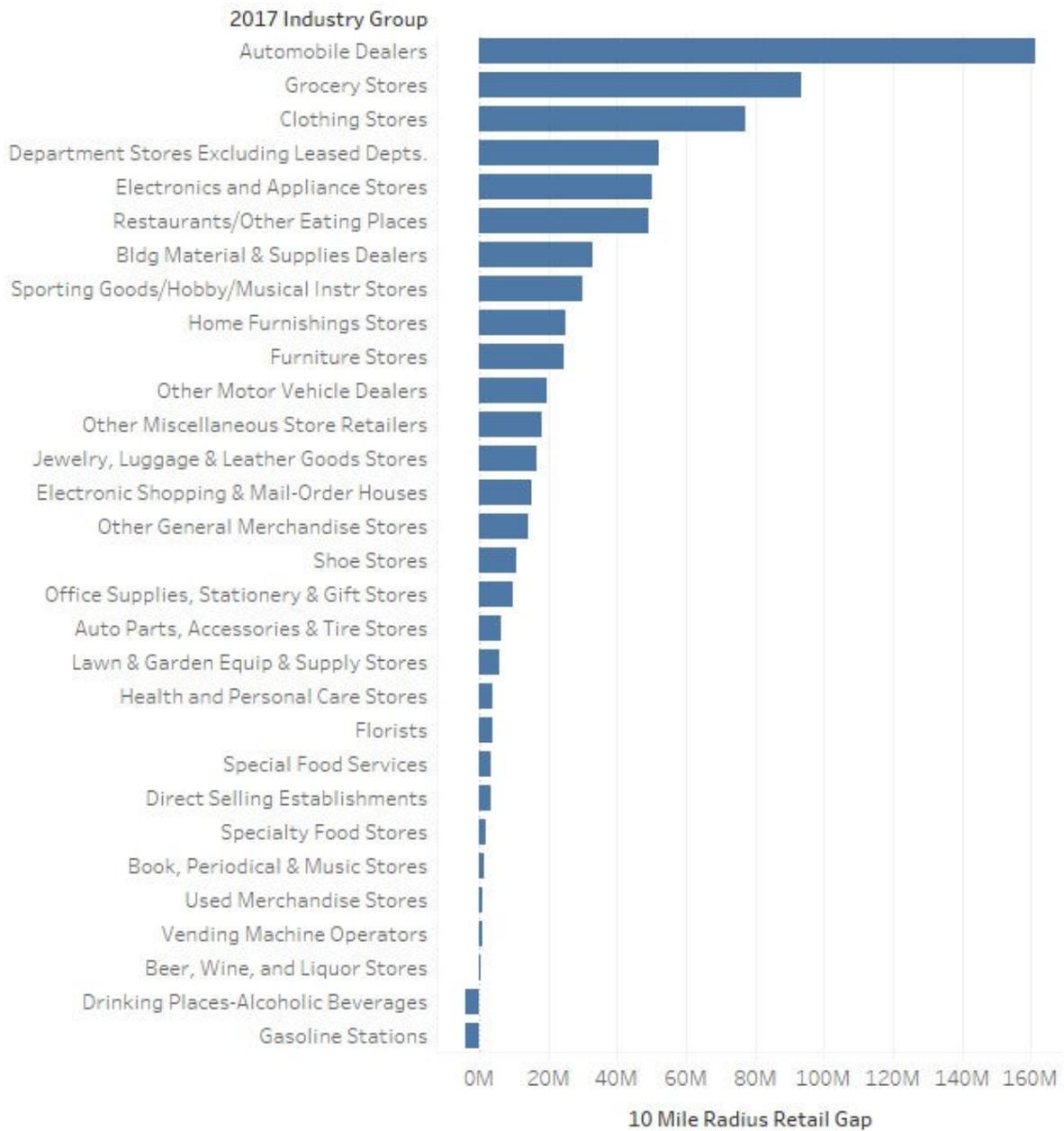


Community/Regional Retail (10-mile Trade Area)

The largest trade area examined (10 miles) encompasses a population of 117,820, or 40,737 households, with a 2018 median disposable household income of \$54,185 and a per capita income of \$34,841.⁷ This larger trade area is typically appropriate for lifestyle or specialty centers, power

⁷ ESRI Retail MarketPlace Profile for 1660 Storrs Rd, Mansfield, CT.

Figure 16: Four Corners Retail Profile; 10-mile radius;
Source: ESRI, 2019



Based on the current population and existing supply and demand in the local trade area, the following retail sectors may be a good fit for Mansfield. They are all experiencing leakage (meaning that the demand in the region is higher than supply, and residents are shopping elsewhere for these goods and services), as well as having good potential to provide the type of unique shopping

experience, convenience goods, or entertainment that is likely to make local retail successful. In addition to these existing gaps, the housing analysis in the next section discusses the potential for additional housing to be constructed in several areas, which would increase the potential demand for these (and other) goods and services.

Current existing retail gaps include:

- Grocery stores
- Clothing stores
- Other general merchandise stores
- Sporting goods/hobby/musical instrument stores
- Office supplies, stationery and gift stores
- Specialty food stores
- Special food services (coffee shop, bar)
- Florists

These represent opportunities for the right mix of establishments catering to the University, visitors, and the surrounding residents to capture a portion of the local retail market.

HOUSING ANALYSIS

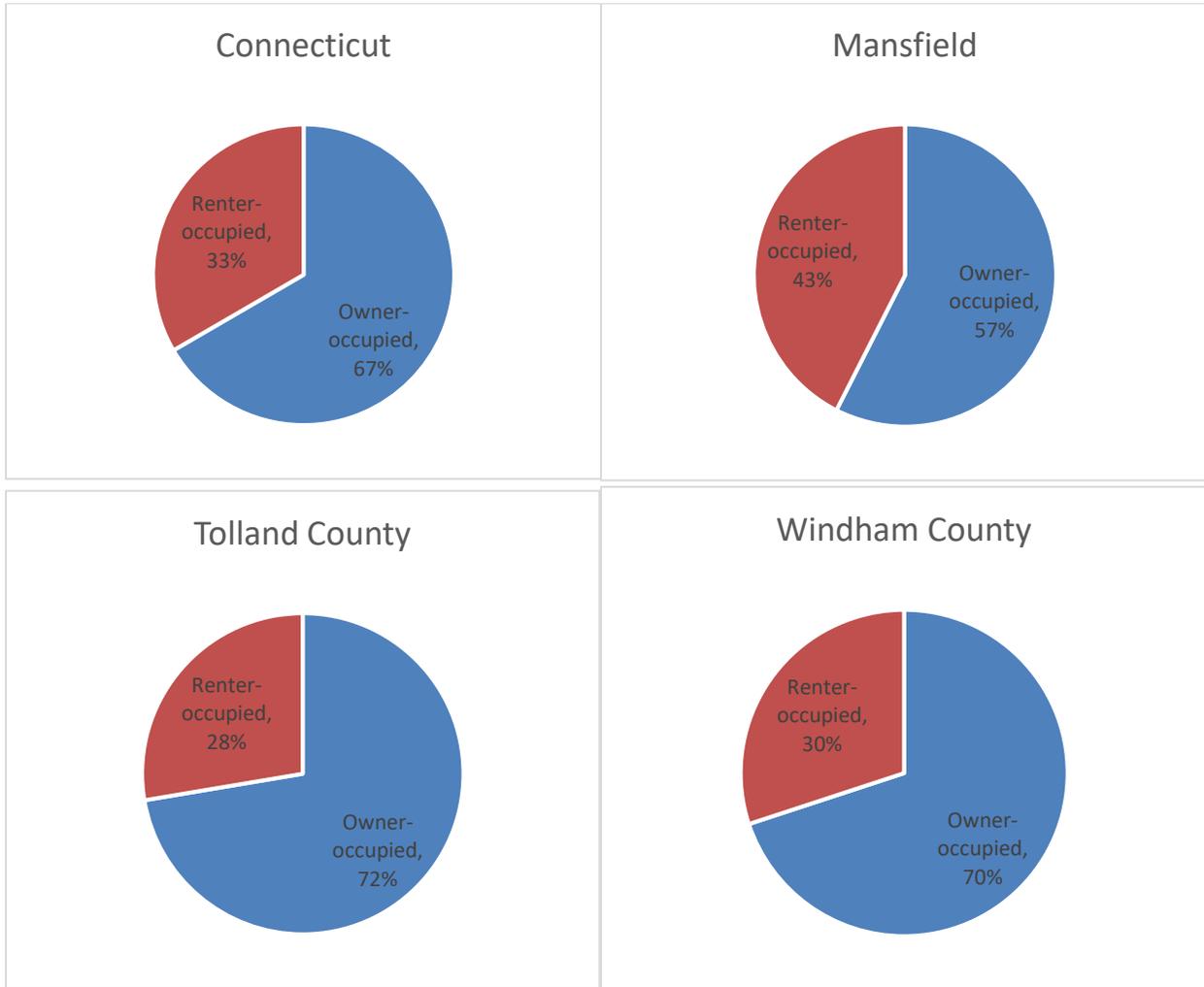
Existing Housing Stock⁸

Not surprisingly, given the strong UConn presence, Mansfield has a much larger portion of renter-occupied units and a smaller portion of owner-occupied units than does Tolland County, Windham County, or Connecticut. As seen in Figure 17, 43% of the housing units in Mansfield are renter-occupied, while 58% are owner-occupied. The other geographies have a much smaller portion of rental units, with Tolland County at 28%, Windham County at 30%, and Connecticut at 33%.

⁸ Unless otherwise specified, “housing stock” refers to all housing types, whether owned or rented, single family or multifamily, etc.

Figure 17: Housing Stock by Occupancy Type, 2017

Source: US Census, American Community Survey Five-Year Estimates, 2013-2017

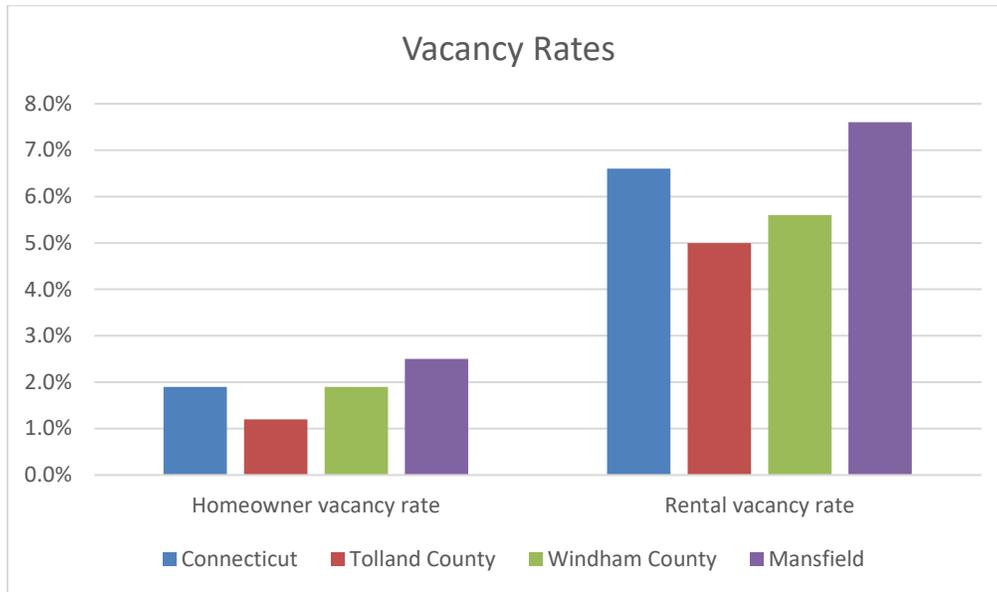


As of 2017, Mansfield had higher vacancy rates for both owner-occupied and renter-occupied units than did the two counties or Connecticut, though the rental vacancy rate was only slightly higher than the US average. For owner-occupied units, Mansfield's vacancy rate of 2.5% was higher than the corresponding rates for Tolland County (1.2%), Windham County (1.9%), and Connecticut (1.9%) as seen in Figure 18. Mansfield's rental vacancy rate of 7.6% was higher than Tolland County's (5.0%), Windham County's (5.6%) or Connecticut's (6.6%) rate, but only slightly higher than the US long-term average of 7.4%.⁹

⁹ It should be noted that the rental vacancy rate nationwide for the US was 7.0% as of the first quarter 2019, and the long-term average (since 1956) is 7.4%. The average over the last five years was also 7.0%. (Federal

Figure 18: Housing Vacancy Rates, 2017

Source: US Census, American Community Survey Five-Year Estimates, 2013-2017



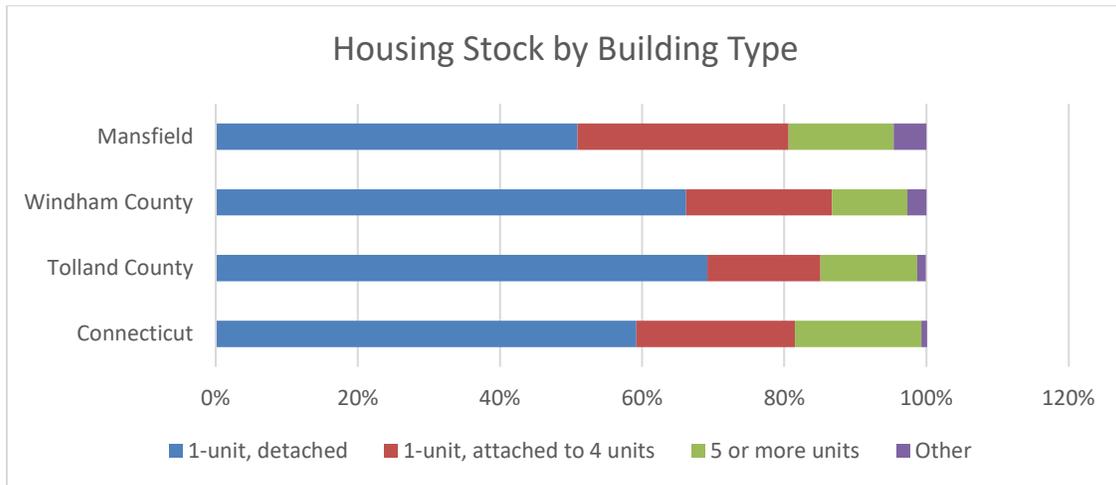
The composition of Mansfield’s housing stock is also distinct from the two counties and the state as a whole, as seen in (Figure 19). Mansfield has a smaller proportion of detached, single-family homes (51%) than Tolland County (69%), Windham County (66%), or Connecticut (59%).¹⁰ The municipality also has a correspondingly larger portion of 1-4 unit structures than the other geographies (30%, versus 16% in Tolland County, 21% in Windham County, and 22% in Connecticut), as well as a larger portion of other types of housing. This multi-unit share corresponds with the higher portion of rental units versus homeownership noted in Figure 17, as multi-unit housing is more likely to consist of rental units (such as apartment buildings) than single-family housing is.

Reserve Bank of St. Louis, FRED Economic Data, Rental Vacancy Rate for the United States, Q1 2019, updated April 25, 2019, accessed 6/15/2019; <https://fred.stlouisfed.org/series/RRVRUSQ156N>, with CERC calculations). The US homeowner vacancy rate was 1.4% for Q1 2019 (US Census Bureau, “Quarterly Residential Vacancies and Homeownership, First Quarter 2019,” released April 25, 2019, accessed 6/15/2019; <https://www.census.gov/housing/hvs/files/currenthvspress.pdf>).

¹⁰ By Census definitions, a single-family detached home has no other dwellings touching the exterior walls. Single-family attached homes include structures such as duplexes, townhomes, and row houses; each unit must have a floor-to-ceiling wall separating it from the adjacent unit; each unit must have its own heating system and utility meters; and no unit may be located above or below another unit. Two- to four-unit buildings or larger may share common areas such as an attic or basement; may be built on top of each other; and may share building mechanical systems and utilities. The “other” category includes mobile homes, vans, RVs, and the like. References to “dwellings” or “housing units” includes all of these types of housing.

Figure 19: Housing Stock by Building Type, 2017

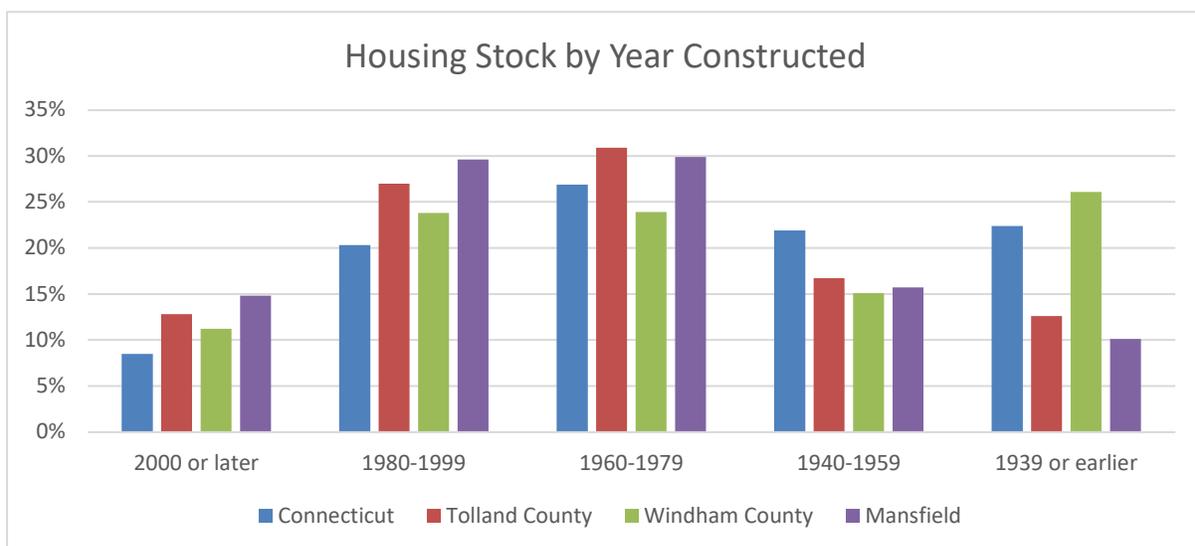
Source: US Census, American Community Survey Five-Year Estimates, 2013-2017



Mansfield’s housing stock is somewhat newer than the two counties or the state as a whole, with a much smaller portion of housing units built in 1959 or earlier (26%, versus 30% in Tolland County, 41% in Windham County, and 44% in Connecticut; Figure 20). Thirty percent of housing units in Mansfield were constructed between 1960 and 1979, and another 30% between 1980 and 1999. While a smaller portion of new housing units were constructed in Mansfield each decade since 1990, the portion of housing units built was still higher than the portion built statewide during the same time period.

Figure 20: Housing Stock by Year Constructed, 2017

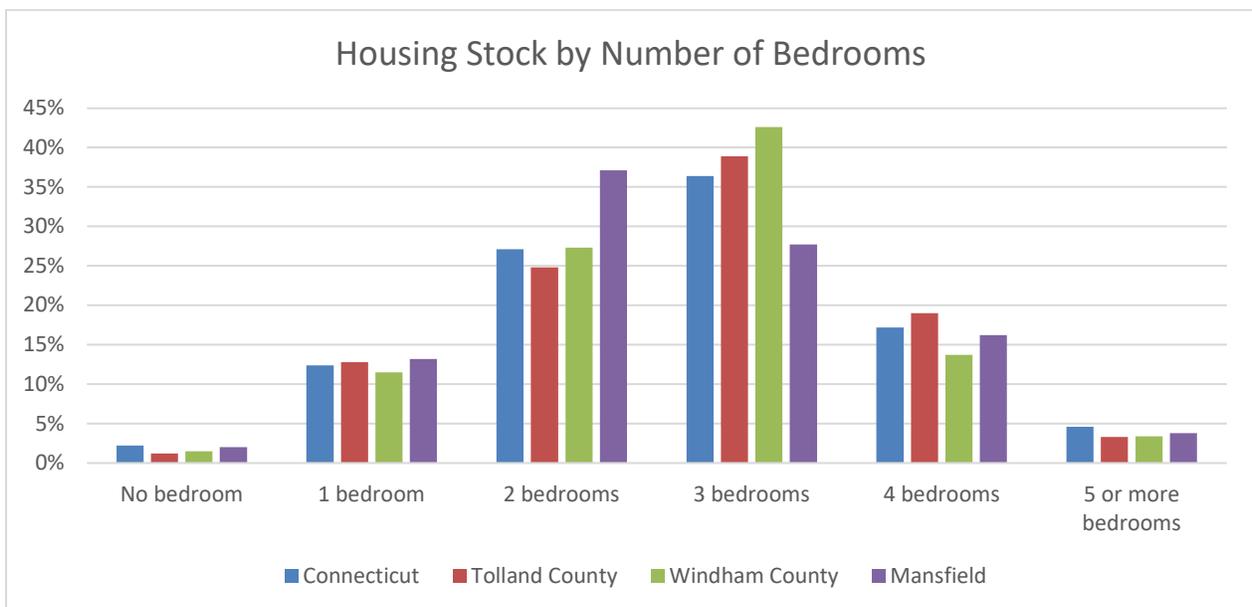
Source: US Census, American Community Survey Five-Year Estimates, 2013-2017



Mansfield has a much larger portion of two-bedroom housing units, and fewer three-bedroom units, than the two counties or the state. Thirty-seven percent of Mansfield’s housing consists of two-bedroom units, while only 27% of Connecticut’s and Windham County’s, and 25% of Tolland County’s, housing units consist of two-bedroom units. The inverse is true for three-bedroom units; Mansfield has 28% of its housing stock in this category, while Connecticut has 36%, Tolland County has 39%, and Windham County has 43% in this category. However, Mansfield has about the same proportion of studio and one-bedroom units as the other geographies, which may be surprising. Considering the large student and nonfamily household populations in Mansfield, one might expect more options in these categories.

Figure 21: Housing Stock by Number of Bedrooms, 2017

Source: US Census, American Community Survey Five-Year Estimates, 2013-2017

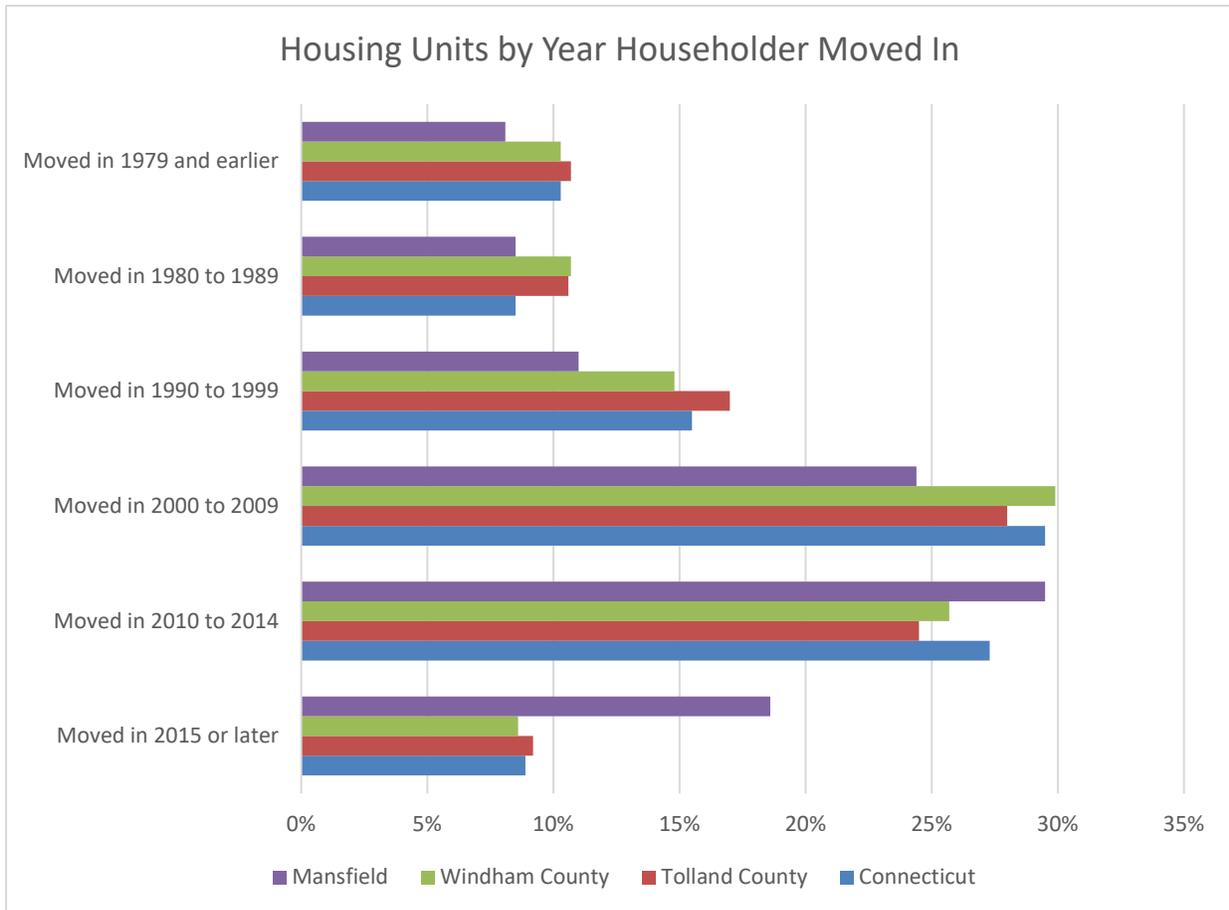


The demographics of Mansfield are also reflected in data regarding when the householder moved into their current home. A large portion of Mansfield residents moved into their current home in 2015 or later, at 19% versus 9% in the other geographies. This data is consistent with Mansfield having a large, transient student population. The portion of residents who moved into their current home between 2010 and 2014 was also larger than the other geographies, at 30% in Mansfield versus 25% in Tolland County, 26% in Windham County, and 27% in Connecticut. Mansfield has a somewhat smaller portion of residents who moved into their homes in the earlier time frames. This

is also consistent with the higher portion of rental units in Mansfield, as renters tend to move more frequently than homeowners.¹¹

Figure 22: Housing Stock by Year Householder Moved In, 2017

Source: US Census, American Community Survey Five-Year Estimates, 2013-2017



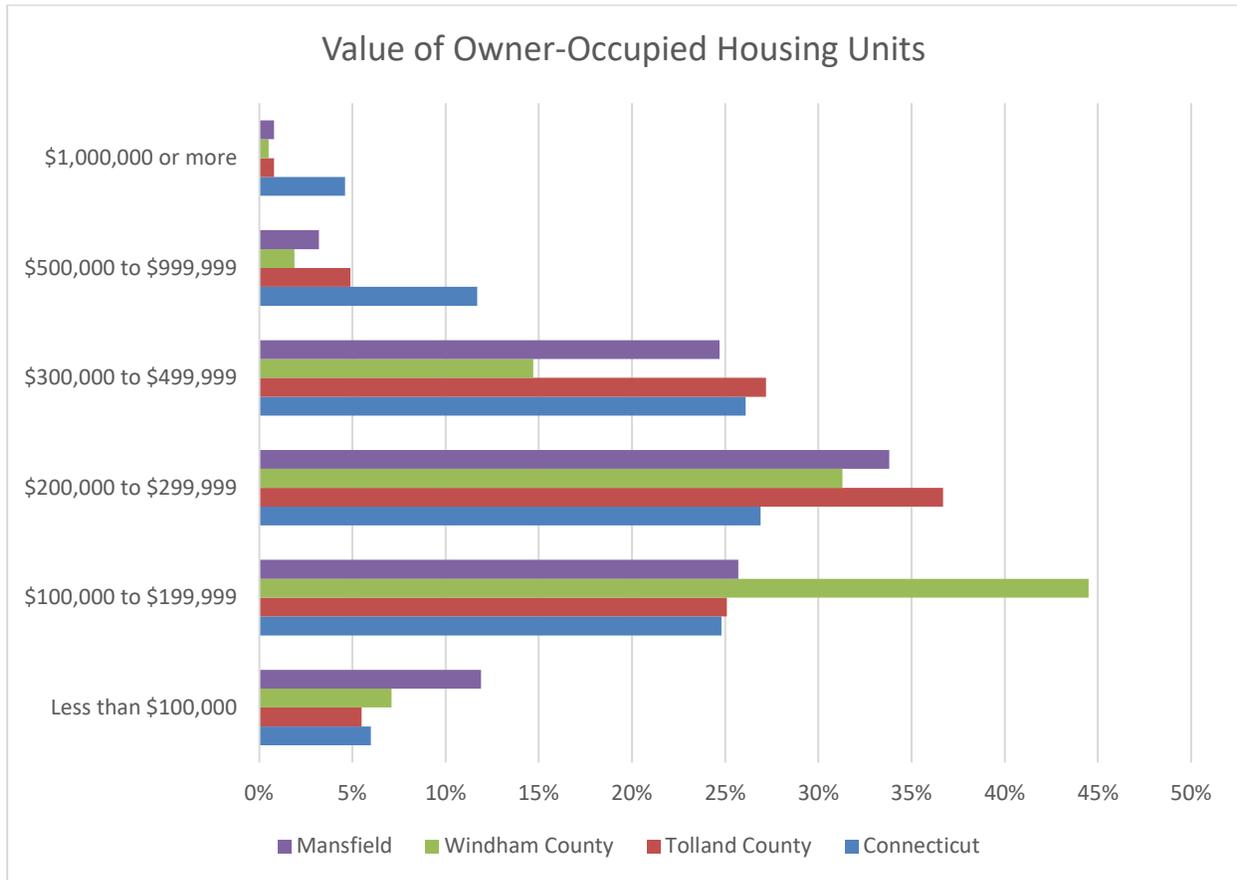
Another notable difference between Mansfield and Tolland County or Connecticut is an abundance of low- and moderately-valued housing. As seen in Figure 23, Mansfield has a larger proportion of units valued under \$100,000, and a smaller portion of housing units over \$500,000, than Tolland County or Connecticut. In Mansfield, 12% of homeowner housing units are valued at less than \$100,000, while that figure is 6% in Tolland County and Connecticut. The highest-value housing units, those valued at \$500,000 or more, comprise 16% of Connecticut’s total ownership units, but only 6% in Tolland County and 4% in Mansfield. Tolland County and Mansfield have a larger portion of moderately-priced homes than Connecticut, with 34% of homes in Mansfield and 37% in

¹¹ U.S. Census Bureau, “U.S. Mover Rate Remains Stable at About 12 Percent Since 2008, Census Bureau Reports,” March 18, 2015. <https://www.census.gov/newsroom/press-releases/2015/cb15-47.html>.

Tolland County falling in the \$200,000-\$299,000 range, while only 27% of homes in Connecticut are valued in this range. Windham County is also an outlier, with 76% of its housing stock valued in the \$100,000 to \$300,000 range, and fewer options in the lower or higher brackets.

Figure 23: Value of Owner-Occupied Units, 2017

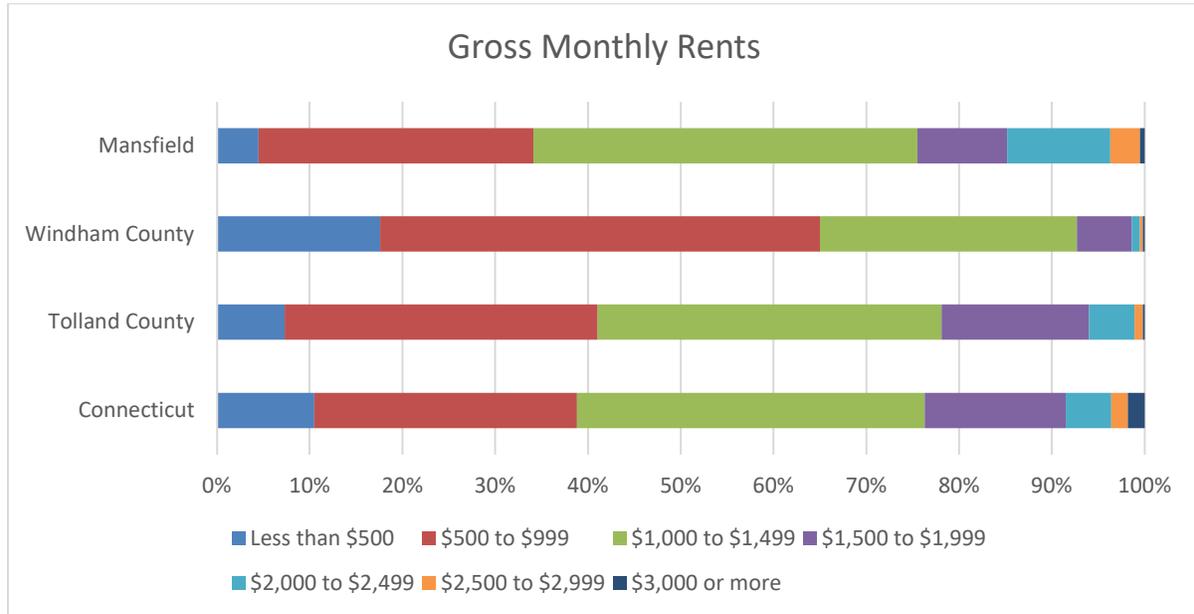
Source: US Census, American Community Survey Five-Year Estimates, 2013-2017



Monthly rents in Mansfield are similar to the state and Tolland County, with Mansfield having a slightly smaller portion of units in the under \$500 range, and a slightly larger portion in the categories over \$2000 per month. Nearby Windham County had much larger portions of rental units rented for less than \$1000 per month, and notably fewer units in the higher rent ranges.

Figure 24: Gross Rents Paid for Renter-Occupied Units, 2017

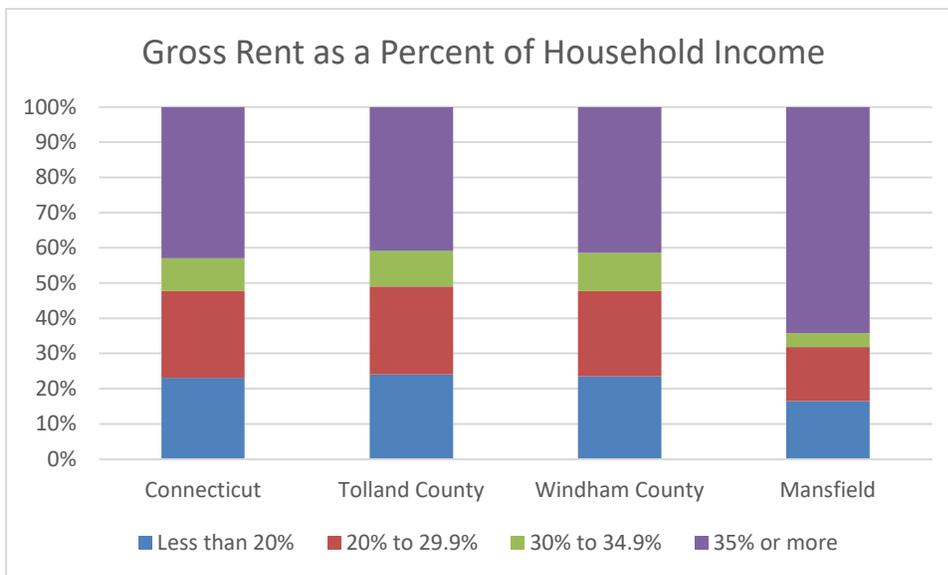
Source: US Census, American Community Survey Five-Year Estimates, 2013-2017



The US Department of Housing and Urban Development defines cost-burdened households as those who pay more than 30% of their income for housing. While just over 50% of renter households in Connecticut and the two counties are cost burdened, that figure is 68% in Mansfield.

Figure 25: Cost Burden for Renter-Occupied Units, 2017

Source: US Census, American Community Survey Five-Year Estimates, 2013-2017



FUTURE HOUSING DEMAND

To estimate the future housing demand in Mansfield, a multi-faceted approach was used. First, a methodology using headship rates to estimate household formation was used to estimate the future housing demand due to natural shifts in population. Headship rates refer to the portion of the population considered head of household divided by the population, usually segmented by certain demographic characteristics (such as age).¹² The components that drive household formation include growth in the adult population, shifts in the age distribution, and changes in the headship rate. Second, data on the workforce housing needs was estimated based on statewide projected job growth by industry; since this is a major driver of demand in communities. While student housing has been shown to be of great interest to developers, UConn strongly opposes the development of additional student-oriented off-campus housing. The Town and UConn agree that future student housing should be located in the immediate vicinity of campus and developed in coordination with the Town and UConn.

Household Formation and Population Shifts

For this analysis, population projections from EMSI, a leading data source, were used to estimate the future population by age of Mansfield. The population aged 25 and over was estimated to be just under 7,500 in 2018 and projected to grow to just under 8,300 by 2028.

Besides the overall population level, demographic shifts can also impact the demand for non-student housing, particularly by age. As seen in Figure 26, the overall change in the number of projected households for Mansfield for the population aged 25 and over is a net increase of over 460 households through 2028. However, when examining this change by age cohort, we see more notable shifts. The number of households in which the householder is over age 65 is expected to increase by more than 540. Similarly, the number of households headed by those aged 25-44 is projected to increase by over 150, while the number of households headed by householders aged 45-54 is projected to decline by nearly 230. This demographic shift could have impacts beyond the number of housing units needed; as the size, type of home, and price point desired by these groups may differ. Mansfield is projected to see a decrease in the total number of working-age households, and an increase in the number of older residents and retirees.

¹² Organizations that use a similar approach based on headship rates include the Joint Center for Housing Studies at Harvard University, the Federal Reserve Bank of Kansas City, and the Turner Center for Housing Innovation at University of California, Berkeley.

Figure 26: Headship Rate and Household Formation driven by Population Shifts through 2028

Source: US Census, American Community Survey Five-Year Estimates, 2013-2017; EMSI projections, 2019, Q2; calculations by CERC

Age of Householder	Headship Rate	Number of Households		Change, 2018-2028
		2018	2028	
25-34	43.4%	558	643	85
35-44	47.9%	543	611	68
45-54	63.8%	781	636	-145
55-64	51.9%	780	698	-83
65-74	64.3%	874	1,117	244
75-84	66.8%	455	690	235
85 and over	49.8%	146	208	62
Total Households		4,137	4,603	466

Turning to headship rates, or the portion of the population by age that is head of household, Mansfield’s rates trend a few percentage points higher than the state average for the 45 and over age cohorts. The exception to this is the 55-64 age group, which interestingly exhibits a dip, while headship rates in general tend to increase with age. Mansfield’s headship rate also tapers off notably for the 85 and over age group, both compared to the younger age cohorts in Mansfield as well as the state average for that age group.

Looking at headship rates nationally, some interesting trends emerge. Across the U.S., headship rates have declined in recent years, especially among younger population groups. This is attributed in part to the Great Recession and to financial factors such as high levels of student loan debt, increases in unemployment, and declines in income among the young adult population. Other cultural trends driving down household formation include increasing educational levels and delaying marriage, both of which decrease the likelihood that a young person lives independently. While there are increases in the portion of young people “doubled up,” such as living with a roommate or relative, the majority of the decline in the headship rate is due to young people living with their parents at a higher rate than in prior years.¹³ Beyond headship rates, this trend of young

¹³ For further discussion, see McCue, Daniel, and Christopher Herbert, “Updated Household Projections, 2015-2035: Methodology and Result,” Harvard Joint Center for Housing Studies, Working Paper December 2016, http://www.jchs.harvard.edu/sites/default/files/household_growth_projections2016_jchs.pdf; Rapaport, Jordan, “Millennials, Baby Boomers, and Rebounding Multifamily Home Construction,” Federal Reserve Bank of Kansas City, Economic Review, Second Quarter 2015, [https://www.kansascityfed.org/~media/files/publicat/econrev/econrevarchive/2015/2q15rappaport.pdf](https://www.kansascityfed.org/~/media/files/publicat/econrev/econrevarchive/2015/2q15rappaport.pdf); Goodman, Laurie, Rolf Pendall and Jun Zhu, “Headship and Homeownership: What does the Future Hold?” Urban Institute, June 2015, <https://www.urban.org/sites/default/files/2000257-headship-and-homeownership-what-does-the-future-hold.pdf>; and Fry, Richard, “More Millennials Living with Family Despite Improved Job Market,” Pew Research Center, July 29, 2015,

residents living with their parents for a longer period of time may also reduce the number of older residents who are ready or able to downsize, impacting the turnover of single family homes.

What remains to be seen is whether this decrease in headship rates among the younger age group is a temporary decline which will bounce back as the economy recovers, or whether it represents a cultural shift that will persist for a longer period of time. This report uses a conservative approach, assuming that headship rates for younger demographic groups remain low over the study period. However, if this trend reverses and headship rates begin to increase, the number of new housing units needed for the younger age cohorts will be higher than projected.

Economic Drivers of Housing Demand

In addition to natural population shifts, the demand for housing can be impacted by external factors, such as economic conditions, natural disasters, changes related to major employers, and other drivers. While not all of these changes are predictable, supplementing basic housing data through discussions with large employers and key institutions regarding their growth plans and the housing needs of their constituents can help indicate where housing options may need to be expanded.

Estimates of housing demand due to employment growth can be formulated through examination of the industry mix, projected employment growth by industry, and distribution of workers among households of an area. For Mansfield, statewide employment growth by industry was applied to the existing employment mix to estimate the 10-year employment growth for the municipality, resulting in the employment growth estimates shown in Figure 27.

<http://www.pewsocialtrends.org/2015/07/29/more-millennials-living-with-family-despite-improved-job-market/>.



Figure 27: Household Formation driven by Employment Growth through 2028

Source: US Census, American Community Survey Five-Year Estimates, 2013-2017; State of Connecticut Department of Labor Employment Projections 2016-2026; calculations by CERC

Industry	Statewide Projected 10-year Employment Growth	Mansfield Employment (2013-2017 5-year estimates)	Change in Employment, 2017-2027	Change in Number of Households, 2017-2027 ¹⁴
Agriculture, forestry, fishing and hunting, and mining	6%	276	16	10
Construction	7%	480	34	21
Manufacturing	7%	351	23	14
Wholesale trade	5%	140	6	4
Retail trade	0%	1,276	3	2
Transportation and warehousing, and utilities	8%	178	14	9
Information	-2%	184	-3	-2
Finance and insurance, and real estate and rental and leasing	5%	412	21	13
Professional, scientific, and management, and administrative and waste management services	10%	951	95	59
Educational services, and health care and social assistance	7%	5,966	394	244
Arts, entertainment, and recreation, and accommodation and food services	6%	2,422	146	90
Other services, except public administration	9%	314	28	17
Public administration	-1%	202	-2	-1
Total			775	480

In addition, UConn, with over 19,000 undergraduate students and thousands more graduate students, faculty, and staff at the Main Campus in Storrs, is a major driver of housing demand in Mansfield and surrounding municipalities.¹⁵ A large number of UConn’s 5,200 faculty and staff do not live in Mansfield, and there are a number of University departments looking to expand or partner with private research organizations, which may increase the need for scholar/researcher

¹⁴ The number of workers per household statewide was used to estimate household formation for Mansfield. These figures do not account for employees who may commute in or out from other towns, and does not leave any additional allowance for households with no workers, nor for any additional vacancy to maintain equivalent occupancy rates as the housing stock increases. Estimates also assume that growth is distributed uniformly across the state.

¹⁵ University of Connecticut Fact Sheet 2019. <https://uconn.edu/content/uploads/2019/03/INS-004-Fact-Sheet-New-013019-FY19.pdf>. Accessed 6/17/2019.

housing over the coming years.¹⁶ While many of these professionals may choose to live in a house or outside of Mansfield, providing a variety of housing options in Mansfield could fulfill an important need, as well as bring a stronger sense of community and provide more activity nearby to support ground-floor commercial space in a mixed-use development. Providing workforce housing may be particularly important since Mansfield's natural demographic projections are trending toward more households in which the householder is over age 65, which are more likely to be retirees and those no longer in the workforce.

Housing Types

In addition to the number of housing units needed, it is important to understand the mix of housing likely to be demanded. Among the demographic groups that are projected to grow in Mansfield (age 65 and older), the majority (76%) own their home statewide, though the homeownership rate among that group is higher in Mansfield (85%).¹⁷ However, as the age increases, the household size also tends to decrease, with 45% of this group statewide living alone, compared to only 22% of householders living alone in the 35-64 age range. While many in this group may have purchased a home earlier in life and continue to live there, there is a growing trend among seniors to downsize, as well as to prefer an apartment or condominium that will reduce the amount of work (such as home maintenance or yard work), as well as provide amenities and easier mobility (such as one-floor living, elevator access, etc.) than single-family homes may provide.

Since Mansfield's current resident population is aging, and trending toward more residents of retirement age, growing the workforce to support local industries will require new residents to move to Mansfield from elsewhere. Among new residents moving in for work, the majority tend to be renters for at least the first year. Among Connecticut residents who moved to a new home in the most recent year (either from another county, another state, or abroad), 61% resided in rental units, and 39% purchased a home within the first year. And generally, the further away the resident moved, the more likely they were to rent during the first year. Among those moving to Connecticut from another county, 56% were renters; among those moving from another state, 62% rented; and residents who moved to Connecticut from abroad, 71% rented during their first year. And working age residents are less likely to be living alone than seniors, with 24% of householders in the 15-34 age range and 22% in the 35-64 age range living alone statewide. Eighteen percent of those householders aged 15-34 and 4% of those aged 35-64 lived with roommates, while 58% of those aged 15-34 and 74% of those aged 35-64 lived with a spouse and/or children. Figure 28 estimates the portion of new housing units that will likely be demanded by household size and whether residents prefer to own or rent, accounting for both demographic shifts and workforce needs.

¹⁶ Data on student and faculty populations provided by UConn.

¹⁷ Unless otherwise specified, all data in this section is from US Census, American Community Survey Five-Year Estimates, 2013-2017, with CERC calculations.

Figure 28: New Housing Unit Demand Allocation by Household Size and Tenure

Source: US Census, American Community Survey Five-Year Estimates, 2013-2017; EMSI projections 2019.Q2; calculations by CERC

	Individuals	Multiple-Person Households
Rent	17%	29%
Own	19%	35%

With regard to affordability, a diversity of housing is also needed. Among seniors, the median household income in Mansfield is \$65,200, so the typical senior household can afford to spend \$1,630 per month on housing. The median gross rent in Mansfield is \$1,150, which would be accessible to this group, while the median monthly housing costs for owner-occupied housing with a mortgage is \$1,929. While many seniors may have purchased homes during their working years and no longer have a mortgage, those who need new housing may find it more affordable to rent, or may need to seek lower-priced homes. Higher-income seniors who are looking to downsize or reduce their maintenance workload may prefer housing with more amenities.

Among the industries projected to see employment growth across the state, the top five account for 90% of the projected employment growth in Mansfield. These industries, the average annual wage statewide, and the monthly housing costs that would be affordable to a typical worker in that industry, are shown below in Figure 29. This chart also illustrates the need for housing at diverse price points. Among workers in lower-wage industries, such as arts, entertainment, and recreation, and accommodation and food services or other services excluding public administration, a household with a single worker could not afford the median rent in Mansfield. In higher-wage industries, households with a single worker could afford the median rent, but only those in the professional, scientific, and management, and administrative and waste management services industry could afford the median monthly housing costs for owner-occupied homes. Among households with two or more workers, the median rent in Mansfield is affordable to households earning the average annual wage for their industry, while typical homeownership costs are still not affordable to those in the lower-wage industries mentioned previously.

Figure 29: Housing Affordability by Industry

Source: US Census, American Community Survey Five-Year Estimates, 2013-2017; State of Connecticut Department of Labor; calculations by CERC

Industry	Estimated Change in Employment in Mansfield, 2016-2026	Average Annual Wage (CT)	Monthly Housing Affordability, Household with 1 Worker ¹⁸	Monthly Housing Affordability, Household with 2 Workers ¹⁹
Educational services, and health care and social assistance	394	\$55,374	\$1,384	\$2,769
Arts, entertainment, and recreation, and accommodation and food services	146	\$23,705	\$593	\$1,185
Professional, scientific, and management, and administrative and waste management services	95	\$87,958	\$2,199	\$4,398
Construction	34	\$69,727	\$1,743	\$3,486
Other services, except public administration	28	\$33,618	\$840	\$1,681

REGIONAL INDUSTRY ANALYSIS

Objective

The purpose of the industry analysis is to fully examine the regional economy by answering questions such as: Which industries are growing? Which industries have a concentration in the region (and, thus, a regional specialization or advantage)? Which industries provide higher wages on both regional and national employment trends? Answers to those types of questions identifies industries that have the greatest growth potential within the region and, thus, which industries Town officials may consider targeting.

¹⁸ Among households where at least one person is in the workforce, approximately 49% have one worker and 51% have two or more workers.

¹⁹ While actual households will likely have greater diversity, for illustrative purposes it is assumed here that in households with more than one worker, both work in the same industry.

Methodology

The first step in this analysis was to define the Mansfield “region,” since this is the level at which economic activity takes place. For this analysis, the region was defined based on commuting data in Hartford, Tolland, and Windham counties, since 70% of employed Mansfield residents work in these three counties and 74% of workers in Mansfield reside in one of the three counties.²⁰

Once the region was identified, an industry analysis matrix was created to capture a comprehensive examination of the health of the economy from local and regional perspectives. Criteria were developed for each step in the analysis, and each industry received one point for a “yes” answer on each of the following eight criteria. Note that for Industry Segmentation, the industry received one point for being identified as a current strength or an emerging strength.

Regional Industry Segmentation

1. Was the industry a current or emerging strength or high priority retention target according to the industry segmentation analysis described in the next section?

Regional Employment Profile and Trend

2. Did the industry have a high relative employment concentration (location quotient) in the region in 2017?

National Employment Trends

3. Did the ratio between the industry’s jobs as a portion of U.S total jobs increase since 2006?
4. Has the industry experienced flat or positive job growth since 2009?

Regional Multipliers

5. Was the industry’s employment multiplier²¹ greater than the average of all the employment multipliers in the region?
6. Was the industry’s income multiplier²² greater than the average of all the income multipliers in the region?

²⁰ Source: LEHD On the Map, U.S. Census Bureau. <https://onthemap.ces.census.gov/>

²¹ An employment multiplier indicates how important an industry is in regional job creation. An employment multiplier of 3 means that for every new “direct” job in that industry, two more jobs are created in other industries (i.e., for a total of three jobs). Typically, these additional jobs include many “fractions” of jobs spread over many industries.

²² An income multiplier indicates the total amount of employee compensation paid out by employers as a result of an economic activity. An income multiplier of 1.5 means that for every dollar of compensation entered as a “direct effect” in a new scenario, an additional \$1.50 is paid out in wages, salaries, and other compensation throughout the economy.

Connecticut Wages

7. Was the industry's average state wage greater than the average state wage in 2009?

Each step in developing the matrix is explained briefly below, along with the results of that step of the analysis.

Regional Industry Segmentation. Regional economic drivers were identified through an industry segmentation analysis. For this analysis, all industries (defined using 3-digit NAICS codes) in the region were compared to the nation's industries. The steps of the industry segmentation analysis included:

- Calculating relative employment concentration for each industry for 2017;
- Calculating the absolute change in employment for each industry from 2009 to 2017;
- Calculating the regional employment for each industry for 2017; and
- Performing a shift-share analysis²³ to determine each industry's competitive share.²⁴ If the competitive share component is positive, then the region's performance is not merely caused by national trends and a local advantage is helping the industry succeed.

After the calculations, each industry was classified into one of the following categories:

1. Current Strengths have been able to develop a regional presence and thrive, as demonstrated by a relative employment concentration in the regional economy and recent growth.
2. Emerging Strengths have seen regional growth but there is not yet an employment concentration.
3. Priority Retention Targets have done well in the past in the region but a recent loss of competitive share suggests the need for attention to stave off further decline.

Through this process, three industries were identified as Current Strengths, seven industries were identified as Emerging Strengths, and six industries were classified as Priority Retention Targets (Figure 30). Appendix A provides segmentation results for all industries.

²³ Shift share analysis is a standard regional analysis method that determines how much regional job growth can be attributed to national trends and how much is due to unique regional factors. Shift share analysis helps answer why employment is growing or declining in a regional industry, cluster, or occupation. (Emsi)

²⁴ Competitive share indicates how much of the change in a given industry is due to some unique competitive advantage that the region possesses, because the growth cannot be explained by national trends in that industry or the economy as whole.

Figure 30: Industry Segmentation Results

Current Strength

- 485 Transit and Ground Passenger Transportation
- 515 Broadcasting (except Internet)
- 814 Private Households

Emerging Strength

- 325 Chemical Manufacturing
- 334 Computer and Electronic Product Manufacturing
- 452 General Merchandise Stores
- 484 Truck Transportation
- 523 Securities, Commodity Contracts, and Other Financial Investments and Related Activities
- 611 Educational Services
- 812 Personal and Laundry Services

Priority Retention Target

- 332 Fabricated Metal Product Manufacturing
- 492 Couriers and Messengers
- 493 Warehousing and Storage
- 551 Management of Companies and Enterprises
- 623 Nursing and Residential Care Facilities
- 624 Social Assistance

Limited Prospects

- See Appendix A

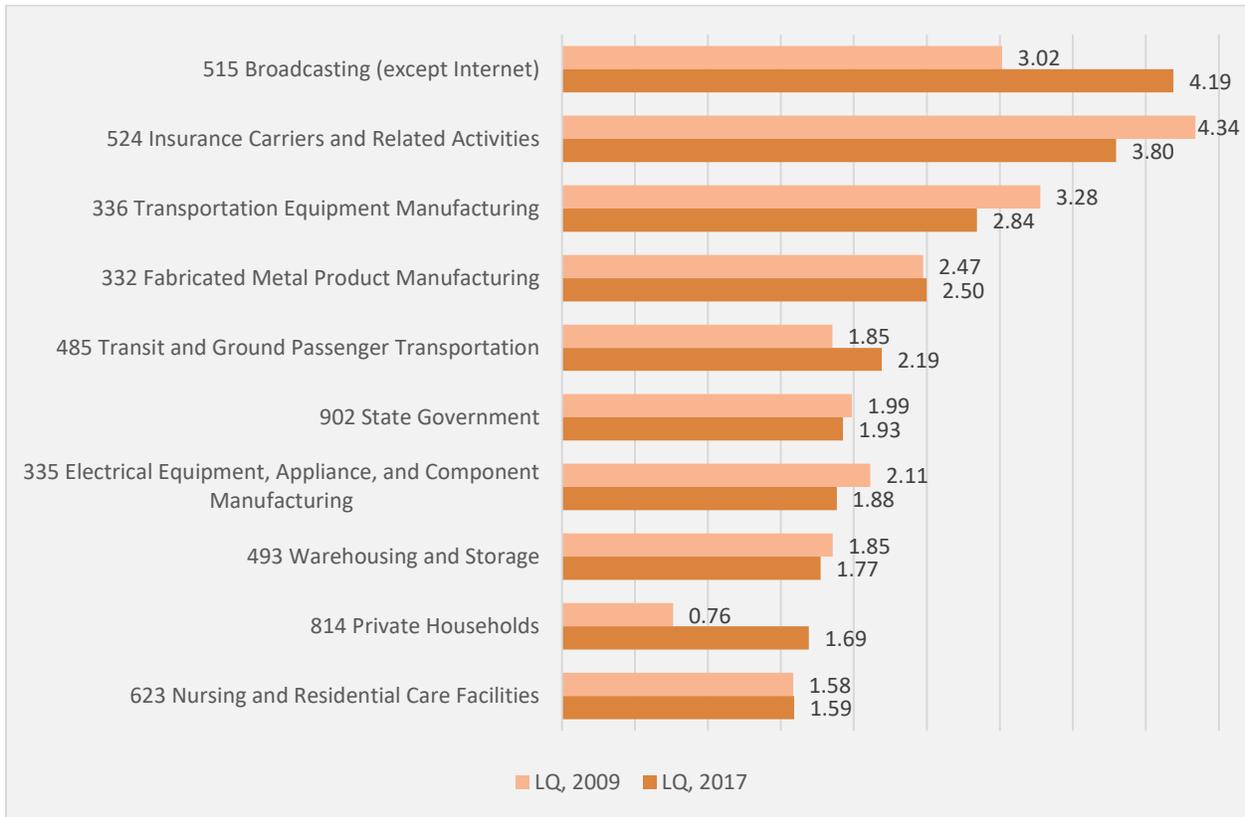
Regional Employment Profile and Trend. Looking at relative concentrations shows which industries have employment levels that are higher than the U.S. average also provides a measure of the overall health of industries. Concentration is typically measured through the location quotient (LQ), which is calculated by dividing the regional employment in an industry as a proportion of national employment in that industry by total regional employment as a proportion of total national employment. Thus, an LQ of 1.0 indicates that the industry in a region represents the same share of total regional employment as the industry represents at the national level, while an LQ above 1.1 is typically considered evidence of a regional concentration (and, thus, specialization or advantage) in that industry.

Seventeen industries had an LQ above 1.1 in 2017 (Figure 31), indicated they were relatively concentrated in the region compared to employment at the national level. The top industries in 2017 were related to information, insurance, and manufacturing. All but three of these industries

also had LQs above 1.1 in 2009, although half of these industries had a decrease in the LQ between the two years. Appendix B provides a list of location quotients for all industries in 2009 and 2017.

Figure 31: Top Ten Industries in Region by Location Quotients, 2009 and 2017

Source: Emsi

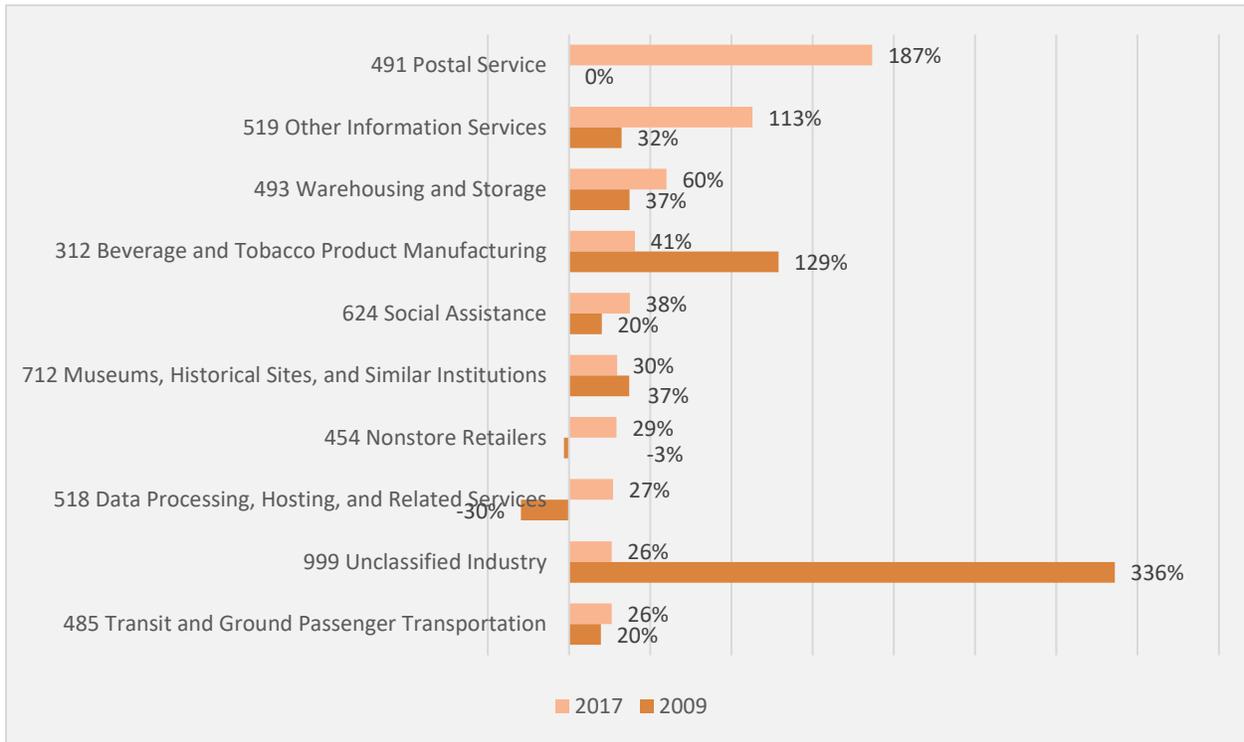


Note: Industries organized by highest LQs in 2017.

National Employment Trends. Incorporating national employment trends in the industry analysis provides information on larger economic changes that may affect the regional economy, and Mansfield could grow its economy by capturing some of that national growth locally. In the United States as a whole, there was a 10% increase in the number of jobs between 2009 and 2017, and 35 industries also had job growth of at least 10%. As can be seen in Figure 32, however, many of these industries saw slower growth in Connecticut than nationally, just as the state saw slower employment growth overall, at 3%.

Figure 32: Top Ten Industries by Percentage Growth Nationally and at the State Level, 2009-2017

Source: Emsi



Notes: Industries organized by highest LQs in 2017. There was insufficient data to calculate the percentage change in Postal Service employment in Connecticut in 2017.

Regional Multipliers. Economic multipliers calculate the total effect of an economic change in a region. An employment multiplier, for example, estimates how the addition (or subtraction) of one job will affect employment in other industries in the region – each new job in a general medical and surgical hospital in the state of Connecticut results in an additional 1.9 jobs being created because of the need for other positions, such as other hospital workers or local non-health service providers, such as restaurants or dry cleaners. Similarly, new industry sales or employee earnings also create additional sales or earnings, respectively, in the wider regional economy as the worker spends their initial earnings on household goods or services.

Figure 33 shows the top ten industries by employment multiplier in Hartford, Tolland, and Windham counties, with Funds, Trusts, and Other Financial Vehicles²⁵ having the highest

²⁵ Per the U.S. Census Bureau, the “Industries in the Funds, Trusts, and Other Financial Vehicles” subsector group consists of legal entities (i.e., funds, plans, and/or programs) organized to pool securities or other assets on behalf of shareholders or beneficiaries of employee benefit or other trust funds. The portfolios are

employment multiplier, at 11.1. This means that, for every job created in this industry in the three counties, an additional 10.1 jobs would be created in other industries.

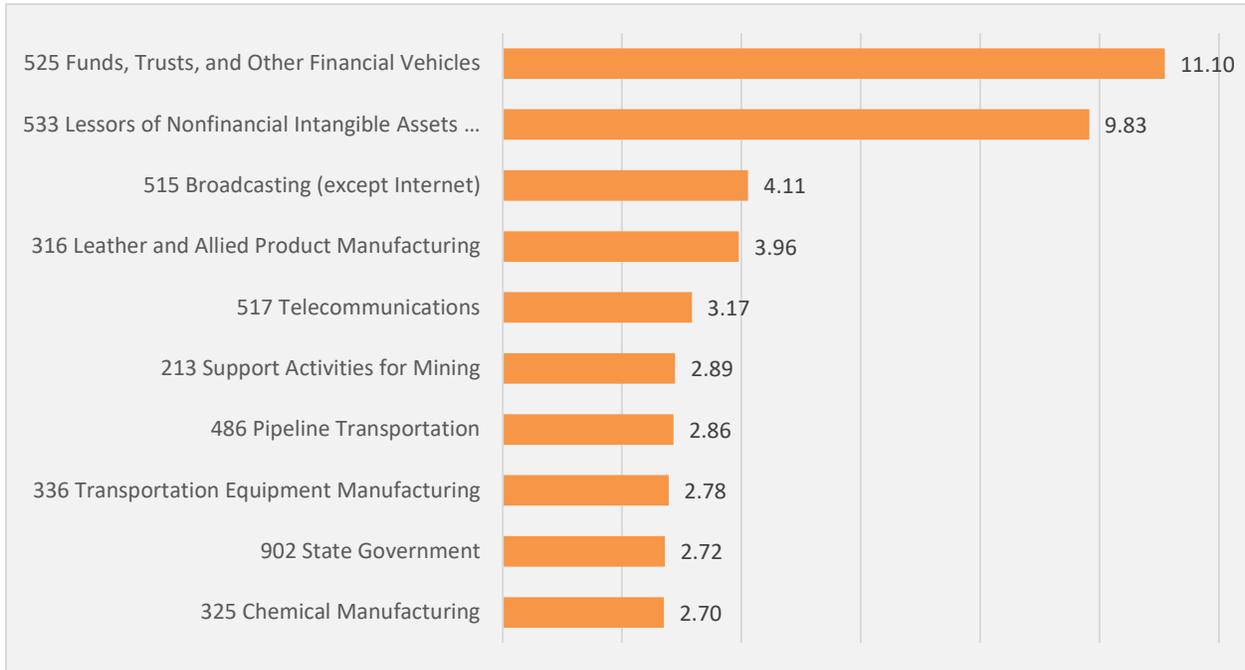
customized to achieve specific investment characteristics, such as diversification, risk, rate of return, and price volatility. These entities earn interest, dividends, and other investment income, but have little or no employment and no revenue from the sale of services.” <https://www.census.gov/cgi-bin/sssd/naics/naicsrch?code=525&search=2017%20NAICS%20Search>



Figure 34 displays the top ten industries by income multiplier in the region. Lessors of Nonfinancial Intangible Assets (except Copyrighted Works),²⁶ which had the second highest employment multiplier, also has the highest income multiplier, at 14.13, which indicates that every new \$1 in earnings in this industry generates \$13.13 in wages or salaries in other industries.

Figure 33: Top Ten Industries in Mansfield Region by Employment Multiplier, 2017

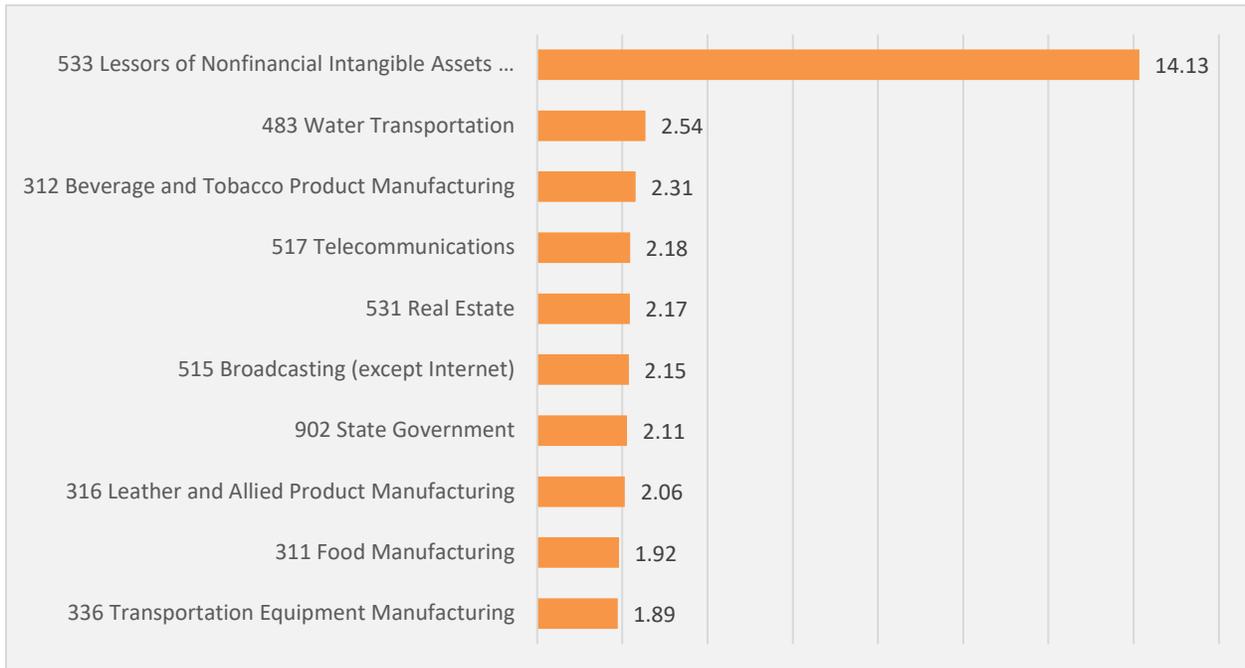
Source: Emsi



²⁶ Per the U.S. Census Bureau, “Industries in the Lessors of Nonfinancial Intangible Assets (except Copyrighted Works) subsector include establishments primarily engaged in assigning rights to assets, such as patents, trademarks, brand names, and/or franchise agreements, for which a royalty payment or licensing fee is paid to the asset holder. Establishments in this subsector own the patents, trademarks, and/or franchise agreements that they allow others to use or reproduce for a fee and may or may not have created those assets.” <https://www.census.gov/cgi-bin/sssd/naics/naicsrch?code=533&search=2017%20NAICS%20Search>

Figure 34: Top Ten Industries in Mansfield Region by Income Multiplier, 2017

Source: Emsi

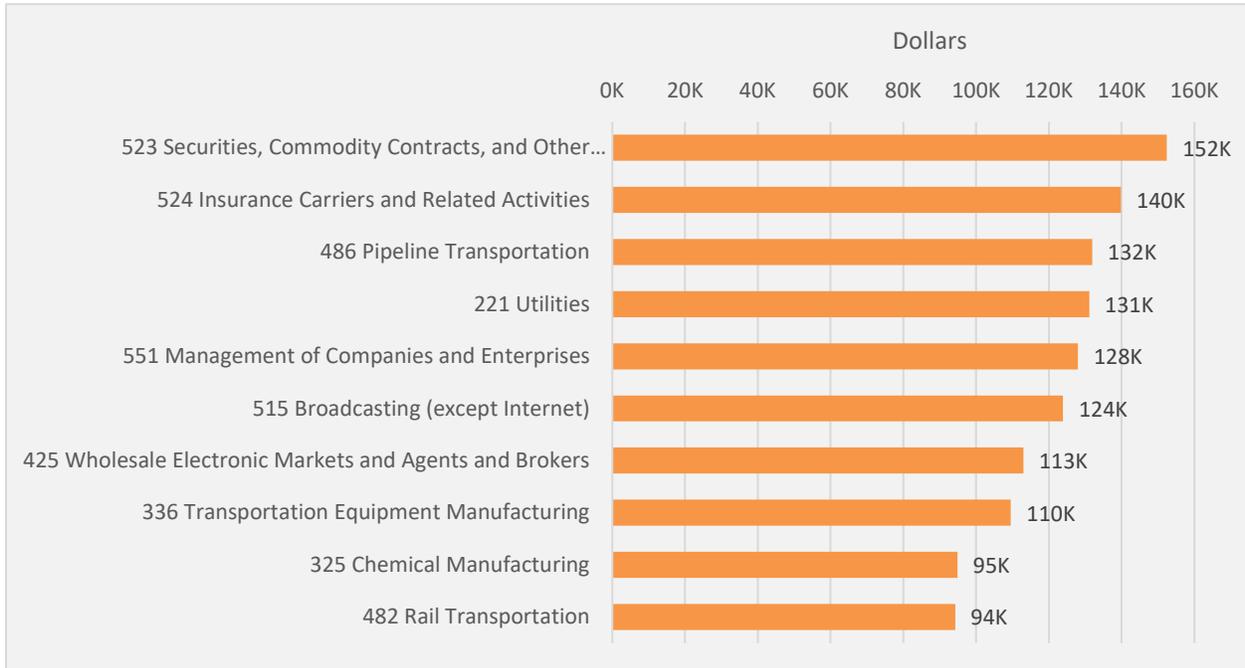


Connecticut Wages. In order to maintain and improve the economy in Mansfield, it is desirable to have a wide range of well-paying jobs, especially in light of Connecticut’s higher average wages and more highly skilled residents, compared to the nation overall. Therefore, it is useful to compare average earnings in each industry to the state’s average wage to identify which regional industries are producing higher paying jobs, which would attract or retain residents and also allow them to consume additional goods or services.

Figure 35 shows the top ten industries in Hartford, Tolland, and Windham counties in 2017 by annual average earnings in the state. Workers in Securities, Commodity Contracts, and Other Financial Investments and Related Activities have the highest annual earnings, over \$152,000.

Figure 35: Top Ten Industries in Mansfield Region by Average Annual Earnings, 2017

Source: Emsi



Results

The industry analysis matrix in Table 1 provides a comprehensive illustration of the highest scoring industries' performance,²⁷ broken into three groups based on how the industries scored on the above measures. While these results are regional, the Town will still need to determine whether, where and how these industries fit into the local landscape. Utilizing these key groups allows Town officials to better evaluate the potential for the various industries in Mansfield and to customize development strategies for each group. For example, the Town may wish to examine which industry sub-categories are appropriate for the town, as well as the scale of such operations, the level of external impacts that are acceptable, and other considerations. The categorization and the results are explained in detail below.

²⁷ The complete industry analysis matrix can be found in Appendix C.

Table 1: Industry Analysis Matrix for Mansfield

	NAICS Code	Industry	LQ>1.1 (2017)	Segmentation	Recent U.S. Ind. Growth > U.S. Avg.	U.S. Share Increase 2009-2017	Employment Multiplier > State Avg.	Income Multiplier > State Avg.	Industry Wage > State Avg.	Sum
Competitive Edge	515	Broadcasting (except Internet)	1	1		1	1	1	1	7
	325	Chemical Manufacturing		1		1	1	1	1	6
	332	Fabricated Metal Product Manufacturing	1	1			1	1	1	6
	551	Management of Companies and Enterprises	1	1	1		1		1	6
	485	Transit and Ground Passenger Transportation	1	1	1	1				5
Strong Drivers	336	Transportation Equipment Manufacturing	1		1		1	1	1	6
	524	Insurance Carriers and Related Activities	1		1		1	1	1	6
	511	Publishing Industries (except Internet)				1	1	1	1	5
	562	Waste Management and Remediation Services	1		1		1	1		5



Competitive Edge: Five industries in the Mansfield region were identified as providing the region with a competitive edge over other regions.²⁸ They are also industries that Town officials should consider pursuing to grow the local economy. These industries are:

- NAICS 515 Broadcasting (except Internet), such as radio and television broadcasting and cable and other subscription programming. Connecticut companies include ESPN, NBC Sports, Charter Communications, and WCCT.
- NAICS 325 Chemical Manufacturing, such as resin, synthetic rubber, and artificial synthetic fibers and filaments; pesticides, fertilizers, and agricultural chemicals; pharmaceuticals and medicines; paint, coating, and adhesives; soap, cleaning compounds, and toilet preparation; and other chemical product manufacturing. Connecticut companies in this industry include Pfizer, Henkel, and Macdermid.
- NAICS 332 Fabricated Metal Product Manufacturing, such as forging and stamping, cutlery and handtools, architectural and structural metals, boilers, tanks, and shipping containers, hardware, springs and wires, machine shops, screws, nuts and bolts, coating, engraving, heat treating, and other fabricated metals (industrial valves, plumbing fixtures, ball bearings, ammunition, etc.). Connecticut companies in these trades include Assa Abloy, CW Resources, and Alinabal.
- NAICS 551 Management of Companies and Enterprises, such as bank holding companies, other holding companies, corporate, subsidiary, and regional managing offices. Connecticut companies in this industry include People’s United Financial, United Financial Bankcorp, and Webster Financial.
- NAICS 485 Transit and Ground Passenger Transportation, such as urban transit such as buses and commuter rails; taxi and limousine service, school and employee bus transportation, charter bus transportation, and other transit and ground transportation (such as special needs transit). Connecticut companies include CT Transit, First Student Charter, and Connecticut Limousine.

The defining features of each of these five industries are that they met five of the eight criteria in the industry analysis and that they each were found to be regional drivers via the segmentation analysis. Specifically, Transit and Ground Passenger Transportation and Broadcasting (except Internet) were Current Strengths, Chemical Manufacturing was an Emerging Strength, and Fabricated Metal Product Manufacturing and Management of Companies and Enterprises were Priority Retention Targets. As such, these are industries that the Town of Mansfield should pay specific attention to in their economic development planning. Such steps may include talking to

²⁸ Additional information regarding these industries can be found in Appendix D.



industry leaders to understand the needs of the companies moving forward; understanding the supply chain and related industries which may also be a good fit for the region; and planning activities within Mansfield to determine whether these industries are a good fit for the town specifically and if so, where within the town their operations and growth could best be accommodated.

Strong Drivers: Other industries that rose to the top of the industry analysis for Mansfield were those that are important drivers of the regional economy. Town officials should also consider structuring their economic development planning to make their local economy more attractive and amenable to growing or recruiting these types of businesses. These industries are:

- NAICS 336 Transportation Equipment Manufacturing, such as motor vehicles, trailers, motor vehicle parts, aerospace products and parts, railroad rolling stock, ship and boat building, and other transportation equipment manufacturing (bicycles, motorcycles, military armored vehicles, etc.). Connecticut companies in this industry include Pratt and Whitney, Sikorsky, General Dynamics Electric Boat, and Collins Aerospace.
- NAICS 524 Insurance Carriers and Related Activities, such as health, life, medical, property and casualty, title, and reinsurance carriers. Connecticut companies include Hartford, Travelers, and Aetna.
- NAICS 511 Publishing Industries (except Internet) such as newspapers, periodicals, books, directory and mailing lists, greeting cards, and other publishers. Connecticut companies include The New Haven Register, Republican-American Classified, Tauton Press, Journal-Inquirer, and Day Newspaper Publishing.
- NAICS 562 Waste Management and Remediation Services, such as waste collection, hazardous waste collection, waste treatment and disposal, solid waste landfill, combustors and incinerators, remediation services, materials recovery facilities, septic tank and related services, and other waste management services. Connecticut companies include All American Waste and USA Hauling and Recycling,

These industries all scored relatively high on the measures used in the industry analysis, although none of them were found to be Current Strengths, Emerging Strengths or Priority Retention Targets through the segmentation analysis. They all did, however, have employment and income multipliers higher than the state average, indicating that new jobs or earnings in these industries would have a bigger impact on overall jobs or earnings in the region (hence they are “drivers” of economic growth).

In addition to the key industries described here, examining complementary industries and the supply chain can also be an effective growth strategy, as these companies may already have strong relationships or linkages to the region, and the skill set of the local workforce and other factors may

be conducive to attracting these companies. A listing of the top industries in the supply chain of the key regional industries listed here can be found in Appendix E. And while these are industries that are strong regionally, it is also important to consider the local context when deciding which industries may be a good fit and designing a broader development strategy.

LOCAL ECONOMIC DRIVERS

While the general demographic and industry trends in the region are useful to study, it is also important to understand the University of Connecticut is a key institution in Mansfield which will clearly play a large role in any new development. Two of the parcels under consideration for this report are owned by UConn and any development will need to have distinct ties to UConn's mission and goals. Partnership and collaboration with UConn will continue to be key for any new projects moving forward.

Furthermore, cooperation between the Town of Mansfield and UConn can provide a dynamic environment for growing industries complementary to the UConn's educational and research activities. For example, centers for entrepreneurship and technology transfer, or other of UConn's successful and growing research programs, could be located adjacent to the development areas in order to encourage additional R&D activities and facilitate collaboration between the University, its faculty, staff, and students, and private companies. UConn has a number of strong research areas, including additive manufacturing, psychology, gifted and talented education, genomics, human rights, health promotion and disease prevention, visual arts, and linguistics.²⁹

In addition, UConn may need additional or ancillary space for a number of activities, including research and development and office space to support the future growth of the University. UConn is looking to expand educational opportunities, research, and innovation in diverse fields of study, with an emphasis in science, technology, engineering, and mathematics (STEM) disciplines.³⁰ Certain departments, including bioscience and kinesiology, may also expand or need additional space. Automated technologies is another area that is growing at UConn and may need additional facilities. UConn is willing to partner with private developers under a number of different potential organizational structures to support the development of needed facilities and educational supporting and complementary uses. These should be considered in addition to the strong regional industries indicated above.

²⁹ UConn Academic Vision Statement, <https://academicvision.uconn.edu/>.

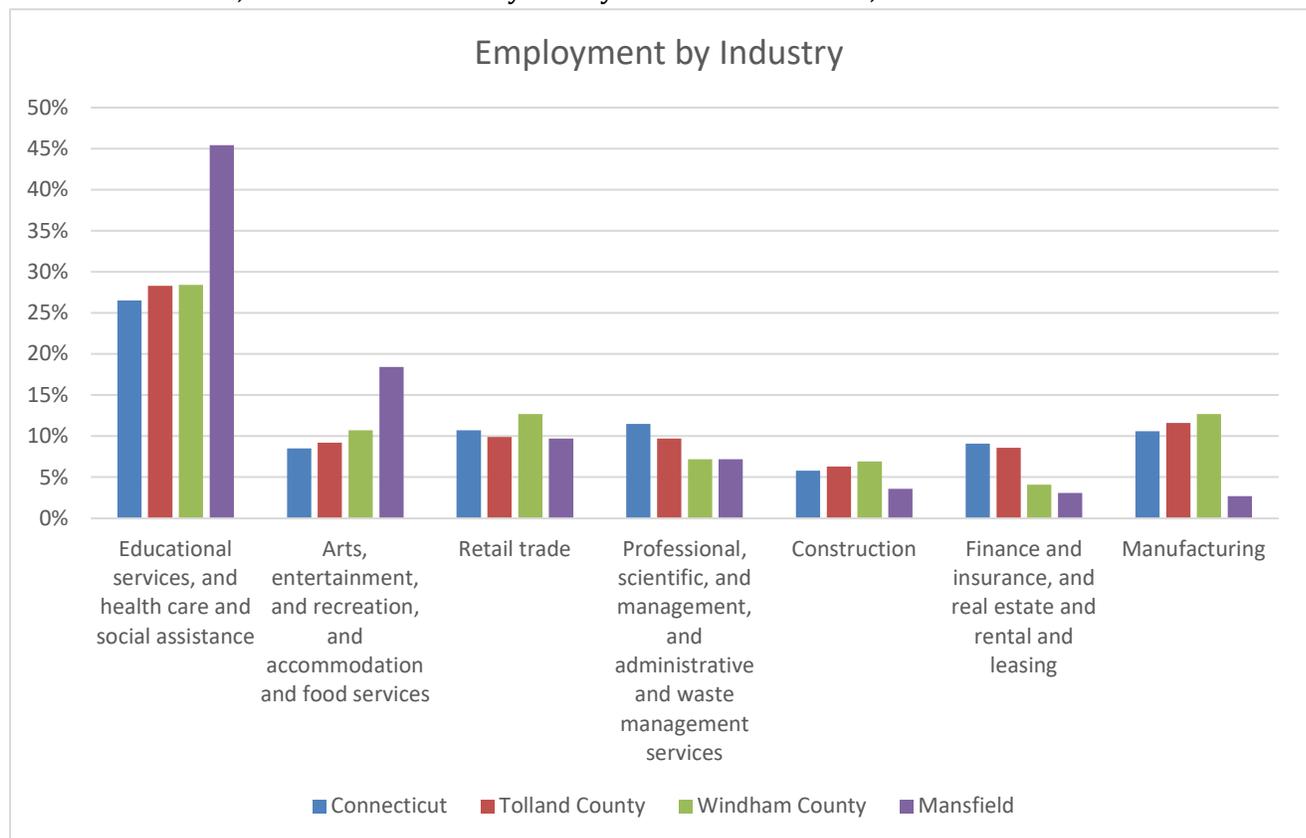
³⁰ UConn Academic Vision Statement, <https://academicvision.uconn.edu/>.

ECONOMIC AND EMPLOYMENT ANALYSIS

To understand what development might suit an area, it's helpful to understand the existing industry and employment trends. In Mansfield, including in the Opportunity Zone areas, the largest portion of employment is in educational services, healthcare, and social assistance, at 45%--significantly higher than the portion of employment in that industry in Tolland or Windham Counties (both 28%) or Connecticut (27%). Similarly, Mansfield has a much higher portion of employment in the arts, entertainment, and recreation, and accommodation and food services sector, at 18%, compared to 9% in that sector in both Tolland County and Connecticut and 11% in Windham County. While the portion of employment in retail is similar in Mansfield as compared to the county or state, the remainder of the industries have lower employment in Mansfield as compared to the county or state. Thus, Mansfield has a higher concentration of employment in those top two industries noted.

Figure 36: Employment by Industry

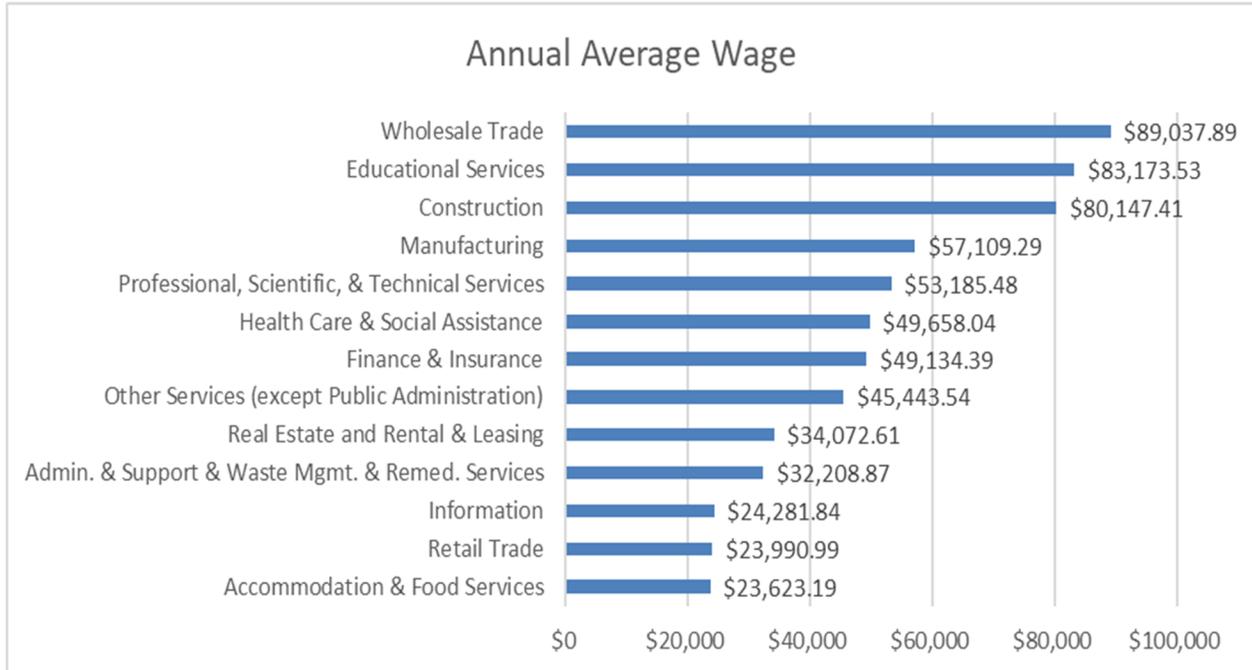
Source: US Census, American Community Survey Five-Year Estimates, 2013-2017



Annual wages in Mansfield for different sectors vary widely. The highest-paid employees include those in wholesale trade, educational services, and construction, with average salaries over \$80,000 per year. The lowest-paid industries include accommodation and food services, retail trade, and information, all with average salaries below \$30,000 per year.

Figure 37: Average Annual Wage

Source: State of Connecticut Department of Labor, 2018

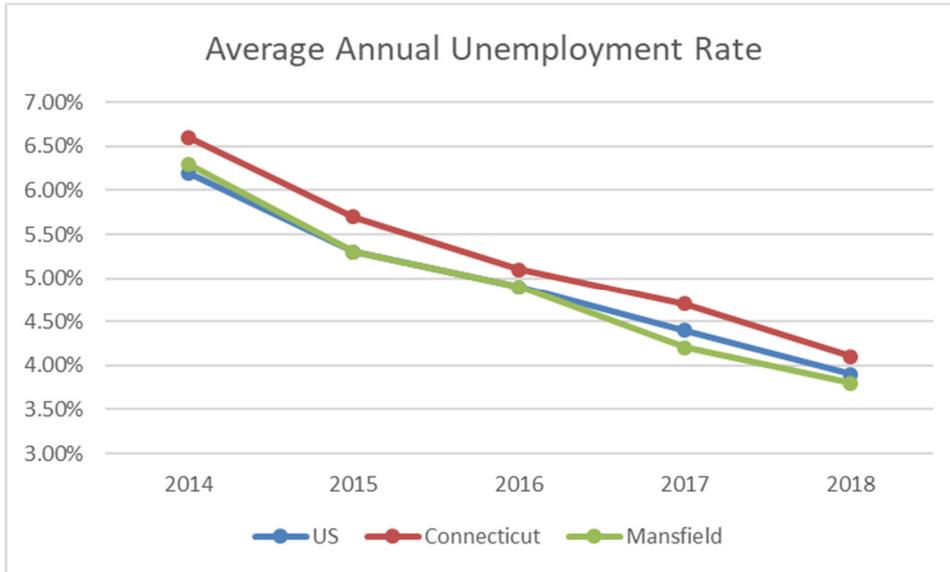


Over the last five years, Mansfield’s unemployment rate has been consistently lower than the state of Connecticut, and similar to that of the United States. Unemployment in all three geographies has trended downward over the same time frame. Mansfield’s 2018 average annual unemployment rate was 3.8%, slightly lower than both Connecticut (4.1%) and the US (3.9%).



Figure 38: Average Annual Unemployment Rate

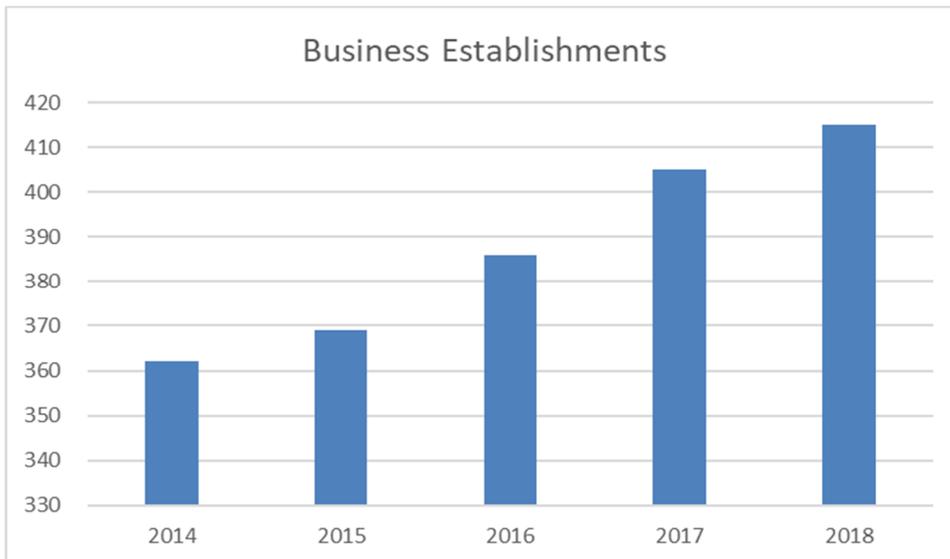
Source: State of Connecticut Department of Labor, 2014-2018



Consistent with the decreasing unemployment, the number of business establishments in Mansfield has increased over the last five years, from 362 in 2014 to 415 in 2018.

Figure 39: Number of Business Establishments

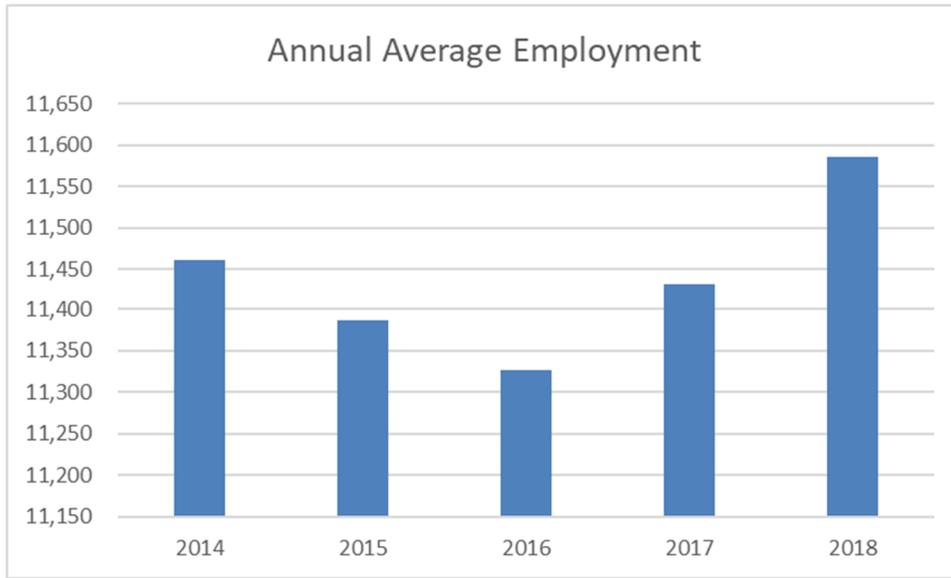
Source: State of Connecticut Department of Labor, 2014-2018



Although the number of businesses has steadily increased, the average annual employment in Mansfield has varied somewhat over the past five years. Employment fell between 2014 and 2016, from 11,460 to 11,327, but has risen since that time to surpass 2014 levels. Average annual employment in 2018 was 11,586.

Figure 40: Average Annual Employment

Source: State of Connecticut Department of Labor, 2014-2018



REDEVELOPMENT SITES

While the market for certain types of uses (office, retail) in Mansfield may be relatively small, there are indications that additional development of the right type and character can be supported. There is need for additional and more diverse housing types for both the workforce and retirees, which in turn could support small-scale retail in the immediate vicinity. The need for upgraded office, R&D, and other specialty spaces should be coordinated with UConn and collaborating institutions as well as with the supply chain companies for the area's key industries, and development parcels should be prioritized and supported by the Town and UConn.

UConn Technology Park

The UConn Technology Park, just north of campus, is currently the University's highest priority for development. One building totaling 180,000 square feet, has already been constructed, and is fully occupied. Two large tenants, United Technologies and Eversource, occupy 90% of the building, with the remainder taken up by small startups. Good opportunities for the Technology Park include companies affiliated with research taking place at UConn (such as bioscience), or potentially companies in the supply chain of the industries identified as competitive or strong in the region. UConn could potentially partner with a private developer to create additional space for University departments looking to upgrade or expand their space, as well.

North Eagleville/King Hill Road

Development in this area must be sensitive to the sites' position as the entrance to the University for students, faculty and staff, alumni, and other visitors and guests. Care should also be taken so as not to cannibalize Downtown Storrs with too-similar development in this area. Mixed use development could accommodate both R&D-type office space and workforce and retiree housing. An R&D presence here would be complementary to UConn's Northwest Science Quad immediately to the south; and the added population in the immediate vicinity would in turn help support small-scale shops such as cafes, a shop for UConn merchandise sales, and other attractive retail or service providers, and provide added foot traffic to the visitor center.

Depot Campus

Depot Campus, encompassing 350 acres two miles to the west of the main campus in Storrs, represents a unique asset. While the site has challenges, including a location somewhat removed from campus, insufficient existing infrastructure for large-scale development, and existing buildings in varying physical and environmental condition, the asset could be utilized for unique activities that could not fit elsewhere. Such prospects might include a research and testing site for automated vehicles; athletic facilities; a maker space community with adjacent workforce housing; or other uses.

Four Corners

With the highest traffic counts of any of the parcels, Four Corners could benefit from revitalized retail and office space or mixed-use developments, particularly given its existing infrastructure and proximity to UConn Technology Park.

APPENDIX A: SEGMENTATION RESULTS FOR ALL INDUSTRIES

NAICS code	Industry	At least 1,000 jobs (2017)	Added 200 jobs from 2009-2017	LQ>1.1 (2017)	Positive competitive shift score	Segmentation
111	Crop Production					
112	Animal Production and Aquaculture				1	
113	Forestry and Logging					
114	Fishing, Hunting and Trapping	1				
115	Support Activities for Agriculture and Forestry					
211	Oil and Gas Extraction					
212	Mining (except Oil and Gas)					
213	Support Activities for Mining				1	
221	Utilities					
236	Construction of Buildings	1				
237	Heavy and Civil Engineering Construction	1				
238	Specialty Trade Contractors	1				
311	Food Manufacturing	1				
312	Beverage and Tobacco Product Manufacturing		1		1	
313	Textile Mills					
314	Textile Product Mills					
315	Apparel Manufacturing				1	
316	Leather and Allied Product Manufacturing	1			1	
321	Wood Product Manufacturing				1	
322	Paper Manufacturing					
323	Printing and Related Support Activities	1		1		
324	Petroleum and Coal Products Manufacturing				1	
325	Chemical Manufacturing	1	1		1	Emerging Strength

326	Plastics and Rubber Products Manufacturing	1				
327	Nonmetallic Mineral Product Manufacturing					
331	Primary Metal Manufacturing				1	
332	Fabricated Metal Product Manufacturing	1	1	1		Priority Retention Target
333	Machinery Manufacturing	1		1		
334	Computer and Electronic Product Manufacturing	1	1		1	Emerging Strength
335	Electrical Equipment, Appliance, and Component Manufacturing	1		1		
336	Transportation Equipment Manufacturing	1		1		
337	Furniture and Related Product Manufacturing				1	
339	Miscellaneous Manufacturing	1				
423	Merchant Wholesalers, Durable Goods	1				
424	Merchant Wholesalers, Nondurable Goods	1				
425	Wholesale Electronic Markets and Agents and Brokers	1				
441	Motor Vehicle and Parts Dealers	1	1			
442	Furniture and Home Furnishings Stores	1				
443	Electronics and Appliance Stores					
444	Building Material and Garden Equipment and Supplies Dealers	1	1			
445	Food and Beverage Stores	1		1		
446	Health and Personal Care Stores	1	1			
447	Gasoline Stations	1				
448	Clothing and Clothing Accessories Stores	1				



451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	1				
452	General Merchandise Stores	1	1		1	Emerging Strength
453	Miscellaneous Store Retailers	1				
454	Nonstore Retailers					
481	Air Transportation					
482	Rail Transportation				1	
483	Water Transportation	1				
484	Truck Transportation	1	1		1	Emerging Strength
485	Transit and Ground Passenger Transportation	1	1	1	1	Current Strength
486	Pipeline Transportation					
487	Scenic and Sightseeing Transportation	1				
488	Support Activities for Transportation					
491	Postal Service	1				
492	Couriers and Messengers	1	1	1		Priority Retention Target
493	Warehousing and Storage	1	1	1		Priority Retention Target
511	Publishing Industries (except Internet)	1			1	
512	Motion Picture and Sound Recording Industries					
515	Broadcasting (except Internet)	1	1	1	1	Current Strength
517	Telecommunications					
518	Data Processing, Hosting, and Related Services					
519	Other Information Services					
521	Monetary Authorities-Central Bank					
522	Credit Intermediation and Related Activities	1				
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	1	1		1	Emerging Strength



524	Insurance Carriers and Related Activities	1		1		
525	Funds, Trusts, and Other Financial Vehicles					
531	Real Estate	1				
532	Rental and Leasing Services					
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)					
541	Professional, Scientific, and Technical Services	1	1			
551	Management of Companies and Enterprises	1	1	1		Priority Retention Target
561	Administrative and Support Services	1	1			
562	Waste Management and Remediation Services	1		1		
611	Educational Services	1	1		1	Emerging Strength
621	Ambulatory Health Care Services	1	1			
622	Hospitals	1				
623	Nursing and Residential Care Facilities	1	1	1		Priority Retention Target
624	Social Assistance	1	1	1		Priority Retention Target
711	Performing Arts, Spectator Sports, and Related Industries	1	1			
712	Museums, Historical Sites, and Similar Institutions					
713	Amusement, Gambling, and Recreation Industries	1	1			
721	Accommodation	1	1			
722	Food Services and Drinking Places	1	1			
811	Repair and Maintenance	1				
812	Personal and Laundry Services	1	1		1	Emerging Strength
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	1				

814	Private Households	1	1	1	1	Current Strength
901	Federal Government	1			1	
902	State Government	1		1		
903	Local Government	1				
999	Unclassified Industry				1	

APPENDIX B: LOCATION QUOTIENTS FOR ALL INDUSTRIES

NAICS code	Industry	LQ, 2009	LQ, 2017
111	Crop Production	0.51	0.49
112	Animal Production and Aquaculture	0.20	0.26
113	Forestry and Logging	0.20	0.09
114	Fishing, Hunting and Trapping	0.28	0.05
115	Support Activities for Agriculture and Forestry	0.16	0.11
211	Oil and Gas Extraction	0.00	0.00
212	Mining (except Oil and Gas)	0.21	0.20
213	Support Activities for Mining	0.00	0.02
221	Utilities	0.64	0.42
236	Construction of Buildings	0.60	0.59
237	Heavy and Civil Engineering Construction	0.53	0.56
238	Specialty Trade Contractors	0.87	0.85
311	Food Manufacturing	0.57	0.58
312	Beverage and Tobacco Product Manufacturing	0.34	0.91
313	Textile Mills	0.71	0.64
314	Textile Product Mills	0.36	0.30
315	Apparel Manufacturing	0.07	0.08
316	Leather and Allied Product Manufacturing	0.01	0.05
321	Wood Product Manufacturing	0.29	0.32
322	Paper Manufacturing	0.93	0.91
323	Printing and Related Support Activities	1.14	1.17
324	Petroleum and Coal Products Manufacturing	0.26	0.38
325	Chemical Manufacturing	0.51	0.66
326	Plastics and Rubber Products Manufacturing	0.83	0.75
327	Nonmetallic Mineral Product Manufacturing	0.58	0.53
331	Primary Metal Manufacturing	0.45	0.61



332	Fabricated Metal Product Manufacturing	2.47	2.50
333	Machinery Manufacturing	1.62	1.16
334	Computer and Electronic Product Manufacturing	0.59	0.76
335	Electrical Equipment, Appliance, and Component Manufacturing	2.11	1.88
336	Transportation Equipment Manufacturing	3.28	2.84
337	Furniture and Related Product Manufacturing	0.84	0.91
339	Miscellaneous Manufacturing	0.92	0.80
423	Merchant Wholesalers, Durable Goods	0.94	0.96
424	Merchant Wholesalers, Nondurable Goods	0.91	0.79
425	Wholesale Electronic Markets and Agents and Brokers	0.64	0.65
441	Motor Vehicle and Parts Dealers	0.92	0.90
442	Furniture and Home Furnishings Stores	1.06	1.07
443	Electronics and Appliance Stores	1.06	0.95
444	Building Material and Garden Equipment and Supplies Dealers	0.94	0.98
445	Food and Beverage Stores	1.15	1.14
446	Health and Personal Care Stores	1.01	1.06
447	Gasoline Stations	0.53	0.54
448	Clothing and Clothing Accessories Stores	1.01	0.85
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	1.13	1.09
452	General Merchandise Stores	0.66	0.83
453	Miscellaneous Store Retailers	0.81	0.83
454	Nonstore Retailers	0.94	0.68
481	Air Transportation	0.50	0.25
482	Rail Transportation	0.16	0.22
483	Water Transportation	0.01	0.01
484	Truck Transportation	0.47	0.56
485	Transit and Ground Passenger Transportation	1.85	2.19
486	Pipeline Transportation	0.10	0.06
487	Scenic and Sightseeing Transportation	0.08	0.03
488	Support Activities for Transportation	0.53	0.47
491	Postal Service	0.61	0.16
492	Couriers and Messengers	1.33	1.37
493	Warehousing and Storage	1.85	1.77
511	Publishing Industries (except Internet)	0.78	0.89
512	Motion Picture and Sound Recording Industries	0.42	0.39
515	Broadcasting (except Internet)	3.02	4.19
517	Telecommunications	0.70	0.56
518	Data Processing, Hosting, and Related Services	1.23	0.61
519	Other Information Services	0.64	0.36
521	Monetary Authorities-Central Bank	0.15	0.00
522	Credit Intermediation and Related Activities	0.78	0.75
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	0.68	1.08
524	Insurance Carriers and Related Activities	4.34	3.80



525	Funds, Trusts, and Other Financial Vehicles	8.14	0.00
531	Real Estate	0.82	0.82
532	Rental and Leasing Services	0.70	0.68
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	0.31	0.24
541	Professional, Scientific, and Technical Services	0.89	0.94
551	Management of Companies and Enterprises	1.21	1.26
561	Administrative and Support Services	0.80	0.83
562	Waste Management and Remediation Services	1.46	1.25
611	Educational Services	0.89	0.95
621	Ambulatory Health Care Services	1.03	1.07
622	Hospitals	1.07	1.01
623	Nursing and Residential Care Facilities	1.58	1.59
624	Social Assistance	1.44	1.23
711	Performing Arts, Spectator Sports, and Related Industries	0.72	0.76
712	Museums, Historical Sites, and Similar Institutions	1.18	1.02
713	Amusement, Gambling, and Recreation Industries	0.80	0.85
721	Accommodation	0.44	0.45
722	Food Services and Drinking Places	0.84	0.83
811	Repair and Maintenance	0.89	0.83
812	Personal and Laundry Services	0.96	1.03
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	0.85	0.83
814	Private Households	0.76	1.69
901	Federal Government	0.41	0.45
902	State Government	1.99	1.93
903	Local Government	0.74	0.77
999	Unclassified Industry	0.02	0.10



APPENDIX C: INDUSTRY ANALYSIS RESULTS FOR ALL INDUSTRIES

NAICS Code	Industry	More than 1,000 Employees (2017)	LQ> 1.1 (2017)	Segmentation	Recent U.S. Ind. Growth > U.S. Avg.	U.S. Share Increase (2009 - 2017)	Employment Multiplier > State Avg.	Income Multiplier > State Avg.	Industry Wage > State Avg.	Sum
515	Broadcasting (except Internet)	1	1	1		1	1	1	1	7
325	Chemical Manufacturing	1		1		1	1	1	1	6
332	Fabricated Metal Product Manufacturing	1	1	1			1	1	1	6
336	Transportation Equipment Manufacturing	1	1		1		1	1	1	6
524	Insurance Carriers and Related Activities	1	1		1		1	1	1	6
551	Management of Companies and Enterprises	1	1	1	1		1		1	6
485	Transit and Ground Passenger Transportation	1	1	1	1	1				5
511	Publishing Industries (except Internet)	1				1	1	1	1	5

562	Waste Management and Remediation Services	1	1		1		1	1		5
902	State Government	1	1				1	1	1	5
237	Heavy and Civil Engineering Construction	1			1		1		1	4
312	Beverage and Tobacco Product Manufacturing				1	1	1	1		4
316	Leather and Allied Product Manufacturing	1				1	1	1		4
322	Paper Manufacturing	1					1	1	1	4
324	Petroleum and Coal Products Manufacturing					1	1	1	1	4
326	Plastics and Rubber Products Manufacturing	1			1		1		1	4
333	Machinery Manufacturing	1	1				1		1	4
334	Computer and Electronic Product Manufacturing	1		1		1			1	4
335	Electrical Equipment, Appliance, and Component Manufacturing	1	1				1		1	4
425	Wholesale Electronic Markets and Agents and Brokers	1			1		1		1	4
484	Truck Transportation	1		1	1	1				4



486	Pipeline Transportation				1		1	1	1	4
488	Support Activities for Transportation	1			1		1	1		4
492	Couriers and Messengers	1	1	1	1					4
493	Warehousing and Storage	1	1	1	1					4
517	Telecommunications	1					1	1	1	4
518	Data Processing, Hosting, and Related Services				1		1	1	1	4
522	Credit Intermediation and Related Activities	1					1	1	1	4
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	1		1		1			1	4
611	Educational Services	1		1	1	1				4
624	Social Assistance	1	1	1	1					4
812	Personal and Laundry Services	1		1	1	1				4
814	Private Households	1	1	1		1				4
901	Federal Government	1				1	1	1		4
213	Support Activities for Mining					1	1		1	3
221	Utilities						1	1	1	3
311	Food Manufacturing	1					1	1		3



321	Wood Product Manufacturing					1	1	1		3
331	Primary Metal Manufacturing					1	1	1		3
423	Merchant Wholesalers, Durable Goods	1					1		1	3
452	General Merchandise Stores	1		1		1				3
482	Rail Transportation					1	1		1	3
531	Real Estate	1					1	1		3
532	Rental and Leasing Services	1					1	1		3
541	Professional, Scientific, and Technical Services	1			1				1	3
621	Ambulatory Health Care Services	1			1				1	3
622	Hospitals	1					1		1	3
623	Nursing and Residential Care Facilities	1	1	1						3
713	Amusement, Gambling, and Recreation Industries	1			1			1		3
903	Local Government	1					1	1		3
999	Unclassified Industry				1	1			1	3
111	Crop Production	1						1		2
112	Animal Production and Aquaculture					1		1		2
315	Apparel Manufacturing					1		1		2



323	Printing and Related Support Activities	1	1							2
327	Nonmetallic Mineral Product Manufacturing						1		1	2
337	Furniture and Related Product Manufacturing	1				1				2
441	Motor Vehicle and Parts Dealers	1			1					2
442	Furniture and Home Furnishings Stores	1						1		2
443	Electronics and Appliance Stores	1						1		2
445	Food and Beverage Stores	1	1							2
446	Health and Personal Care Stores	1						1		2
447	Gasoline Stations	1			1					2
448	Clothing and Clothing Accessories Stores	1						1		2
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	1						1		2
454	Nonstore Retailers	1			1					2
483	Water Transportation	1						1		2



487	Scenic and Sightseeing Transportation	1			1					2
491	Postal Service	1			1					2
525	Funds, Trusts, and Other Financial Vehicles						1	1		2
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)						1	1		2
561	Administrative and Support Services	1			1					2
711	Performing Arts, Spectator Sports, and Related Industries	1			1					2
721	Accommodation	1			1					2
722	Food Services and Drinking Places	1			1					2
114	Fishing, Hunting and Trapping	1								1
115	Support Activities for Agriculture and Forestry				1					1
236	Construction of Buildings	1								1
238	Specialty Trade Contractors	1								1
339	Miscellaneous Manufacturing	1								1
424	Merchant Wholesalers, Nondurable Goods	1								1



444	Building Material and Garden Equipment and Supplies Dealers	1								1
453	Miscellaneous Store Retailers	1								1
512	Motion Picture and Sound Recording Industries				1					1
519	Other Information Services				1					1
712	Museums, Historical Sites, and Similar Institutions				1					1
811	Repair and Maintenance	1								1
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	1								1
113	Forestry and Logging									0
211	Oil and Gas Extraction									0
212	Mining (except Oil and Gas)									0
313	Textile Mills									0
314	Textile Product Mills									0
481	Air Transportation									0
521	Monetary Authorities-Central Bank									0



APPENDIX D: KEY INDUSTRIES BY NAICS: DEFINITIONS

Competitive Edge

NAICS 515 Broadcasting (except Internet): Industries in the Broadcasting (except Internet) subsector include establishments that create content or acquire the right to distribute content and subsequently broadcast the content. The industry groups (Radio and Television Broadcasting and Cable and Other Subscription Programming) are based on differences in the methods of communication and the nature of services provided. The Radio and Television Broadcasting industry group includes establishments that operate broadcasting studios and facilities for over the air or satellite delivery of radio and television programs of entertainment, news, talk, and the like. These establishments are often engaged in the production and purchase of programs and generating revenues from the sale of air time to advertisers and from donations, subsidies, and/or the sale of programs. The Cable and Other Subscription Programming industry group includes establishments operating studios and facilities for the broadcasting of programs that are typically narrowcast in nature (limited format, such as news, sports, education, and youth-oriented programming) on a subscription or fee basis.

Examples include radio and television broadcasting and cable and other subscription programming.

NAICS 325 Chemical Manufacturing: The Chemical Manufacturing subsector is based on the transformation of organic and inorganic raw materials by a chemical process and the formulation of products. This subsector distinguishes the production of basic chemicals that comprise the first industry group from the production of intermediate and end products produced by further processing of basic chemicals that make up the remaining industry groups

Examples include: resin, synthetic rubber, and artificial synthetic fibers and filaments; pesticides, fertilizers, and agricultural chemicals; pharmaceuticals and medicines; paint, coating, and adhesives; soap, cleaning compounds, and toilet preparation; and other chemical product manufacturing.

NAICS 332 Fabricated Metal Product Manufacturing: Industries in the Fabricated Metal Product Manufacturing subsector transform metal into intermediate or end products, other than machinery, computers and electronics, and metal furniture, or treat metals and metal formed products fabricated elsewhere. Important fabricated metal processes are forging, stamping, bending, forming, and machining, used to shape individual pieces of metal; and other processes, such as welding and assembling, used to join separate parts together. Establishments in this subsector may

use one of these processes or a combination of these processes.

The NAICS structure for this subsector distinguishes the forging and stamping processes in a single industry. The remaining industries in the subsector group establishments based on similar combinations of processes used to make products.

The manufacturing performed in the Fabricated Metal Product Manufacturing subsector begins with manufactured metal shapes. The establishments in this subsector further fabricate the purchased metal shapes into a product. For instance, the Spring and Wire Product Manufacturing industry starts with wire and fabricates such items.

Within manufacturing there are other establishments that make the same products made by this subsector; only these establishments begin production further back in the production process. These establishments have a more integrated operation. For instance, one establishment may manufacture steel, draw it into wire, and make wire products in the same establishment. Such operations are classified in the Primary Metal Manufacturing subsector.

Examples include forging and stamping, cutlery and handtools, architectural and structural metals, boilers, tanks, and shipping containers, hardware, springs and wires, machine shops, screws, nuts and bolts, coating, engraving, heat treating, and other fabricated metals (industrial valves, plumbing fixtures, ball bearings, ammunition, etc.)

NAICS 551 Management of Companies and Enterprises: Industries in the Management of Companies and Enterprises subsector include three main types of establishments: (1) those that hold the securities of (or other equity interests in) companies and enterprises; (2) those (except government establishments) that administer, oversee, and manage other establishments of the company or enterprise but do not hold the securities of these establishments; and (3) those that both administer, oversee, and manage other establishments of the company or enterprise and hold the securities of (or other equity interests in) these establishments. Those establishments that administer, oversee, and manage normally undertake the strategic or organizational planning and decision-making role of the company or enterprise.

Examples include bank holding companies, other holding companies, corporate, subsidiary, and regional managing offices.

NAICS 485 Transit and Ground Passenger Transportation: Industries in the Transit and Ground Passenger Transportation subsector include a variety of passenger transportation activities, such as urban transit systems; chartered bus, school bus, and interurban bus transportation; and taxis. These activities are distinguished based primarily on such production process factors as vehicle types, routes, and schedules.

In this subsector, the principal splits identify scheduled transportation as separate from nonscheduled transportation. The scheduled transportation industry groups are Urban Transit Systems, Interurban and Rural Bus Transportation, and School and Employee Bus Transportation. The nonscheduled industry groups are the Charter Bus Industry and Taxi and Limousine Service. The Other Transit and Ground Passenger Transportation industry group includes both scheduled and nonscheduled transportation.

Scenic and sightseeing ground transportation services are not included in this subsector but are included in Subsector 487, Scenic and Sightseeing Transportation. Sightseeing does not usually involve place-to-place transportation; the passengers trip starts and ends at the same location.

Examples include urban transit such as buses and commuter rails; taxi and limousine service, school and employee bus transportation, charter bus transportation, and other transit and ground transportation (such as special needs transit).

Strong Drivers

NAICS 336 Transportation Equipment Manufacturing: Industries in the Transportation Equipment Manufacturing subsector produce equipment for transporting people and goods. Transportation equipment is a type of machinery. An entire subsector is devoted to this activity because of the significance of its economic size in all three North American countries.

Establishments in this subsector utilize production processes similar to those of other machinery manufacturing establishments - bending, forming, welding, machining, and assembling metal or plastic parts into components and finished products. However, the assembly of components and subassemblies and their further assembly into finished vehicles tends to be a more common production process in this subsector than in the Machinery Manufacturing subsector.

NAICS has industry groups for the manufacture of equipment for each mode of transport - road, rail, air and water. Parts for motor vehicles warrant a separate industry group because of their importance and because parts manufacture requires less assembly, and the establishments that manufacture only parts are not as vertically integrated as those that make complete vehicles.

Land use motor vehicle equipment not designed for highway operation (e.g., agricultural equipment, construction equipment, and materials handling equipment) is classified in the appropriate NAICS subsector based on the type and use of the equipment.

Examples include motor vehicles, trailers, motor vehicle parts, aerospace products and parts, railroad rolling stock, ship and boat building, and other transportation equipment manufacturing (bicycles, motorcycles, military armored vehicles, etc.).

NAICS 524 Insurance Carriers and Related Activities: Industries in the Insurance Carriers and Related Activities subsector group establishments that are primarily engaged in one of the following: (1) underwriting (assuming the risk, assigning premiums, and so forth) annuities and insurance policies or (2) facilitating such underwriting by selling insurance policies, and by providing other insurance and employee-benefit related services.

Examples include health, life, medical, property and casualty, title, and reinsurance carriers.

NAICS 511 Publishing Industries (except Internet): Industries in the Publishing Industries (except Internet) subsector group establishments engaged in the publishing of newspapers, magazines, other periodicals, and books, as well as directory and mailing list and software publishing. In general, these establishments, which are known as publishers, issue copies of works for which they usually possess copyright. Works may be in one or more formats including traditional print form, CD-ROM, or proprietary electronic networks. Publishers may publish works originally created by others for which they have obtained the rights and/or works that they have created in-house. Software publishing is included here because the activity, creation of a copyrighted product and bringing it to market, is equivalent to the creation process for other types of intellectual products.

In NAICS, publishing--the reporting, writing, editing, and other processes that are required to create an edition of a newspaper--is treated as a major economic activity in its own right, rather than as a subsidiary activity to a manufacturing activity, printing. Thus, publishing is classified in the Information sector; whereas, printing remains in the NAICS Manufacturing sector. In part, the NAICS classification reflects the fact that publishing increasingly takes place in establishments that are physically separate from the associated printing establishments. More crucially, the NAICS classification of book and newspaper publishing is intended to portray their roles in a modern economy, in which they do not resemble manufacturing activities.

Music publishers are not included in the Publishing Industries (except Internet) subsector, but are included in the Motion Picture and Sound Recording Industries subsector. Reproduction of prepackaged software is treated in NAICS as a manufacturing activity; on-line distribution of software products is in the Information sector, and custom design of software to client specifications is included in the Professional, Scientific, and Technical Services sector. These distinctions arise because of the different ways that software is created, reproduced, and distributed.

The Publishing Industries (except Internet) subsector does not include establishments that publish exclusively on the Internet. Establishments publishing exclusively on the Internet are included in Subsector 519, Other Information Service. The Publishing Industries (except Internet) subsector also excludes products, such as manifold business forms. Information is not the essential component of these items. Establishments producing these items are included in Subsector 323, Printing and Related Support Activities.

Examples include newspapers, periodicals, books, directory and mailing lists, greeting cards, and other publishers.

NAICS 562 Waste Management and Remediation Services: Industries in the Waste Management and Remediation Services subsector group establishments engaged in the collection, treatment, and disposal of waste materials. This includes establishments engaged in local hauling of waste materials; operating materials recovery facilities (i.e., those that sort recyclable materials from the trash stream); providing remediation services (i.e., those that provide for the cleanup of contaminated buildings, mine sites, soil, or ground water); and providing septic pumping and other miscellaneous waste management services. There are three industry groups within the subsector that separate these activities into waste collection, waste treatment and disposal, and remediation and other waste management.

Excluded from this subsector are establishments primarily engaged in collecting, treating, and disposing waste through sewer systems or sewage treatment facilities that are classified in Industry 22132, Sewage Treatment Facilities and establishments primarily engaged in long-distance hauling of waste materials that are classified in Industry 48423, Specialized Freight (except Used Goods) Trucking, Long-Distance. Also, there are some activities that appear to be related to waste management, but that are not included in this subsector. For example, establishments primarily engaged in providing waste management consulting services are classified in Industry 54162, Environmental Consulting Services.

Examples include waste collection, hazardous waste collection, waste treatment and disposal, solid waste landfill, combustors and incinerators, remediation services, materials recovery facilities, septic tank and related services, and other waste management services.

Source: U.S. Census Bureau

APPENDIX E: REGIONAL SUPPLY CHAIN

Industry Purchases

Source: EMSI, 2019.

NAICS	Purchases from	% In-state Purchases	Total Purchases
524	Insurance Carriers and Related Activities	69.1%	\$10,964,517,287
336	Transportation Equipment Manufacturing	86.0%	\$4,784,579,096
541	Professional, Scientific, and Technical Services	74.3%	\$4,536,581,750
531	Real Estate	75.0%	\$2,852,201,206
332	Fabricated Metal Product Manufacturing	53.5%	\$1,801,046,128
325	Chemical Manufacturing	29.1%	\$1,792,580,195
423	Merchant Wholesalers, Durable Goods	51.9%	\$1,644,848,902
331	Primary Metal Manufacturing	18.9%	\$1,614,754,156
522	Credit Intermediation and Related Activities	56.2%	\$1,552,194,647
561	Administrative and Support Services	63.0%	\$1,422,526,565
551	Management of Companies and Enterprises	40.8%	\$1,174,025,232
334	Computer and Electronic Product Manufacturing	10.4%	\$925,336,249
515	Broadcasting (except Internet)	82.7%	\$862,585,095
512	Motion Picture and Sound Recording Industries	37.2%	\$724,122,828
424	Merchant Wholesalers, Nondurable Goods	48.5%	\$706,845,397
711	Performing Arts, Spectator Sports, and Related Industries	35.1%	\$631,475,960
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	72.0%	\$562,449,570
326	Plastics and Rubber Products Manufacturing	19.3%	\$518,529,281
333	Machinery Manufacturing	19.6%	\$503,953,875
519	Other Information Services	25.5%	\$404,616,332
493	Warehousing and Storage	67.7%	\$401,029,342
484	Truck Transportation	38.1%	\$392,682,898
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	86.6%	\$391,103,326
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	56.7%	\$359,016,349
517	Telecommunications	64.8%	\$342,264,489
221	Utilities	57.9%	\$340,601,438
562	Waste Management and Remediation Services	71.5%	\$310,372,854
511	Publishing Industries (except Internet)	70.9%	\$307,017,206
324	Petroleum and Coal Products Manufacturing	2.5%	\$264,339,190
322	Paper Manufacturing	23.4%	\$245,710,688

Industry Sales

Source: EMSI, 2019.

NAICS	Sales to	Total In-Region Sales
524	Insurance carriers and related activities	\$ 7,690,357,882
336	Transportation equipment manufacturing	\$ 4,607,792,393
622	Hospitals	\$ 829,320,376
531	Real estate	\$ 790,922,945
515	Broadcasting (except internet)	\$ 754,174,191
541	Professional, scientific, and technical services	\$ 710,181,011
325	Chemical manufacturing	\$ 697,854,101
332	Fabricated metal product manufacturing	\$ 622,667,746
523	Securities, commodity contracts, and other financial investments and related activities	\$ 509,317,048
525	Funds, trusts, and other financial vehicles	\$ 502,732,664
901	Federal government	\$ 491,866,255
423	Merchant wholesalers, durable goods	\$ 485,963,499
621	Ambulatory health care services	\$ 468,104,355
424	Merchant wholesalers, nondurable goods	\$ 446,665,975
561	Administrative and support services	\$ 427,571,370
722	Food services and drinking places	\$ 398,806,179
238	Specialty trade contractors	\$ 302,757,388
333	Machinery manufacturing	\$ 286,706,583
902	State government	\$ 273,736,848
517	Telecommunications	\$ 196,326,013



**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: John C. Carrington, Interim Town Manager 
CC: Kevin Deneen, Town Attorney; Cynthia van Zelm, Executive Director, Mansfield Downtown Partnership, Inc.; Derek Dilaj, Interim Public Works Director
Date: June 8, 2020
Re: Approval of Subordination Agreement between the Town of Mansfield and the Connecticut Department of Energy and Environmental Protection ("DEEP")

Subject Matter/Background

At the time when developer Storrs Center Alliance purchased the property that became Storrs Center, it agreed to address the environmental issues on the property.

All of the contaminated areas that could be addressed by removal or treatment of contaminated soil have been addressed to the satisfaction of the Licensed Environmental Professional ("LEP") of record and the Connecticut Department of Energy and Environmental Protection ("DEEP"). There is one area where it is not necessary or feasible to remove or treat impacted soil in order to comply with the Remediation Standard Regulations. The reason for this is that the impacted soil is located approximately seven feet below the surface and extends from the Storrs Center property into the adjacent University Plaza property (owned by the Haidous Family at 1232 Storrs Road) and under the building on it (see Figure 1 – Map of Restricted Area attached). The Remediation Standard Regulations allow this soil to remain in place with the use of an Environmental Land Use Restriction (ELUR) that protects human health and the environment by imposing a restriction that will prohibit exposure of impacted soils as a result of excavation, demolition, and other activities. The proposed ELUR will implement that solution by prohibiting disturbance lower than five feet below the surface (unless approved by CT DEEP). This will create a minimum two foot buffer above the contaminated soil if excavation were to occur in the upper five feet of soil, which is allowed without restriction. CT DEEP has approved the ELUR, a copy of which is attached.

The Town of Mansfield has rights to maintain subsurface stormwater drainage pipes that are within the area that would be affected by the ELUR, as shown in Figures 1 and 2. Some of these pipes are located more than five feet below the surface, as shown in the B-B' and C-C' sections on Figure 2.

CT DEEP requires the Town's Subordination Agreement to abide by the ELUR if the Town wants to do work on the pipes below the five-foot depth. The requested subordination from the Town meets the DEEP requirements.

Once the Subordination Agreements are signed by the Town and the University of Connecticut, (UConn agreement signed as of May 28, 2020), and the Storrs Center Condominium II Association, Inc., has signed the ELUR, these documents will be forwarded to CT DEEP, and CT DEEP will sign the ELUR. The final step is for the ELUR and Subordinations to be filed with the Mansfield Town Clerk.

Legal Review

Town Attorney Kevin Deneen has reviewed the draft Subordination Agreement.

Recommendation

I recommend the Council authorize me to sign the Subordination Agreement between the Town and CT DEEP.

If the Council agrees with the recommendation, the following motion is in order:

Move, to authorize Interim Town Manager John Carrington to sign the Subordination Agreement between the Town of Mansfield and CT DEEP.

Attachments

- 1) DRAFT Subordination Agreement between the Town of Mansfield and CT DEEP
- 2) Figure 1 – Map of Restricted Area and Figure 2 – Cross-sections of Restricted Area
- 3) Declaration of Environmental and Land Use Restriction (ELUR) and Grant of Easement

Record and return to:
Edward S. Hill, Esq.
Cappalli & Hill, LLC
621 Elk River Drive
Ormond Beach, FL 32174

Subordination

This Subordination Agreement is made and entered into as of the ____ day of _____, 2020 by the **Town of Mansfield**, a municipal corporation whose territorial limits are in Tolland, Connecticut, whose address is 4 South Eagleville Road, Storrs, Connecticut 06268, for the benefit of the **Connecticut Department of Energy and Environmental Protection** (“DEEP”).

WHEREAS, Storrs Center Condominium II Association, Inc., the association of unit owners of Storrs Center Condominium II, proposes to grant an “Environmental Land Use Restriction and Grant of Easement”(“ELUR”) in favor of the Commissioner of Energy and Environmental Protection of the State of Connecticut against property shown as “ELUR Subject Area “A” ”on a map to be filed in the Mansfield Town Clerk’s Office entitled “Exhibit C: Declaration of Environmental Land Use Restriction and Grant of Easement, Storrs Center Condominium II, #33 Wilbur Cross Way, #VS-5-6C, Mansfield, Connecticut, Scale: 1”=30’, Dated March 23, 2017, Revised to 1/19/20, Drawing No. VB901, Sheets 1 of 2 and 2 of 2” by Langan (the “Restriction Area”);

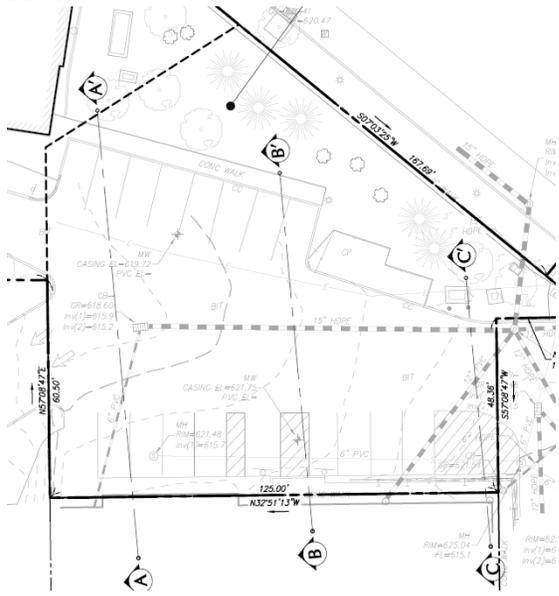
WHEREAS, the Town of Mansfield is the holder of certain rights in the Restriction Area pursuant to the Warranty Deed from Storrs Center Alliance LLC to the Town of Mansfield dated November 16, 2011 and recorded in Volume 717 at Page 144 of the Mansfield Land Records (the “Village Street Deed”); and

WHEREAS, DEEP has approved the form of ELUR and Section 22a-133o(b) requires that not later than the recording of the ELUR, the interest of the Town of Mansfield pursuant to the Village Street Deed be irrevocably subordinated to the ELUR.

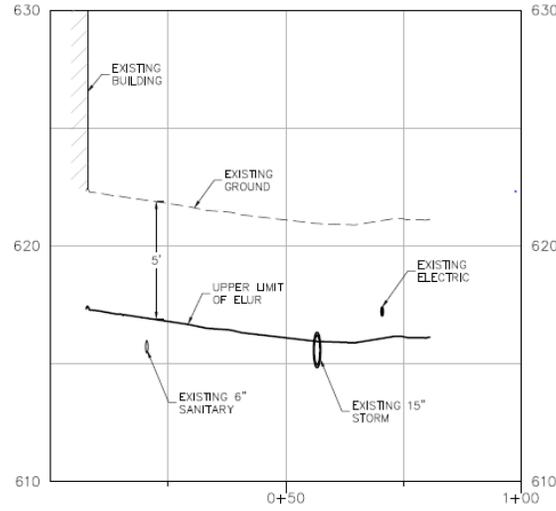
NOW THEREFORE, the Town of Mansfield, for itself and its successors and assigns, and for other good and valuable considerations, the receipt and sufficiency of which is hereby acknowledged, covenant and agree that the rights of the Town of Mansfield pursuant to the Village Street Deed within the Restriction Area shall irrevocably be subordinate to the ELUR and the ELUR shall (i) take precedence of the interest of the Town of Mansfield pursuant to the Village Street Deed and (ii) be entitled to the same right and privileges as the ELUR would have had if executed, delivered and recorded prior to the Village Street Deed.

Figure 2 – Cross-sections of restricted area

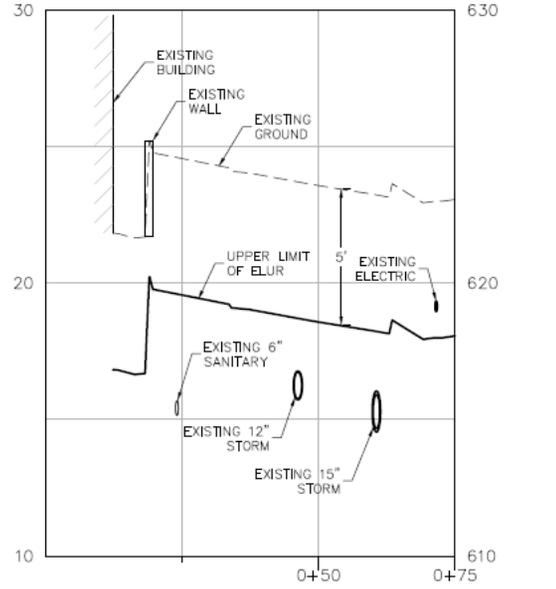
Plan



Cross-Section B-B'



Cross-Section C-C'



After Recording Return to:

Environmental Land Use Restriction Coordinator
State of Connecticut Department of Energy & Environmental Protection
Remediation Division
Bureau of Water Protection and Land Reuse
79 Elm Street
Hartford, CT 06106

DECLARATION OF ENVIRONMENTAL LAND USE RESTRICTION
AND GRANT OF EASEMENT

This Declaration of Environmental land use restriction and Grant of Easement is made this _____ day of _____, 2020, between Storrs Center Condominium II Association, Inc. (the "Grantor") and the Commissioner of Energy & Environmental Protection of the State of Connecticut (the "Grantee").

WITNESSETH:

WHEREAS, Grantor is the association of unit owners of Storrs Center Condominium II (the "Condominium"), said unit owners are the owners of certain real property (the "Property") constituting a portion of the Condominium, described below:

Street address: 33 Wilbur Cross Way, c/o Education Realty Trust, Inc
City/Town: Mansfield
State: Connecticut
Assessor's Map 16 Block 41 Lot 13.5-6C and/or Assessors' Account Number: 16 41 13 5-6A (VS5-6A), 16 41 13 5-5C (VS5-6C), 16 41 13-2A (VS5-6)
Volume and Page of Deed: Volume 800 at Page 356

A description of the property is attached hereto as Exhibit A, and which is made a part hereof;
and

WHEREAS, the Grantee has the authority to enter into this declaration of environmental land use restriction pursuant to sections 22a-5, 22a-6, and 22a-133o *et seq.* of the General Statutes; and

WHEREAS, the Grantee has determined that the environmental land use restriction set forth below is consistent with regulations adopted pursuant to section 22a-133k of the General Statutes; and

WHEREAS, the Grantee has determined that this environmental land use restriction will effectively protect human health and the environment from the hazards of pollution; and

WHEREAS, the Grantee's written approval of this environmental land use restriction is contained in the document attached hereto as Exhibit B (the Decision Document) which is made a part hereof; and

WHEREAS, the property or portion thereof identified in the class A-2 survey (the "Subject Area") which survey is attached hereto as Exhibit C which is made a part hereof, contains pollutants; and

WHEREAS, to prevent exposure to or migration of such pollutants and to abate hazards to human health and the environment, and in accordance with the Decision Document, the Grantor desires to impose certain restrictions upon the use, occupancy, and activities of and at the Subject Area, and to grant this environmental land use restriction to the Grantee on the terms and conditions set forth below; and

WHEREAS, Grantor intends that such restrictions shall run with the land and be binding upon and enforceable against Grantor and Grantor's successors and assigns;

NOW, THEREFORE, Grantor agrees as follows:

1. Purpose. In accordance with the Decision Document, the purpose of this environmental land use restriction is to assure that the use and activity at the property and the Subject Area is restricted in accordance with the requirements of the Decision Document attached hereto as Exhibit B.
2. Restrictions Applicable to the Subject Area: In furtherance of the purposes of this environmental land use restriction, Grantor shall assure that use, occupancy, and activity of and at the Subject Area are restricted in accordance with the requirements of the Decision Document, attached hereto as Exhibit B. Such restrictions shall remain in effect unless and until a release is obtained under paragraph 5 below.
3. Except as provided in Paragraph 4 below, no action shall be taken, allowed, suffered, or omitted if such action or omission is reasonably likely to:
 - i. Create a risk of migration of pollutants or a potential hazard to human health or the environment; or
 - ii. Result in a disturbance of the structural integrity of any engineering controls designed or utilized at the Property to contain pollutants or limit human exposure to pollutants.
4. Emergencies. In the event of an emergency which presents a significant risk to human health or the environment, the application of Paragraphs 2 and 3 above may be suspended, provided such risk cannot be abated without suspending said Paragraphs and the Grantor:
 - i. Immediately notifies the Grantee of the emergency;

- ii. Limits both the extent and duration of the suspension to the minimum reasonably necessary to adequately respond to the emergency;
- iii. Implements all measures necessary to limit actual and potential present and future risk to human health and the environment resulting from such suspension; and
- iv. After the emergency is abated, implements a plan approved in writing by the Grantee, on a schedule approved by the Grantee, to ensure that the Subject Area is remediated in accordance with R.C.S.A. sections 22a-133k-1 through 22a-133k-3, inclusive, or restored to its condition prior to such emergency.

5. Release of Restriction; Alterations of the Subject Area. Grantor shall not make, or allow or suffer to be made, any alteration of any kind in, to, or about any portion of the Subject Area inconsistent with this environmental land use restriction until a release has been approved by the Commissioner and such release is either recorded on the land records in the municipality where such parcel is located or the requirement to record such a release is waived by the Commissioner pursuant to section 22a-133o of the General Statutes. The Grantee shall not approve any permanent release of the Property from the provisions of this environmental land use restriction unless the Grantor demonstrates to the Grantee's satisfaction that Grantor has remediated the Subject Area in accordance with R.C.S.A. sections 22a-133k-1 through 22a-133k-3, inclusive.

6. Grant of Easement to the Grantee. Grantor hereby grants and conveys to the Grantee, the Grantee's agents, contractors, and employees, and to any person performing pollution remediation activities under the direction thereof, a non-exclusive easement (the "Easement") over the Subject Area and over such other parts of the Property as are necessary for access to the Subject Area or for carrying out any actions to abate a threat to human health or the environment associated with the Subject Area. Pursuant to this Easement, the Grantee, the Grantee's agents, contractors, and employees, and any person performing pollution remediation activities under the direction thereof, may enter upon and inspect the Property and perform such investigations and actions as the Grantee deems necessary for any one or more of the following purposes:

- i. Ensuring that use, occupancy, and activities of and at the Property are consistent with this environmental land use restriction;
- ii. Ensuring that any remediation implemented complies with R.C.S.A. sections 22a-133k-1 through 22a-133k-3, inclusive;
- iii. Performing any additional investigations or remediation necessary to protect human health and the environment;
- iv. Ensuring the structural integrity of any engineering controls described in Exhibit B of this environmental land use restriction and Grant of Easement and their continuing effectiveness in containing pollutants and limiting human exposure to pollutants.

7. Notice and Time of Entry onto Property. Entry onto the Property by the Grantee pursuant to this Easement shall be upon reasonable notice and at reasonable times, provided that entry shall not be subject to these limitations if the Grantee determines that immediate entry is necessary to protect human health or the environment.

8. Notice to Lessees and Other Holders of Interests in the Property. Grantor, or any future holder of any interest in the property, shall cause any lease, grant, or other transfer of any interest in the Property to

include a provision expressly requiring the lessee, grantee, or transferee to comply with this environmental land use restriction and Grant of Easement. The failure to include such provision shall not affect the validity or applicability to the Property of this environmental land use restriction and Grant of Easement.

9. Persons Entitled to Enforce Restrictions. The restrictions in this environmental land use restriction on use, occupancy, and activity of and at the Property shall be enforceable in accordance with section 22a-133p of the General Statutes.

10. Severability and Termination. If any court of competent jurisdiction determines that any provision of this environmental land use restriction or Grant of Easement is invalid or unenforceable, such provision shall be deemed to have been modified automatically to conform to the requirements for validity and enforceability as determined by such court. In the event that the provision invalidated is of such nature that it cannot be so modified, the provision shall be deemed deleted from this instrument as though it had never been included herein. In either case, the remaining provisions of this instrument shall remain in full force and effect. Further, in either case, the Grantor shall submit a copy of this restriction and of the Judgment of the Court to the Grantee in accordance with R.C.S.A. section 22a-133q-1(1). This environmental land use restriction shall be terminated if the Grantee provides notification pursuant to R.C.S.A. section 22a-133q-1(l).

11. Binding Effect. All of the terms, covenants and conditions of this environmental land use restriction and grant of easement shall run with the land and shall be binding on the Grantor, the Grantor's successors and assigns, and each owner and any other party entitled to possession or use of the Property during such period of ownership or possession.

12. Terms Used Herein. The definitions of terms used herein shall be the same as the definitions contained in sections 22a-133k-1 and 22a-133q-1 of the Regulations of Connecticut State Agencies as such sections existed on the date of execution of this environmental land use restriction.

Signature Page Follows

In witness whereof, the undersigned has/have executed this Environmental Land Use Restriction this _____ day of _____, 2020.

Witnessed by:

Storrs Center Condominium II Association, Inc.

Printed/Typed Name of Witness:

By: _____

Tom Trubiana
President of Storrs Center Condominium II
Association, Inc.

Printed/Typed Name of Witness:

The granting of this Environmental Land Use Restriction and the execution and delivery hereof by Tom Trubiana as President of the Grantor is authorized by the unanimous consent of the members of the executive board of Grantor as evidenced by the certificate of the Secretary of the Grantor and the unanimous consent of the unit owners of Storrs Center Condominium II Association, Inc, copies of which are included in Attachment 1 which is attached hereto and made a part hereof.

Mailing Address:

Street Address: 465 Meeting Street, Suite 500

City/Town: Charleston

State and Zip Code: SC 29403-4832

State of _____

County of _____

On this _____ day of _____, 2020 before me, Name of Notary Public or Commissioner of the Superior Court, the undersigned officer, personally appeared Thomas Trubiana, who acknowledged himself /herself to be the President of Storrs Center Condominium II Association, Inc., a corporation, and that he/she, as such President, being authorized to do so, executed the foregoing instrument for the purposes therein contained, by signing the name of the corporation by himself/herself as President.

In witness whereof I hereunto set my hand.

Notary Public or Commissioner of the Superior Court

Date Commission Expires _____

Grantee: The Grantee, the Commissioner of Energy & Environmental Protection or by the Commissioner's duly designated agent, Betsey Wingfield, Bureau Chief.

By: _____

Date:

Name: Betsey Wingfield

Its Duly Authorized: Bureau Chief

Mailing Address:

Bureau of Water Protection and Land Reuse

Connecticut Department of Energy & Environmental Protection

Street Address: 79 Elm Street

City/Town: Hartford

State and Zip Code: Connecticut 06106

[Acknowledgement for Signer for DEEP]

Exhibit A. Property Description (Metes and Bounds)

Portion of Storrs Center Condominium II
Error! Reference source not found.
Mansfield, CT

The Property Description (Metes and Bounds) is as follows:

Beginning at the intersection of southerly side of Royce Circle and westerly side of Wilbur Cross Way, said point being the northeast corner herein described parcel;

Thence S 42° 03' 15" E along the westerly side of Wilbur Cross Way a distance of 168.12' to a point;

Thence S 23° 37' 41" E along the westerly side of Wilbur Cross Way a distance of 180.86' to a point;

Thence S 07° 03' 25" W along the westerly side of Wilbur Cross Way a distance of 167.69' to a point of curvature;

Thence along the westerly side of Wilbur Cross Way, curving to the left, with an arc length of 11.34', a radius of 381.00', and included angle of 01° 42' 22", and a chord of 11.34' bearing S 06° 12' 14" W to a point;

Thence N. 84° 38' 57" W bounded southerly by land now or formerly of Storrs Center Alliance, LLC a distance of 5.62' to a point;

Thence N 33° 10' 20" W bounded westerly by land now or formerly of Storrs Center Alliance, LLC a distance of 19.39' to a point;

Thence S 57° 08' 47" W bounded southerly by land now or formerly of Storrs Center Alliance, LLC a distance of 48.36' to a point;

Thence N 32° 51' 13" W bounded westerly by land now or formerly The Estate of Nicholas and Georgia Haidous, Haidous Family Trust a distance of 125.00' to a point;

Thence N 57° 08' 47" E bounded northerly by land now or formerly of Storrs Associates, LLC a distance of 60.50' to a point;

Thence N 31° 36' 03" W bounded westerly by land now or formerly of Storrs Associates, LLC a distance of 327.51' to a point;

Thence S 58° 22' 21" W bounded southerly by land now or formerly of Storrs Associates, LLC a distance of 47.96' to a point of curvature;

Thence bounded westerly by lands now or formerly EDR-Leyland Storrs Phase 2 Condominium, curving to the right with an arc length of 30.07', a radius of 30.00' an included angle of 57° 26' 15", and a chord of 28.83' bearing N 16° 05' 21" E to a point of reverse compound curvature;

Thence bounded westerly by lands now or formerly EDR-Leyland Storrs Phase 2 Condominium, curving to the left, with arc length of 25.86', a radius of 30.00' an included angle of 49° 23' 13' and a chord of 25.07' bearing N 20° 06' 52" E to a point;

Thence N 04° 34' 45" W bounded westerly by land now or formerly of EDR Storrs, II, LLC a distance of 23.52' to a point in the southerly side of Royce Circle;

Thence S 81° 12' 30" E along the southerly side of Royce Circle a distance of 34.66' to a point;

Thence S 10° 26' 02" W along the southerly side of Royce Circle a distance of 9.16' to a point;

Thence N 71° 14' 34" E along the southerly side of Royce Circle a distance of 79.92' to the intersection of southerly side of Royce Circle and westerly side of Wilbur Cross Way which is the point of beginning.

Exhibit B. Decision Document Overview

Property/Facility Name (“Property”): Storrs Center Condominium II

Grantor Legal Name: Storrs Center Condominium II Association, Inc.

Address: Error! Reference source not found.

City/Town: Mansfield

The purpose of this Decision Document is to describe:

1. The type and location of substances present in soil, groundwater or soil vapor on or underlying the Property or portion thereof (“Subject Area”) which is the subject of the Environmental Land Use Restriction (ELUR);
2. The provisions of the ELUR and why such restrictions or limitations on the use of the Property or portion thereof are necessary to adequately protect human health and the environment; and
3. Description of the reason for the ELUR, including an explanation why such restriction is consistent with Sections 22a-133k-1 through 22a-133k-3, inclusive, of the Regulations of Connecticut State Agencies (RCSA).

This Decision Document consists of the following restriction(s), for which the applicable individual Restriction Forms are attached:

<u>Exposure of Inaccessible Soil Restriction</u>	Subject Area A
---	-----------------------

Public Notice of Grantor's Intent to Record an Environmental Land Use Restriction

(Check box that applies.)

Public Notice is not Required for Residential Activity Restriction ELUR

In accordance with Section 22a-133q-1(c)(2) of the RCSA, Public Notice need not be published if the proposed ELUR provides solely that the use of the subject Property, or portion thereof is restricted to industrial or commercial activities and the municipal zoning already limits the Property to such use.

or

Public Notice is Required for Proposed ELUR

(Enter information as requested.)

Date Published: 09/12/2017 Name of Newspaper: The Chronicle

and

(Check box that applies.)

No public comments were received.

or

A summary of all written public comments that were received within thirty (30) days after the date of publication of the Public Notice and a brief response to each comment is provided below:

Approval of this Decision Document is hereby granted.

GRANTEE: The Grantee, the Commissioner of the Department of Energy & Environmental Protection or by the Commissioner's duly designated agent, Betsey Wingfield, Bureau Chief, Bureau of Water Protection and Land Reuse.

Date

Betsey Wingfield, Bureau Chief
Bureau of Water Protection and Land Reuse
Connecticut Department of Energy & Environmental Protection

Exhibit B. Decision Document Restriction Form(s)
Cover Page

Exposure of Inaccessible Soil Restriction Form

Exhibit B. Decision Document

Exposure of Inaccessible Soil Restriction Form

In accordance with Section 22a-133k-2(b)(3) of the Regulations of Connecticut State Agencies (RCSA) **the Direct Exposure Criteria for substances other than polychlorinated biphenyls (PCBs) do not apply to inaccessible soil** at a release area provided that if such inaccessible soil is less than fifteen (15) feet below the ground surface an Environmental Land Use Restriction is in effect with respect to the subject Property or portion of such Property containing such release area, which ensures that such soils will not be exposed as a result of excavation, demolition or other activities and that any pavement which is necessary to render such soil inaccessible is maintained in good condition.¹

In accordance with Section 22a-133k-2(b)(3) of the RCSA **inaccessible soil containing PCBs** (as indicated below) may be left in place at a release area provided that if such inaccessible soil is less than (15) feet below the ground surface an Environmental Land Use Restriction is in effect with respect to the subject Property or portion of such Property containing such release area, which ensures that such soils will not be exposed as a result of excavation, demolition or other activities and that any pavement which is necessary to render such soil inaccessible is maintained in good condition.

For inaccessible soil polluted with PCBs, the following Direct Exposure Criteria apply:

- An alternative criterion, as approved in accordance with Section 22a-133k-2(d)(7); or
- Ten (10) ppm PCBs by weight; or
- Twenty-five (25) ppm PCBs by weight if such inaccessible soil is located on a Property which is another restricted access location, as defined in 40 Code of Federal Regulations Part 761.123 (40 CFR 761.123); or
- Twenty-five (25) ppm PCBs by weight if such inaccessible soil is located on a Property which is an outdoor electrical substation, as defined in 40 CFR 761.123; or
- Fifty (50) ppm PCBs by weight if such inaccessible soil is located on a Property which is an outdoor electrical substation, as defined in 40 CFR 761.123, and a label or notice is visibly placed in the area in accordance with 40 CFR Part 761.

Purpose:

The purpose of this Environmental Land Use Restriction (ELUR) is to ensure that polluted soil that is inaccessible (as defined in RCSA Section 22a-133k-1(32)) at the Subject Area(s) ("Subject Area") designated below will not be exposed as a result of excavation, demolition or other activities and that any pavement which is necessary to render such soil inaccessible is maintained in good condition.

Check the applicable box(es) to identify the Property-specific approach(es) taken to render the polluted soil inaccessible pursuant to RCSA Section 22a-133k-1(32), or "NA" (not applicable), as follows:

¹ For a complete description of the rationale for the restriction, see the referenced regulatory citation.

Declaration of Environmental Land Use Restriction and Grant of Easement
Error! Reference source not found., Mansfield, CT

Pursuant to RCSA Section 22a-133k-1(32):

The inaccessible soil is polluted soil which is more than four (4) feet below the ground surface.

or

NA

Restrictions Applicable to the Subject Area:

The Grantor shall ensure that use, occupancy, and activity of and at the Subject Area (as depicted on Exhibit C – Class A-2 Survey) are restricted as follows:

(Check box(es) for Option A and Option B, as applicable; enter Subject Area(s) designation.)

Option A – No Disturbance or **NA**
(Check applicable boxes.)

The polluted soil rendered inaccessible at Subject Area [redacted] will not be exposed as a result of excavation, demolition or other activities and any pavement which is necessary to render such soil inaccessible is maintained in good condition in accordance with RCSA Section 22a-133k-2(b)(3).

Excavation, demolition or other activities are prohibited below the ground surface (“No Disturbance”).

and

The ground surface at Subject Area [redacted] will be repaired when necessary to maintain the elevation and topography that existed prior to any disturbance caused by natural occurrences (such as erosion and frost heaves).

Option B – Allowable Limited Disturbance or **NA**
(Check applicable boxes.)

The polluted soil rendered inaccessible at Subject Area A is at a depth of 7 feet below the ground surface and will not be exposed as a result of excavation, demolition or other activities and any pavement which is necessary to render such soil inaccessible is maintained in good condition in accordance with RCSA Section 22a-133k-2(b)(3).

Excavation, demolition or other activities are prohibited at depths greater than 5 feet below the ground surface (“Allowable Limited Disturbance”).

and

The ground surface at Subject Area A will be repaired when necessary to maintain the elevation and topography that existed prior to any Allowable Limited Disturbance or any disturbances by natural occurrences (such as erosion and frost heaves).

and/or

Declaration of Environmental Land Use Restriction and Grant of Easement
Error! Reference source not found., Mansfield, CT

Pursuant to RCSA Section 22a-133k-1(32):

The inaccessible soil is polluted soil which is more than two (2) feet below a paved surface comprised of a minimum of three (3) inches of bituminous concrete or concrete, which two (2) feet may include the depth of any material used as sub-base for the pavement.

or

NA

Restrictions Applicable to the Subject Area:

The Grantor shall ensure that use, occupancy, and activity of and at the Subject Area (as depicted on Exhibit C – Class A-2 Survey) are restricted as follows:

(Check box(es) for Option A and Option B, as applicable; enter Subject Area(s) designation.)

Option A – No Disturbance or **NA**
(Check all boxes.)

The polluted soil rendered inaccessible at Subject Area [redacted] will not be exposed as a result of excavation, demolition or other activities and any pavement which is necessary to render such soil inaccessible is maintained in good condition in accordance with RCSA Section 22a-133k-2(b)(3).

Excavation, demolition or other activities are prohibited below the paved surface (“No Disturbance”).

and

The pavement at Subject Area [redacted] will be maintained in good condition in accordance with the maintenance and monitoring plan specified below.

Title and Date: [redacted]

and, in addition

The maintenance and monitoring plan includes provisions to repair the pavement at the Subject Area when necessary to maintain the elevation and topography that existed prior to any disturbance caused by natural occurrences (such as erosion and frost heaves).

Option B – Allowable Limited Disturbance or **NA**
(Check all boxes.)

The polluted soil rendered inaccessible at Subject Area [redacted] is at a depth of insert depth (feet) below a paved surface and will not be exposed as a result of excavation, demolition or other activities and any pavement which is necessary to render such soil inaccessible is maintained in good condition in accordance with RCSA Section 22a-133k-2(b)(3).

Excavation, demolition or other activities are prohibited at depths greater than insert depth of allowable disturbance (feet), see instructions for acceptable depths below the paved surface (“Allowable Limited Disturbance”).

and

The pavement at Subject Area [redacted] will be maintained in good condition in accordance with the maintenance and monitoring plan specified below.

Title and Date: [redacted]

and, in addition

The maintenance and monitoring plan includes provisions to repair the pavement at the Subject Area when necessary to maintain the elevation and topography that existed prior to any Allowable Limited Disturbance or any disturbance by natural occurrences (such as erosion and frost heaves).

and/or

Declaration of Environmental Land Use Restriction and Grant of Easement
Error! Reference source not found., Mansfield, CT

Pursuant to RCSA Section 22a-133k-1(32):

- 1) The inaccessible soil is polluted soil which is polluted fill beneath a bituminous concrete or concrete surface comprised of a minimum of three (3) inches of bituminous concrete or concrete if such fill is (i) polluted in excess of applicable Direct Exposure Criteria only by semi-volatile substances or petroleum hydrocarbons that are normal constituents of bituminous concrete, (ii) polluted by metals in concentrations not in excess of two (2) times the applicable Direct Exposure Criteria, or (iii) any combination of the substances or limits identified in clause (i) or (ii).

or

NA

Restrictions Applicable to the Subject Area:

The Grantor shall ensure that use, occupancy, and activity of and at the Subject Area (as depicted on Exhibit C – Class A-2 Survey) are restricted as follows:

(Check box(es) for Option A and Option B, as applicable; enter Subject Area(s) designation.)

Option A – No Disturbance or **NA**
(Check all boxes.)

- The polluted soil rendered inaccessible at Subject Area [redacted] will not be exposed as a result of excavation, demolition or other activities and any pavement which is necessary to render such soil inaccessible is maintained in good condition in accordance with RCSA Section 22a-133k-2(b)(3).

Excavation, demolition or other activities are prohibited below the paved surface (“No Disturbance”).

and

- The pavement at Subject Area [redacted] will be maintained in good condition in accordance with the maintenance and monitoring plan specified below.

Title and Date: [redacted]

and, in addition

- The maintenance and monitoring plan includes provisions to repair the pavement at the Subject Area when necessary to maintain the elevation and topography that existed prior to any disturbance caused by natural occurrences (such as erosion and frost heaves).

Option B – Allowable Limited Disturbance or **NA**
(Check all boxes.)

- The polluted soil rendered inaccessible at Subject Area [redacted] is at a depth of insert depth (feet) below a paved surface and will not be exposed as a result of excavation, demolition or other activities and any pavement which is necessary to render such soil inaccessible is maintained in good condition in accordance with RCSA Section 22a-133k-2(b)(3).

Excavation, demolition or other activities are prohibited at depths greater than insert depth of allowable disturbance (feet), see instructions for acceptable depths below the paved surface (“Allowable Limited Disturbance”).

and

- The pavement at Subject Area [redacted] will be maintained in good condition in accordance with the maintenance and monitoring plan specified below.

Title and Date: [redacted]

and, in addition

- The maintenance and monitoring plan includes provisions to repair the pavement at the Subject Area when necessary to maintain the elevation and topography that existed prior to any Allowable Limited Disturbance or any disturbance by natural occurrences (such as erosion and frost heaves)

and/or

Declaration of Environmental Land Use Restriction and Grant of Easement
Error! Reference source not found., Mansfield, CT

Pursuant to RCSA Section 22a-133k-1(32):

- 2) The inaccessible soil is polluted soil which is beneath an existing building.
or
 NA

Restrictions Applicable to the Subject Area:

The Grantor shall ensure that use, occupancy, and activity of and at the Subject Area (as depicted on Exhibit C – Class A-2 Survey) are restricted as follows:

(Check box(es) for Option A and Option B, as applicable; enter Subject Area(s) designation.)

Option A – No Disturbance or **NA**
(Check applicable boxes.)

- The polluted soil rendered inaccessible at Subject Area will not be exposed as a result of excavation, demolition or other activities in accordance with RCSA Section 22a-133k-2(b)(3). The concrete building slab or foundation shall not be disturbed in any manner by activities such as demolition, excavation or other intrusive activities (“No Disturbance”).

and

- The concrete building slab or foundation at Subject Area [redacted] will be repaired when necessary to maintain the conditions that existed prior to any disturbance caused by natural occurrences.

and, in addition

(Check box that applies.)

- Demolition of the **building at the Subject Area** is not permitted.

or

- Demolition of the **entire building** (including portions outside the Subject Area) is not permitted.

Option B – Allowable Limited Disturbance or **NA**
(Check applicable boxes.)

- The polluted soil rendered inaccessible at Subject Area [redacted] is at a depth of insert depth (feet) beneath the concrete building slab or foundation and will not be exposed as a result of excavation, demolition or other activities in accordance with RCSA Section 22a-133k-2(b)(3).

Excavation, demolition or other activities are prohibited at depths greater than insert depth of allowable disturbance (feet), see instructions for acceptable depths beneath the concrete building slab or foundation (“Allowable Limited Disturbance”).

and

- The concrete building slab or foundation at Subject Area [redacted] will be repaired when necessary to maintain the conditions that existed prior to any Allowable Limited Disturbance or any disturbance by natural occurrences.

and, in addition

(Check box that applies.)

- Demolition of the **building at the Subject Area** is not permitted.

or

- Demolition of the **entire building** (including portions outside the Subject Area) is not permitted.

and/or

Declaration of Environmental Land Use Restriction and Grant of Easement
Error! Reference source not found., Mansfield, CT

Pursuant to RCSA Section 22a-133k-1(32):

- 3) The inaccessible soil is polluted soil which is beneath an existing permanent structure provided written notice that such structure will be used to prevent human contact with such soil has been provided to the Commissioner.

Description of permanent structure: [REDACTED]

Date of notice submitted to Commissioner for use of permanent structure: [REDACTED]

or

NA

Restrictions Applicable to the Subject Area:

The Grantor shall ensure that use, occupancy, and activity of and at the Subject Area (as depicted on Exhibit C – Class A-2 Survey) are restricted as follows:

(Check box(es) for Option A and Option B as applicable; enter Subject Area(s) designation.)

Option A – No Disturbance or **NA**
(Check applicable boxes.)

- The polluted soil rendered inaccessible at Subject Area [REDACTED] will not be exposed as a result of excavation, demolition or other activities in accordance with RCSA Section 22a-133k-2(b)(3). The permanent structure shall not be disturbed in any manner by activities such as demolition, excavation or other intrusive activities (“No Disturbance”).

and

- The permanent structure at Subject Area [REDACTED] will be repaired when necessary to maintain the conditions that existed prior to any disturbance caused by natural occurrences.

and, in addition

(Check box that applies.)

- Demolition of the **permanent structure at the Subject Area** is not permitted.

or

- Demolition of the **entire permanent structure** (including portions outside the Subject Area) is not permitted.

Option B – Allowable Limited Disturbance or **NA**
(Check applicable boxes.)

- The polluted soil rendered inaccessible at Subject Area [REDACTED] is at a depth of insert depth (feet) beneath the permanent structure and will not be exposed as a result of excavation, demolition or other activities in accordance with RCSA Section 22a-133k-2(b)(3).

Excavation, demolition or other activities are prohibited at depths greater than insert depth of allowable disturbance (feet), see instructions for acceptable depths beneath the permanent structure (“Allowable Limited Disturbance”).

and

- The permanent structure at Subject Area [REDACTED] will be repaired when necessary to maintain the conditions that existed prior to any Allowable Limited Disturbance or any disturbance by natural occurrences.

and, in addition

(Check box that applies)

- Demolition of the **permanent structure at the Subject Area** is not permitted.

or

- Demolition of the **entire permanent structure** (including portions outside the Subject Area) is not permitted.

Declaration of Environmental Land Use Restriction and Grant of Easement
Error! Reference source not found., Mansfield, CT
AND

Type and Location of Substances at Subject Area:

(At concentrations greater than the Direct Exposure Criteria for soil)

(Enter the type of substances, e.g., by substance name or category, at each Subject Area.)

Polycyclic Aromatic Hydrocarbons(PAHs) and Extractable Total Petroleum Hydrocarbons (ETPH)

Reasons Restriction or Limitation are Necessary to Adequately Protect Human Health and the Environment:

If humans were to come into contact with the substance(s) present in such polluted soil, these substance(s) may pose an unacceptable risk to human health.

Provided the soil is not exposed such that people may come in contact with it, such polluted soil does not pose an unacceptable risk to human health.

Restriction or Limitation is Consistent with the Remediation Standard Regulations (RSRs) Sections 22a-133k-1 through 22a-133k-3, inclusive, of the RCSA, as amended, and as follows:

(Check applicable boxes; enter Subject Area(s) designation.)

The Direct Exposure Criteria for substances other than polychlorinated biphenyls (PCBs) do not apply to inaccessible soil (as defined in RCSA Section 22a-133k-1(32)) at Subject Area A.

and/or

The Direct Exposure Criteria for PCBs applied to inaccessible soil (as defined in RCSA Section 22a-133k-1(32)) at Subject Area [redacted] are:

(Check applicable box(es).)

An alternative criterion, as approved in accordance with Section 22a-133k-2(d)(7); or

Ten (10) ppm PCBs by weight; or

Twenty-five (25) ppm PCBs by weight if such inaccessible soil is located on a Property which is an other restricted access location, as defined in 40 Code of Federal Regulations Part 761.123 (40 CFR 761.123; or

Twenty-five (25) ppm PCBs by weight if such inaccessible soil is located on a Property which is an outdoor electrical substation, as defined in 40 CFR 761.123; or

Fifty (50) ppm PCBs by weight if such inaccessible soil is located on a Property which is an outdoor electrical substation, as defined in 40 CFR 761.123, and a label or notice is visibly placed in the area in accordance with 40 CFR Part 761.

and

Such soils will not be exposed as a result of excavation, demolition or other activities and any pavement which is necessary to render such soil inaccessible is maintained in good condition in accordance with RCSA Section 22a-133k-2(b)(3).

Exhibit B. Decision Document

Exposure of Inaccessible Soil Restriction Form

Supplemental Information

If alternative language is proposed, complete the following:

Explain why alternative language is needed:

The proposed alternative language is:

If pertinent to the Application, enter additional information below (optional):

Text box - enter text directly or copy and paste Word Document into the space provided (unlimited).

- ✓ Insert electronic copies of tables and figures below.
- ✓ If applicable, insert electronic copy of EPA's approval of the PCBs Notification pursuant to 40 CFR Part 761.61 below.
- ✓ Insert electronic copies of **extra Forms** as needed (found on the [Environmental Land Use Restrictions](#) webpage). These **will be included in the final ELUR** package.

Release Area Soil and Data Table



**Town of Mansfield
Agenda Item Summary**

A handwritten signature in black ink, appearing to read "John C. Carrington".

To: Town Council
From: John C. Carrington, Interim Town Manager
CC: Cynthia van Zelm, Executive Director, Mansfield Downtown Partnership, Inc.
Date: June 8, 2020
Re: Memorandum of Understanding between Town of Mansfield/University of Connecticut/Mansfield Downtown Partnership, Inc. for Operations of the Mansfield Downtown Partnership, Inc.

Subject Matter/Background

Since 2001, the Town and the University of Connecticut (UConn) have been financially supporting the operations of the Mansfield Downtown Partnership (MDP). On January 23, 2017, the Town Council approved a three year Memorandum of Understanding (MOU) to memorialize the longstanding relationship between the three parties.

The current MOU will expire on June 30, 2020. On May 7, 2020, the Mansfield Downtown Partnership Board of Directors approved extending the MOU for three years until June 30, 2023. Counsel in the University of Connecticut's General Counsel's Office has reviewed and approved the revised MOU.

The MOU continues to recognize that the financial and other contributions from the parties may need to change from time-to-time, and that this process will be conducted in a collaborative manner. There are no substantive changes from the MOU approved by the Council in 2017.

Financial Impact

The Town Council approved budget for FY2020-2021 includes a \$150,000 contribution to the Mansfield Downtown Partnership, which continues to be matched equally by UConn.

Legal Review

The Town Attorney had previously reviewed and approved the MOU in 2017.

Recommendation

I recommend that the Council authorize me to execute the MOU.

The following motion would be in order:

Move, effective July 1, 2020, to authorize Interim Town Manager John Carrington to execute the Memorandum of Understanding (MOU) between the Town of Mansfield/University of Connecticut/Mansfield Downtown Partnership, Inc. re: Operations of the Mansfield Downtown Partnership with a Term expiring on June 30, 2023.

Attachments

- 1) Red line of changes from 2017 Memorandum of Understanding Between Town of Mansfield/University of Connecticut/Mansfield Downtown Partnership, Inc. for Operations of the Mansfield Downtown Partnership, Inc.
- 2) Clean copy of proposed Memorandum of Understanding Between Town of Mansfield/University of Connecticut/Mansfield Downtown Partnership, Inc. for Operations of the Mansfield Downtown Partnership, Inc. through June 30, 2023

~~January 14, 2017~~ Approved by Mansfield Downtown Partnership Board of Directors on May 7, 2020

**DRAFT
MEMORADUM OF UNDERSTANDING**

Town of Mansfield/University of Connecticut/Mansfield Downtown Partnership, Inc.

Operations of the Mansfield Downtown Partnership, Inc.

Whereas, the Mansfield Downtown Partnership, Inc. (“MDP”) was organized to promote the rehabilitation and public use of the Town of Mansfield’s Storrs Center, King Hill Road and Four Corner areas;

Whereas, the Town of Mansfield (“Mansfield”) and the University of Connecticut (“UConn”) have each supported MDP’s mission of promoting the rehabilitation and public use of Storrs Center, a mixed use retail and residential development;

~~**Whereas**, MDP recently completed a strategic plan, attached hereto as Exhibit A (the “Plan”), that, among other things, recommends strategies for MDP’s continued support of the economic development and operations at Storrs Center and for expanding MDP’s support to other rehabilitation and development initiatives in the area surrounding Storrs Center (“Downtown Storrs”);~~

Whereas, the three year Memorandum of Understanding between MDP, Mansfield, and UConn to support the economic development and operations at Storrs Center, and support the rehabilitation and development in the area surrounding Storrs Center (“Downtown Storrs”) will expire on June 30, 2020;

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~~**Whereas**, MDP, Mansfield and UConn wish to enter into this Memorandum of Understanding (“MOU”)~~**Memorandum of Understanding (“MOU”)** to describe how MDP will fulfill ~~the certain~~ objectives outlined in ~~the this Plan~~MOU and how Mansfield and UConn will each support MDP’s activities and undertakings in furtherance of the objectives outlined in the ~~Plan~~MOU;

Now therefore, Mansfield, UConn, and MDP do hereby agree as follows:

1. **Purpose; Term and Limitations.**

(a) Purpose. This MOU outlines MDP’s commitment to fulfill the objectives outlined in the ~~Plan~~MOU and describes how Mansfield and UConn each anticipate supporting MDP’s activities and undertakings in furtherance of the objectives outlined in the ~~Plan~~MOU.

(b) Term. This MOU will commence on the date it is signed by all of the parties and will continue until June 30, ~~2020~~2023, unless earlier terminated as provided herein.

(c) Limitations. This MOU is not a binding contractual obligation of the parties and no legally binding obligations are created by this MOU. Any party can terminate its respective commitments under this MOU at any time by giving sixty (60) days prior written notice of such termination to the other parties hereto.

2. MDP Commitments. MDP hereby commits to engage in the following activities and undertakings to fulfill the objectives outlined in the Plan in the manner described below.

(a) Economic Development. MDP will assist in economic development and operational activities by:

- i. Promoting business retention/attraction to Downtown Storrs;
- ii. Promoting positive commercial tenant relations;
- iii. Convening regular meetings with commercial merchants;
- iv. Developing and maintaining a regular occupancy recording and reporting tool;
- v. Developing an annual report card on the state of Downtown Storrs; and
- vi. Assist with disaster recovery for the Downtown Storrs private sector.

(b) Infrastructure. MDP will assist in managing and providing oversight of infrastructure in Downtown Storrs by:

- i. Managing the Nash-Zimmer Transportation Center in a manner agreed to with Mansfield from time to time;
- ii. Overseeing maintenance of public infrastructure in consultation with Mansfield's Facilities and Public Works staff;
- iii. Supporting maintenance of private infrastructure by ~~weekly~~regular walkthroughs, reports and follow-up conversations with apartment and commercial property owners;
- iv. Coordinating private visible infrastructure maintenance with apartment and commercial property owners i.e., building facades, windows, parking areas;

- v. Continuing to evaluate and revise (as necessary) the Storrs Center Special Design District Guidelines with Mansfield's staff;
- vi. Implementing plans for continued beautification and wayfinding signage with Storrs Center Public Spaces Study as a guide; and
- vii. Preparing and/or managing grant applications to fund continued improvements for Downtown Storrs.

(c) Position/Promotion. MDP will assist in positioning and promoting Downtown Storrs as a regional arts, entertainment, dining and recreational destination where people choose to live, work and visit by:

- i. Coordinating, developing, and managing special events;
- ii. Promoting Downtown Storrs at local and national conferences;
- iii. Advocating for Downtown Storrs at all levels of government including as part of consortium of Connecticut downtowns (through CT Main Street Center);
- iv. Positioning and marketing Downtown Storrs as a regional destination by managing the ~~development and~~ implementation of ~~a comprehensive Downtown Storrs Marketing Plan~~its Positioning & Marketing Development Plan; and
- v. Acting as ombudsman/concierge of Downtown Storrs addressing citizen interests and concerns and serving as the liaison organization/communications hub for Mansfield and UConn, as well as property owners and businesses for Downtown Storrs issues by:
 - 1. Developing and distributing monthly informational e/newsletter to merchants, owners, students, residents, etc.;
 - 2. ~~Developing and ma~~Managing a welcome center at the Nash-Zimmer Transportation Center for visitors to Downtown Storrs; and
 - 3. Positioning and marketing MDP as the one-stop place to go for questions, resources, etc. relating to Downtown Storrs.

(d) Organization. MDP will also support organization functions that enhance the above priorities and continue to staff and facilitate related Downtown meetings (i.e., Operations, Merchant, Parking, etc.).

3. **Mansfield's Commitments.** Mansfield agrees to reasonably assist MDP's activities and undertakings in furtherance of the objectives outlined in the Plan in the manner described below.

(a) **Financial Support.** Mansfield will provide financial support to MDP and its programs, in amounts and at times mutually agreed upon by MDP and Mansfield from time to time.

(b) **MDP Board Appointments.** Mansfield will designate representatives to serve on MDP's Board of Directors pursuant to MDP's bylaws and other governing documents.

(c) **Staff Access.** Mansfield will use reasonable efforts to make Mansfield's staff available to assist MDP with the management and promotion of Downtown Storrs.

(d) **Administrative Services.** Mansfield will provide financial management, information technology, employee benefits and limited human resources services as may be mutually agreed upon by MDP and Mansfield from time to time.

4. **UConn's Commitments.** UConn agrees to reasonably assist MDP's activities and undertakings in furtherance of the objectives outlined in the Plan in the manner described below.

(a) **Financial Support.** UConn will provide financial support to MDP and its programs, in amounts and at times mutually agreed upon by MDP and UConn from time to time.

(b) **MDP Board Appointments.** UConn will designate representatives to serve on MDP's Board of Directors pursuant to MDP's bylaws and other governing documents.

(c) **Staff Access.** UConn will use reasonable efforts to make UConn's staff available to assist MDP with the management and promotion of Downtown Storrs.

5. **Annual Review.** MDP, Mansfield and UConn will designate representatives to meet and discuss MDP's progress in fulfilling the objectives outlined in the Plan and the respective assistance and financial support being provided by Mansfield and UConn. Such meetings are expected to take place at least on an annual basis during the month of October.

[signature page follows]

[Signature Page to Memorandum of Understanding]

IN WITNESS WHEREOF, the Parties have executed this MOU as of the date first above written.

THE TOWN OF MANSFIELD

By: _____
~~Matthew W. Hart~~ John C. Carrington
~~Interim~~ Town Manager

Date: _____

THE UNIVERSITY OF CONNECTICUT

By: _____
Scott Jordan
Executive Vice President for Administration
and Chief Financial Officer

Date: _____

**THE MANSFIELD DOWNTOWN
PARTNERSHIP, INC.**

By: _____
Cynthia van Zelm
Executive Director

Date: _____

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Exhibit A - MDP Strategic Plan (September 1, 2016)

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Approved by Mansfield Downtown Partnership Board of Directors on May 7, 2020

**DRAFT
MEMORADUM OF UNDERSTANDING**

Town of Mansfield/University of Connecticut/Mansfield Downtown Partnership, Inc.

Operations of the Mansfield Downtown Partnership, Inc.

Whereas, the Mansfield Downtown Partnership, Inc. (“MDP”) was organized to promote the rehabilitation and public use of the Town of Mansfield’s Storrs Center, King Hill Road and Four Corner areas;

Whereas, the Town of Mansfield (“Mansfield”) and the University of Connecticut (“UConn”) have each supported MDP’s mission of promoting the rehabilitation and public use of Storrs Center, a mixed use retail and residential development;

Whereas, the three year Memorandum of Understanding between MDP, Mansfield, and UConn to support the economic development and operations at Storrs Center, and support the rehabilitation and development in the area surrounding Storrs Center (“Downtown Storrs”) will expire on June 30, 2020;

Whereas, MDP, Mansfield and UConn wish to enter into this Memorandum of Understanding (“MOU”) to describe how MDP will fulfill certain objectives outlined in this MOU and how Mansfield and UConn will each support MDP’s activities and undertakings in furtherance of the objectives outlined in the MOU;

Now therefore, Mansfield, UConn, and MDP do hereby agree as follows:

1. **Purpose; Term and Limitations.**

(a) **Purpose.** This MOU outlines MDP’s commitment to fulfill the objectives outlined in the MOU and describes how Mansfield and UConn each anticipate supporting MDP’s activities and undertakings in furtherance of the objectives outlined in the MOU.

(b) **Term.** This MOU will commence on the date it is signed by all of the parties and will continue until June 30, 2023, unless earlier terminated as provided herein.

(c) **Limitations.** This MOU is not a binding contractual obligation of the parties and no legally binding obligations are created by this MOU. Any party can terminate its respective commitments under this MOU at any time by giving sixty (60) days prior written notice of such termination to the other parties hereto.

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- i. Promoting business retention/attraction to Downtown Storrs;
- ii. Promoting positive commercial tenant relations;
- iii. Convening regular meetings with commercial merchants;
- iv. Developing and maintaining a regular occupancy recording and reporting tool;
- v. Developing an annual report card on the state of Downtown Storrs;
and
- vi. Assist with disaster recovery for the Downtown Storrs private sector.

(b) Infrastructure. MDP will assist in managing and providing oversight of infrastructure in Downtown Storrs by:

- i. Managing the Nash-Zimmer Transportation Center in a manner agreed to with Mansfield from time to time;
- ii. Overseeing maintenance of public infrastructure in consultation with Mansfield's Facilities and Public Works staff;
- iii. Supporting maintenance of private infrastructure by regular walkthroughs, reports and follow-up conversations with apartment and commercial property owners;
- iv. Coordinating private visible infrastructure maintenance with apartment and commercial property owners i.e., building facades, windows, parking areas;
- v. Continuing to evaluate and revise (as necessary) the Storrs Center Special Design District Guidelines with Mansfield's staff;
- vi. Implementing plans for continued beautification and wayfinding signage with Storrs Center Public Spaces Study as a guide; and
- vii. Preparing and/or managing grant applications to fund continued improvements for Downtown Storrs.

(c) Position/Promotion. MDP will assist in positioning and promoting Downtown Storrs as a regional arts, entertainment, dining and recreational destination where people choose to live, work and visit by:

- i. Coordinating, developing, and managing special events;
- ii. Promoting Downtown Storrs at local and national conferences;
- iii. Advocating for Downtown Storrs at all levels of government including as part of consortium of Connecticut downtowns (through CT Main Street Center);
- iv. Positioning and marketing Downtown Storrs as a regional destination by managing the implementation of its Positioning & Marketing Development Plan; and
- v. Acting as ombudsman/concierge of Downtown Storrs addressing citizen interests and concerns and serving as the liaison organization/communications hub for Mansfield and UConn, as well as property owners and businesses for Downtown Storrs issues by:
 - 1. Developing and distributing monthly informational e/newsletter to merchants, owners, students, residents, etc.;
 - 2. Managing a welcome center at the Nash- Zimmer Transportation Center for visitors to Downtown Storrs; and
 - 3. Positioning and marketing MDP as the one-stop place to go for questions, resources, etc. relating to Downtown Storrs.

(d) Organization. MDP will also support organization functions that enhance the above priorities and continue to staff and facilitate related Downtown meetings (i.e., Operations, Merchant, Parking, etc.).

3. Mansfield's Commitments. Mansfield agrees to reasonably assist MDP's activities and undertakings in furtherance of the objectives outlined in the Plan in the manner described below.

(a) Financial Support. Mansfield will provide financial support to MDP and its programs, in amounts and at times mutually agreed upon by MDP and Mansfield from time to time.

(b) MDP Board Appointments. Mansfield will designate representatives to serve on MDP's Board of Directors pursuant to MDP's bylaws and other governing documents.

(c) Staff Access. Mansfield will use reasonable efforts to make Mansfield's staff available to assist MDP with the management and promotion of Downtown Storrs.

(d) Administrative Services. Mansfield will provide financial management, information technology, employee benefits and limited human resources services as may be mutually agreed upon by MDP and Mansfield from time to time.

4. UConn's Commitments. UConn agrees to reasonably assist MDP's activities and undertakings in furtherance of the objectives outlined in the Plan in the manner described below.

(a) Financial Support. UConn will provide financial support to MDP and its programs, in amounts and at times mutually agreed upon by MDP and UConn from time to time.

(b) MDP Board Appointments. UConn will designate representatives to serve on MDP's Board of Directors pursuant to MDP's bylaws and other governing documents.

(c) Staff Access. UConn will use reasonable efforts to make UConn's staff available to assist MDP with the management and promotion of Downtown Storrs.

5. Annual Review. MDP, Mansfield and UConn will designate representatives to meet and discuss MDP's progress in fulfilling the objectives outlined in the Plan and the respective assistance and financial support being provided by Mansfield and UConn. Such meetings are expected to take place at least on an annual basis during the month of October.

[signature page follows]

[Signature Page to Memorandum of Understanding]

IN WITNESS WHEREOF, the Parties have executed this MOU as of the date first above written.

THE TOWN OF MANSFIELD

By: _____

John C. Carrington
Interim Town Manager

Date: _____

THE UNIVERSITY OF CONNECTICUT

By: _____

Scott Jordan
Executive Vice President for Administration
and Chief Financial Officer

Date: _____

**THE MANSFIELD DOWNTOWN
PARTNERSHIP, INC.**

By: _____

Cynthia van Zelm
Executive Director

Date: _____

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**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: John C. Carrington, Interim Town Manager
CC: Cynthia van Zelm, Executive Director, Mansfield Downtown Partnership, Inc.;
Cherie Trahan, Director of Finance; Jaime Russell, Information Technology
Director; Holly Schaefer, Director of Human Resources
Date: June 8, 2020
Re: Agreement between the Town of Mansfield and the Mansfield Downtown
Partnership, Inc. for Employee Benefits, Financial Management, Information
Technology, and Risk Management Services

Subject Matter/Background

The current Agreement (“Agreement”) between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for Employee Benefits, Financial Management, Information Technology, and Risk Management Services will expire on June 30, 2020. Suggested changes from the Town’s Director of Finance Cherie Trahan, Information Technology Director Jaime Russell, and Director of Human Resources Holly Schaefer have been incorporated into the draft new Agreement.

On May 7, 2020, the Mansfield Downtown Partnership Board of Directors approved extending the Agreement for three years until June 30, 2023.

The Partnership budget for FY2020/2021 includes \$7,690 for information technology services and \$2,740 for financial management/human resources services provided by the Town. The amount is adjusted every year in consultation with the Director of Finance and the Information Technology Director. The Partnership pays for these services on a quarterly basis.

Financial Impact

The Town will receive \$10,430 in revenue in the FY2020/2021 for services provided to the Partnership.

Legal Review

The Town Attorney had previously reviewed and approved the Agreement in 2018.

Recommendation

I recommend that the Council authorize me to execute the proposed Agreement between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for

Employee Benefits, Financial Management, Information Technology, and Risk Management Services

The following motion would be in order:

Move, effective July 1, 2020, to authorize Interim Town Manager John Carrington to execute the Agreement between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for Employee Benefits, Financial Management, Information Technology, and Risk Management Services, with a Term expiring on June 30, 2023.

Attachments

- 1) Red line of changes from 2018 Agreement between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for Employee Benefits, Financial Management, Information Technology, and Risk Management Services
- 2) Clean copy of proposed Agreement between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for Employee Benefits, Financial Management, Information Technology, and Risk Management Services through June 30, 2023

Approved by Mansfield Downtown Partnership Board of Directors on May 7, 2020
DRAFT Agreement between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for Employee Benefits, Financial Management, Information Technology, and Risk Management Services

This Agreement made this ____ day of _____, 20__ by and between the Town of Mansfield (hereinafter referred to as the “Town”), and the Mansfield Downtown Partnership, Inc., the Town of Mansfield’s authorized municipal development agent for Storrs Center and a 501 (c) (3) non-profit organization (hereinafter referred to as the “MDP”), collectively referred to as the Parties.

Whereas, the Town and the MDP share certain employee benefits, human resources, financial management, and information technology services;

Whereas, the Parties collectively have the necessary staffing, equipment and materials to undertake these activities;

Whereas, mutually agreeable cooperation efforts would benefit both the Town and the Partnership;

Now therefore, the parties do mutually agree as follows:

I. The Town Agrees to:

Employee Benefits and Human Resources Services

- A. The Town, working through its ~~Town Manager and his/her designee (e.g., Assistant Town Manager)~~Human Resources Department, shall perform and carry out in a satisfactory and proper manner a scope of services acceptable to the Parties, for the purpose of providing to ~~the MDP the employees~~ benefits and human resources services support described in this Agreement.
- B. The Town shall provide the MDP with ~~employee benefits and limited human resources services~~ human resource services that assist in supporting the MDP ~~staff~~employees in the following areas:
- ~~Employee wellness programming~~
 - ~~Flexible benefits plan administration~~
 - ~~Health and dental insurance plan administration~~
 - ~~Life insurance plan administration~~
 - ~~Disability insurance plan administration~~
 - ~~Retirement plan administration (e.g. 457 plan, Roth IRA plan, 403b plan)~~
 - ~~Other employee benefits~~
 - ~~Recruitment and onboarding of employees~~
 - ~~Personnel file management~~

• **Benefits:**

- Medical, dental, vision and flexible spending accounts insurance plan administration
- Short term and long term disability administration
- Family Medical Leave (FMLA) administration
- Life insurance plan administration
- Retirement plan administration (457, Roth IRA, 403b plans)

• **Employee Relations:**

- Unemployment compensation claims
- Performance management

• **Personnel System Administration:**

- Process payroll changes and updating salary schedules
- Updating employee information (tax forms, address, direct deposit, etc.)
- Maintaining documents in personnel files

• **Recruitment:**

- Posting positions
- Screening candidates
- Scheduling interviews
- Extending offers of employment
- Completion of on-boarding documents

• **Training and Development:**

- Mandatory sexual harassment training
- Employee wellness

Financial Management

- A. The Town, working through its Director of Finance, shall perform and carry out in a satisfactory and proper manner a scope of services acceptable to the Parties, for the purpose of providing to the MDP the financial management services described in this Agreement.
- B. The Town shall provide the MDP with financial management services that assist in supporting the MDP staff in the following areas:
- An automated cash disbursement system, which shall provide for a systemic paying of bills
 - An automated cash receipts system which will systemically record the receipt of cash
 - A fully operational payroll system, including all necessary federal and state reporting
 - Accounting and bookkeeping services, with monthly trial balance preparation for all funds and account groups
 - An automated budget for all funds

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- Provide fully operational General Ledger system from which the Partnership can prepare computer-generated financial reports
- Prepare computer-generated quarterly financial reports for all funds and account groups
- Prepare an Annual Financial Report in accordance with generally accepted accounting principle (GAAP)
- Prepare monthly, quarterly, and annual financial reports as needed
- Allowing the MDP to purchase group medical insurance and other employee benefits from Mansfield, to the extent permitted by Mansfield's insurance carriers and benefit providers

Information Technology

A. The Town, working through its Director of Information Technology, shall perform and carry out in a satisfactory and proper manner a scope of services acceptable to the Parties, for the purpose of providing to the MDP the information technology services described in this Agreement.

B. The Town shall provide the MDP with information technology services that assist in supporting the MDP staff in the following areas:

- Local Area Network (LAN) management:
 - System Usage
 - Desktop computer access
 - Disk space usage
 - Backup verification
 - Overall Network Health
 - Error Logs
 - System Performance
 - Installation of updates: Antivirus software and definitions; Windows and Software Updates
 - Configure user Ids and e-mail addresses when required
 - Print service services
- Wide Area Network (WAN) management:
 - Remote Access Service Assistance
 - Internet Connectivity
 - Town's Website management system
 - Electronic mail (e-mail)

II. The MDP Agrees to:

- A. Budget and pay for the services of the Town with costs as determined by the Town's Finance Department on a yearly basis. Payments to the Town for services set forth in this Agreement will be made on a quarterly basis.

III. The Town and the MDP Agree:

- A. The initial term of this Agreement shall commence on date of execution and shall expire on June 30, ~~2020~~2023 unless extended by mutual assent of the parties.
- A. This Agreement may be terminated by either party for the ensuing fiscal year provided that written notification is given to the other party of its intent to terminate prior to April 1 of the then current fiscal year.
- B. Either party to this Agreement may terminate the Agreement and thereafter be relieved of further performance if the other party materially fails to perform any of the covenants or conditions contained herein, provided written notice is provided to the other party a minimum of thirty (30) days in advance of said termination stating the reasons for the proposed termination and the party upon whom said notice was given fails to rectify the situation within the thirty (30) day notice period. Said right to terminate shall be cumulative to any other legal right or remedy.
- C. This Agreement and its contractual obligations shall not be assigned, in whole or part, by either party without prior notification and subsequent written consent of the other party.
- D. This Agreement shall be construed in accordance with the laws of the State of Connecticut. This Agreement shall not be altered, changed, or amended except for formal written amendment duly executed by the parties hereto. The performance by any party of its respective obligations under this Agreement shall not operate in any way as a waiver of non-compliance or breach by any other party. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. This Agreement may be transmitted by facsimile or electronic mail and a faxed or electronically mailed counterpart of this Agreement containing either the original and/or copy of any signature shall have the same force and effect as an original counterpart signature.

IV. Insurance Coverage

A. Insurance Requirements

The Town will not obtain any General Liability, Auto or Worker's Compensation Insurance to provide coverage for the MDP or employees of the MDP. The MDP will

not obtain any General Liability, Auto or Worker’s Compensation Insurance to provide coverage for the Town or employees of the Town. For each fiscal year of the contract, the Town and the MDP will supply each other with a Certificate of Insurance indicating proof of liability insurance coverage in effect for each fiscal year. The other party will be shown on the Certificate of Insurance of each party as an Additional Insured for the purposes of the Agreement. Based on the value of this Agreement for services, the Town and the MDP agree that minimum insurance requirements for both parties will be no less than as follows:

Minimum Limits of Liability

a) Workers Compensation	Statutory
Employer’s Liability - each accident	\$500,000
Disease, each employee	\$500,000
Disease, policy limit	\$500,000
b) Commercial General Liability Insurance	
Each Occurrence	\$1,000,000
Fire Damage	\$50,000
Medical Expense	\$5,000
Personal & Adv. Injury	\$1,000,000
General Aggregate	\$3,000,000
Products & Completed Operations Agg.	\$2,000,000
c) Business Automobile Liability Insurance	
Owned, Non-Owned & Hired Auto Limit	\$1,000,000
Combined Bodily Injury & Property Damage (each accident)	\$1,000,000

V. Hold Harmless Agreement

The Town agrees to hold the MDP and any of the MDP’s officers, agents or employees harmless from any liability (including reasonable attorney’s fees and all costs) for any and all damages to persons and property resulting from the actions of the Town, unless such damages are caused by, or the result of, the misconduct of the MDP or any of the MDP’s officers, agents or employees. The MDP agrees to hold the Town and any of the Town’s officers, agents or employees harmless from any liability (including reasonable attorney’s fees and all costs) for any and all damages to persons and property resulting from the actions of the MDP, unless such damages are caused by, or are the result of, the misconduct of the Town or any of the Town’s officers, agents or employees.

[signature page follows]

[Signature Page to Agreement]

Mansfield Downtown Partnership, Inc.

Town of Mansfield

Executive Director Date

Interim Town Manager Date

Witness Date

Witness Date

Witness Date

Witness Date

[T:\Downtown Partnership\Downtown Partnership - All files\Shared Services Agreement with Town\2020\DRAFT Agreement Shared Services July 1, 2020 to June 30, 2023 TC Review.docx](#)

Approved by Mansfield Downtown Partnership Board of Directors on May 7, 2020

DRAFT Agreement between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for Employee Benefits, Financial Management, Information Technology, and Risk Management Services

This Agreement made this ____ day of _____, 20__ by and between the Town of Mansfield (hereinafter referred to as the “Town”), and the Mansfield Downtown Partnership, Inc., the Town of Mansfield’s authorized municipal development agent for Storrs Center and a 501 (c) (3) non-profit organization (hereinafter referred to as the “MDP”), collectively referred to as the Parties.

Whereas, the Town and the MDP share certain employee benefits, human resources, financial management, and information technology services;

Whereas, the Parties collectively have the necessary staffing, equipment and materials to undertake these activities;

Whereas, mutually agreeable cooperation efforts would benefit both the Town and the Partnership;

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I. The Town Agrees to:

Employee Benefits and Human Resources Services

- A. The Town, working through its Human Resources Department, shall perform and carry out in a satisfactory and proper manner a scope of services acceptable to the Parties, for the purpose of providing to MDP employees human resource support described in this Agreement.
- B. The Town shall provide the MDP with human resource services that assist in supporting the MDP employees in the following areas:
 - **Benefits:**
 - Medical, dental, vision and flexible spending accounts insurance plan administration
 - Short term and long term disability administration
 - Family Medical Leave (FMLA) administration
 - Life insurance plan administration
 - Retirement plan administration (457, Roth IRA, 403b plans)
 - **Employee Relations:**
 - Unemployment compensation claims

- Performance management
- **Personnel System Administration:**
 - Process payroll changes and updating salary schedules
 - Updating employee information (tax forms, address, direct deposit, etc.)
 - Maintaining documents in personnel files
- **Recruitment:**
 - Posting positions
 - Screening candidates
 - Scheduling interviews
 - Extending offers of employment
 - Completion of on-boarding documents
- **Training and Development:**
 - Mandatory sexual harassment training
 - Employee wellness

Financial Management

- A. The Town, working through its Director of Finance, shall perform and carry out in a satisfactory and proper manner a scope of services acceptable to the Parties, for the purpose of providing to the MDP the financial management services described in this Agreement.
- B. The Town shall provide the MDP with financial management services that assist in supporting the MDP staff in the following areas:
- An automated cash disbursement system, which shall provide for a systemic paying of bills
 - An automated cash receipts system which will systemically record the receipt of cash
 - A fully operational payroll system, including all necessary federal and state reporting
 - Accounting and bookkeeping services, with monthly trial balance preparation for all funds and account groups
 - An automated budget for all funds
 - Provide fully operational General Ledger system from which the Partnership can prepare computer-generated financial reports
 - Prepare computer-generated quarterly financial reports for all funds and account groups
 - Prepare an Annual Financial Report in accordance with generally accepted accounting principle (GAAP)
 - Prepare monthly, quarterly, and annual financial reports as needed
 - Allowing the MDP to purchase group medical insurance and other employee benefits from Mansfield, to the extent permitted by Mansfield's insurance carriers and benefit providers

Information Technology

- A. The Town, working through its Director of Information Technology, shall perform and carry out in a satisfactory and proper manner a scope of services acceptable to the Parties, for the purpose of providing to the MDP the information technology services described in this Agreement.
- B. The Town shall provide the MDP with information technology services that assist in supporting the MDP staff in the following areas:
- Local Area Network (LAN) management:
 - System usage
 - Desktop computer access
 - Disk space usage
 - Backup verification
 - Overall network health
 - Error logs
 - System performance
 - Installation of updates: Antivirus software and definitions; Windows and Software updates
 - Configure user Ids and e-mail addresses when required
 - Print service services
 - Wide Area Network (WAN) management:
 - Remote Access service assistance
 - Internet Connectivity
 - Town's Website management system
 - Electronic mail (e-mail)

II. The MDP Agrees to:

- A. Budget and pay for the services of the Town with costs as determined by the Town's Finance Department on a yearly basis. Payments to the Town for services set forth in this Agreement will be made on a quarterly basis.

III. The Town and the MDP Agree:

- A. The initial term of this Agreement shall commence on date of execution and shall expire on June 30, 2023 unless extended by mutual assent of the parties.
- A. This Agreement may be terminated by either party for the ensuing fiscal year provided that written notification is given to the other party of its intent to terminate prior to April 1 of the then current fiscal year.

- B. Either party to this Agreement may terminate the Agreement and thereafter be relieved of further performance if the other party materially fails to perform any of the covenants or conditions contained herein, provided written notice is provided to the other party a minimum of thirty (30) days in advance of said termination stating the reasons for the proposed termination and the party upon whom said notice was given fails to rectify the situation within the thirty (30) day notice period. Said right to terminate shall be cumulative to any other legal right or remedy.
- C. This Agreement and its contractual obligations shall not be assigned, in whole or part, by either party without prior notification and subsequent written consent of the other party.
- D. This Agreement shall be construed in accordance with the laws of the State of Connecticut. This Agreement shall not be altered, changed, or amended except for formal written amendment duly executed by the parties hereto. The performance by any party of its respective obligations under this Agreement shall not operate in any way as a waiver of non-compliance or breach by any other party. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. This Agreement may be transmitted by facsimile or electronic mail and a faxed or electronically mailed counterpart of this Agreement containing either the original and/or copy of any signature shall have the same force and effect as an original counterpart signature.

IV. Insurance Coverage

A. Insurance Requirements

The Town will not obtain any General Liability, Auto or Worker's Compensation Insurance to provide coverage for the MDP or employees of the MDP. The MDP will not obtain any General Liability, Auto or Worker's Compensation Insurance to provide coverage for the Town or employees of the Town. For each fiscal year of the contract, the Town and the MDP will supply each other with a Certificate of Insurance indicating proof of liability insurance coverage in effect for each fiscal year. The other party will be shown on the Certificate of Insurance of each party as an Additional Insured for the purposes of the Agreement. Based on the value of this Agreement for services, the Town and the MDP agree that minimum insurance requirements for both parties will be no less than as follows:

Minimum Limits of Liability

a) Workers Compensation		Statutory
Employer's Liability -	each accident	\$500,000
	Disease, each employee	\$500,000
	Disease, policy limit	\$500,000
b) Commercial General Liability Insurance		
Each Occurrence		\$1,000,000
Fire Damage		\$50,000
Medical Expense		\$5,000
Personal & Adv. Injury		\$1,000,000
General Aggregate		\$3,000,000
Products & Completed Operations Agg.		\$2,000,000
c) Business Automobile Liability Insurance		
Owned, Non-Owned & Hired Auto Limit		\$1,000,000
Combined Bodily Injury & Property Damage (each accident)		\$1,000,000

V. Hold Harmless Agreement

The Town agrees to hold the MDP and any of the MDP's officers, agents or employees harmless from any liability (including reasonable attorney's fees and all costs) for any and all damages to persons and property resulting from the actions of the Town, unless such damages are caused by, or the result of, the misconduct of the MDP or any of the MDP's officers, agents or employees. The MDP agrees to hold the Town and any of the Town's officers, agents or employees harmless from any liability (including reasonable attorney's fees and all costs) for any and all damages to persons and property resulting from the actions of the MDP, unless such damages are caused by, or are the result of, the misconduct of the Town or any of the Town's officers, agents or employees.

[signature page follows]

[Signature Page to Agreement]

Mansfield Downtown Partnership, Inc.

Town of Mansfield

Executive Director Date

Interim Town Manager Date

Witness Date

Witness Date

Witness Date

Witness Date

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2023TCReview.docx



**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: John C. Carrington, Interim Town Manager
CC: Cynthia van Zelm, Executive Director, Mansfield Downtown Partnership, Inc.;
Steven Ferrigno, Chair, Mansfield Economic Development Commission;
Linda Painter, Director of Planning and Development
Date: June 8, 2020
Re: Agreement between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for Economic Development Services

Subject Matter/Background

On June 12, 2017, the Council approved a three-year pilot program to contract with the Mansfield Downtown Partnership to provide certain economic development services to the Town.

For the past three years, the Partnership has worked closely with the Town's Economic Development Commission (EDC), Town staff, and economic development professionals to promote economic development in Mansfield. A work plan is developed every year by Partnership staff and the EDC. Executive Director Cynthia van Zelm has taken the lead in Town economic development efforts.

The Economic Development Commission and staff have provided updates to the Council on its work over the past three years. This past year, the EDC developed subcommittees to serve as working groups to promote its initiatives (Business Outreach, Commission Governance and Bylaws, Opportunity Zone Support, Planning and Zoning Regulatory Review, and UConn Collaboration). Mayor Moran and Vice Mayor Shaiken serve as ex-officio members of the EDC.

The EDC and economic development staff continue to focus on the following:

- Promotion of sustainable development in Mansfield's Opportunity Zone, the Southern Gateway to Mansfield, and Downtown Storrs
- Assistance to Mansfield businesses affected by COVID-19. See regular updates in the Town Manager's reports.
- Promotion of Mansfield as a great place to live and conduct business (through the upcoming Information Guide for prospective businesses and residents, improved Town of Mansfield and Downtown Storrs's websites, signage etc.)
- Continue to conduct one on one business visits
- Support changes to zoning regulations that reduce barriers to business growth

- Advocate for purchasing policies that support local businesses
- Continue community events that provide traffic to Mansfield businesses
- Continue to promote local food through the Taste of Mansfield initiative
- Work with the Towns of Bolton, Coventry, and Tolland to finalize a regional economic development plan that showcases our common attributes

The Partnership Board of Directors approved extending the Agreement between the Town of Mansfield and the Mansfield Downtown Partnership for Economic Development Services (“Agreement”) for three years at its February 6, 2020 Board meeting.

I believe the Partnership continues to be well positioned to provide these economic development services to the Town as outlined in the proposal to the Council in 2017:

- Partnership staff, in particular its Executive Director, have significant related experience as well as contacts with the local business community, UConn, and the statewide economic development community
- Partnership staff would continue to provide the EDC with more consistent staffing than the student internship model that experiences turnover on an annual basis
- Utilizing Partnership staff and contracting for this service is more cost effective than hiring new municipal economic development staff
- Utilizing the Partnership in this role, as opposed to creating a new municipal economic development office, would help ensure that economic development is coordinated across the entire town, alleviating potential competing interests

For these reasons, I recommend that the Council continue its contract for economic development services with the Partnership for another three-year period.

Financial Impact

The Town Council approved budget for FY2020-2021 includes \$40,000 as a fee to the Partnership for services.

Legal Review

Staff utilized the form of previous agreements between the Town and the Partnership as a template for this agreement in 2017.

Recommendation

For the reasons outlined above, and due to the success of the pilot program, I recommend that the Council authorize me to execute the extension of the three-year Agreement between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for Economic Development Services.

If the Council supports this recommendation, the following motion would be in order:

Move, effective July 1, 2020, to authorize Interim Town Manager John Carrington to execute the Agreement between the Town of Mansfield and the Mansfield Downtown

Partnership for Economic Development Services with a Term expiring on June 30, 2023.

Attachments

- 1) Red line of changes from 2017 Agreement between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for Economic Development Services
- 2) Clean copy of proposed Agreement between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for Economic Development Services through June 30, 2023

Approved by Mansfield Downtown Partnership Board of Directors on February 6, 2020
DRAFT Agreement between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for Economic Development Services

This Agreement made this ____ day of _____, 2017~~20~~ by and between the Town of Mansfield (hereinafter referred to as the “Town”), and the Mansfield Downtown Partnership, Inc., the Town of Mansfield’s authorized municipal development agent for Storrs Center and a 501 (c) (3) non-profit organization (hereinafter referred to as the “MDP”), collectively referred to as the Parties.

Whereas, the MDP ~~recently completed~~developed a strategic plan, that, among other things, recommends strategies for MDP’s continued support of the economic development and operations at Storrs Center and for expanding MDP’s support to other rehabilitation and development initiatives in the area surrounding Storrs Center (“Downtown Storrs”);

Whereas, the MDP’s mission provides, in part, that: The Mansfield Downtown Partnership seeks to foster the continued development, management, and promotion of downtown Storrs – a vibrant and economically successful community in the heart of Mansfield. The Partnership will, where appropriate and upon request, assist in the future economic development of other areas within the Town of Mansfield.

Whereas, the Town’s Plan of Conservation of Development (Mansfield Tomorrow) and Town Council Goals place a priority on supporting a vibrant, diverse and sustainable business community in Mansfield;

Whereas, the Parties collectively have the necessary staffing, equipment, funding and materials to undertake these activities;

Whereas, the Town’s Economic Development Commission is supportive of utilizing the MDP staff to implement economic development goals;

Whereas, the Town desires to contract with the MDP to provide town-wide economic development services; and

Whereas, mutually agreeable cooperation efforts would benefit both the Town and the Partnership;

Now therefore, the parties do mutually agree as follows:

A. The MDP agrees to provide the following economic development services to the Town:

- 1) Working at the direction of the Town Manager, with input from the Mansfield Economic Development Commission, on economic development tasks as outlined in

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Mansfield's Plan of Conservation and Development, and in the yearly work plans developed by the Economic Development Commission;

- 2) Promoting business retention/attraction to ~~Storrs Center~~Downtown Storrs, Four Corners, and other areas of Mansfield consistent with the Mansfield Plan of Conservation and Development;
 - 3) Promoting Mansfield businesses through participation in meetings, conferences, and all media including website, social media, newspapers, radio, etc.;
 - 4) Promoting positive commercial tenant relations in targeted areas;
 - 5) Convening regular meetings with commercial merchants, start-ups, and other businesses;
 - 6) Serving as community liaison for economic development;
 - 7) Networking with chamber of commerce and other business groups, the UConn Technology Incubation Program and other UConn departments that focus on economic development;
 - 8) Writing grants and proposals to support economic development;
 - 9) Providing staff support to the Town's Economic Development Commission, including a quarterly status report on related activities;
 - 10) Developing and maintaining a regular occupancy recording and reporting tool;
 - 11) Developing an annual report card on the state of business in Mansfield; and
 - 12) Assist with disaster recovery plans for the private sector.
- B. In exchange for receipt of the economic development services listed in Section A above, the Town agrees to pay a fee of ~~\$22,000~~\$40,000 for the first year of this Agreement. The fee will cover the cost of the services provided by the MDP as well as related program expenses. During the Town and MDP's annual budget process, the Parties shall agree to an appropriate fee for service for the second and third years of this Agreement.
- C. The Town and the MDP further agree:
- 1) The initial term of this Agreement shall commence on July 1, ~~2017~~2020 and shall expire on June 30, ~~2020~~2023 unless extended by mutual assent of the parties.

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- 2) This Agreement may be terminated by either party for the ensuing fiscal year provided that written notification is given to the other party of its intent to terminate prior to April 1 of the then current fiscal year.
- 3) This Agreement may be terminated in the event of a non-appropriation of funds in the Town's final adopted budget.
- 4) Either party to this Agreement may terminate the Agreement and thereafter be relieved of further performance if the other party materially fails to perform any of the covenants or conditions contained herein, provided written notice is provided to the other party a minimum of thirty (30) days in advance of said termination stating the reasons for the proposed termination and the party upon whom said notice was given fails to rectify the situation within the thirty (30) day notice period. Said right to terminate shall be cumulative to any other legal right or remedy.
- 5) This Agreement and its contractual obligations shall not be assigned, in whole or part, by either party without prior notification and subsequent written consent of the other party.
- 6) This Agreement shall be construed in accordance with the laws of the State of Connecticut. This Agreement shall not be altered, changed, or amended except for formal written amendment duly executed by the parties hereto. The performance by any party of its respective obligations under this Agreement shall not operate in any way as a waiver of non-compliance or breach by any other party. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. This Agreement may be transmitted by facsimile or electronic mail and a faxed or electronically mailed counterpart of this Agreement containing either the original and/or copy of any signature shall have the same force and effect as an original counterpart signature.

D. Insurance Coverage

1) Insurance Requirements

The Town will not obtain any General Liability, Auto or Worker's Compensation Insurance to provide coverage for the MDP or employees of the MDP. The MDP will not obtain any General Liability, Auto or Worker's Compensation Insurance to provide coverage for the Town or employees of the Town. For each fiscal year of the Agreement, the Town and the MDP will supply each other with a Certificate of Insurance indicating proof of liability insurance coverage in effect for each fiscal year. The other party will be shown on the Certificate of Insurance of each party as an Additional Insured for the purposes of the Agreement. Based on the value of this Agreement for services, the Town and the MDP agree that minimum insurance requirements for both parties will be no less than as follows:

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Minimum Limits of Liability

a) Workers Compensation	Statutory
Employer's Liability - each accident	\$500,000
Disease, each employee	\$500,000
Disease, policy limit	\$500,000
b) Commercial General Liability Insurance	
Each Occurrence	\$1,000,000
Fire Damage	\$50,000
Medical Expense	\$5,000
Personal & Adv. Injury	\$1,000,000
General Aggregate	\$3,000,000
Products & Completed Operations Agg.	\$2,000,000
c) Business Automobile Liability Insurance	
Owned, Non-Owned & Hired Auto Limit	\$1,000,000
Combined Bodily Injury & Property Damage (each accident)	\$1,000,000

E. Hold Harmless Agreement

The Town agrees to hold the MDP and any of the MDP's officers, agents or employees harmless from any liability (including reasonable attorney's fees and all costs) for any and all damages to persons and property resulting from the actions of the Town, unless such damages are caused by, or the result of, the misconduct of the MDP or any of the MDP's officers, agents or employees. The MDP agrees to hold the Town and any of the Town's officers, agents or employees harmless from any liability (including reasonable attorney's fees and all costs) for any and all damages to persons and property resulting from the actions of the MDP, unless such damages are caused by, or are the result of, the misconduct of the Town or any of the Town's officers, agents or employees.

[signature page follows]

[Signature Page to Agreement]

Town of Mansfield

Mansfield Downtown Partnership, Inc.

Interim Town Manager Date

Executive Director Date

Witness Date

Witness Date

Witness Date

Witness Date

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Approved by Mansfield Downtown Partnership Board of Directors on February 6, 2020

DRAFT Agreement between the Town of Mansfield and the Mansfield Downtown Partnership, Inc. for Economic Development Services

This Agreement made this ____ day of _____, 2020 by and between the Town of Mansfield (hereinafter referred to as the “Town”), and the Mansfield Downtown Partnership, Inc., the Town of Mansfield’s authorized municipal development agent for Storrs Center and a 501 (c) (3) non-profit organization (hereinafter referred to as the “MDP”), collectively referred to as the Parties.

Whereas, the MDP developed a strategic plan, that, among other things, recommends strategies for MDP’s continued support of the economic development and operations at Storrs Center and for expanding MDP’s support to other rehabilitation and development initiatives in the area surrounding Storrs Center (“Downtown Storrs”);

Whereas, the MDP’s mission provides, in part, that: The Mansfield Downtown Partnership seeks to foster the continued development, management, and promotion of downtown Storrs – a vibrant and economically successful community in the heart of Mansfield. The Partnership will, where appropriate and upon request, assist in the future economic development of other areas within the Town of Mansfield.

Whereas, the Town’s Plan of Conservation of Development (Mansfield Tomorrow) and Town Council Goals place a priority on supporting a vibrant, diverse and sustainable business community in Mansfield;

Whereas, the Parties collectively have the necessary staffing, equipment, funding and materials to undertake these activities;

Whereas, the Town’s Economic Development Commission is supportive of utilizing the MDP staff to implement economic development goals;

Whereas, the Town desires to contract with the MDP to provide town-wide economic development services; and

Whereas, mutually agreeable cooperation efforts would benefit both the Town and the Partnership;

Now therefore, the parties do mutually agree as follows:

- A. The MDP agrees to provide the following economic development services to the Town:
 - 1) Working at the direction of the Town Manager, with input from the Mansfield Economic Development Commission, on economic development tasks as outlined in

Mansfield's Plan of Conservation and Development, and in the yearly work plans developed by the Economic Development Commission;

- 2) Promoting business retention/attraction to Downtown Storrs, Four Corners, and other areas of Mansfield consistent with the Mansfield Plan of Conservation and Development;
- 3) Promoting Mansfield businesses through participation in meetings, conferences, and all media including website, social media, newspapers, radio, etc.;
- 4) Promoting positive commercial tenant relations in targeted areas;
- 5) Convening regular meetings with commercial merchants, start-ups, and other businesses;
- 6) Serving as community liaison for economic development;
- 7) Networking with chamber of commerce and other business groups, the UConn Technology Incubation Program and other UConn departments that focus on economic development;
- 8) Writing grants and proposals to support economic development;
- 9) Providing staff support to the Town's Economic Development Commission, including a quarterly status report on related activities;
- 10) Developing and maintaining a regular occupancy recording and reporting tool;
- 11) Developing an annual report card on the state of business in Mansfield; and
- 12) Assist with disaster recovery plans for the private sector.

B. In exchange for receipt of the economic development services listed in Section A above, the Town agrees to pay a fee of \$40,000 for the first year of this Agreement. The fee will cover the cost of the services provided by the MDP as well as related program expenses. During the Town and MDP's annual budget process, the Parties shall agree to an appropriate fee for service for the second and third years of this Agreement.

C. The Town and the MDP further agree:

- 1) The initial term of this Agreement shall commence on July 1, 2020 and shall expire on June 30, 2023 unless extended by mutual assent of the parties.
- 2) This Agreement may be terminated by either party for the ensuing fiscal year provided that written notification is given to the other party of its intent to terminate prior to April 1 of the then current fiscal year.

- 3) This Agreement may be terminated in the event of a non-appropriation of funds in the Town's final adopted budget.
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- 6) This Agreement shall be construed in accordance with the laws of the State of Connecticut. This Agreement shall not be altered, changed, or amended except for formal written amendment duly executed by the parties hereto. The performance by any party of its respective obligations under this Agreement shall not operate in any way as a waiver of non-compliance or breach by any other party. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. This Agreement may be transmitted by facsimile or electronic mail and a faxed or electronically mailed counterpart of this Agreement containing either the original and/or copy of any signature shall have the same force and effect as an original counterpart signature.

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Minimum Limits of Liability

a) Workers Compensation

Statutory

Employer's Liability -	each accident	\$500,000
	Disease, each employee	\$500,000
	Disease, policy limit	\$500,000
b) Commercial General Liability Insurance		
	Each Occurrence	\$1,000,000
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	Medical Expense	\$5,000
	Personal & Adv. Injury	\$1,000,000
	General Aggregate	\$3,000,000
	Products & Completed Operations Agg.	\$2,000,000
c) Business Automobile Liability Insurance		
	Owned, Non-Owned & Hired Auto Limit	\$1,000,000
	Combined Bodily Injury & Property Damage (each accident)	\$1,000,000

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The Town agrees to hold the MDP and any of the MDP's officers, agents or employees harmless from any liability (including reasonable attorney's fees and all costs) for any and all damages to persons and property resulting from the actions of the Town, unless such damages are caused by, or the result of, the misconduct of the MDP or any of the MDP's officers, agents or employees. The MDP agrees to hold the Town and any of the Town's officers, agents or employees harmless from any liability (including reasonable attorney's fees and all costs) for any and all damages to persons and property resulting from the actions of the MDP, unless such damages are caused by, or are the result of, the misconduct of the Town or any of the Town's officers, agents or employees.

[signature page follows]

[Signature Page to Agreement]

Town of Mansfield

Mansfield Downtown Partnership, Inc.

Interim Town Manager Date

Executive Director Date

Witness Date

Witness Date

Witness Date

Witness Date



**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: John C. Carrington, Interim Town Manager 
CC: Cynthia van Zelm, Executive Director, Mansfield Downtown Partnership, Inc.;
Cherie Trahan, Director of Finance; Curt Vincente, Director of Parks and
Recreation
Date: June 8, 2020
Re: Donation from Nature's Medicines for Community Building Projects

Subject Matter/Background

Nature's Medicines is a Mansfield located business with offices at 1768 Storrs Road. A few months ago, representatives at Nature's Medicines indicated that they wanted to make a \$75,000 donation to the Town of Mansfield for community projects. Mansfield Downtown Partnership Executive Director Cynthia van Zelm, in consultation with me and Director of Parks and Recreation Curt Vincente, put together a list of projects that had been developed, but not yet funded. Steve Croteau with Nature's Medicines was enthusiastic about the projects and confirmed that Nature's Medicines would fund the projects. The list of Community Building Projects is attached.

A draft agreement between the Town and Nature's Medicines is attached. It is similar to other donor agreements, particularly the agreement between the Town and the Lenard family for Lenard Hall.

Nature's Medicines will provide the \$75,000 in \$2,500 monthly installments over 30 months.

Financial Impact

There is no financial impact on the Town. Town staff and Partnership staff will need to devote time to administering the donation and managing the community building projects.

Legal Review

The Town Attorney has reviewed the draft agreement.

Recommendation

I recommend that the Council authorize me to execute the agreement between the Town and Nature's Medicines to accept a \$75,000 donation for community building projects in Mansfield.

If the Council supports this recommendation, the following motion would be in order:

Move, to authorize Interim Town Manager John Carrington to execute the Agreement between the Town of Mansfield and Nature's Medicines for the donation of \$75,000 for community building projects in Mansfield.

Attachments

- 1) DRAFT Agreement between the Town of Mansfield and Nature's Medicines
- 2) Community Building Projects Overview

AGREEMENT

THIS AGREEMENT is made this ____ day of _____, 2020 by and between Tedra Health, LLC of 1768 Storrs Road, Mansfield, CT dba Nature's Medicines (hereinafter referred to collectively as "the Donors") and the Town of Mansfield, a municipal corporation chartered under the laws of the State of Connecticut (hereinafter referred to as "the Town").

WHEREAS, the Town desires to undertake community building projects in the town of Mansfield; and

WHEREAS, the Donors, as a business located at 1768 Storrs Road in Mansfield, wishes to support and make a charitable donation to the Town of Mansfield in order to provide, in part, the necessary funding for community building projects in the town of Mansfield; and

WHEREAS, the Donors, have approved a set of three community building projects as proposed by Town of Mansfield and Mansfield Downtown Partnership, Inc. (hereinafter referred to as "the Partnership") staff, as outlined in Appendix A; and

WHEREAS, the community building projects will hereinafter be referred to as "the Projects"; and

WHEREAS, the Town, will solicit bids and/or quotes for the Projects, adhering to the Town of Mansfield purchasing requirements; and

WHEREAS, a project team comprised of staff from the Town and the Partnership, with overall project management by the Executive Director of the Mansfield Downtown Partnership, will oversee management of the Projects.

NOW THEREFORE, the parties agree as follows:

1. In consideration for the Town's commencing with the Projects, the Donors hereby unconditionally pledge to make a charitable donation to the Town in the maximum total amount of **SEVENTY FIVE THOUSAND and 00/100 DOLLARS (\$75,000.00)** payable as specified in Paragraph 2 below.

2. The Donors shall, no later than July 1, 2020, make thirty (30) total payments of \$2,500 each month starting July 1, 2020.

3. The Town hereby acknowledges that it is the intent of the Donors that this transaction be qualified as a tax-deductible charitable contribution. The Town hereby represents that the Town is an entity to which donations made for exclusively public purposes may qualify as charitable contributions deductible as outlined in Title 26, section 170 of the United States Code, and that the Town regards the community building projects to be a public purpose.

4. This Agreement may be amended or modified from time to time upon the agreement of the Donors and the Town whenever it becomes necessary or advisable to enable the Town to carry out the purposes of this Agreement more effectively.

THIS AGREEMENT shall be binding upon the parties hereto, and their heirs, executors, administrators, successors and assigns.

IN WITNESS WHEREOF, the parties have hereunto set their hands and seals this _____ day of _____ 2020.

Signed, Sealed and Delivered
In the presence of:

DONORS

By

Vishal Doshi
General Manager
Nature's Medicines

TOWN OF MANSFIELD

By

John C. Carrington
Interim Town Manager
Duly Authorized

APPENDIX A

TOWN OF MANSFIELD

Community Building Projects

HEALTHY COMMUNITY

The Town of Mansfield promotes several recreational opportunities for its residents and visitors. There are numerous indoor and outdoor recreation venues in Mansfield including the Mansfield Community Center, several local parks with trails, Mansfield Hollow State Park, and many acres of open space.

A few years ago, the non-profit Bike Mansfield organization was formed to promote bike riding in the community. For more information, see Bike Mansfield's website at bikemansfield.com

Bike Mansfield has inventoried locations that would benefit from additional bike racks to meet its mission to provide sustainable and healthy transportation in the community. In addition, the Mansfield Downtown Partnership has identified locations in Downtown Storrs that could use more bike racks that are conveniently located near places of destination.

We would like to request \$7,000 for bike racks at the following locations:

- 1) Two hoops at the Schoolhouse Brook parking lot (large recreation area with mapped hiking and biking trails)
- 2) One wave rack at Southeast School recreation area (youth baseball fields, children play area, access to Mansfield Hollow State Park hiking/biking trails)
- 3) One wave rack at the Mansfield Hollow State Park picnic area on Bassets Bridge Road (picnic facilities, restrooms, volleyball, large mowed open field area, access to fishing and hiking/biking trails)
- 4) Two hoops at the Sunny Acres Park (small neighborhood park with children play area, ball field, and tennis courts)
- 5) Two hoops near the Ossen Family Foundation Community Playground adjacent to the Mansfield Community Center
- 6) Fourteen hoops in Downtown Storrs located on Wilbur Cross Way, Royce Circle, Dog Lane, Bolton Road Ext.

BEAUTIFICATION AND COMMUNITY BUILDING

In September 2016, the UConn Program of Landscape Architecture prepared a Storrs Center Public Spaces Study for the Mansfield Downtown Partnership. The Public Spaces Study identified public spaces in Downtown Storrs that were underutilized. The Study identified the need for a series of small destination nodes throughout Downtown Storrs, need for unique character, uses and identity in each different space; need for fun, playful elements; and the need for simple, flexible and maintainable space design.

Throughout 2019, the landscape architecture firm Dinep+Schwab worked with the Mansfield Downtown Partnership and the Town of Mansfield to improve the courtyard on the east side of Wilbur Cross Way. In October, the addition of landscaping, trees, re-purposed stone seating, granite stoops for seating, and Adirondack rockers greatly enhanced the public space. We have received wonderful feedback from users that these improvements have created a new destination and enlivened what was a dormant area.

Funding limitations did not allow for improvements to the west side of Wilbur Cross Way, which had been a critical portion of the original scope. We would like to anchor these two courtyards by improving the area in the courtyard on the west side of Wilbur Cross Way. Improvements could include additional

seating, an intimate performance stage, and planters. To tie both courtyards together, we plan to install overhead bistro type lighting and painting the cross walk with a fun pattern with a natural theme such as ferns or birches that resonate with people and promote nature. We would continue the pattern to lead to the adjacent Town of Mansfield hiking trail.

If funding allows, we would complete Wilbur Cross Way public spaces with improvements to the current landscaped area across from Educational Playcare (day care center). Our goal is to provide access to an area of outdoor play and garden space to the children at Education Playcare as well as children within the community. To provide for safety and to hide the backside of an adjacent building and its parking, a green planting screen would be put in place.

Please click [here](#) to view the 2016 Storrs Center Public Spaces Study.

We would like to request \$43,000 for these beautification improvements.

CULTURAL RESOURCES

In October 2019, Lenard Hall opened as a new venue for the Community School for the Arts (CSA). Previously, the CSA was housed at the University of Connecticut, the Mansfield Community Center, and E.O. Smith High School. For the last several years, the Mansfield Parks and Recreation Department has operated the CSA, after taking it over from the University of Connecticut School of Fine Arts. Through the generous donation of John and Jean Lenard, the new facility was part of a renovation and addition to an old historic schoolhouse. Lenard Hall now allows for all programs to be located in one building, and for additional music and arts programming.

The Community School for the Arts has a long history of providing community-based arts programs to the greater Mansfield area. CSA offers students of all ages and ability levels professional, affordable individual and group instruction in the performing (instrument, voice, dance) and visual arts. Mansfield Parks and Recreation has retained the services of many instructors who have been teaching with the CSA for many years and continue to employ highly qualified professionals, many whom have already achieved or are actively pursuing advanced level degrees in Fine Arts at the University of Connecticut.

Through private donations from the Lenard family and others, the CSA was able to address most of its needs for the facility. However, not all of the priorities were met with current funding.

The following priorities include:

- 1) Large wall mirror on main recital hall for dance instruction - \$2,000
- 2) Floor cover for half of the main recital hall for visual arts programming - \$5,000
- 3) Sound absorption panels for the instruction rooms that were cut out of the original project (includes installation) - \$10,000
- 4) Art display racks to be able to display local art throughout the building - \$3,000
- 5) Security cameras that were cut out of original budget - \$5,000

For more information, please click [here](#) to see the CSA brochure that was developed for the grand opening of Lenard Hall in October.

We would like to request \$25,000 for these needs for the Community School for the Arts at Lenard Hall.

T:_Common Work\Economic-Development\Nature's Medicines\Nature's Medicines Request_May2020.docx



**Town of Mansfield
Agenda Item Summary**

To: Town Council
From: John C. Carrington, Interim Town Manager
CC: Curt Vincente, Director of Parks and Recreation, Jay O'Keefe, Assistant Director of Parks and Recreation, Kimberly Rontey, Member Services Coordinator, Cherie Trahan, Director of Finance
Date: June 8, 2020
Re: Silver Sneakers Survey

A handwritten signature in black ink is located to the right of the "From:" and "CC:" lines. The signature appears to be "John C. Carrington".

Subject Matter/Background

As part of the Fiscal Year 2020-21 budget reviews, staff presented an issue paper on the sustainability of the Parks and Recreation Fund at the budget workshop on April 16, 2020. The Silver Sneakers program was identified as a concern and several options were offered for discussion. Staff recently conducted a survey with all Silver Sneakers members in order to obtain further insight into the usage patterns of these members. Currently there are 1,632 Silver Sneakers members at the Community Center (661 residents and 971 non-residents). 1,031 surveys (using the Constant Contact platform) were sent out via email. Those who might have previously unsubscribed to our Constant Contact communications were resent links to the survey from Microsoft Outlook. It should be noted that some Silver Sneakers members either do not have emails or use a common email with another family member who may also be a Silver Sneakers member, which would account for the difference in total members versus emails sent out. There were 526 responses to the survey however, 52 of those 526 were only partially completed. Therefore, 474 survey responses provided the most complete information for reporting in the summary. This is a 46 percent response rate. This item was tabled at the May 26, 2020 budget meeting.

Financial Impact

There are many variables that effect the outcomes of the Silver Sneakers program revenue. Participation increases could potentially solve the Parks and Recreation Fund sustainability issue because the total numbers of members is high for a facility of our type according to Tivity Health. Tivity Health is a third party management company that oversees and manages the Silver Sneakers program contract for the insurance companies that offer this benefit. A higher participation rate would bring in a significant amount of revenue and this additional revenue would potentially be a positive for the long term growth of the Parks and Recreation Fund balance. To date, lack of or limited participation is cause for concern, despite efforts by staff to encourage and engage members.

Legal Review

The Silver Sneakers contract was originally reviewed by the Town Attorney and the Town's Insurance Company, CIRMA, prior to its execution in 2014.

Recommendation

It is recommended that the Town Council use the information provided in the survey and prior information presented by staff to determine next steps for Parks and Recreation Fund sustainability issue.

Attachments

- 1) Silver Sneakers Member Survey Summary dated May 7, 2020

Silver Sneakers Member Survey Summary – 5.7.2020

526 responses

Total Completed Surveys: 474

Partially Completed Surveys: 52 – this data was excluded from summary data outlined below EXCEPT for Question 1. Most of these 52 partially completed responses did not answer beyond the first question. 7 did not even answer the first question. Responses from this pool can be supplied upon request.

Question 1: Approximately how often do you visit the Mansfield Community Center?

Results from all 526 responses:

	Number of Response(s)	Response Ratio
Every day/almost every day	35	6.6%
4-5 days/week	83	15.7%
2-3 days/week	207	39.3%
1 day/week or bi-weekly	111	21.1%
I do not use my Mansfield Community Center membership	83	15.7%
No Responses	7	1.3%
Total	526	100%

Question 2: What time of day do you typically visit the Center?

- Indicated peak times:
 - 10am-12pm (42%)
 - 8am-10am (34.3%)
 - 12pm-3pm (19.2%)
- Other timeframes had less than 10% of responses reporting as their visit time.
- Responses from Question 1 who indicated they do NOT use their membership were not asked this question.

Question 3: How long is your typical visit to the Center?

- 50% of responses indicated 1 hour visits
- 27.6% of responses indicated 2 hour visits

Question 4: Which areas of the facility do you frequent?

- Question allowed for “multiple answers” selection.

- 73.4% of responses indicated Fitness Center/Track
- Next highest “use” areas were Therapy Pool (25.7%), Main Pool (24.5%), and Silver Sneakers Classes (22.1%)
- Basketball gym/Gymnasiums, Other Fitness Classes, and Sitting room had results in the teens
- Child Care and Teen Center each comprised <1% of responses

Question 5: Which of the following programs (drop-in/free to members) offered by the Mansfield Community Center have you heard of or attended? Check all that apply.

Answer	0%	100%	Number of Responses	Response Ratio
Coffee and Coloring			32	12.8%
70 Going on 17			7	2.8%
Group Track Walks			50	20.0%
Book Club			23	9.2%
Health and Fitness Seminars			137	55.0%
FitPass			87	34.9%
Pickleball			130	52.2%
Futsal			2	<1%
40+ Basketball			18	7.2%
Starting Strong Fitness Orientation			57	22.8%
		Totals	249	100%

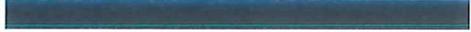
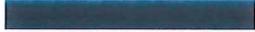
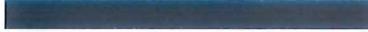
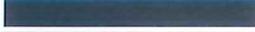
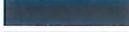
- Response to this questions was not required.

Question 6: Are you aware that the Community Center does not receive any insurance reimbursement if you do not visit the Center, or do not swipe your Community Center membership card at the start of your visit?

- 42.8% of responses were not aware of the importance of visiting/swiping in.

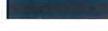
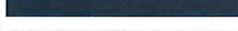
Answer	0%	100%	Number of Responses	Response Ratio
Yes			271	57.1%
No			203	42.8%
No Responses			0	0.0%
		Totals	474	100%

Question 7: Please select any of the following sources you use to locate information on the Mansfield Community Center (check all that apply)

Answer	0%	100%	Number of Responses	Response Ratio
Mansfield Parks and Recreation Seasonal Program Brochures			338	73.4%
Flyers around the Center			185	40.2%
E-mail Newsletters			270	58.6%
Facebook			40	8.6%
Instagram			2	<1%
Community Center Website			187	40.6%
Town of Mansfield Website			97	21.0%
WILI Radio			10	2.1%
Willimantic Chronicle			43	9.3%
Other (View all)			13	2.8%
		Totals	460	100%

- “Other” consisted primarily of “friends”.
 - Additional singular comments reflected instructors, personal trainers, and front desk.
 - One comment reflected challenges with the MCC website
- Response to this question was not required.

Question 8: Regarding participation in Silver Sneaker classes (select all that apply):

Answer	0%	100%	Number of Responses	Response Ratio
I am regularly registered for and participate in Silver Sneakers classes			79	23.6%
I am occasionally on the wait-list for one or more Silver Sneakers classes			54	16.1%
I am regularly on the wait-list for one or more Silver Sneakers classes			26	7.7%
I regularly "drop in" to Silver Sneakers classes when space allows			23	6.8%
I occasionally "drop-in" to Silver Sneakers classes, as my preference			36	10.7%
I would attend Silver Sneakers classes held at another location (ex. Mansfield Senior Center)			55	16.4%
I would attend more Silver Sneakers classes if they were available			119	35.6%
I would pay to take programs that are similar in nature to Silver Sneakers classes			48	14.3%
I currently pay to participate in other fitness programs at the Mansfield Community Center			71	21.2%
Other (View all)			55	16.4%
		Totals	334	100%

- “Other” responses included (most prevalent first):
 - Member does not participate in classes
 - Lack of interest in group classes
 - Exercise independently/use pools
 - Inability to register/classes fill too quickly
 - Unaware of Silver Sneakers classes
 - Would attend Silver Sneakers pool classes/more variety
 - Participates in other (non-Silver Sneaker) group classes. Examples:
 - Pickle ball
 - Yoga
 - Swim Lessons
 - Utilize services at other gyms/independently
 - Center closed for pandemic shortly after joining
 - Does not participate for health reasons
- Comments – 121 comments
 - Many comments reflected points already referenced above in “other”
 - No desire to attend classes/member exercises independently
 - Frustration with registration process, classes filling, need for more classes
 - Lack of awareness of Silver Sneakers classes
 - Center closed after joining due to pandemic
 - Health challenges for themselves or family members prohibiting attendance
 - Several comments questioned the possibility of paying an additional fee or charge towards membership
 - Those referencing this expressed willingness to do so.
 - Some indicated full pay classes/memberships to be cost prohibitive.
 - Many comments expressed program importance for wellbeing.
 - A representative sampling of comments below:

“The Silver Sneakers classes have really enhanced my life. The exercise is great, but just as important is the camaraderie with other students in my classes, as well as the instructors. I live alone and since I retired, my life has become quite solitary. So its wonderful to see and talk to people of all ages on a regular basis. I love the track because it gives me an opportunity to walk regularly with one of my classmates no matter what kind of weather we're experiencing.”

“This facility is very important to members of the Silver Sneakers program. Some of us pick our health care supplemental insurance based on this being available at the MCC. The pools are invaluable in keeping seniors healthy and active. Many of us meet there, make new friends and try new things offered by Silver Sneakers. Please keep this absolutely necessary program. Thank you”

“The variety does not excite me. It is too limited. I find the bubble in Tolland a much better fit. they don't charge for special programs and they have more variety.”

“I need the gym!! Otherwise all I do is stay at home and hurt myself with free weights. I would gladly pay for a membership the way we used to do if it were necessary.”

“I take a yoga class at Super Future Fitness in Willimantic with the same great yoga instructor (Sharon) and it costs me nothing through Silver Sneakers. It is easy to sign up for and it is welcoming and hassle-free (unlike the Mansfield Community Center).”

"I am 77 have had two hip replacements and a posterior lumber interbody fusion between L4 and L5 and L5 and S1. My regular program of lap swimming and weight training is 5 days per week. This enable me to keep riding my horses at a competitive level. So acces to the gym is imperative. The nearest alternative is in Vernon twice the distance from my home."

"in addition to the morning classes, the early-mid-afternoon time seems to be under-utilized and would appeal to me as a time slot for classes (classes starting at 2 or at 3) – I have other commitments on a couple of mornings and would consider attending additional classes if they were offered at those times. I am a very active 66 year old and started Silver Sneakers last year."

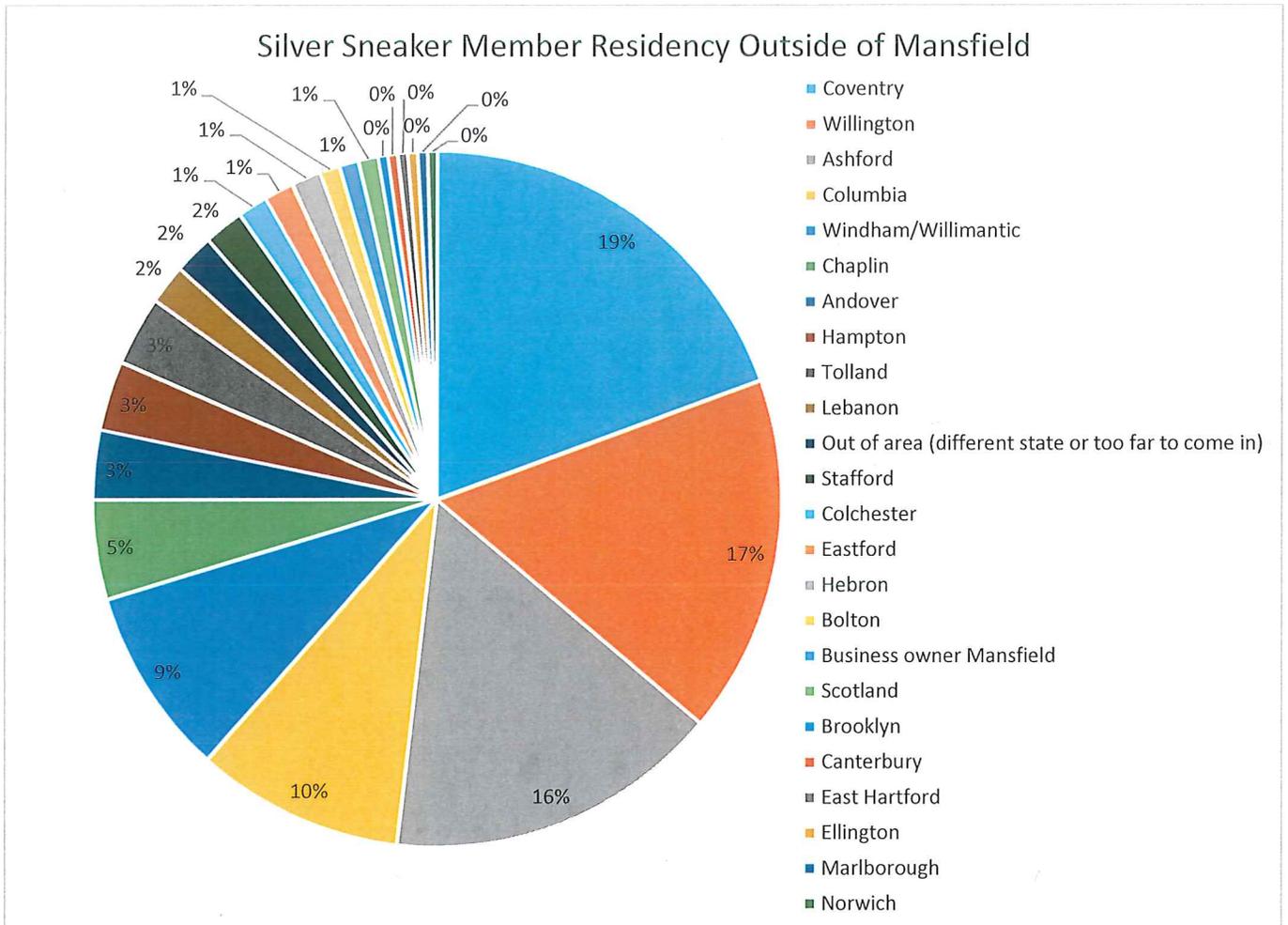
"I have taken various classes at MCC including functional strength, so I found the Silver Sneakers were not challenging enough for me. I do occasionally drop into such classes."

"I rely on the Community Center for aerobics/fitness classes as well as for the friendly interaction I have with class members and instructors. When we moved here from out of state it was the place I made my first friends."

"Silver Sneakers yoga got me started on yoga, which I will do for the rest of my life. It's especially helped me with sleep, the lack of which had been disabling. Also, I'm not sure I could afford a Center membership."

Question 9: Are you a Mansfield resident?

Answer	0%	100%	Number of Responses	Response Ratio
Yes			207	43.6%
No (please indicate town of residency below)			267	56.3%
No Responses			0	0.0%
Totals			474	100%



Representative sampling of comments below:

“Live in East Hartford CT but enjoy the therapy pool and regular pool as well as the track”

“If it weren’t for Silver Sneakers, I couldn’t afford Mansfield Community Center”

“Coventry. The program is a big part of my life. I have been thankful for it.”

“Canterbury CT and it is a 45 minute drive to get there. But I love the therapy pool but as a full time sub teacher, I have had no time to use it. When I stop teaching this year, I will have time to use it.”

"The community Center is a 'gem'. a much needed resource for our community"

"I live in the northeastern part of Coventry. And that's part of the reason we made a donation to the center, because as I've said I like the center and staff and it's very accessible to me (about 10-minute drive)."

"I live in Chaplin. I attend the aqua therapy class due to my doctor's recommendation."

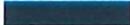
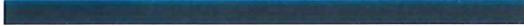
"I live in Willimantic and find it very convenient to go to Mansfield."

"Colchester. Excellent programs and facility!!"

"We, Susan Johnson and I, reside in Willimantic. As former town attorney of Mansfield for 14 years, including the time when the Center was built, we are committed to its continued success. It is a wonderful facility and we will be happy to do all we can to help you all including radio interviews on our Friday WILI talk show "Let's Talk About It.""

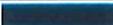
"Hampton, appreciate the opportunity to work out at the Mansfield Fitness Center. It is well run and has a lot to offer."

Question 10: Do you travel or live out of Connecticut for extended periods during the year?

Answer	0%	100%	Number of Responses	Response Ratio
Yes			93	19.6%
No			374	78.9%
No Responses			6	1.2%
		Totals	474	100%

- Responses were not required
- 57 Comments. Travel frequency was widely varied, but most indicated travel to be between 2 weeks and 3 months. Longest travel lengths amounted to approx. 6 months annually.

Question 11: Are you a member of any other local clubs or fitness centers?

Answer	0%	100%	Number of Responses	Response Ratio
Yes			82	17.2%
No			392	82.7%
No Responses			0	0.0%
		Totals	474	100%

Question 12: If the Mansfield Community Center did not offer Silver Sneakers, would you maintain you Mansfield Community Center membership?

Answer	0%	100%	Number of Responses	Response Ratio
Yes			132	27.8%
No			251	52.9%
Other (view all)			91	19.1%
No Responses			0	0.0%
Totals			474	100%

- Approximately half of responses who provided a definitive “yes/no” indicated they would maintain a membership
- Overall only 27.8% definitively said, “yes”
- “Other” responses ranged from “probably not”, “not sure”, “maybe”, “probably”
 - some indicated they would pay to participate in classes, but not necessarily maintain membership.
 - Many referenced affordability as a concern
- Comments: 115 (Random sampling below).
 - Comments overwhelming spoke to concerns over membership affordability for seniors.

“Would have to check out all options. I did look at 3 silver sneakers fitness centers and found that Mansfield community center was the best fit for me. Being retired I have that whole fixed income thing that I gave to take into consideration.”

“Live too far away in Hampton CT”

“There is no way that I could afford your membership! I can barely afford to pay for the 3 classes I take!”

“It is very expensive for a single retired person. Depends on the cost. I usually just walk as classes are full that I Wish to take...so to pay to walk ... Really need to think about that.”

“I pay for classes, regular fitness classes. If I were to have to pay regular dues in addition to the regular fitness classes that I pay for I would have to let go of my membership.”

“I could not afford your out-of-town membership fees.”

“Yes, I would ABSOLUTELY maintain my membership if I had to pay for it.”

“Too expensive for us. And we would miss the exercise that we get there. I have noticed that I feel much better when I exercise. Since Covid 19, not being able to get out to exercise I notice that I don't feel as energetic and I miss the visiting and social aspect of pickle ball.”

“Depends. If there was a fee just to play pickle ball, I would pay.”

“I would happily pay a senior discounted price for membership.”

“I don't understand why the MCC should be expected to cover salaries for their workers during the quarantine period when the library, senior center, town hall, senior center and all the other depts that are closed aren't expected to cover salaries. We understand that these are exceptional times in which we live. I'm guessing that the biggest cost in the MCC budget is salaries, just as is the case for all other departments. Laying off staff won't help the situation we are in any more than layoffs anywhere else in town service would accomplish. I hope that there can be some equality in distributing the unusual burdens everybody is experiencing.”

Question 13: What would encourage you to visit the Center more frequently? (check all that apply)

Answer	0%	100%	Number of Responses	Response Ratio
More Silver Sneakers classes			172	46.9%
More health lectures/seminars			93	25.4%
More social activities			38	10.3%
Bring-a-Friend days			40	10.9%
Workout-buddy program			32	8.7%
Fitness Center Orientation			63	17.2%
Swim Clinics			67	18.3%
Wider variety of basketball gym drop-in programs (ex. Badminton, volleyball, etc.)			11	3.0%
Other (View all)			64	17.4%
Totals			366	100%

- Responses were not required.
- All "Other" responses listed below:

I have a pretty set routine, so none of the above
 Group classes in the fitness therapy pool
 tai chi and chi gung for recovering health
 I don't need any further motivation
 longer lap swim hours
 just need to work it in my schedule
 Longer Novice pickleball sessions
 Art or Craft classes
 My body working better.
 NRA - Classes
 More bikes but not spin bikes. .
 I cannot drive at night so have not been able to go to evening presentation. fo
 Other outdoor programs
 Things for wherlchair bound adults
 If I had more energy and motivation to get there
 I go as as much as I would ever go
 The Center needs a good cleaning and sprucing up. Locker rooms need attention.
 Travel lectures.
 More frequent visits to Storrs.
 my wife would come for a mid-morning Zumba class 3 times a week
 more therapy guided exercises.
 conflict with swim lessons
 Pool schedules change and are inscrutable
 More Pickelball times
 gentle yoga later in the morning

More safe classes for people with dementia
Special classes
maybe more yoga classes
Warmer main swimming pool
Nothing
More personal time
skiing
Pleased with current activities
If I lived in Ct. I would like to utilize the health lectures
More equipment
Bicycle repair classes

From: [Elizabeth Wassmundt](#)
To: [Town Clerk](#); [Toni Moran](#); [Terry Berthelot](#); [Charles J. Ausburger](#); [Samuel C. Bruder](#); [Alfred E. Fratoni](#); [Peter Kochenburger](#); [David Freudmann](#); [Ronald Schurin](#)
Subject: Comment re: meeting of May 11th
Date: Saturday, May 23, 2020 3:10:57 PM

5/23/2020

To: Mansfield Town Council

From: Elizabeth T. Wassmundt

54 Old Turnpike Road

Storrs, CT 06268

860-429-8300

Dear Council Members, I prepared the following comment for your meeting on May 11th but the battery in my phone died before the meeting got to "Opportunity for the Public to Address the Council." I trust you will read my comment.

I've listened to the council meeting held on April 27th and want to comment on the interaction between Mayor Moran and Councilor Freudmann during section 8 B , New Business, Proposed Capital Improvement Program Adjustments. Councilor Freudmann made a motion; it was seconded and he was given the floor to speak to it. About 4 minutes into his explanation as to the reason for the motion, Mayor Moran interrupted him. She then questioned Freudmann and even proceeded to call upon other council members to speak. This is a blatant violation of Robert's Rules; it is unprofessional and unacceptable. The duty of the Chair of the council is to follow the meeting's agenda and to maintain decorum. This is accomplished by following Robert's Rules which clearly states that the person who has the floor is not to be interrupted.

I fully understand that Mansfield is a democratically controlled town to

such extent that this council can do whatever it pleases. You can present to the public that this council operates according to Robert's Rules whereby respect is given to each member but then, the Chair, or any other council member for that matter as has happened, can be rude to a minority member at will. I present to you Madam Mayor, you received 2394 votes at the last election while Freudmann received 1069 votes. That says to me that for every 2.2 persons who want to listen to you, there is one person who wants to listen to Freudmann. That one person, Madam Mayor, also is your citizen taxpayer and is deserving of your respect.

Thank you.

From: [Elizabeth Wassmundt](#)
To: [Town Clerk](#); [Ben Shaiken](#); [Toni Moran](#); [Terry Berthelot](#); [Charles J. Ausburger](#); [Samuel C. Bruder](#); [Alfred E. Fratoni](#); [Peter Kochenburger](#); [David Freudmann](#); [Ronald Schurin](#)
Subject: Budget considerations
Date: Saturday, May 23, 2020 4:19:37 PM

5/23/2020

To: Mansfield Town Council

From: Elizabeth T. Wassmundt

54 Old Turnpike Road

Storrs, CT 06268

860-429-8300

RE: Budget

Covid-19 is having a huge impact on this State and University in lost revenue; this town is going to see lost revenue. Until you can understand what this is going to mean to this town's income, this Council should be **very** conservative as you adopt the coming year's budget. This town still has to reconcile the loss the Community Center is experiencing and, the expense for the new arts building on 275 is unknown.

At this time, you should not provide for any new employee positions or any new programs such as the proposed second van for the Senior Center. This budget should be lean. Remember, already there is an extra \$600,000 plus in this budget which taxpayers were over charged in the previous budget.

I would upgrade the few positions as requested by Public Works. If an employee is doing a higher grade job, the employee should be paid for it.

I would cut the budget of Fire and Emergency Services by the amount of overtime pay as is shown in this year's budget. I am offended by the use and cost of overtime in this department. This Department was given a very good union contract along with extra personnel which was supposed to minimize the cost of overtime. It may be that employees in this department are acting in accord with the union contract but I see it as taking advantage of the Council and the Mansfield taxpayers. Cut that budget and let the department figure out how to deal with it. I would bet that lots of other taxpayers would agree with me.

Thank you.

From: [Elizabeth Wassmundt](#)
To: [Town Clerk](#)
Subject: Fw: Special Meeting of 5/26
Date: Monday, May 25, 2020 10:47:05 PM

Somehow, I left the "t" off town when I first sent this email.

----- Forwarded Message -----

From: Elizabeth Wassmundt <etwno1@sbcglobal.net>
To: ownClerk@mansfieldct.org <ownclerk@mansfieldct.org>; morant@mansfieldct.org <morant@mansfieldct.org>; berthelott@mansfieldct.org <berthelott@mansfieldct.org>; ausburgercj@mansfieldct.org <ausburgercj@mansfieldct.org>; brudersc@mansfieldct.org <brudersc@mansfieldct.org>; fratoniae@mansfieldct.org <fratoniae@mansfieldct.org>; kochenburgerp@mansfieldct.org <kochenburgerp@mansfieldct.org>; davidf235@yahoo.com <davidf235@yahoo.com>; shaikenb@mansfieldct.org <shaikenb@mansfieldct.org>; schurir@mansfieldct.org <schurir@mansfieldct.org>
Sent: Monday, May 25, 2020, 10:39:28 PM EDT
Subject: Special Meeting of 5/26

5/23/2020

To: Mansfield Town Council

From: Elizabeth T. Wassmundt

54 Old Turnpike Road

Storrs, CT 06268

860-429-8300

RE: Special Meeting/Community Center

I just looked at the packet for the Special Meeting. Do you really expect to do justice to a budget discussion as well as a discussion about the lack of adequate revenue at the Community Center in one hour?

The Community Center, as nice an asset to the town as it is, is a money pit.

I trust this council will remember that the public was promised that the

CC was to be self-supporting within 5 years and that you will act accordingly. It is way past time to come to grips with the problem and solve it. At the time the CC was in the development stage, local business people came to the council and explained that this could never be self-supporting; the health club facility is too small and the management and maintenance overhead is too large. That council would listen to nothing; they were riding high. They had lots of money which, by the way, was acquired by scamming the state with the help of the then state rep. Mayor Paterson said at one meeting: "Why all we had to do was wonder how to spend the money."

When the 5 year period rolled around, of course, the facility was not self-supporting. There was a discussion at a Finance Committee meeting; I happened to attend it and remember Jeff Smith and Ms. Trahan and Carl Schaefer concluding that all towns had a Parks & Rec Department which needed management so the salaries & benefits for Curt vincente, his assistant and maybe someone else were removed from the CC account and put into a Parks & Rec account. This took care of the problem though it is a bit dishonest but, if the town scammed the state to get money for the CC, surely it's okay to scam the taxpayers.

Now, back to the money pit, the CC today is a bigger money pit than it was when it was first opened; it has all of the same problems along with the Silver Sneakers issue. Just trying to correct the Silver Sneakers issue is not going to solve the problem. There should be a complete analysis of the cost of the entire CC operation with a breakdown according to individual programs. It may be that the basic business model for the CC will never be viable and needs to be changed. I urge this council to authorize the hiring of a qualified person to do an analysis.

I have got to believe that there is a solution to this problem which will satisfy this council, maybe even me. At the same time, I believe that the current management in this town is not going to provide you with this

solution. Just look at the Silver Sneakers program. That program was instituted in 2014; this is 2020. In 6 years management has done nothing but moan about the problem; they have provided no solution. Management's suggested solution appears on page 11 of 23: "Since we will be faced with the same operating concerns in the coming fiscal year, I will recommend a transfer that will cover the current year operating loss as well as an amount to provide support for next year. I am estimating a total transfer of approximately \$200,000 - \$250,000 will be needed." Typical of Mansfield, bill the taxpayers.

I sincerely hope you will deal with this CC money pit; I do believe there is a solution. But, frankly, I will be very surprised if you do; I fully expect you to follow the above suggestion – hit up the taxpayers and hide the problem.

Should, possibly, you authorize a cost analysis of the CC along with consideration of the business model, please do not hire the usual town consultant type of person. Hire someone, out of this area, with good knowledge of operating a multifaceted business. Perhaps a good commercial real estate broker would do the job.

Thank you.

From: [Ellen Tulman](#)
To: [Budget2021](#)
Subject: Mansfield Parks & Rec
Date: Saturday, May 30, 2020 10:17:51 AM

Good morning,

I am writing to express my support of the Mansfield Parks & Rec Department. It is my understanding that the programs and facilities that make up the department are in danger of not receiving funds from the town. Parks & Rec provides many important programs for residents of all ages. While MCC has not be physically accessible during COVID 19 they continue to provide online resources. And, the services they provide beyond the walls of the community center have help to support and maintain community members during this time. Please support the Parks & Rec programming as it is part of what makes Mansfield a wonderful place to call home.

Ellen Tulman
74 Ball Hill Road
Mansfield, CT

From: [Rachel Girshick](#)
To: [Budget2021](#)
Subject: RE: MCC 2021 BUDGET CONCERNS
Date: Sunday, May 31, 2020 5:50:28 PM

Dear Town Council,

I am writing this letter on behalf of Mansfield Community Center.

Just as the name states, Mansfield Community Center is a center of the community, both for Mansfield and neighboring towns.

The center provides a multifaceted facility where people can gather, in a non-sectarian atmosphere, to exercise, participate in various sports, share ideas, hold events of interest to the community, provide programs & a safe environment for our youth to thrive in.

While budgets are always a concern, particularly when times are difficult, there are some things where the "return on the dollar"

needs to be viewed through a lens that focuses beyond the material cost/profit ideology. There are institutions, things, events etc., which have value to the community by providing opportunities for the body, mind, & spirit, that is quantified differently. Mansfield Community Center is such an expenditure.

I hope the council will recognize the value this facility provides, and finds the resources so it may continue its vital function for the well being of the community.

Thank you.

Respectfully Yours,

Rachel Girshick

Hampton, Ct. 06247

[Sent from Yahoo Mail on Android](#)

From: [JP Gogarten](#)
To: [Budget2021](#)
Subject: Question regarding New School Elementary School building
Date: Monday, June 1, 2020 7:48:18 PM

To assess the budget, it would be nice to hear a few more details on
How is the corvid-19 pandemic is incorporated into the plan and budget for the new, larger elementary school?
How the school design will be adjusted to allow for social distancing?
How the planning takes into account that support from the state may turn out smaller than anticipated

J Peter Gogarten
968 Warrenville Rd, Mansfield, CT 06250

From: [David Palmer](#)
To: [Budget2021](#)
Subject: Community Center Funding
Date: Monday, June 1, 2020 6:54:05 PM

Dear Town Council Member,

When I moved to Mansfield nearly eight years ago, the first place I looked for connection to the community was the MCC. I was welcomed into a large circle of wonderful neighbors that I would not have otherwise met. Today the MCC remains the primary home of my connection and involvement in the best town in Connecticut.

Please look favorably on the supplemental funding request from the Director of Parks and Recreation. The staff has worked hard to maintain a cohesive community in the face of this pandemic. And, now, they are working hard to reopen the community center this month.

The MCC truly has something for every Mansfield resident and is the centerpost of the health and stability of the community.

In touch,
David Palmer
Member, Recreation Advisory Committee

From: [Pat Raynor](#)
To: [Town Mngr](#)
Subject: Budget
Date: Monday, June 1, 2020 10:47:00 PM

Can you give a breakdown of the increases in the Town Operations portion of the proposed budget that accounts for a \$1,403,520 (7.3%) increase?

Thank you,
Jim Raynor

Answers to Councilor Freudmann's Questions on 6/2/20

1. **By how many dollars, annually, is the Fund revenue reduced due to the Silver Sneakers program?**

First, the graph shown on page 24 of the budget document issue paper, titled "Silver Sneakers vs. Paying Membership Tracking Count" indicates an obvious trend in a loss of paying members and a gain of Silver Sneakers members. As was mentioned in one of the earlier budget review meetings, an exact number of loss cannot be quantified. There are multiple factors that make up the difference as follows:

- a. Membership revenue loss does not directly correlate with the graph because although there was a loss in paying members, there was an over-all gain in membership with the additional Silver Sneakers members. The difference is in what we receive from Silver Sneakers members (this is detailed in the issue paper) vs if that same person was to pay.
 - i. From the graph during the time of the Silver Sneakers program the over-all membership increased by 67% from 2014 to 2019 as follows (total of Silver Sneakers plus Paying members):
 1. 2014 – 1,699
 2. 2015 – 1,886
 3. 2016 – 1,975
 4. 2017 – 2,057
 5. 2018 – 2,622
 6. 2019 – 2,837
- b. Not all lost members are necessarily lost to Silver Sneakers conversion, although we believe most of them are. We also lose members for other factors such as, moving out of the area, do not have Silver Sneakers benefit but suffered financial hardship, non-use, etc.
- c. Our system unfortunately does not easily track membership changes from paying to Silver Sneakers. When someone converts from one membership type to another membership type, the system counts this as an end to that membership and starts a new one. In order to track individual membership history, we would literally have to spend weeks going through each household account and manually document their changes. We do not believe the time spent to do that is worth the information we would gain when it is obvious to us where the differences are from the graph.
- d. There are expenditure factors that also weight in here because of things like the State's minimum wage increase. The expenditure side of the Parks and Recreation Fund has been operating as minimal as it can aside from any mandated increases in costs such as union staff payroll increases and the one noted above about the minimum wage increases. By year-end, our expenditures have consistently been under budget.
- e. One indirect but simple way to get a sense of the loss is to take the loss in paying membership times an average fee collected for a paying membership. For example, from 2016 to 2019, there was a total loss of 422 paying members (1,202 minus 1,624), therefore, assuming all of those memberships converted from paying to Silver Sneakers,

then multiplying that by the average that memberships pay (approx. \$400) would equal \$168,800.

2. How is that dollar figure arrived at?

Director of Finance Trahan's number referenced in the memo was not necessarily focused on the loss of paying membership difference, but more to make the fund balance in the positive for the year end of the current fiscal year (based upon the projected loss minus any remaining fund balance) plus provide a supplemental amount for the projected difference in anticipated loss in the next fiscal year.



For Immediate Release
June 4, 2020

For More Information:
Elizabeth Conklin
dph.pressroom@ct.gov
860.509.7270

DPH RELEASES ANNUAL FISH CONSUMPTION ADVISORY
KEY UPDATES INCLUDE THREE RIVERS IN THE WILLIMANTIC AND MANSFIELD AREAS
AND THE CONNECTICUT RIVER

Hartford - The Connecticut Department of Public Health (DPH) today announced the release of an updated [If I Catch It, Can I Eat It? A Guide to Safe Eating of Fish Caught in Connecticut](https://portal.ct.gov/fish), found at <https://portal.ct.gov/fish>. DPH has updated the guide in response to new sampling data that indicate higher levels of per- and polyfluoroalkyl substances (PFAS) in bass from three rivers in the Willimantic and Mansfield areas. In addition, the guide has updated advice in response to a decrease in polychlorinated biphenyl (PCB) levels in carp from the Connecticut River.

“The purpose of this DPH guide is to give advice on how to safely eat fish caught in Connecticut,” stated Acting DPH Commissioner Deidre S. Gifford, MD, MPH. *“Fish are a good source of protein and omega 3 fatty acids, a nutrient thought to be protective against heart disease and beneficial to the developing fetus. As a result, DPH recommends that the public continue to eat fish. However, certain guidelines should be followed in order to eat fish safely.”*

DPH’s updated advisories are as follows:

Three rivers in the Willimantic and Mansfield areas: (Natchaug, Shetucket and Willimantic)

The Natchaug River: from the dam at the Willimantic Reservoir (Northern Boundary) downstream to where it forms the Shetucket River. The advisory extends about a half mile down the Shetucket River to Plains Road. The Willimantic River: where it meets the Shetucket and Natchaug Rivers upstream to the dam at Pine Street. Signs will be posted in these areas in the near future.

DPH advises not to eat more than one meal per month of bass taken from these waterbodies. This advisory was developed to protect the public from elevated levels of PFAS in bass from

these waterbodies. Fish in the Natchaug River were tested when PFAS contamination was discovered in groundwater and one drinking water well near the Eastern Connecticut Fire School.

The Connecticut River:

DPH is pleased to report that PCB levels in Common Carp declined such that a consumption advisory for carp is no longer necessary for the Connecticut River. It is important to note that there is still a consumption advisory for catfish in the Connecticut River due to elevated levels of PCBs in this fish species. DPH advises that high risk populations (pregnant women, women planning on becoming pregnant within a year, women that are nursing, and children under 6 years old) consume only one meal per month of catfish from the Connecticut River while the general population can consume up to one meal per week of catfish from the same waterbody.

Within the updated guide are other pre-existing statewide advisories worth noting:

Freshwater fish: The advice for freshwater fish caught in Connecticut for pregnant women and children (high risk groups) is to eat no more than one meal per month. For all other groups, the advice is to eat no more than one meal per week of freshwater fish. This statewide advice is due to mercury contamination found in Connecticut freshwater fish. This statewide advisory does not apply to sunfish or trout as there are no consumption limits for these fish species.

Long Island Sound: There are guidelines for high risk groups as well as the general population that recommends limiting or avoiding Striped Bass and Bluefish caught in Long Island Sound due to PCB contamination. People in the high risk group should not consume Bluefish (over 25 inches long) and all Striped Bass and the general population should not eat more than 1 fish meal per month of these fish species. For Bluefish 13-25 inches long and all Weakfish caught in Long Island Sound, DPH advises that all groups should not eat more than 1 fish meal per month.

The *If I Catch It, Can I Eat It?* Guide has a listing of the waterbodies and species in Connecticut with specific consumption recommendations. For more information visit <https://portal.ct.gov/fish> or contact call DPH's Environmental Health Program at 860.509.7293.

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