



**TOWN OF MANSFIELD  
SPECIAL TOWN COUNCIL MEETING  
TUESDAY, September 20, 2016**

**AUDREY P. BECK BUILDING  
COUNCIL CHAMBERS  
6:00 PM**

**AGENDA**

Call to Order

Old Business

1. Council Goal Setting Session (2016-2017) (Item #1, 03-05-16 Agenda)

Opportunity for Public to Address the Council

Adjournment



**Town of Mansfield  
Agenda Item Summary**

**To:** Town Council  
**From:** Matt Hart, Town Manager *MWH*  
**CC:** Department Heads  
**Date:** September 20, 2016  
**Re:** Town Council Goal Setting

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**Subject Matter/Background**

Attached please find a draft summary of the goals and objectives compiled from your discussions on March 5, 2016 and April 11, 2016. At your request, the current draft places less of an emphasis on Mansfield Tomorrow language and land use.

The Town Council's goals are important to both the community and organization for policy and resource allocation purposes.

**Recommendation**

The Council will discuss this item the evening of September 20, 2016. Depending on the level of discussion, and changes that may be needed to the draft goals and objectives document, a follow-up session with the Council may be needed.

Once ready, I recommend that the Town Council vote to formally endorse its stated goals and objectives for 2016-2017. This action would emphasize the importance of the document as a policy instrument. Also, I recommend adding the document to the Council's Policy Index as we have done in the past.

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

*Move, effective September 20, 2016, to adopt the 2016-2017 Town Council Goals and Objectives as presented and to add the document to the Mansfield Town Council policy index.*

**Attachments**

- 1) 2016/2017 Town Council Goals and Objectives – DRAFT
- 2) Notes from March 5, 2016 Brainstorming Session

## 2016-2017 Mansfield Town Council Goals and Objectives - DRAFT

### ***Economic Development***

**Goal:** Mansfield has a growing and diversified economy that helps to maintain the high-quality services desired by residents. Goal 6.3 (Page 6.39). ♦

#### **Objectives:**

- Create a “brand” for Mansfield and market the Town.
- Create a business friendly climate; complete the online permitting software and *Permitting Guide* projects.
- Explore the feasibility of allocating resources for a dedicated economic development staff member.
- Leverage UCONN Tech Park for economic development in Mansfield.
- Begin construction on Four Corners Sewer project; focus redevelopment efforts to Four Corners area and other areas identified in the Plan of Conservation and Development.

### ***Education***

**Goal:** Mansfield is a lifelong learning community and continues to provide high-quality public education for children and youth. Goal 5.2 (Page 5.34). ♦

#### **Objectives:**

- Complete the school facilities study project.
- Revise the Town’s capital plan following completion of the facility studies to ensure educational infrastructure is adequate to meet both short and long term community needs.
- Support high quality, affordable early childhood education.

### ***Financial Management***

**Goal:** Responsibly manage available financial resources to maintain quality services that are responsive to community needs. ♦

#### **Objectives:**

- Increase tax base (new growth), including completion of Storrs Center, in a responsible manner.
- Increase Fund Balance.
- Balance service needs with revenue constraints.
- Continue to explore opportunities for sharing of regional services.

### ***Housing***

**Goal:** Mansfield maintains high-quality living conditions throughout the town. Goal 7.3 (Page 7.26). ♦

#### **Objectives:**

- Research the feasibility of a housing trust to support affordable owner occupied housing in Mansfield.
- Create a sense of place that attracts young families to Mansfield.
- Continue the work of the ad hoc Committee on Rental Regulations and Enforcement; improve the Town’s ability to respond to issues related to blighted and nuisance properties.
- Continue to collaborate with UConn to address quality of life issues in off-campus neighborhoods, including student behavior.

### ***Infrastructure***

**Goal:** Mansfield maintains high-quality public facilities that support town goals. Goal 5.5 (Page 5.46). ♦

**Objectives:**

- Complete the Town facilities study project.
- Revise the Town’s capital plan following completion of the facility studies to ensure all non-educational infrastructure is adequate to meet both short and long term community needs.
- Engage in practices and projects that promote energy efficiency, including but not limited to solar projects.
- Reduce the Town’s municipal government carbon footprint in an effort to respond to climate change.
- Improve accessibility and modifications to older Town facilities and parks for persons with disabilities.

***Open Space and Agriculture***

**Goal:** Preserve and maintain open space and viable working farms. ♦

**Objectives:**

- Preserve agricultural land through the purchase of development rights.
- Acquire, preserve, and maintain open space.
- Adopt land management plans for Town owned open space.

***Public Safety***

**Goal:** Mansfield public safety services- police, fire and EMS- protect life and property through a robust program of education, enforcement and preparedness. Goal 5.3 (Page 5.37). ♦

**Objectives:**

- Evaluate police service delivery options; initiate and complete study evaluating service delivery options.
- Evaluate Fire Department staffing levels and impact on service delivery and costs.

***Transportation***

**Goal:** Mansfield has a balanced, integrated transportation system that provides residents with viable options in getting from one place to another. Goal 9.1 (Page 9.30). ♦

**Objectives:**

- Develop an integrated network of sidewalks, bikeways and trails that connect residents with key community facilities and services.
- Improve Town roads to accommodate various modes of transportation.
- Research, and implement when possible, the feasibility of dedicate bicycle lanes on local roads.
- Actively participate in the Windham Region Transit District (WRTD) to improve services being provided in the regional transportation network.

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♦ Denotes link to Mansfield Tomorrow.

Approved by the Mansfield Town Council on XXX, 2016  
Added to the Mansfield Town Council Policy Index

9/20/16 - DRAFT

## Notes from 3/5/2016 Session

### CHAPTER 2: NATURAL SYSTEMS

- Need to look at regionally, and partner with surrounding communities
- Funding; what does Council want to focus on for next year?
- Align with strategic plan, Council goals, and budget

#### GOAL 2.1 (PAGE 2.28)

MANSFIELD RESIDENTS AND OFFICIALS ACTIVELY PARTICIPATE IN CONSERVING AND PROTECTING THE TOWN'S RESOURCES. Kochenburger

#### GOAL 2.2 (PAGE 2.31)

MANSFIELD HAS HEALTHY WATERSHEDS WITH HIGH-QUALITY GROUND AND SURFACE WATER RESOURCES AND AQUATIC HABITATS.

#### GOAL 2.3 (PAGE 2.33)

MANSFIELD'S SOIL, PLANT AND WILDLIFE HABITATS ARE HEALTHY AND DIVERSE.

#### GOAL 2.4 (PAGE 2.35)

THE TOWN IS TAKING STEPS TO MODERATE OR ADAPT TO THE IMPACTS OF CLIMATE CHANGE. Ryan

- Need to adapt to changing climate

#### GOAL 2.5 (PAGE 2.37)

MANSFIELD HAS INCREASED COMMUNITY RESILIENCE AND MITIGATED THE IMPACTS OF NATURAL HAZARDS. Moran

#### GOAL 2.6 (PAGE 2.39)

MANSFIELD'S LAND USE REGULATIONS PROMOTE THE PROTECTION AND ENHANCEMENT OF NATURAL SYSTEMS.

**HAPTER3: OPEN SPACE, PARKS AND AGRICULTURAL LANDS**

**GOAL 3.1 (PAGE 3.24)**

**NATURAL RESOURCES WITHIN MANSFIELD'S PUBLIC AND PRIVATE OPEN SPACES ARE PROTECTED AND WELL-MANAGED. Moran, Raymond**

- Adopted Management Plans for the Town owned land
- Permanent preservation of that land

**GOAL 3.2 (PAGE 3.28)**

**MANSFIELD HAS MORE LAND BEING USED FOR AGRICULTURE. Shaiken, Moran**

- Preserving agricultural space not already preserves
  - Purchase development rights

**GOAL 3.3 (PAGE 3.30)**

**MANSFIELD'S PARK AND PRESERVE SYSTEM, INCLUDING NATURAL AND ACTIVE RECREATION AREAS, PROVIDES ACCESS TO RESIDENTS AND MEETS THE NEEDS OF THE POPULATION.**

**GOAL 3.4 (PAGE 3.33)**

**MANSFIELD'S LAND USE POLICIES AND REGULATIONS FOR PUBLIC AND PRIVATE OPEN SPACES PROTECT NATURAL RESOURCES, PRESERVE SCENIC VIEWS, AND EXPAND OPPORTUNITIES FOR AGRICULTURE AND ACTIVE RECREATION.**

## CHAPTER 4: COMMUNITY HERITAGE AND SENSE OF PLACE

### GOAL 4.1 (PAGE 4.26)

MANSFIELD HONORS AND PRESERVES ITS HISTORIC RESOURCES BY PROTECTING THEM FOR FUTURE GENERATIONS.

### GOAL 4.2 (PAGE 4.29)

MANSFIELD'S LAND USE REGULATIONS MAINTAIN RURAL CHARACTER IN THE MAJORITY OF TOWN, PROTECT HISTORIC RESOURCES AND ACCOMMODATE FUTURE GROWTH IN SMART GROWTH, COMPACT PATTERNS IN DESIGNATED MIXED USE CENTERS AND COMPACT RESIDENTIAL AREAS. Shaiken, Marcellino, Raymond, Ryan, Moran

- Historic versus cul-de-sac neighborhoods/communities
- Older subdivisions with less attractive housing
  - Infill in larger existing lots? Go back to existing subdivisions?
- Smart growth/density

## CHAPTER 5: COMMUNITY LIFE

### GOAL 5.1 (PAGE 5.30)

MANSFIELD PROVIDES HIGH-QUALITY SERVICES THAT CONNECT RESIDENTS TO EACH OTHER AND THE COMMUNITY

- Increased collaboration between town department (ex. Software)

### GOAL 5.2 (PAGE 5.34)

MANSFIELD IS A LIFELONG LEARNING COMMUNITY AND CONTINUES TO PROVIDE HIGH-QUALITY PUBLIC EDUCATION FOR CHILDREN AND YOUTH. Kochenburger, Ryan, Shaiken, Raymond, Moran, Shapiro

- Critical short term issues that need to be addressed
- How to attract young families into town
  - Increase competitiveness; increase town viability
- Infrastructure plan that will garner support from the town
- Comprehensive approach; not school by school
- How to keep political gaming out of the process
- Utilize consolidation and economies of scale, need to assure that there will be public savings
- Well defined thoughtful process that results in consensus; not unanimity
- There will be differences in approach to education
- Be prepared to make decisions in absence of consensus

### GOAL 5.3 (PAGE 5.37)

MANSFIELD PUBLIC SAFETY SERVICES—POLICE, FIRE AND EMS—PROTECT LIFE AND PROPERTY THROUGH A ROBUST PROGRAM OF EDUCATION, ENFORCEMENT AND PREPAREDNESS. Ryan, Raymond, Moran, Shapiro

- Long and short term needs

### GOAL 5.4 (PAGE 5.43)

MANSFIELD IS A HEALTHY ACTIVE COMMUNITY. Moran

- Health of Town staff

### GOAL 5.5 (PAGE 5.46)

MANSFIELD MAINTAINS HIGH-QUALITY PUBLIC FACILITIES THAT SUPPORT TOWN GOALS. Ryan, Shaiken, Kochenburger, Raymond

- Facilities should be designed and appropriate for activities
- Continue to improve energy efficiency and ADA access

### GOAL 5.6 (PAGE 5.50)

MANSFIELD'S POLICIES, PROGRAMS AND LAND USE REGULATIONS SUPPORT COMMUNITY SERVICE AND HEALTH/WELLNESS GOALS.

- Parks and Recreation Fund- how to make the fund more sustainable

## CHAPTER 6: DIVERSIFYING THE ECONOMY

### GOAL 6.1 (PAGE 6.31)

MANSFIELD HAS BALANCED ECONOMIC DEVELOPMENT EFFORTS WITH SENSITIVITY TO PRESERVING THE TOWN'S UNIQUE BLEND OF RURAL CHARACTER AND COLLEGE TOWN AMENITIES TO CREATE AN ATTRACTIVE LOCATION FOR BUSINESSES, WORKERS, AND RESIDENTS. Kochenburger, Marcellino, Shaiken

- Focus on reuse of existing business space

### GOAL 6.2 (PAGE 6.35)

MANSFIELD HAS AN ENTREPRENEURIAL ENVIRONMENT THAT SUPPORTS BUSINESS FORMATION, EXPANSION AND RETENTION. Kochenburger, Marcellino, Shaiken, Shapiro

- Business friendly climate, work collaboratively, be proactive in approach to business
- Permitting and application software
- Proactive approach to business recruitment; staff resources to do so
- Work with UConn, Tech Park space
- "Appropriate" businesses to brand and market the town
  - Expansion should fit the community
  - Job creation

### GOAL 6.3 (PAGE 6.39)

MANSFIELD HAS A GROWING AND DIVERSIFIED ECONOMY THAT HELPS TO MAINTAIN THE HIGH-QUALITY SERVICES DESIRED BY RESIDENTS. Ryan, Marcellino, Moran, Raymond, Shaiken

- Make it possible for business to locate here; commercial growth to offset residential tax burden
- Promote the *region's* economic viability
- Ability to tax university properties and tenants without an educational purpose
- Resources needed to move outreach forward
  - 1 new staff position

### GOAL 6.4 (PAGE 6.44)

AGRICULTURE IS VALUED BY THE COMMUNITY AND EXPANDING WITH INCREASED ACREAGE, HIGHER PRODUCTION AND GROWING MARKET OPPORTUNITIES.

### GOAL 6.5 (PAGE 6.50)

MANSFIELD'S LAND USE REGULATIONS ARE FARM-FRIENDLY AND SUPPORT BUSINESS RETENTION AND EXPANSION EFFORTS WHILE PROTECTING COMMUNITY CHARACTER.

## **CHAPTER 7: HOUSING**

### **GOAL 7.1 (PAGE 7.22)**

**MANSFIELD'S HOUSING OPTIONS INCLUDE HOUSING AFFORDABLE TO LOW AND MODERATE INCOME INDIVIDUALS AND FAMILIES. Shaiken, Moran, Shapiro**

- Any future dense development needs to require affordable units
- Stay above 10%
- Housing stock for all levels, including up to 120% AMI
  - How do we encourage home ownership and help to compete with investor owners?
  - Affordability of high quality rental housing; millennials renting longer

### **GOAL 7.2 (PAGE 7.24)**

**MANSFIELD'S SENIOR CITIZENS HAVE HOUSING OPTIONS THAT ALLOW THEM TO CONTINUE TO AGE IN THEIR COMMUNITY Moran, Shapiro, Marcellino**

- Supportive housing for seniors
  - Affordable supportive housing
- Have to address transportation
- Lack of appropriate, accessible housing

### **GOAL 7.3 (PAGE 7.26)**

**MANSFIELD MAINTAINS HIGH-QUALITY LIVING CONDITIONS THROUGHOUT THE TOWN. Shaiken, Ryan, Moran, Shapiro**

- How to make rental units attractive to more responsible renters/students
  - Require a management plan
  - Update regulations
  - What can we do to improve enforcement?
  - Is a moratorium legal?
- Rental housing needs to be addressed
  - Critical short term issue

## CHAPTER 8: FUTURE LAND USE AND COMMUNITY DESIGN

### GOAL 8.1 (PAGE 8.45)

MANSFIELD HAS MAINTAINED THE LOW-DENSITY, RURAL CHARACTER OF THE MAJORITY OF TOWN WHILE ACCOMMODATING GROWTH IN WALKABLE MIXED-USE CENTERS, COMPACT RESIDENTIAL AND INSTITUTIONAL AREAS. *Raymond, Marcellino, Moran*

### GOAL 8.2 (PAGE 8.49)

MANSFIELD'S LAND USE REGULATIONS AND DEVELOPMENT REVIEW PROCEDURES HELP TO ACHIEVE THE VISION AND GOALS IDENTIFIED IN THIS PLAN AND PROMOTE HIGH-QUALITY DESIGN APPROPRIATE TO THE AREA CONTEXT

## CHAPTER 9: INFRASTRUCTURE

### GOAL 9.1 (PAGE 9.30)

MANSFIELD HAS A BALANCED, INTEGRATED TRANSPORTATION SYSTEM THAT PROVIDES RESIDENTS WITH VIABLE OPTIONS IN GETTING FROM ONE PLACE TO ANOTHER. *Shapiro, Marcellino, Raymond, Moran, Shaiken*

- Long term viability of WRTD/services
- Need for "on call" transit service
  - Attract a private company (taxi, van service)
  - Need reliable services
- Dedicated bike lanes
  - Improving roads for various modes of transportation

### GOAL 9.2 (PAGE 9.36)

WATER AND WASTEWATER INFRASTRUCTURE IMPROVEMENTS CONSERVE NATURAL RESOURCES AND SUPPORT SMART GROWTH PATTERNS TO HELP PRESERVE RURAL CHARACTER. *Moran, Marcellino*

### GOAL 9.3 (PAGE 9.39)

MANSFIELD IS WORKING TOWARD CARBON NEUTRALITY AND REDUCING RELIANCE ON THE GRID BY CONSERVING ENERGY AND INCREASING USE OF RENEWABLE ENERGY SOURCES. *Shaiken, Moran*

- Encourage solar and solar farms

### GOAL 9.4 (PAGE 9.42)

MANSFIELD PROMOTES WASTE REDUCTION AND RESOURCE CONSERVATION. *Moran*

### GOAL 9.5 (PAGE 9.44)

MANSFIELD'S LAND USE POLICIES AND REGULATIONS ENSURE THAT

INFRASTRUCTURE SYSTEMS SUPPORT SMART GROWTH, PROTECT RURAL CHARACTER

AND PROMOTE RESOURCE CONSERVATION. *Shaiken*

## **HAPTER 10: STEWARDSHIP AND IMPLEMENTATION**

### **GOAL 10.1 (PAGE 10.12)**

**THE MANSFIELD PLAN OF CONSERVATION AND DEVELOPMENT IS PERIODICALLY REVIEWED AND UPDATED TO ADDRESS CHANGING CONDITIONS AND TRENDS**

### **GOAL 10.2 (PAGE 10.14)**

**THE MANSFIELD PLAN OF CONSERVATION AND DEVELOPMENT IS INTEGRATED INTO DECISION MAKING AT MULTIPLE LEVELS. Moran**

### **GOAL 10.3 (PAGE 10.16)**

**MANSFIELD'S LONG-TERM FINANCIAL STABILITY UNDERLIES IMPLEMENTATION OF THIS PLAN Moran, Ryan, Raymond, Marcellino**

- Financial picture is strong
  - Grow Grand List
  - Grow Fund Balance
  - Resources make services possible

### **GOAL 10.4 (PAGE 10.20)**

**MANSFIELD ADVANCES TOWN SUSTAINABILITY OBJECTIVES THROUGH PLAN IMPLEMENTATION, PUBLIC EDUCATION AND PARTNERSHIPS. Moran**

### **GOAL 10.5 (PAGE 10.22)**

**MANSFIELD IS A MODEL OF TRANSPARENT AND INCLUSIVE GOVERNMENT Moran**

### **GOAL 10.6 (PAGE 10.25)**

**MANSFIELD COLLABORATES WITH AREA COMMUNITIES AND UCONN TO ACHIEVE COMMON GOALS AND DEVELOP REGIONAL SERVICE SHARING MODELS FOR MUTUAL BENEFIT Moran, Shaiken, Marcellino, Ryan**

- Share resources and services with other towns and UConn

## Additional Goals

- Affordable, high-quality early childhood education (meaning the cost of housing and preschool is less than 50% of income)
  - Shaiken, Moran
- Future of E.O. Smith High School
  - Ryan
- Police services
  - Raymond, Shapiro
- Town personnel/ HR (collective bargaining, recruitment, retention, succession planning, wellness)
  - Moran
- Roads/Pavement management study implementation
  - Shaiken
- Coping with fluctuating state revenues
  - Moran
- Maintaining healthy Town/University relationship at all levels (between staff and elected officials)
  - Moran

## Top Ten Goals

### GOAL 4.2 (PAGE 4.29)

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