



Mansfield Downtown Partnership Strategic Plan 2013 to 2015

February 2013

Management
Partners



Management Partners



February 25, 2013

Ms. Cynthia van Zelm
Executive Director
Mansfield Downtown Partnership, Inc.
4 South Eagleville Road
Mansfield, CT 06268

Dear Ms. van Zelm:

Management Partners is pleased to transmit the Mansfield Partnership Strategic Plan for 2013 to 2015. The strategic plan is the result of careful planning, extensive outreach, collaboration between members of the Board and representatives of the Town of Mansfield and the University of Connecticut, and an unflinching look at operations and staffing with respect to current and proposed development areas.

The resulting goals and strategies will assist the Board of Directors and Committee members in the formulation of work plans required to guide an aggressive array of projects and programs over the next 24 months.

We appreciate the opportunity to assist you in the continued development of Storrs Center, a thriving new district and regional destination.

Sincerely,

A handwritten signature in black ink, appearing to read "Gerald E. Newfarmer", is written over a light blue rectangular background.

Gerald E. Newfarmer
President and CEO

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Vision

The Mansfield Downtown Partnership – comprised of a committed alliance of voluntary community and business members and Town of Mansfield and University of Connecticut officials – will provide collaborative and balanced leadership in the continuing economic, social, and cultural development of the Town and the surrounding community. Through shared, cooperative effort, the Partnership will make the Town of Mansfield a regional destination and a thriving community.

Mission

The Mansfield Downtown Partnership seeks to foster the continued development and management of Storrs Center – a vibrant and economically successful mixed-use downtown at the heart of our community. The Partnership will actively assist with the future community and economic development of Four Corners, King Hill Road, and other areas identified by the Town of Mansfield and the University of Connecticut.

Introduction

Purpose of the Strategic Plan

The Board and staff of the Mansfield Downtown Partnership commenced development of a strategic plan in the summer of 2012. One of the primary accomplishments of the Partnership was to initiate a new mixed-use development in the heart of Mansfield in cooperation with the Town and University of Connecticut. Following the groundbreaking of Storrs Center, a multi-phased retail, residential and transportation hub, the Board concluded a strategic plan was essential to determining future areas of focus for the organization.

The strategic plan process helped the Mansfield Downtown Partnership assess the changing role of the organization and determine how to best direct its talents and resources in the coming years with Storrs Center continuing as the primary area of focus for the Partnership. This three-year strategic plan is the result of a participatory process that included input from the Board of Directors, partners, staff, and members of the Partnership.

Mansfield Downtown Partnership and Storrs Center

The Mansfield Downtown Partnership is an independent, non-profit 501(c) (3) organization dedicated to serving six purposes as specified in the bylaws of the organization, including:

1. Promote rehabilitation and public use of Storrs Center, King Hill Road, and Four Corners, including commercial enterprises and residential areas;
2. Enhance the areas of Storrs Center, King Hill Road, and Four Corners through land use planning, public improvements and education to promote community use, contribute to community betterment, enhance social welfare, while lessening the burden on Mansfield's government;

3. Disseminate information and promote interest in these three areas;
4. Instruct and educate members and the public;
5. Participate and collaborate with other organizations, individuals, and public and private entities within and outside of Mansfield engaged in similar purposes; and
6. Apply for, receive, and administer funds to promote the purposes of the organization.

As such, the Partnership includes among its diverse membership representatives of the Town of Mansfield, the University of Connecticut, individual businesses, and residents. A 19-member Board of Directors is responsible for governance and establishing policy. In addition to policy development, members of the Board also serve on one or more standing committees to address advertising and promotion, business development and retention, finance and administration, membership development, planning and design, and nominating issues. An executive director, hired by the Board, and a communications and special projects manager carry out the day-to-day operations of the Partnership.

At its inception, the Partnership's charge was to coordinate the enhancement and revitalization of Mansfield's primary development/redevelopment areas: Storrs Center, King Hill Road, and Four Corners. As a first priority, the Partnership has focused its efforts on redevelopment of Mansfield's downtown area into a vibrant mixed-use community. As envisioned, the new downtown includes housing and retail development designed to support the diverse needs of Town residents and the UConn student body, faculty, and administration; it will become the primary destination for visitors to Mansfield.

Since 2001, the Partnership Board and staff have worked diligently to implement the original vision of the Partnership, which focused exclusively on the development of Storrs Center, a new and vibrant town square and main street corridor as described in the Partnership's original vision statement.

Storrs Center will be a vibrant village fueled by the eclectic retail demands created by Mansfield residents, University of Connecticut students, faculty, staff and visitors. The village will intelligently and creatively fuse the interests of a residential community proud of its history and protective of its natural resources with an increasingly diverse academic community that

constitutes the state's largest university and one of our nation's leading public research institutions. Storrs Center will serve as Mansfield's premiere venue for our community's special outdoor events. It will also be a regionally recognized destination area distinguished for its concentration of restaurants, boutiques, cultural, entertainment and recreational assets and proximity to the University of Connecticut.

The accomplishments of the Partnership have been numerous since 2001, culminating in the approval of a development agreement between the Town of Mansfield and the developer Storrs Center Alliance and EdR for the initial phases (1A and 1B) of the Storrs Center development and the initial construction in 2011. The first phase of the town center development, One, Nine and Eleven Dog Lane, opened in the summer of 2012 and includes an array of retail stores and services at the ground floor level, 127-upper story apartments (floors two through five), and structured parking. Remaining phases of the Storrs Center development, slated for completion over the next four years (2013 to 2016) include:

Phase 1B – 1 Royce Circle and the Nash-Zimmer Transportation Center, adjacent to the Storrs Center parking garage. This phase includes 42,000 square feet of commercial space on the first floor and 195 rental apartments. Phase 1B is scheduled for completion in the summer 2013.

Phase 1C and Market Area – These phases include a grocery store and other retail space and are scheduled for opening in 2014.

When complete, Storrs Center will encompass an estimated 170,000 square feet of retail and commercial space and hundreds of market rate, residential units, along with public gathering areas.

With construction of Storrs Center underway, the Board and staff initiated development of a strategic plan to identify and define new roles for the organization, and determine the ongoing activities of the Partnership with respect to King Hill Road and Four Corners. The strategic planning process provided an opportunity to articulate goals, roles, and activities of the Mansfield Downtown Partnership Board and staff.

Strategic Planning Process

Overview

The Mansfield Downtown Partnership hired Management Partners to assist in developing an inclusive strategic planning process. A Steering Committee comprised of three Board members, the executive director, and communications and special projects manager met throughout the process to provide feedback and guidance to the consultants.

The strategic planning process began with an analysis of strengths, weaknesses, opportunities, and threats (SWOT) to the Partnership. Through a series of individual interviews, members of the Board had an opportunity to identify the most important issues facing the Partnership. Members of the Board and staff also reviewed the current mission statement for the organization and suggested changes based on the current and anticipated local and regional environmental conditions over the next three years.

The resulting SWOT issues were used to create a survey that was broadly distributed to solicit input from the Board, Partnership members, town employees, and University of Connecticut representatives. Survey respondents indicated levels of agreement or disagreement with 43 SWOT statements derived from Board member interviews. The survey results provided focus for agenda development for a strategic planning retreat of the Board and staff. The survey results are included as an attachment.

After collecting and analyzing the survey results, Management Partners worked with the Steering Committee to design a day-long strategic planning workshop. Management Partners also provided guidance to the executive director in preparing an environmental scan of current and future factors affecting the Town of Mansfield and factors influencing development and the character of the Town as a destination over the next three years. An appendix contains the environmental scan.

The qualitative input derived from the interviews and surveys and the quantitative trend data presented in the environmental scan provided background information for Partnership Board members as they prepared for the strategic planning workshop. The Board of Directors convened the workshop on October 4, 2012 to create a renewed vision and mission for the Partnership, identity goals, and determine the roles and activities specific to three primary concerns:

1. Future roles and activities of the Partnership regarding Storrs Center (including staffing and funding).
2. Future roles and activities of the Partnership in fulfilling the vision and mission (including staffing and funding but excluding Storrs Center).
3. Organization and committee structure of the Partnership required in fulfilling the goals, roles, and activities articulated in numbers one and two above.

Goals and Supporting Roles and Activities

The members of the Board identified preliminary goals, activities, and roles during the Strategic Planning workshop. These were later honed by the Partnership Executive Committee. They will help direct work planning and operations of the Mansfield Downtown Partnership Board and staff from 2013 through 2015.

Storrs Center

The goals and associated roles and activities define the changing responsibilities of the Mansfield Downtown Partnership as construction phases are completed and Storrs Center becomes a vibrant mixed-use destination in the heart of Town.

Goal 1: Storrs Center hosts a variety of retail and commercial uses for residents, families, workers, students, and visitors.

Roles and Activities

- A. Take on a facilitative role for Phases 1B, 1C, and Market Square during permitting, after construction, and with occupancy.
- B. Act as a liaison between local business owners and entrepreneurs and development team members.
- C. Advocate for unique retail establishments.

Goal 2: Storrs Center is an attractive place to live for a broad range of residents.

Roles and Activities

- A. Identify a plan to bring for-sale housing to the area.
- B. Assist developer in reaching out/marketing rental and for-sale housing options to the broad community, including UConn staff

and faculty, Eastern Connecticut State University, and Windham Hospital.

- C. Advocate for a variety of housing layout options and for a model apartment in Phase 1B.

Goal 3: The Mansfield Downtown Partnership promotes the long-term aesthetics and viability of Storrs Center as the primary destination in the Downtown District.

Roles and Activities

- A. Assure the physical plant is well managed.
- B. Clarify the overlaps and distinctive roles among management entities at Storrs Center and the Intermodal Transportation Center.
- C. Facilitate the design and implementation of an award-winning, beautiful, functional, and sustainable Town Square.
- D. Implement the *Downtown District Public Spaces and Green Infrastructure Master Plan*.

Goal 4: The Mansfield Downtown Partnership coordinates a variety of community events that appeal to residents and visitors of all ages.

Roles and Activities

- A. Plan a series of seasonal festivals.
- B. Support and promote other community activities and events sponsored by community organizations that are held downtown.
- C. Leverage the various UConn resources (alumni, arts, athletics, activities, events, affinity groups) to attract more visitors to Storrs Center.

Goal 5: Storrs Center is accessible by pedestrians, cyclists, motorists, and public transit users.

Roles and Activities

- A. Coordinate access to diverse transportation alternatives and inform residents and visitors about the availability of the options.

- B. Work with UConn to improve the Bolton Road connection to Hillside Road.
- C. Provide a welcoming customer service presence in the Intermodal Transportation Center and throughout the downtown district.

Goal 6: The Mansfield Downtown Partnership and master developer collaborate effectively and cooperatively to create a successful Storrs Center.

Roles and Activities

- A. Create an effective structure to review the objectives and actions of the developer and the Partnership in making development decisions.

This structure builds in adequate time for both parties to react to new proposals and to evaluate them based on the *Storrs Center Municipal Development Plan* and the *Storrs Center Special Design District and Sustainability Guidelines*.

- B. Periodically assess the actions of the developer using benchmarks developed by the Partnership.

Four Corners and King Hill Road

Goal 7: Four Corners will serve as the main gateway to our university community, featuring sustainable community, commercial, and residential development.

Roles and Activities

- A. Support infrastructure planning and construction.
- B. Participate in Town/UConn visioning for Four Corners, including involvement in Mansfield Tomorrow's Advisory Group.

Goal 8: King Hill Road will serve as an important commercial node, bridging the University and the greater Mansfield community.

Roles and Activities

- A. Work with UConn and the Town to identify pedestrian connectors to the downtown.

- B. Participate in Town/UConn visioning for King Hill Road, including involvement in Mansfield Tomorrow's Advisory Group.
- C. Coordinate with the UConn Tech Park Advisory Committee.

Downtown District

Goal 9: Downtown District commercial areas will have a unique character, appeal, and audience that will create a distinct and complementary neighborhood (as defined in the Downtown District Public Spaces and Green Infrastructure Master Plan).

Roles and Activities

- A. Collaborate with property owners to define the desired character for each area.

Organization and Structure

Goal 10: The Mansfield Downtown Partnership is a sustainable organization that has adequate resources.

Roles and Activities

- A. Assess staffing levels, as needed, to meet the goals of the organization.
- B. Create a funding plan to support staffing requirements for attaining the goals of the organization.
- C. Assess the committee structure and reorganize, as needed, to meet the goals of the organization.
- D. Assess Board members' responsibilities.

Goal 11: The Mansfield Downtown Partnership promotes and leverages collaboration between local, university, and regional economic development entities.

Roles and Activities

- A. Participate in the creation of economic development strategies by the Town and by UConn.
- B. Coordinate with the UConn Tech Park Advisory Committee.

Next Steps

The energy and enthusiasm generated during the strategic planning workshop provides an excellent starting point for the work that remains to establish priorities for each of the upcoming challenges facing the Partnership. As the Partnership transitions to a role of assisting with management, programming, and special events, the work of making future phases of Storrs Center a reality remains.

Additionally, planning and supporting the next development horizons -- Four Corners and King Hill Road -- will present unique challenges and opportunities to extend existing collaborations while fostering new ones.

The strategic plan provides a blueprint for continued progress as detailed in the goals, roles, and activities and in the supporting action plan.

Attachment – Strategic Plan Survey Results

Introduction

An important step in identifying topics for discussion at the upcoming Board strategic planning workshop in October is taking the pulse of a broad audience of partners, members and stakeholders about the strengths, weaknesses, opportunities and threats (SWOT) facing the Partnership. Identifying these elements is a critical aspect of assessing the environment in which the Partnership will operate over the next three years.

An electronic survey accessible via email invitation allowed the Mansfield Downtown Partnership Board, members, town employees and University of Connecticut representatives to agree or disagree with statements pertaining to the strengths, weaknesses, opportunities, and threats to the Partnership. Although individual responses were anonymous, aggregated survey comments allowed common themes to be identified. Survey respondents indicated levels of agreement or disagreement with 43 SWOT statements using the responses strongly agree, agree, disagree, and strongly disagree.

Of those that received an invitation to participate, 37.1% completed the survey. The vast majority (70.3%) of survey respondents were Partnership members/partners. Thirteen of twenty Board members participated in the survey. Table 1 includes the completion rate for all invitees.

Table 1. Mansfield Downtown Partnership Survey Completion Rate

Survey Group	Sent	Replies	% Returned
Board	20	13	65.0%
Members/Partners	220	76	34.5%
Town	39	14	35.9%
UConn	12	5	41.7%
Total	291	108	37.1%

The survey results below are presented first as responses from Board members and then responses from Partnership members, town employees and University of Connecticut representatives.

Demographics

The following tables further detail the makeup of the survey participants. A majority of each set of respondents live in the Town of Mansfield, as shown in Table 2. Of those, 77% of the Board and 66% of non-Board members reside in the town.

Table 2. Mansfield Downtown Partnership Respondent Location

Do you live in the Town of Mansfield?	Board	UConn/Town/ Members
Yes	77%	66%
No	23%	34%

Table 3 shows the affiliations of the respondents. Half of the Board respondents and 78% of the non-Board members are individual members.

Table 3. Mansfield Downtown Partnership Respondent Member Affiliation

Affiliation	Board	UConn/ Town/ Members
Business	21%	13%
Organization	29%	9%
Individual	50%	78%

Many of the respondents in both groups are retired, as shown in Table 4 below. Only 17% of non-Board members work outside the Town of Mansfield.

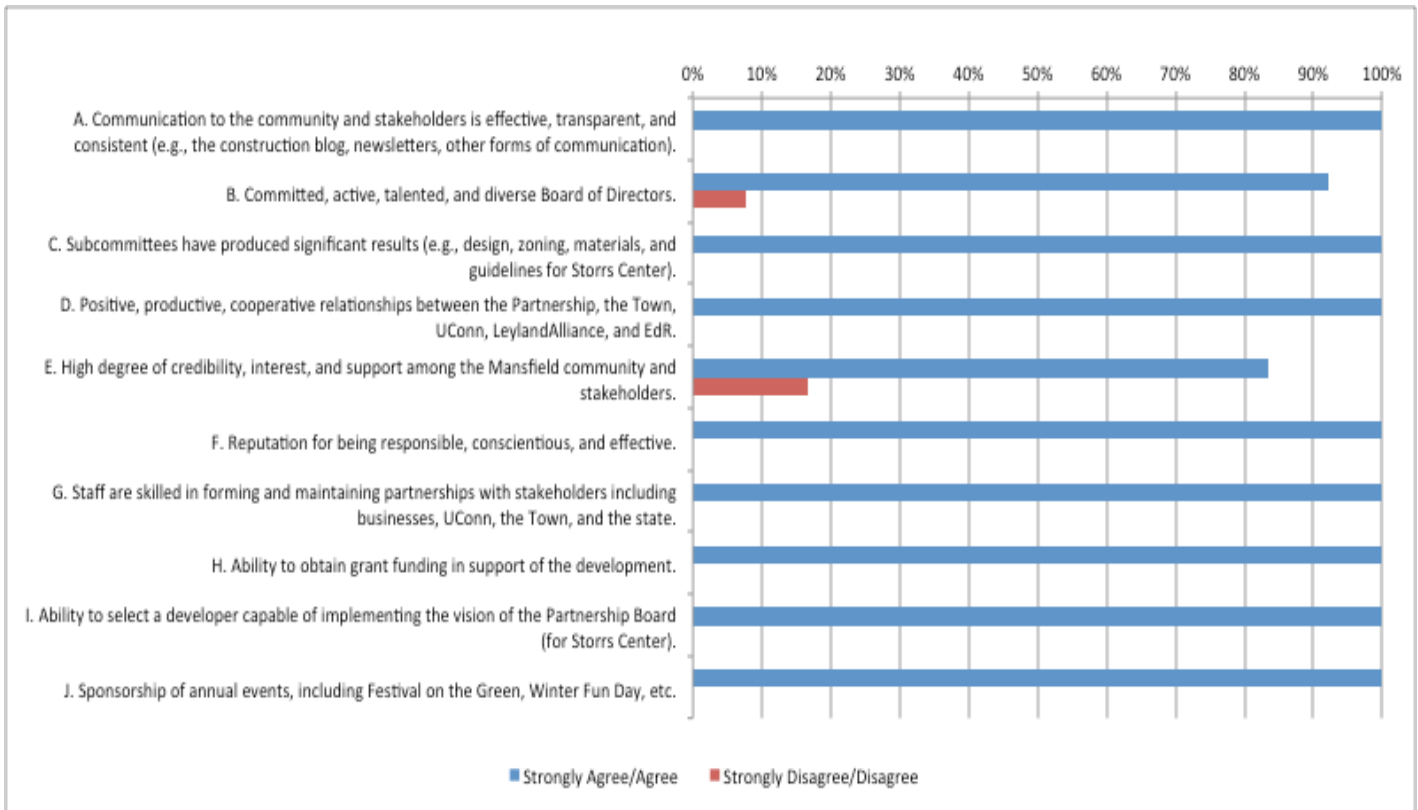
Table 4. Mansfield Downtown Partnership Respondent Occupation

Occupation	Board	UConn/Town/ Members
Town Staff	0%	9%
UConn Administration	25%	7%
UConn Faculty	0%	7%
UConn Staff	0%	9%
Other work in Mansfield	25%	20%
Other work outside of Mansfield	0%	17%
Retired	50%	31%
Student	0%	0%

Strengths

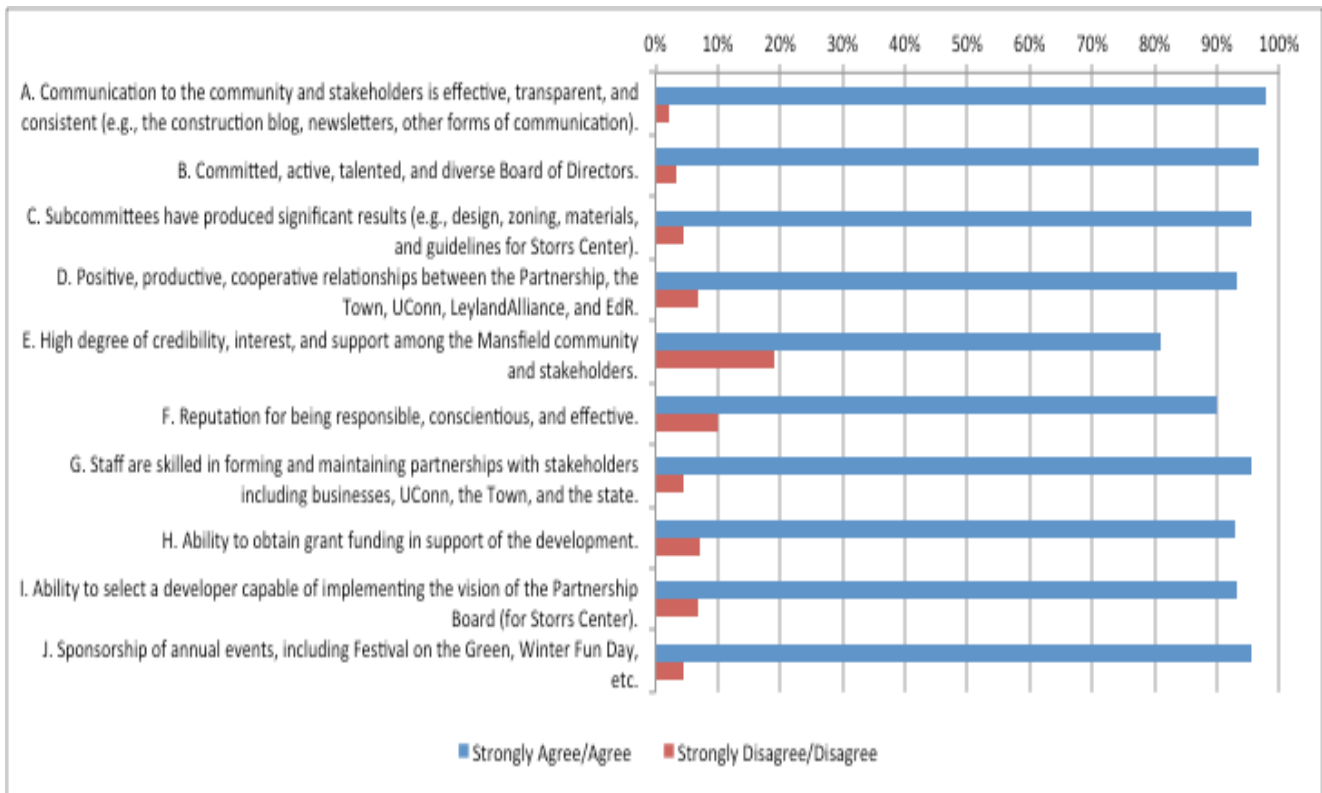
Ten statements related to the strengths of the Partnership comprise this section of the survey. Strengths are internal attributes of the Partnership that support the achievement of the goals and objectives. Strengths include the effective use of resources, capabilities, and core competencies. Figures 1 and 2 indicate areas of agreement and disagreement with these statements among the Board and non-Board members.

Figure 1. Strengths – Board Respondents



The Board was in 100% agreement that all but two of the statements represented strengths of the Partnership. Eight percent of the Board disagreed that statement B, “Committed, active, talented, and diverse Board of Directors,” is a strength, and 17% disagreed that statement E, “High degree of credibility, interest, and support among the Mansfield community and stakeholders,” is a strength.

Figure 2. Strengths – UConn/Town/Member Respondents

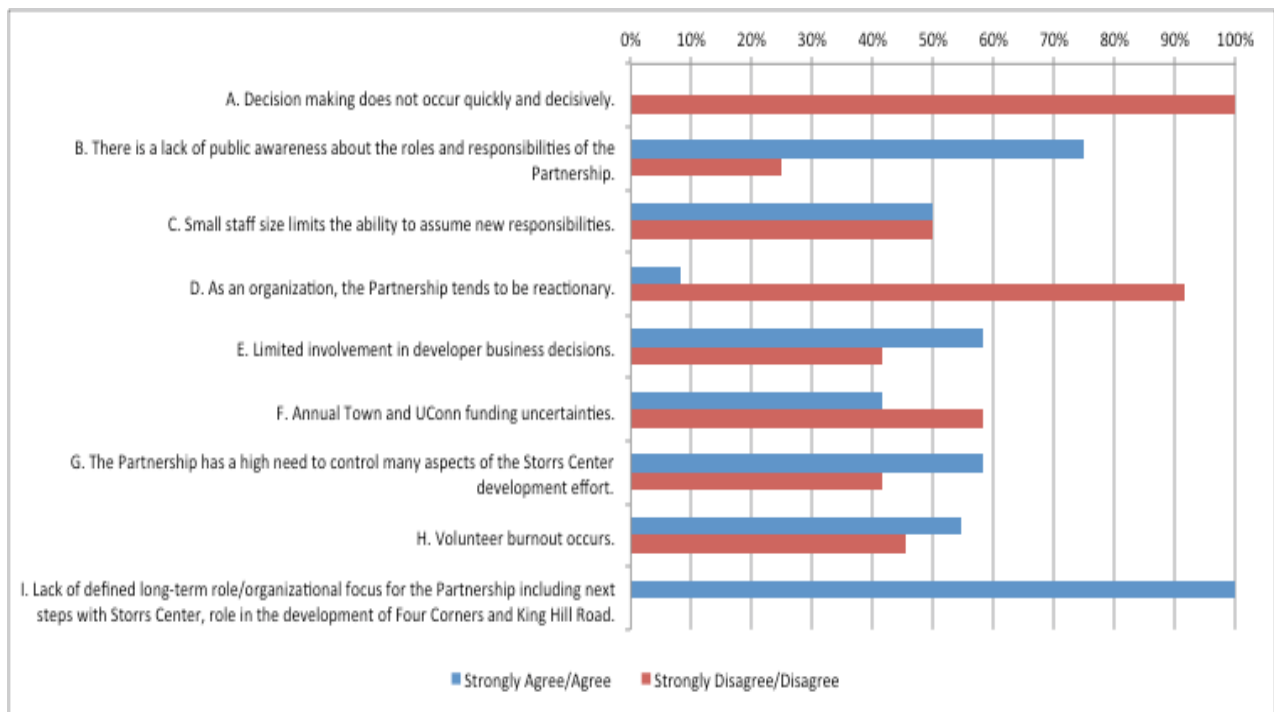


While there was more disagreement about the statements of strength among the non-Board members, none of the statements garnered less than 80% agreement. Interestingly, they mimicked the Board members in disagreeing the most (19%) with statement E.

Weaknesses

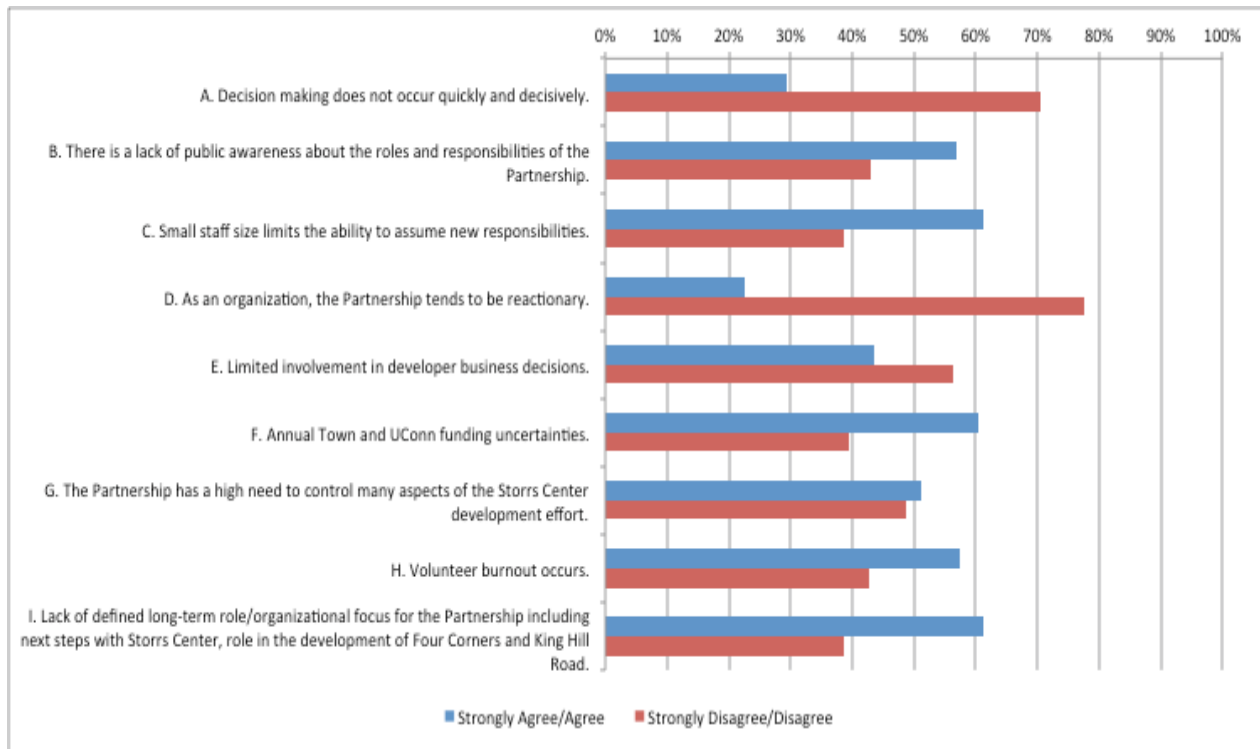
Nine statements related to perceived weaknesses of the Partnership comprise this section of the survey. Weaknesses are internal attributes of the Partnership that are harmful to the achievement of its goals and objectives. Weaknesses are expressed as limitations, faults, or shortcomings. Figures 3 and 4 indicate areas of agreement and disagreement with these statements among the Board and non-Board respondents.

Figure 3. Weaknesses – Board Respondents



The two most agreed-upon weaknesses identified by the Board are statements B, “There is a lack of public awareness about the roles and responsibilities of the Partnership,” and I, “Lack of defined long-term role/organization focus...” Three-quarters (75%) of the responding Board members agree that statement B is a weakness and all responding Board members agree statement I is a weakness. These two statements are related. Perhaps the perceived lack of public awareness is due to the perceived lack of a defined focus from the Partnership. Responding Board members feel that decision making occurs quickly enough (100% disagreement with statement A) and that the Partnership is not too reactionary (92% disagreement with statement D).

Figure 4. Weaknesses – UConn/Town/Member Respondents

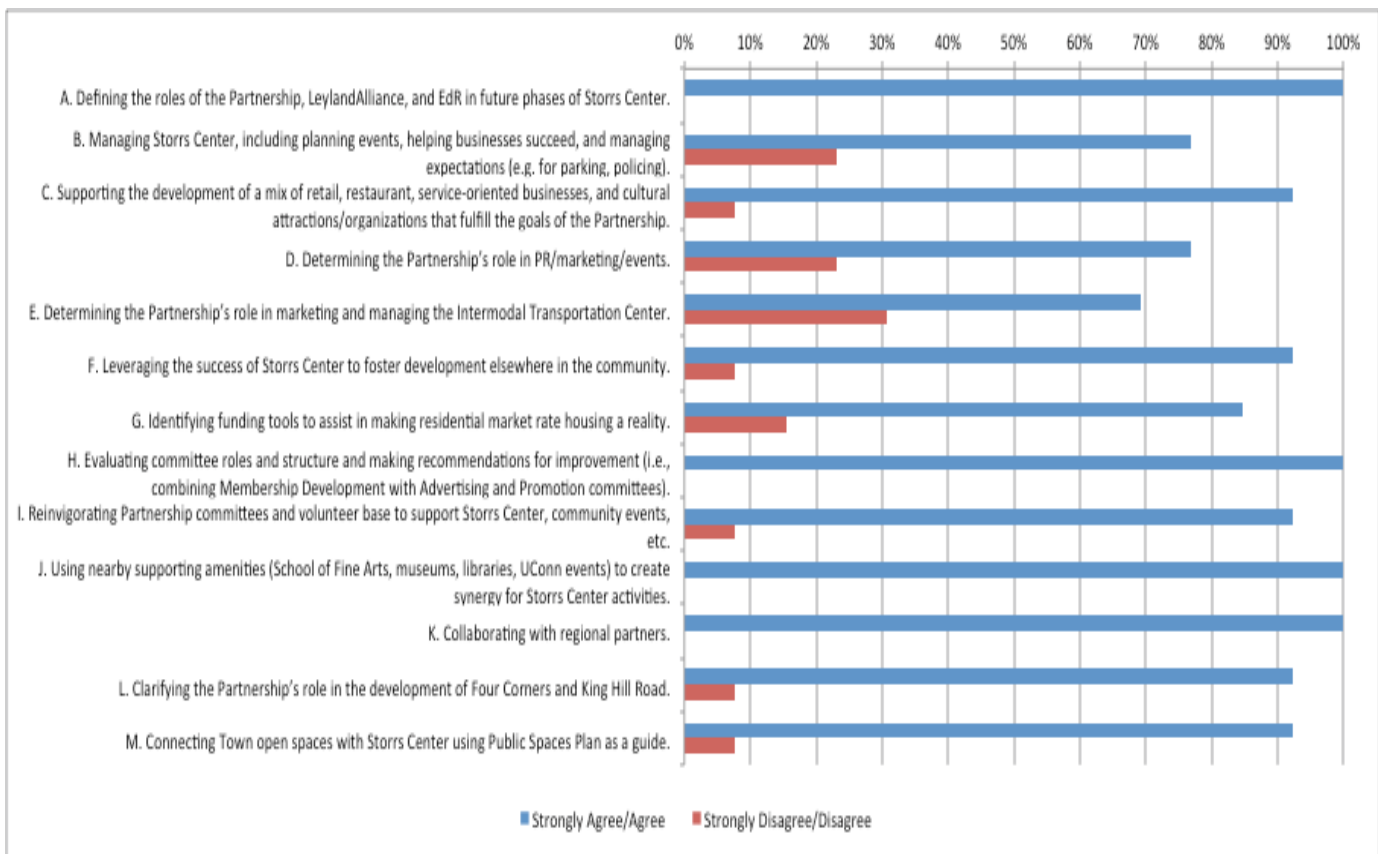


Similar to the Board respondents, non-Board respondents disagreed most with statements A (71%) and D (78%). However, unlike the responding Board members, there was not near unanimity that statements B and I reflected a weakness of the Partnership. However, a majority in each case (57% with statement B and 61% with statement I) indicated agreement.

Opportunities

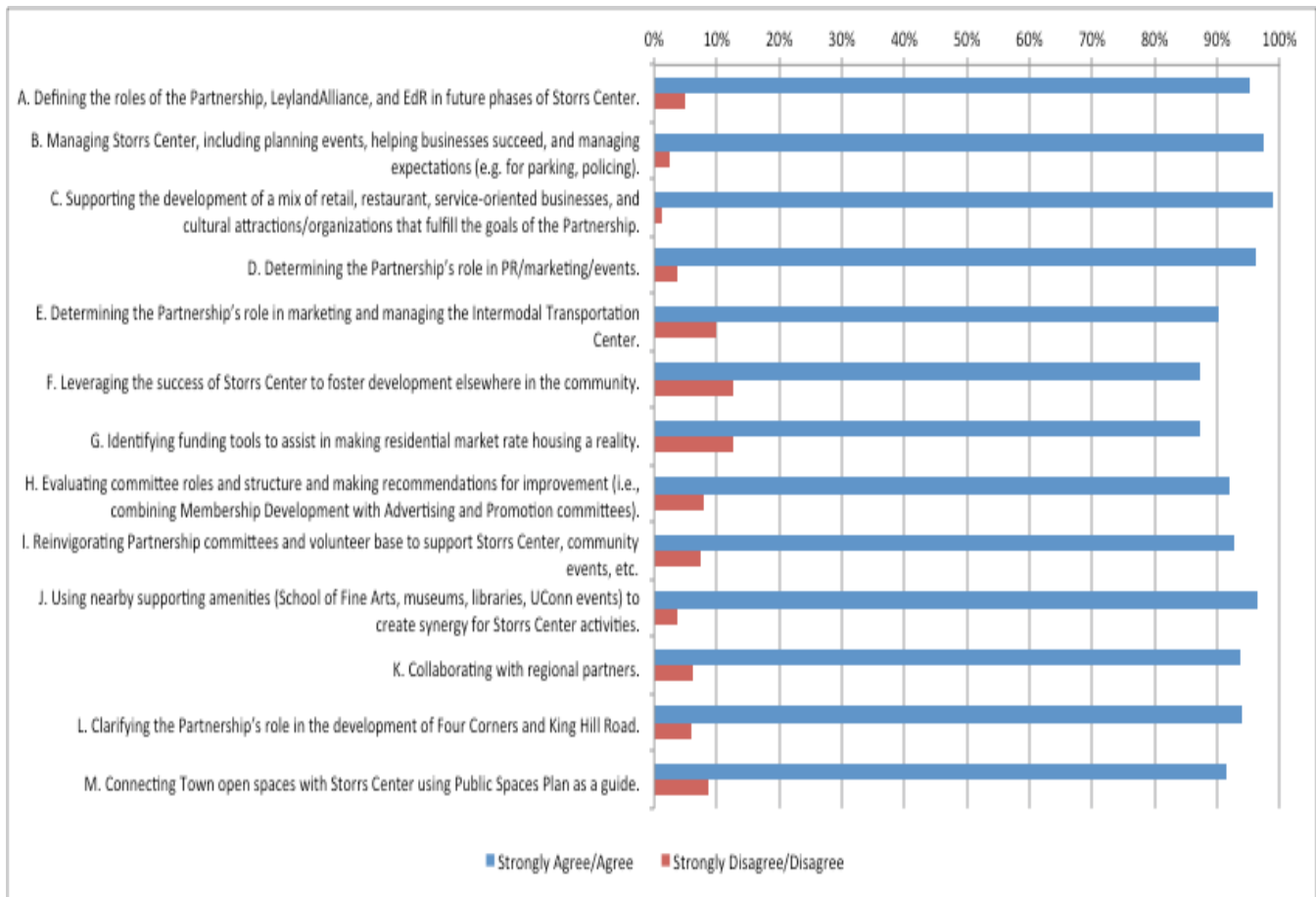
Thirteen statements suggesting opportunities of the Partnership comprise this section of the survey. Opportunities are external conditions that are helpful or beneficial to the achievement of the Partnership’s goals and objectives. Opportunities include favorable current or future conditions that are advantageous to the Partnership. Figures 5 and 6 indicate areas of agreement and disagreement with these statements among the Board and non-Board members.

Figure 5. Opportunities – Board Respondents



Responding Board members had near universal agreement that each statement represents an opportunity for the Mansfield Downtown Partnership. Three statements received the most disagreement. Thirty-one percent of responding Board members do not believe that statement E, “Determining the Partnership’s role in marketing and managing the Intermodal Transportation Center” is an opportunity. Almost one-fourth (23%) of the responding Board members disagree that statements B and D are opportunities. (Statement B refers to managing Storrs Center and statement D refers to the Partnership role in PR, marketing and events.)

Figure 6. Opportunities – UConn/Town/Member Respondents

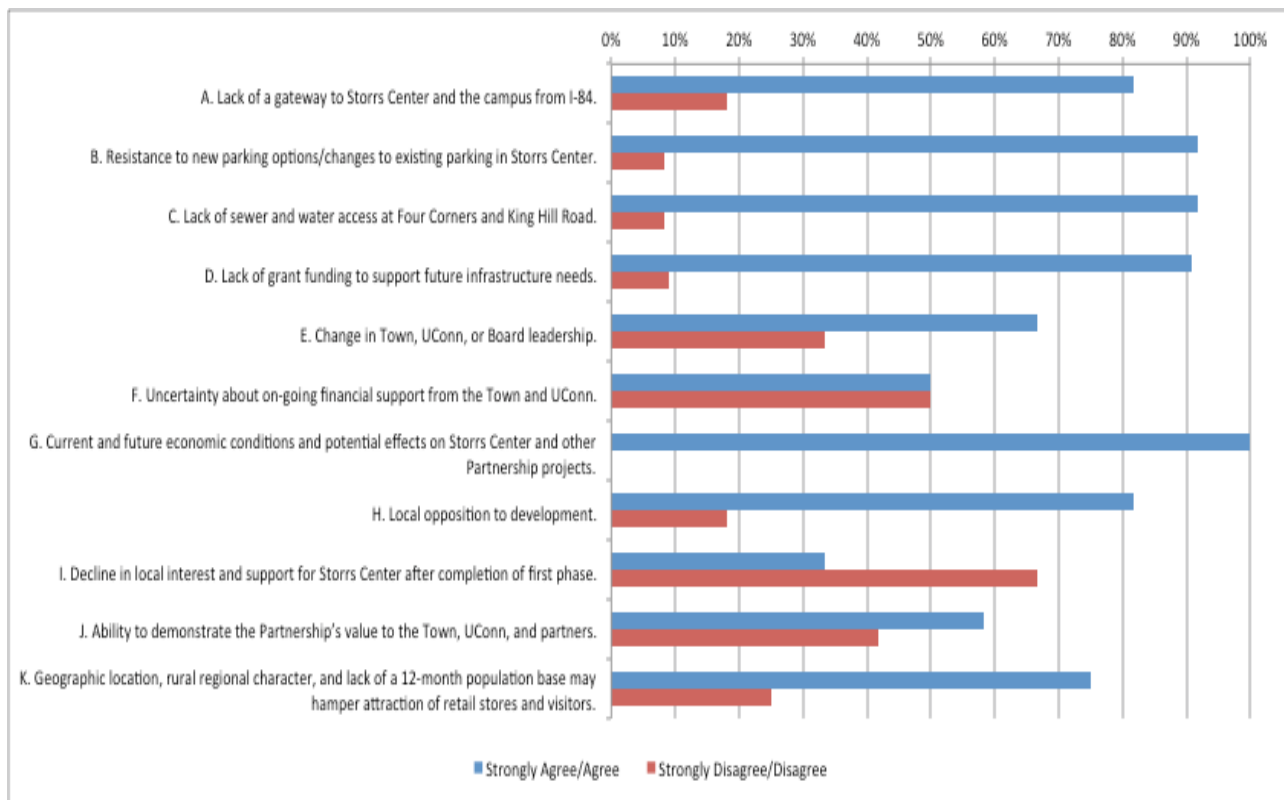


None of the opportunity statements received more than 15% disagreement from the responding non-Board members. Statements F (leveraging the Storrs Center to spur development) and G (finding funding for market rate housing) received the highest disagreement as opportunities for the Partnership, at 13%.

Threats

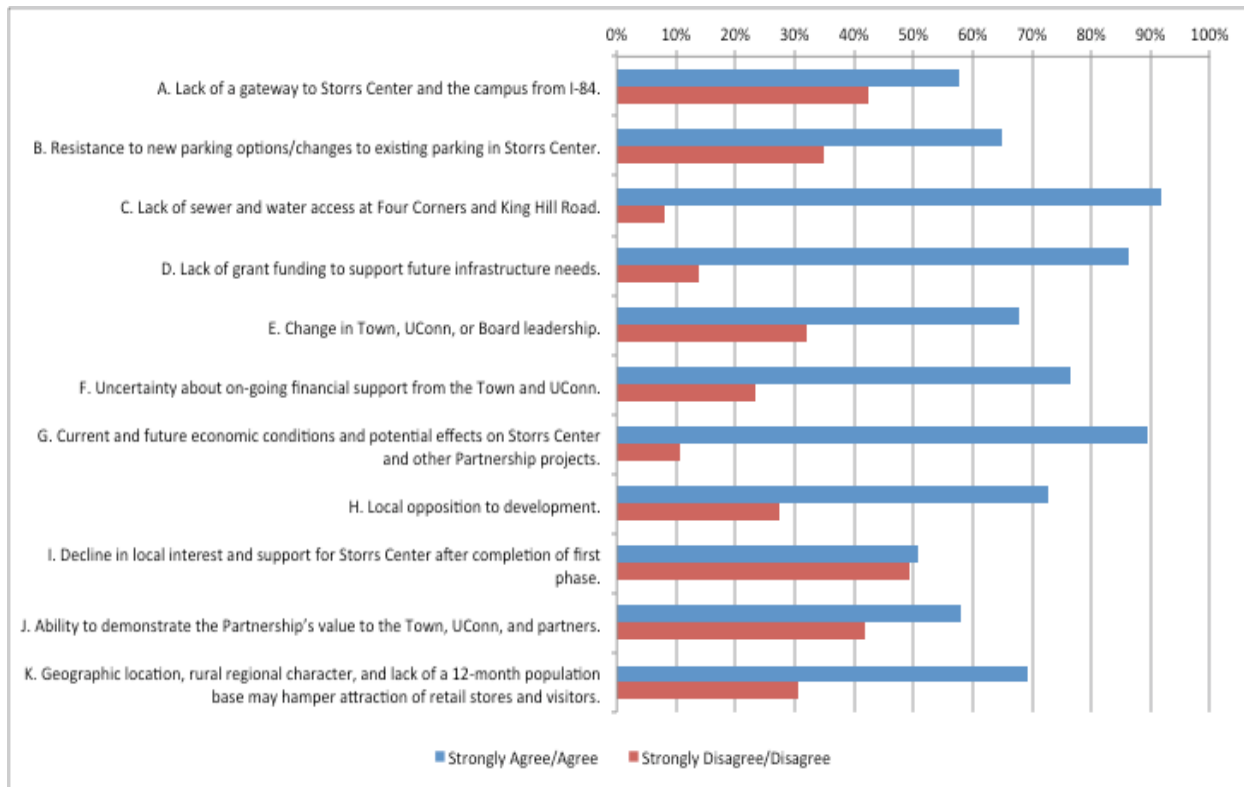
Eleven statements identifying potential threats to the Partnership comprise this section of the survey. Threats are external conditions that are harmful to the achievement of the Partnership’s goals and objectives. A threat may be an existing or future condition, trend, or change in the environment considered unfavorable, threatening, or damaging. Figures 7 and 8 indicate areas of agreement and disagreement with these statements among the Board and non-Board members.

Figure 7. Threats – Board Respondents



More than 60% of the Board members responding to the survey identified eight of the eleven statements as threats to the Partnership. All Board members agreed that statement G, “Current and future economic conditions...,” is a threat. Greater than 90% of the responding Board members agreed that statements B (parking options at Storrs Center), C (lack of sewer/water at Four Corners and King Hill Rd) and D (lack of grant funding for infrastructure) are threats.

Figure 8. Threats – UConn/Town/Member Respondents



Compared to responding Board member, non-Board member respondents were in less agreement that the statements provided were threats. However, more than 60% of the respondents agreed that seven of the eleven statements are threats. The threats identified by non-Board members most frequently were statements C (92%), G (89%), and D (86%), which is similar to the opinions expressed by responding Board members.

Strategic Planning Workshop Agenda and Topics

Board members were asked a series of questions about the upcoming strategic planning workshop, including identifying potential agenda items, topic areas and the Partnership mission statement. Table 5 shows responding Board members ideas about the importance of certain agenda items.

Table 5. Strategic Planning Workshop Potential Agenda Items

Agenda Items	Extremely Important	Important	Not Important
1. Partnership vision.	92%	8%	0%
2. Review of geographic areas of focus – Storrs Center, Four Corners, King Hill Road, UConn Technology Park, other.	85%	15%	0%
3. Three-year timeline for Storrs Center and other development areas, as determined.	77%	23%	0%
4. Partnership mission.	77%	23%	0%
5. Clarifying roles of the Partnership, UConn, Town, Developer (e.g., setup, funding, management).	77%	23%	0%
6. Partnership's role in influencing Storrs Center retail mix.	54%	38%	8%
7. Partnership structure and organization including staffing, funding, committees.	50%	50%	0%
8. Partnership's role in public space planning, design and enhancements.	50%	25%	25%
9. Partnership's role in Storrs Center event planning.	31%	54%	15%
10. Partnership's role in managing Intermodal Transportation Center.	31%	38%	31%
11. Cultivating regional partners.	23%	77%	0%
12. Leveraging of UConn athletic and arts events in support of Storrs Center.	23%	69%	8%
13. Partnership's role in retaining and improving existing businesses and attracting new business.	23%	54%	23%

As Table 5 shows, Partnership vision and a review of the geographic areas of focus have been identified as the most important agenda topics for discussion at the strategic planning workshop. Discussion about the roles and mission of the Partnership was also identified as being extremely important topics for discussion.

Board members also ranked their three most important topics for discussion at the strategic planning workshop. The resulting weighted rankings and total score is shown in Table 6.

Table 6. Strategic Planning Workshop Potential Topic Areas

Topic Areas	Total Score
1. Partnership mission.	15
2. Review of geographic areas of focus – Storrs Center, Four Corners, King Hill Road, UConn Technology Park, other.	12
3. Partnership vision.	11
4. Clarifying roles of the Partnership, UConn, Town, Developer (e.g., set up, funding, management).	9
5. Partnership structure and organization including staffing, funding, committees.	8
6. Three-year timeline for Storrs Center and other development areas, as determined.	6
7. Partnership's role in influencing Storrs Center retail mix.	5
8. Partnership's role in managing Intermodal Transportation Center.	3
9. Partnership's role in public space planning, design and enhancements.	3
10. Leveraging of UConn athletic and arts events in support of Storrs Center.	2
11. Cultivating regional partners.	2
12. Partnership's role in Storrs Center event planning.	1
13. Partnership's role in retaining and improving existing businesses and attracting new business.	1

The three topic areas chosen by responding Board members are similar to the most important agenda items: mission, review of the geographic areas of focus and vision.

Board members were asked to agree or disagree that certain references in the mission statement should remain. Table 7 shows that there is general agreement the mission statement should reference Four Corners and the relationship between the Town and UConn. Board members do not agree on referencing King Hill Road or the Partnership’s management role in the Storrs Center in the mission statement.

Table 7. Strategic Planning Workshop Potential Mission Statement References

Mission Statement References	Agree	Disagree
The mission statement should include wording about the relationship with the Town and UConn.	85%	15%
The reference to Four Corners should remain.	83%	17%
The mission statement should include wording about the Partnership’s management role in Storrs Center.	54%	46%
The reference to King Hill Road should remain.	50%	50%

Appendix – Environmental Scan



Mansfield Downtown Partnership, Inc. Three Year Organizational Strategic Plan

Environmental Scan – Strategic Plan Workshop
October 4, 2012

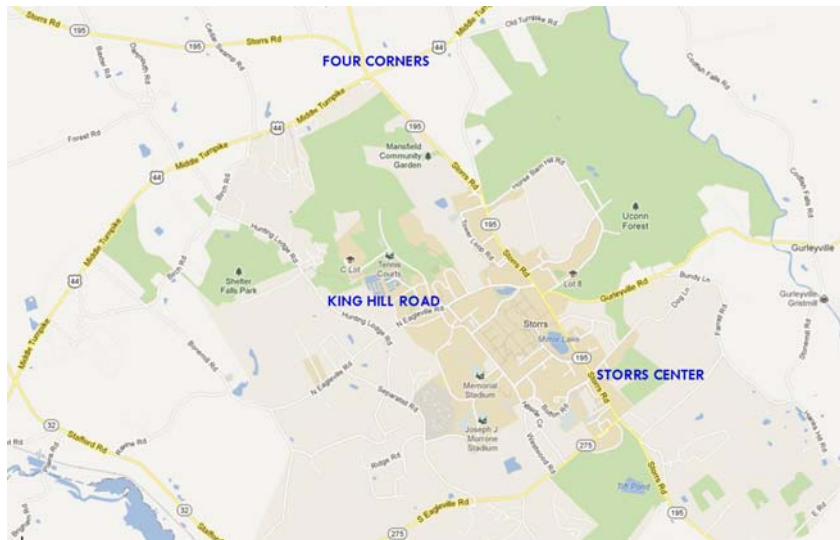
PURPOSE

The environmental scan provides background information that may affect the Partnership in the future. This information will help provide a context for establishing a vision, refining the current mission statement, and goal setting.

CURRENT MISSION

The Mansfield Downtown Partnership, an independent non-profit, is an association of the town of Mansfield, the University of Connecticut, local business and property owners, civic and cultural groups, and citizens organized to strengthen and revitalize three Mansfield commercial areas: Storrs Center, Mansfield Four Corners (intersection of Route 44 and Route 195) and King Hill Road (road where Lodewick Visitors Center is located that connects with North Eagleville Road). It seeks to transform these areas by retaining and improving existing businesses, attracting new business, initiating real estate development and public improvements consistent with physical master plans; execution of special events; and advocacy.

TOWN OF MANSFIELD



FOUR CORNERS

- The joint UConn/Town Water Supply Environmental Impact Evaluation (EIE) to identify a new source/s of water for UConn and the Town, including Four Corners, is expected to be released for public comment in October 2012
- Design for the pump station and collection system is on-going

FOUR CORNERS

- A more detailed vision/design strategy for the Four Corners area will be identified over the next 2-3 years as part of the update to the Plan of Conservation and Development and new Zoning & Subdivision regulations that are being developed through the HUD Community Challenge Planning Grant

KING HILL ROAD

- Lodewick Visitors Center - existing
- Huskies and Teds (restaurants) - existing
- Parking lots - existing
- As with Four Corners, a more detailed vision/design strategy for the King Hill Road area will be identified over the next 2-3 years through implementation of the HUD Community Challenge Planning Grant

ORGANIZATION

- 19 member Board of Directors
 - 3 representatives **each** from Town, UConn, and Mansfield Business and Professional Association
 - 3 ex-officio members (Mayor, UConn President or designee, Chair of Mansfield Business and Professional Assoc.)
 - 6 members of Board elected by the membership
 - UConn student representative (*currently vacant*)

ORGANIZATION

- 6 working committees
 - Advertising
 - Business
 - Finance and Administration
 - Planning and Design
 - Membership
 - Nominating
- Executive Committee
- 2 Full-time staff
- Volunteer network (average of 50 volunteers to draw from for activities, letter writing, presentations, public testimony)

STAFFING

- 2 FTE – Executive Director and Communications and Special Projects Manager
 - Executive Director: 50 to 55 hour work week
 - Communications and Special Projects Manager: 40 hour work week

**STAFF TIME COMMITMENT TO PROJECTS:
EXECUTIVE DIRECTOR (BY %)**

- Grant writing and administration– 10%
- Administrative (i.e., minutes, bills, arranging meetings) – 25%
- Communications (presentations, updates to community, review of material (web, press releases)) – 25%
- Project Management (strategy sessions, policy development, committee and meeting prep, staffing, and follow-up, putting out fires!) – 40%

**STAFF TIME COMMITMENT TO PROJECTS:
COMMUNICATIONS AND SPECIAL PROJECTS MANAGER**

- Grants (Assisting with applications, researching opportunities): 5%
- Administrative (Agendas & Minutes, maintaining databases (e.g. Interested Parties), answering phones, receiving visitors, maintaining files): 15%
- Communications (Press releases, website, monthly email updates, social media, newsletters, annual reports, email blasts, submissions to outside publications): 30%
- Events (Festival, Celebrate Mansfield Weekend, Winter Fun Day, grand openings): 50%

FINANCIALS

- Town - \$125,000 yearly commitment
- UConn - \$125,000 yearly commitment
- Contribution of \$125,000 steady for last 6 years
- Membership - ~\$17,000 (315 members/high of 407, \$22,400 in FY 2007/2008)
- Fund balance of \$303,274 as of end of fiscal year

STORRS CENTER: CONCEPT PLAN



STORRS CENTER PHASING STATUS

(tentative schedule and approximate no. of units and square footage)

- Phase 1B (1 Royce Circle) – Opens August 2013 (195 apts and 40,000 square feet of commercial)
- Village Street – Construction completed in summer 2013 in time for opening of Phase 1B
- Town Square – Open in fall 2013
- Nash-Zimmer Intermodal Transportation Center – Open in late 2013

STORRS CENTER PHASING STATUS

(tentative schedule and approximate no. of units and square footage)

- Market Square Neighborhood – Open end of 2013 (32,000 foot grocery store and 5,000 additional feet of commercial space)
- Phase 1C – Open in summer 2014 (200 residential units; 25,000 square feet of commercial)
- Village Street Neighborhood – Open in 2016 (100-150 residential units; 40,000 square feet of commercial)

STORRS CENTER PHASING STATUS

(tentative schedule and approximate no. of units and square footage)

- Residential Neighborhood – Start construction in 2014/2015 and complete in approximately 3 years, depending on market demand (80 to 120 residential units)

TOWN/UCONN PROJECTS AFFECTING STORRS CENTER

- Four Corners – availability of water and sewer will influence commercial growth and possibly residential growth
- UConn to hire 290 tenure-track faculty over next four years

TOWN/UCONN PROJECTS AFFECTING STORRS CENTER

- UConn Technology Park in planning stages with first 125,000 square foot building to house CT Collaboratory for Materials and Manufacturing – to open in 2015
- Both UConn initiatives bring additional jobs and desire for amenities including housing, retail, restaurants, offices, recreational activities

AREAS OF FOCUS 2012

- Approval process for buildings, roads, parking garage, and intermodal transportation center (design review, zoning permits)
- Project Coordination with Leyland, Town, UConn, and contractors
- Grant writing and administration

AREAS OF FOCUS 2012

- Communications (presentations, radio, TV, information packages, Partnership website, construction website, facebook, newsletter, press releases, e-mail blasts, articles)
- Marketing (residential units to broad audience; commercial businesses)
- Staffing Parking Steering Committee and development of Parking Management Plan
- Events (Festival, Winter Fun Day)

POTENTIAL NEW OR INCREASED AREAS OF FOCUS 2013-2015

- Marketing
 - Signage program
 - Businesses
- Event Planning on town square, sidewalks, intermodal transportation center plaza, pocket parks
 - Festival on the Green, Winter Fun Day
 - Seasonal (Halloween, carolers, etc.)
 - Concerts, plays, puppetry performances, etc.

POTENTIAL NEW OR INCREASED AREAS OF FOCUS 2013-2015

- Managing Storrs Center downtown
 - Intermodal transportation center
 - Parking ombudsman
 - Beautification and maintenance
 - Business association (retail enhancement including workshops)
- Implementation of Public Spaces Master Plan
 - Marketing
 - Signage and markers for urban trail system

POTENTIAL NEW OR INCREASED AREAS OF FOCUS 2013-2015

- Oversight of Storrs Center
 - Consistency with Mission and Vision using Leyland Business Plan review as vehicle
- Grant Writing and Administration
- Assist Leyland with future phase development including residential neighborhood
- Communications

OUR PROGRESS!

