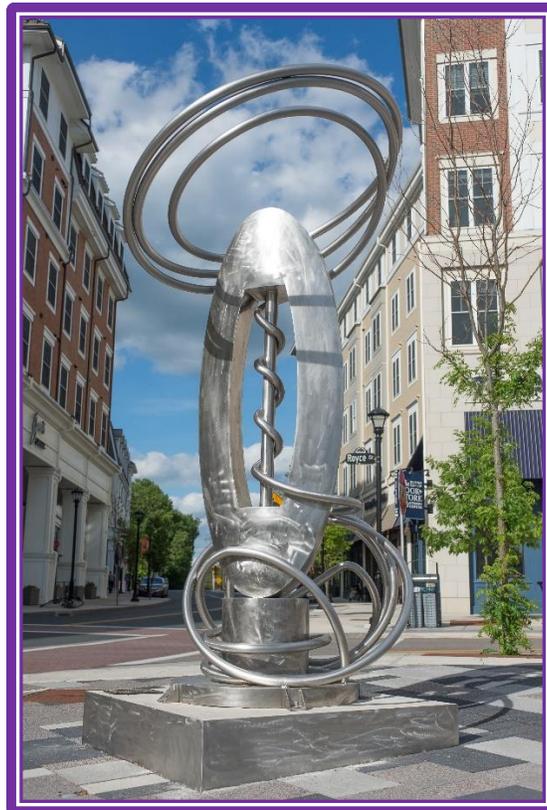




Mansfield Downtown Partnership

Helping to Build Mansfield's Future

Strategic Plan



Prepared by
Christiansen Consulting

Approved by Board of Directors on September 1, 2016

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Strategic Planning Steering Task Force

Consultant:

- ◆ Francine Christiansen
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Board:

- ◆ Steve Bacon
- ◆ Thomas Callahan
- ◆ Mona Friedland
- ◆ Matthew Hart
- ◆ Philip Lodewick
- ◆ Betsy Paterson
- ◆ Diana Pelletier

Staff:

- ◆ Cynthia van Zelm, Executive Director

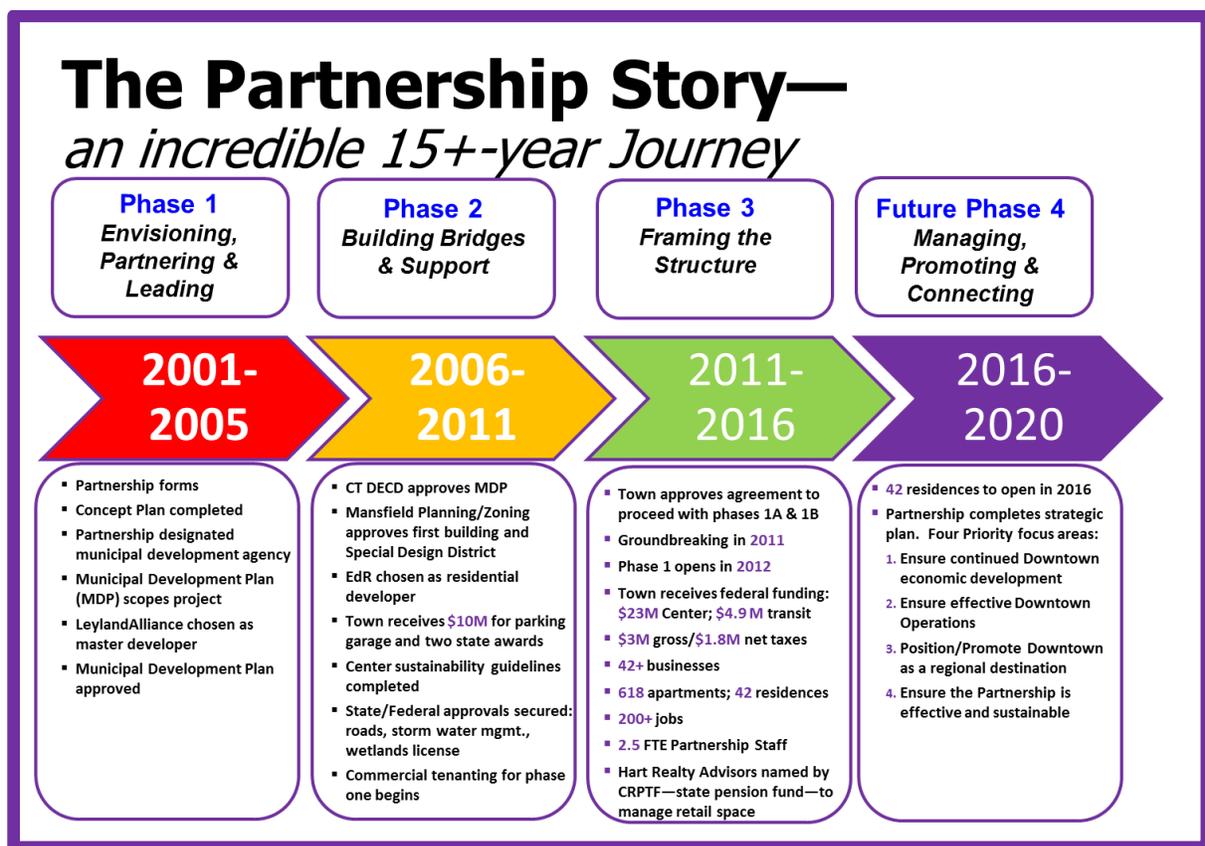


Setting the Stage for the Strategic Planning Process

Key Partner Context and Partnership Milestones

“Only days after arriving at UConn in the summer of 2011, I participated in the groundbreaking for Storrs Center. Its rapid growth since that time into a lively, vibrant Downtown has been amazing. What the Mansfield Downtown Partnership, the Town, the University and all of our partners have achieved together is nothing short of extraordinary.”

Susan Herbst, President, University of Connecticut



“The Partnership has worked hard to coordinate matters pertaining to the Downtown working collaboratively with the developers, the Town and UConn. In the future it should continue its transformation from the development phase to management of a mature asset. The Partnership needs to remain the entity that looks at the big picture of where Downtown Storrs should be going and act as a unifying force amongst the varying interests.”

Paul Shapiro, Town of Mansfield Mayor

Strategic Planning Context

The Mansfield Downtown Partnership is a non-profit organization founded in 2001 in cooperation with the Town of Mansfield and the University of Connecticut, to initiate and support the development of Storrs Center. In 2002, the Partnership was designated by the Mansfield Town Council as its municipal development agency for the development of Storrs Center. This designation remains in effect and the Partnership continues to fill that role. Fifteen years later Downtown Storrs is a thriving mixed-use community that includes retail and residential development, and a transportation hub. While there are certainly other examples of successful public/private partnerships, what has been accomplished here has been truly transformational—for the University, the Town, the region and beyond—unique not only in the state but in the country.

All involved acknowledge the important role the Partnership played in making all of this happen. So, now that Storrs Center is mostly built, in 2015 the Partnership Board raised the question of: What's next? What should its future focus and role be in the future? How can the Partnership assure continued organizational effectiveness and sustainability? What are the implications of transitioning from a development-focused role to one emphasizing increased management and promotion? What is the best Board composition and structure to support this new focus and emerging strategic priorities?

To answer these critical questions, a strategic planning process was initiated in 2016 with a review of organization materials and confidential interviews of 23 stakeholders—including Board, staff, external partners and thought leader reference groups. This data served as the foundation for the Situational Analysis ([see Appendix](#)). It also provided key input for formulating strategic priorities and strategies. Additionally, various members of the Strategic Planning Steering Task Force ([listed page 2](#)) and ancillary subgroups/task forces convened to clarify mission focus, brand, strategic priorities, supporting strategies and governance/organizational structure. The planning document components that follow are the culmination of this work.



Strategic Planning Decisions and Assumptions

The following strategic decisions and assumptions shaped the priorities, strategies and focus of the strategic planning document that follows.

The Partnership's Priority of Priorities—the unifying focus for the next 3-5 years:

To assure the Partnership is an effective and sustainable organization that is recognized as the entity

1. Managing and supporting Downtown Storrs economic development and operations, and
2. Positioning and promoting the Downtown as a regional arts, entertainment, dining and recreational destination where people choose to live, work and visit.

Independent Organization: Mansfield Downtown Partnership is an independent Section 501 (c) (3) entity whose primary future purpose is to develop, manage and promote Downtown Storrs and position it as a destination.

Brand Clarification: Now that the development of Storrs Center is almost complete, the Partnership will shift emphasis and focus to the management, positioning and promotion of the entire Downtown. In this role, the Partnership will also solidify its own “brand” as a neutral entity: the ombudsman, concierge and communication center—the hub of Downtown Storrs.

Governance Structure: In the past, Partnership staff dedicated significant time to staffing Board and town committees. Convening these groups helped engage stakeholders in the development of Storrs Center, helping to build commitment and support. However, with the Downtown completed, needs of stakeholders and the Partnership have changed. To support this changing focus, the Partnership's Executive Committee recommends a streamlined committee structure with the addition of time-limited task forces defined by current Partnership and Downtown priorities:



Executive Committee Recommendations—for further Board discussion:

- **Governance Committee:** To enhance Board effectiveness in supporting strategic priorities and building an effective Board...*consider* formation of a Governance Committee that will review and recommend Board composition, structure and evaluation. This committee will emphasize strategies to continue engaging Board members and other stakeholders in Partnership work.
- **Board Composition:** To enhance optimum Board working effectiveness moving forward...*consider* a reduction in the number of Board members, while mandating inclusion of members nominated by the Town, UConn as well as Downtown and business stakeholders.
- **Standing Committees:** To effectively and efficiently use the talents of Board members in Board work...*consider* eliminating current committees and convening only two ongoing standing committees: 1) Finance and Growth and 2) Governance. The Executive Committee will be convened for personnel matters and as needed.

Note: The Executive Committee recommends changing the name of the current Finance and Administration Committee to the Finance and Growth Committee. This change would emphasize its expanded role in exploring growth and fee for service opportunities, highlighting the Partnership as a dynamic organization.

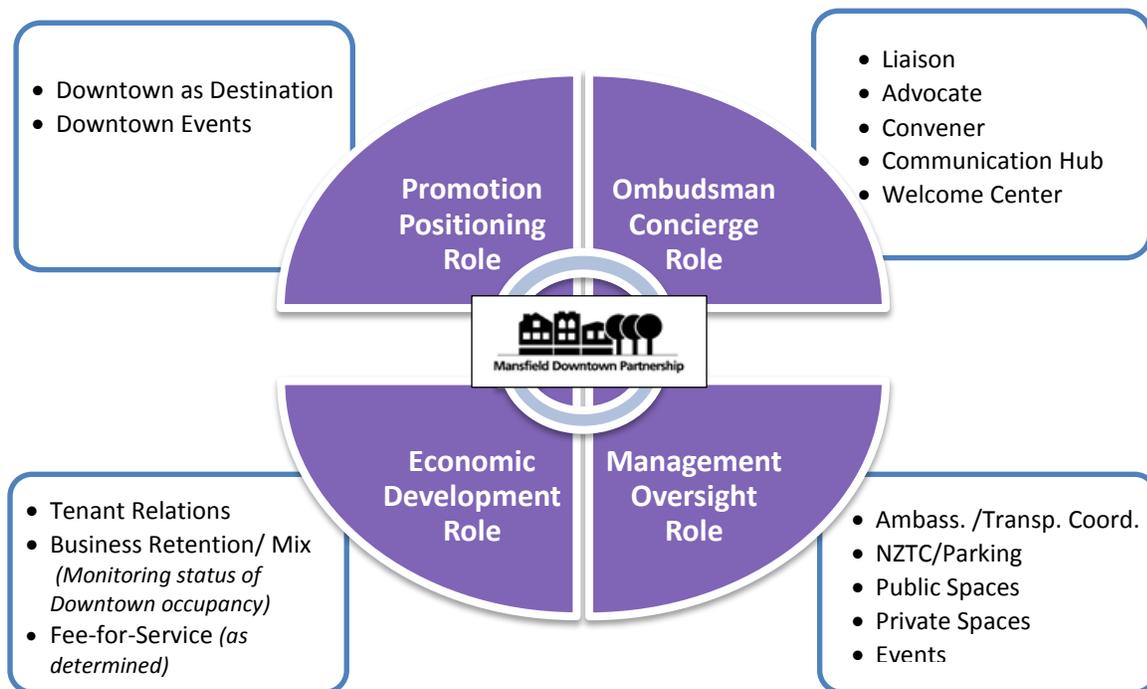
- **Task Forces:** To enable Board and staff to respond quickly and effectively to opportunities and priorities...*consider* convening task forces as determined by the Board of Directors and at the recommendation of the Executive Director to work on defined projects and issues.

Strategic Planning Decisions and Assumptions *Cont.*

Ombudsman Role: Mansfield Downtown Partnership's current mission highlights its focus on management, promotion and development of Downtown Storrs. However, during the strategic planning process, it became evident that the Partnership's ombudsman/concierge role as the neutral entity coordinating all aspects of Downtown Storrs - the Hub - was particularly valued by stakeholders. The Partnership highlights this role and its decision to be more intentional in this arena by:

1. The Ombudsman/Concierge Role is emphasized in the Strategic Planning Priorities (see 3A on page 13).
2. The Ombudsman/Concierge Role is highlighted in the graphic representation below.

Graphic Representation of Mansfield Downtown Partnership's Roles Coordinating All Aspects of the Downtown





Mansfield Downtown Partnership

Helping to Build Mansfield's Future

Strategic Plan

Executive Summary



Mansfield Downtown Partnership

Strategic Plan Priority Areas, Strategies and Brand Statement

Executive Summary

Priority of Priorities

To assure the Partnership is an effective and sustainable organization that is recognized as the entity
 1) managing and supporting Downtown Storrs economic development and operations, and
 2) positioning and promoting the Downtown as a regional arts, entertainment, dining and recreational destination where people choose to live, work and visit

Four Strategic Priority Areas

Manage/Monitor Downtown Storrs Economic Development and Operations	
1. Economic Development Priority	2. Infrastructure/Streetscape Priority
<p style="text-align: center;">Comprehensive Economic Development Plan: <i>Strategies/Critical Components</i></p> <ul style="list-style-type: none"> ▪ Promote business retention/attraction ▪ Promote tenant relations ▪ Support Downtown economic development 	<p style="text-align: center;">Comprehensive Operations Plan: <i>Strategies/Critical Components</i></p> <ul style="list-style-type: none"> ▪ Maintain/Evaluate NZTC oversight ▪ Evaluate oversight of parking ▪ Maintain public infrastructure ▪ Coordinate private infrastructure ▪ Evaluate Special Design District Design Guidelines
Position as Regional Destination	Assure Organization Sustainability
3. Positioning/Promotion Priority	4. Organization/Sustainability Priority
<p style="text-align: center;">Comprehensive Positioning Plan: <i>Strategies/Critical Components</i></p> <ul style="list-style-type: none"> ▪ Solidify Ombudsman/Concierge Role ▪ Position/Manage Partnership brand ▪ Position/Market the Downtown ▪ Coordinate special events ▪ Coordinate beautification 	<p style="text-align: center;">Comprehensive Organization Management Plan: <i>Strategies/Critical Components</i></p> <ul style="list-style-type: none"> ▪ Strategically allocate resources <i>(implement/monitor strategic plan)</i> ▪ Evaluate Governance/Staff Structure ▪ Develop/Manage Partner Relations <i>(between Town/UConn/Owners)</i> ▪ Explore fee-for-service funding

Brand Statement

(our promise to stakeholders)

- ◆ **Regional Destination:** Position/promote as arts, entertainment, dining, recreational destination
- ◆ **Special Events:** Design, execute and promote events that draw people to Downtown Storrs
- ◆ **Clean and Maintained:** Assuring the Downtown is maintained at a high quality
- ◆ **Tenant Mix:** Influence the mix of businesses and residents
- ◆ **Communication Hub:** Advocate, convene and act as a liaison, ombudsman and concierge
- ◆ **Holistic Quality Assurance:** Coordinate all aspects of the Downtown to assure a quality experience



Mansfield Downtown Partnership
Helping to Build Mansfield's Future

Strategic Plan
Full Strategic Plan
Strategic Priorities, Strategies and
Success Measures



Who We Are, What We Do and How We Do It

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 and administrators, its development partners, and Partnership staff – will provide collaborative and balanced on-going leadership in the continuing economic, social, and cultural development within the Town of Mansfield. Through shared, cooperative effort, the Partnership will continue to work to help provide a rich diversity of offerings that will make the Town of Mansfield a regional destination and a vibrant, thriving community.

Mission

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 deemed strategic by the Town of Mansfield, the University of Connecticut, and the Partnership Board of Directors.

**Note: The Board decided Downtown Storrs is broader than the new Storrs Center and includes the commercial buildings of Storrs Commons; University Plaza, 18 Dog Lane, and Liberty Bank Plaza, which houses Liberty Bank and Storrs Center Cycle. It also includes the High School, Town Hall, Community Center, Moss Sanctuary (hiking trails across from the Town Hall), Whetten Woods hiking trails (adjacent to Storrs Center), the Center for Hellenic Studies Paideia, and the southern part of the UConn campus (School of Fine Arts).*

Brand Statement

(Our Promise to Stakeholders)

The Partnership creates an environment in which businesses thrive and Downtown Storrs is viewed as a regional destination through the following:

- ◆ **Regional Destination:** Positioning/promoting the Downtown as an arts, entertainment, dining and recreational destination
- ◆ **Special Events:** Designing, executing and promoting events that draw people to the Downtown
- ◆ **Clean and Maintained:** Assuring the Downtown is maintained at a high quality
- ◆ **Tenant Mix:** Influencing the mix of businesses and residents
- ◆ **Communication Hub:** Advocating, convening and acting as a liaison on behalf of the Downtown
- ◆ **Holistic Quality Assurance:** Coordinating all aspects of the Downtown to assure a quality experience for those who live work and visit



Mansfield Downtown Partnership Planning Framework

Mission

MDP 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 on request, assist in the future economic development of other areas within the Town of Mansfield, deemed strategic by the Town of Mansfield, the University of Connecticut and the Partnership Board of Directors.

The Partnership achieves its purpose by shaping, coordinating and managing economic development, streetscape and positioning priorities.

Priority of Priorities

To assure the Partnership is an effective and sustainable organization that is recognized as the entity

- 1) managing and supporting Downtown Storrs economic development and operations, and
- 2) positioning and promoting the Downtown as a regional arts, entertainment, dining and recreational destination

Priority Areas and Key Strategies

Economic Development

Comp. Economic Development Plan:

- Promote business retention/attraction
- Promote tenant relations
- Support Downtown economic develop.

Infrastructure/Streetscape

Comprehensive Operations Plan:

- Maintain/Evaluate NZTC oversight
- Evaluate oversight of parking
- Maintain public infrastructure
- Coordinate private infrastructure
- Evaluate Special Design District Design Guidelines

Positioning/Promoting

Comprehensive Positioning Plan:

- Solidify ombudsman/concierge role
- Position/Manage Partnership brand
- Position/Market the Downtown
- Coordinate special events
- Coordinate beautification

Organization/Sustainability

Comp. Organization Management Plan:

- Strategically allocate resources (*implement/monitor strategic plan*)
- Evaluate governance/staff structure
- Develop/Manage partner relations (*between Town/UConn/Owners*)
- Explore fee-for-service funding

Required Resources

- Operations Meeting (m and qtr.)

- Parking Steering Committee (qtr.)
- Parking Mtg. w/ LAZ/Leyland (m)
- Town Staff Parking Meeting (qtr.)

- Positioning Task Force**
- Storrs Center Merchant Mtg. (qtr.)

- Board/Executive Committee**
- Finance and Growth Committee**
- Governance Committee**
- Strategic Planning Task Force**

Strategic Priorities, Key Strategies and Success Measures

Priority Goal 1: Economic Development: Develop/Execute a [Comprehensive Downtown Storrs Economic Development Plan](#) to support the continued development and diverse business mix of Downtown Storrs and Mansfield as needed:

- a. Business Mix:** Promote business retention, attraction and mix. *(To Consider: Develop occupancy data recording/ reporting tools ♦ Conduct annual focus group to assess resident/customer preferences ♦ Clarify what the Partnership can and cannot do.)*
- b. Tenant Relations:** Promote tenant relations. *(To Consider: Convene bi-monthly merchant meetings ♦ Formalize a schedule to visit businesses ♦ Highlight promotion/positioning/concierge/ombudsman role ♦ Consider as part of monthly communication tool ♦ Provide information about available business grants/loans ♦ Consider future role of a merchant’s group.)*
- c. Economic Development:** Support Downtown development. *(To Consider: Evaluate with developer other opportunities ♦ Explore Downtown economic development report card.)*

As measured by Implementation of Comprehensive Downtown Storrs Economic Development Plan:

<input type="checkbox"/>	1a. Business Mix: Tool developed to record/report occupancy ♦ Annual focus group convened ♦ Partnership capability assessed
<input type="checkbox"/>	1b. Tenant Relations: Merchant meetings convene ♦ Visit/phone schedule implemented (at least 2/year to each business) ♦ Communication tool implemented ♦ Role of merchant’s group clarified
<input type="checkbox"/>	1c. Economic Development: Defined Downtown projects complete ♦ Report card developed and updated annually

Priority Goal 2: Infrastructure/Streetscape: Develop/Execute a [Comprehensive Operations Plan](#) that ensures a clean, safe and well maintained Downtown to support economic growth, quality of life and a quality customer experience.

- a. NZTC:** Maintain/evaluate NZTC oversight. *(To Consider: Manage transportation coordinator and ambassadors ♦ Convene programs with library ♦ Monitor bus timeliness/manage scheduling ♦ Develop systems to monitor usage/inquiries and evaluate annually.)*
- b. Parking:** Hire consultant to evaluate oversight of parking and implement evaluation recommendations. *(To Consider: Hire consultant to determine scope of services required and implement recommendations.)*
- c. Public Infrastructure:** Maintain public infrastructure and ensure quality control. *(To Consider: Delineate scope of public infrastructure and long-/short-term operations plan ♦ Implement public spaces recommendations ♦ Continue monthly walk through/supporting prioritized action plan ♦ Ensure quality control is maintained.)*
- d. Private Infrastructure:** Coordinate private infrastructure. *(To Consider: Continue monthly walk through; monitor/evaluate public complaints, recommend supporting actions steps to ensure quality control is maintained.)*
- e. Special Design District Design Guidelines** Evaluate Design Guidelines. *(To Consider: Review guidelines ♦ Recommend revisions based on current needs.)*



As measured by implementation of Comprehensive Operations Plan:

<input type="checkbox"/>	2a. NZTC: Usage of NZTC/inquiries increase ♦ NZTC evaluated (2016-2017) ♦ Recommendations implemented (2017)
<input type="checkbox"/>	2b. Parking: Evaluation consultant hired (2016) ♦ Evaluation completed (2017) ♦ Recommendations implemented (2017-2018)
<input type="checkbox"/>	2c. Public Spaces: Public Spaces Plan funded (2017)/Implemented (2017-2019) ♦ Quality public spaces are maintained
<input type="checkbox"/>	2d. Private Spaces: Private Spaces are maintained ♦ Action plans to address issues developed/communicated
<input type="checkbox"/>	2e. Special Design District Design Guidelines: Design guidelines reviewed ♦ Recommendations implemented

Priority Goal 3: Positioning and Marketing: Develop/Implement [Comprehensive Positioning Plan](#) to promote Downtown Storrs as a regional arts, entertainment, dining and recreational destination and position the Partnership as the entity supporting Downtown Storrs' economic development, streetscape and promotion.

- a. Ombudsman/Concierge Role:** Solidify the Partnership's role as the Downtown's ombudsman, concierge and impartial communication center—the hub providing timely information and linkage to services. *(To Consider: ♦ Develop strategies to "own" concierge/one-stop communication hub role)*
- b. Positioning the Partnership:** Develop a plan to position/manage/solidify the Partnership brand as Downtown Storrs' one-stop hub—see 3a above. *(To Consider: Convene task force that includes branding expertise—to clarify the brand ♦ Review tagline ♦ Launch monthly e-blast ♦ Develop strategies to position the Partnership and be broadly recognized as the one-stop hub ♦ Develop action plan to prominently highlight the Partnership at all interactions/ touch points ♦ Develop supporting promotional materials ♦ Refine annual report template to reflect strategic plan priorities ♦ Explore thought leader opportunities.)*
- c. Positioning/Marketing the Center:** Work with key partners to develop a comprehensive/multi-year plan to market the Downtown. *(To Consider: Convene task force to develop branding, marketing strategies ♦ Discuss efficiencies and cost/benefit of an integrated marketing approach with partners.)*
- d. Special Events:** Plan, run and evaluate annual signature events to promote businesses and encourage engagement. *(To Consider: Maintain and evaluate current events based on business impact/participation.)*
- e. Coordinating Beautification:** Maintain initiatives and introduce enhancements promote placemaking. *(To Consider: Develop checklist of placemaking components; Continue banners, litter management, planters, safety initiatives and other factors that contribute to an attractive/cohesive look/feel and safety.)*

As measured by implementation of a Comprehensive Positioning Plan:

<input type="checkbox"/> 3a. Ombudsman: Communication hub/ombudsman/concierge strategies developed and implemented
<input type="checkbox"/> 3b. Branding Task Force recommendations implemented ♦ MDP profile measured: name recognition, inquiries, web hits etc.
<input type="checkbox"/> 3c. Marketing: Funding relationships with commercial property owners clarified (2016) ♦ Marketing Plan developed (2017); updated annually
<input type="checkbox"/> 3d. Events: Attendance and business impact evaluated annually
<input type="checkbox"/> 3e. Beautification: Placemaking components identified and monitored ♦ Beautification maintained and evaluated annually

Priority Goal 4: Organization/Sustainability: Develop a [Comprehensive Organization Management Plan](#) to assure administrative effectiveness and financial sustainability.

- a. Resource Allocation:** Strategically allocate resources. *(To Consider: Evaluate activity through ROI—Return on Investment lens ♦ Implement /monitor strategic plan)*
- b. Governance/Staff Structure:** Determine the optimal staff, Board and volunteer structure to implement priorities *(To Consider: Board: composition, committee structure, by-law implications ♦ Staff: structure/job descriptions, involvement in external committees ♦ Volunteers: targeted use.)*
- c. Town/UConn/Property Owner Relationships** Maintain/enhance relationships with Town, UConn and Owners. *(To Consider: Develop multi-year MOU to clarify multi-year funding/focus areas ♦ Develop/ implement/ evaluate ongoing strategies to maintain strong partner relationships.)*
- d. Fee-For-Service Opportunities:** Develop criteria to respond to opportunities and develop supporting action plan. *(To Consider: Develop criteria to evaluate opportunities Downtown and beyond.)*



As measured by implementation of a Comprehensive Organizational Management Plan:

<input type="checkbox"/> 4a. Strategic Plan: Plan meets targets <i>(evaluate quarterly/update annually)</i> ; Plan component included on every Board agenda
<input type="checkbox"/> 4b. Governance Structure (Board, Staff, Volunteers): Board: Structure recommendations implemented (2016); Governance Committee convenes/completes start up activities (2016-2017); Bylaws updated (2016-2017); Committees/Task Forces developed and work plans implemented <i>(annually)</i> Staff: Staff job descriptions/work plans completed and updated (annually) to align with available resources Volunteers: Targeted use developed and updated annually
<input type="checkbox"/> 4c. Partner Relationships: MOU completed (2016); executed (2017-2018); Strategies to maintain strong partner relations reviewed/implemented; MOU with Owners explored (2017-2018)
<input type="checkbox"/> 4d. Fee-for Service: FFS considered as opportunities arise (consider mission/sustainability/staff impact, skill match) ♦ List of fee-for-service opportunities developed/explored



Mansfield Downtown Partnership
Helping to Build Mansfield's Future

Strategic Plan **Implementation Tools**

(Dynamic frameworks to support staff/Board monitoring of the strategic plan)



2015 Winter Welcome

Mansfield Downtown Partnership/Callahan Photo

Strategic Simple Multi-Year Implementation Plan Summary-Based on Strategic Priorities

Strategic Priorities	Strategies		
Economic Development Priority	2016 thru 2017	2018-2019	2019-2020
1a. Promote business mix	<ul style="list-style-type: none"> •Research occupancy data reporting tool options •Recommend reporting implementation •Implement/pilot reporting process •Conduct annual focus group to inform mix •Clarify what Partnership can/can't do 	<ul style="list-style-type: none"> •Monitor occupancy data •Conduct annual focus group to inform mix 	<ul style="list-style-type: none"> •Monitor occupancy •Conduct annual focus group to inform mix
1b. Promote tenant relations	<ul style="list-style-type: none"> •Clarify future role of merchant meetings •Provide info on available business grants •Develop process to visit tenants 2X/yr. •Include tenant focus in monthly communication 	<ul style="list-style-type: none"> •Convene merchant meetings—as determined •Provide info on available business grants •Implement/evaluate 2X/yr. tenant visit process •Include tenant focus in monthly communication 	<ul style="list-style-type: none"> •Convene merchant meetings—as determined •Provide info on available business grants •Implement/evaluate 2X/yr. tenant visit process •Include tenant focus in monthly communication
1c. Support economic development	<ul style="list-style-type: none"> •Consider Downtown development opportunities •Explore Downtown report card and beyond 	<ul style="list-style-type: none"> •Consider Downtown development opportunities •Produce Downtown report card and beyond 	<ul style="list-style-type: none"> •Consider Downtown development opportunities •Produce Downtown report card and beyond
Infrastructure/Streetscape	2016 thru 2017	2018-2019	2019-2020
2a. Maintain/Evaluate NZTC oversight	<ul style="list-style-type: none"> • Manage staff • Evaluate new structure/recommend refinements • Monitor usage/recommend enhancements • Fit out space for effective program use • Develop/implement program plan/calendar 	<ul style="list-style-type: none"> • Manage staff • Evaluate structure/recommend refinements • Monitor usage/recommend enhancements • Implement/evaluate program plan/calendar 	<ul style="list-style-type: none"> • Manage staff • Evaluate structure/recommend refinements • Monitor usage/recommend enhancements • Implement/evaluate program plan/calendar
2b. Evaluate oversight of parking	<ul style="list-style-type: none"> • Complete study/recommend enhancements • Supervise parking initiatives/policy 	<ul style="list-style-type: none"> • Supervise parking initiatives/policy 	<ul style="list-style-type: none"> • Supervise parking initiatives/policy
2c. Maintain public infrastructure Development	<ul style="list-style-type: none"> • Implement Public Spaces Plan • Conduct monthly walk-thru and ensure street-scape quality control is maintained 	<ul style="list-style-type: none"> • Implement Public Spaces Plan • Conduct monthly walk-thru and ensure street-scape quality control is maintained 	<ul style="list-style-type: none"> • Implement Public Spaces Plan • Conduct monthly walk-thru and ensure street-scape quality control is maintained
2d. Coordinate private infrastructure	<ul style="list-style-type: none"> • Conduct monthly walk-thru; recommend action steps to ensure quality control is maintained • Develop process to capture/evaluate complaints • Implement process to capture/evaluate complaints 	<ul style="list-style-type: none"> • Conduct monthly walk-thru; recommend action steps to ensure quality control is maintained • Implement process to capture/evaluate complaints 	<ul style="list-style-type: none"> • Conduct monthly walk-thru; recommend action steps to ensure quality control is maintained • Implement process to capture/evaluate complaints
2e. Special Design District Design Guidelines	<ul style="list-style-type: none"> • Conduct field study of the Downtown • Review Guidelines • Recommend revisions based on current needs 	<ul style="list-style-type: none"> • Revise Guidelines 	<ul style="list-style-type: none"> • Evaluate Guidelines as needed

Strategic Simple Multi-Year Implementation Plan Summary-Based on Strategic Priorities Page 2

Strategic Priorities	Strategies		
Positioning/Promotion	2016 thru 2017	2018-2019	2019-2020
3a. Solidify ombudsman/concierge role	<ul style="list-style-type: none"> Hire positioning consultant to solidify brand and develop strategies to own ombudsman role Develop monthly communication tool Formalize Partnership Welcome Center and clarify its functions 	<ul style="list-style-type: none"> Implement ombudsman/concierge strategies Evaluate communication tool effectiveness Implement/evaluate Partnership Welcome Center and its functions 	<ul style="list-style-type: none"> Implement ombudsman/concierge strategies Evaluate communication tool effectiveness Implement/evaluate Partnership Welcome Center and its functions Evaluate MDP brand recognition by stakeholders
3b. Position/manage Partnership Brand	<ul style="list-style-type: none"> Develop Partnership Positioning Plan Implement Partnership Positioning Plan 	<ul style="list-style-type: none"> Implement/evaluate Partnership Positioning Plan 	<ul style="list-style-type: none"> Implement/evaluate Partnership Positioning Plan
3c. Position/market the Downtown	<ul style="list-style-type: none"> Develop/Implement Downtown Positioning Plan Coordinate Plan with Town Positioning Clarify marketing funding 	<ul style="list-style-type: none"> Implement Downtown Positioning Plan 	<ul style="list-style-type: none"> Implement Downtown Positioning Plan
3d. Coordinate special events	<ul style="list-style-type: none"> Plan/execute special events Develop tool to evaluate ROI of events annually 	<ul style="list-style-type: none"> Plan/execute special events Develop tool to evaluate ROI of events annually 	<ul style="list-style-type: none"> Plan/execute special events Develop tool to evaluate ROI of events annually
3e. Coordinate beautification	<ul style="list-style-type: none"> Develop/implement components of Downtown placemaking: e.g.: look, feel and safety 	<ul style="list-style-type: none"> Implement initiatives to promote placemaking Downtown: e.g.: look, feel and safety 	<ul style="list-style-type: none"> Implement initiatives to promote placemaking Downtown: e.g.: look, feel and safety
Organization Sustainability	2016 thru 2017	2018-2019	2019-2020
4a. Strategically allocate resources	<ul style="list-style-type: none"> Assure strategic plan is on every Board agenda Annually review/update strategic plan Allocate resources to support priorities 	<ul style="list-style-type: none"> Assure strategic plan is on every Board agenda Annually review/update strategic plan Allocate resources to support priorities 	<ul style="list-style-type: none"> Assure strategic plan is on every Board agenda Annually review/update strategic plan Allocate resources to support priorities
4b. Evaluate governance/staff structure	<ul style="list-style-type: none"> Convene Governance Committee and develop/implement work plan Update by-laws Determine staff structure/job descriptions Hire new staff based on MOU Consider volunteer needs 	<ul style="list-style-type: none"> Recommend Committees/Task Forces annually Monitor committee work plans Build an engaged/skill-based Board Evaluate staff based on goals annually Formalize volunteer program: manual etc. 	<ul style="list-style-type: none"> Recommend Committees/Task Forces annually Monitor committee work plans Build an engaged/skill-based Board Evaluate staff based on goals annually Maintain/evaluate volunteer program
4c. Maintain Partner Relations--MOU	<ul style="list-style-type: none"> Develop MOU Implement MOU Consider strategies to maintain partner relations including property owners 	<ul style="list-style-type: none"> Implement/Evaluate MOU Consider strategies to maintain partner relations including property owners 	<ul style="list-style-type: none"> Implement/Update MOU Consider strategies to maintain partner relations including property owners
4d. Explore fee-for-service opportunities	<ul style="list-style-type: none"> Develop criteria to evaluate FFS opportunities Develop budget by program tool to understand real costs Consider fee-for-service opportunities 	<ul style="list-style-type: none"> Update budget by program tool to consider real costs Consider fee-for-service opportunities 	<ul style="list-style-type: none"> Update budget by program tool to consider real costs Consider fee-for-service opportunities

Mansfield Downtown Partnership Strategic Plan June 2016-June 2019 Emerging Strategic Imperatives

Economic Development

1. **Tenant/Owner Relations:** Formalize business visits/phone calls—using Board and Staff.
2. **Report Card:** Develop report card for Downtown Storrs that includes occupancy, tax revenue etc.

Infrastructure/Streetscape

3. **Operations Plan:** Formalize and maintain a comprehensive Operations Plan.
4. **NZTC:** Evaluate, refine and maintain oversight of Center.
5. **Parking:** Hire parking evaluation consultant and execute recommendations.
6. **Public Spaces Plan:** Fund and implement Public Spaces Plan.

Positioning

7. **Ombudsman/Concierge Role:** Solidify the Partnership's role as the Downtown's ombudsman, concierge and impartial communication center—the hub—providing timely information and linkage to services.
8. **Promotion Role:** Reach agreement with Town, UConn, owners about the Partnership's role and funding in promotion of the Downtown.
9. **Positioning/Marketing Plan:** Develop/implement comprehensive Marketing/Positioning Plan—that includes Partnership and Downtown Storrs branding and promotion strategies.

Sustainability

10. **Partner Relationships:** Complete and execute MOU with Town and UConn; Explore feasibility of MOU with owners; Maintain strong relationship with partners.
11. **Governance:** Evaluate and implement Board structure required to achieve strategic priorities; Convene ongoing Governance Committee to manage future Board recruitment, orientation, development and evaluation.
12. **Staffing:** Align staff job descriptions and work plans with available resources.
13. **Fee-For-Service:** Develop criteria to evaluate fee-for service opportunities with focus on mission enhancement and/ or sustainability.



Mansfield Downtown Partnership Dash Board Template—based on 13 Strategic Imperatives

(A tool to be updated and alerts discussed at every Board meeting)

Dashboard (Using Plan Priority Goals and Strategic Imperatives)	Status	Activities/Comments (as of August 25, 2016)
Multi-year strategic plan meets targets (Below are target highlights)	Alert	<ul style="list-style-type: none"> Strategic Plan to be approved at Sept. 1, 2016 Board meeting
Economic Development		
1. Tenant/Owner Relations: Formalize business visits/phone calls—using Board/Staff—2X/yr.		<ul style="list-style-type: none"> TBD
2. Report Card: Develop report card for the Downtown to include occupancy, tax revenue etc.		<ul style="list-style-type: none"> TBD
Streetscape/Infrastructure		
3. Operations Plan: Formalize and maintain a comprehensive Operations Plan.		<ul style="list-style-type: none"> Monthly walkthrough and evaluation of infrastructure needs
4. NZTC: Evaluate, refine and maintain oversight of Center.		<ul style="list-style-type: none"> Partnership with Library to support staffing
5. Parking: Hire parking evaluation consultant and execute recommendations.		<ul style="list-style-type: none"> TBD
6. Public Spaces Plan: Fund and implement Public Spaces Plan.		<ul style="list-style-type: none"> In process
Positioning/Promotion		
7. Ombudsman/Concierge Role: Solidify role as the hub—providing information and linkage		<ul style="list-style-type: none"> Positioning/Promotion TF will consider RFP to hire firm
8. Promotion Role: Reach agreement with Town, UConn, owners about the Partnership’s role and funding in promotion of the Downtown.		<ul style="list-style-type: none"> Will convene Positioning/Promotion TF in fall
9. Positioning/Marketing Plan: Develop/implement comprehensive plan—that includes Partnership and Downtown Storrs branding and promotion strategies.		<ul style="list-style-type: none"> Will convene Positioning/Promotion TF in fall
Sustainability		
10. Partner Relations—(MOU): Complete and execute MOU with Town and UConn; Explore feasibility of MOU with owners; Consider strategies to maintain relations		<ul style="list-style-type: none"> In process; conversations have begun with UCONN and Town
11. Governance: Evaluate and implement Board structure required to achieve strategic priorities; Convene ongoing Governance Committee to manage future Board recruitment, orientation, development and evaluation.	Alert	<ul style="list-style-type: none"> Governance proposals will be brought to full Board at October 2016 Board meeting
12. Staffing: Align staff job descriptions and work plans with available resources.		<ul style="list-style-type: none"> New org chart/job descriptions TBD post MOU
13. Fee-For-Service: Develop criteria to evaluate fee-for-service opportunities with focus mission enhancement and/ or sustainability.		<ul style="list-style-type: none"> Growth Task Force (subset of Finance and Growth Committee) will convene to explore

Green=complete; **Yellow**= in process; **Gray**=not started; **Red**=alert: requires Board discussion

Proposed Partnership Committee and Task Force Structure

Proposed Committees/TF Forces/Members	Proposed Charges of Committees/TF
Committees	
Executive Committee: Chair: Steve Bacon, Members: Matt Hart, Toni Moran, Diana Pelletier, Mike Kirk, Paul Shapiro	<ul style="list-style-type: none"> • Meets as needed on emergency basis/personnel issues • Manage review Executive Director
Governance Committee <i>(until bylaw changes are final this proposed committee will function as a Task Force)</i>	Start-up Activities <ul style="list-style-type: none"> • Determine Board structure to support priorities/needs • Determine Committee/TF leadership and members • Determine Board composition and by-law changes • Complete other start-up activities Ongoing-Future Activities <u>Board Building/Engagement</u> <ul style="list-style-type: none"> • Nominate, orient, evaluate, engage Board members • Create Board Expectations Document <u>Board Evaluation</u> <ul style="list-style-type: none"> • Develop Board evaluation/engagement process • Monitor committees/task forces, their charges and work <u>Leadership Development</u> <ul style="list-style-type: none"> • Plan for leadership succession • Formalize Emeritus Status and program <u>Misc.</u> <ul style="list-style-type: none"> • Review bylaws periodically to reflect changes in practices
Finance and Growth Committee	Finance and Growth Responsibilities <ul style="list-style-type: none"> • Develop/monitor annual budget • Determine staff structure to align with priorities/resources • Develop multi-year projections—post MOU • Review and update financial policies-every 3 years • Monitor fund balance investment and allocation
Task Forces	
Growth Task Force—subset of Finance & Growth	Growth Task Force Initiatives <ul style="list-style-type: none"> • Support MOU discussions with Town and UConn • Develop Budget by programs—to understand real costs • Develop criteria for evaluating new opportunities • Solicit and evaluate fee for service opportunities • Open dialogue with owners about positioning/promotion • Open dialogue with merchants about creating pseudo BID
Positioning Task Force	<ul style="list-style-type: none"> • Identify Branding/Positioning Consultant • Consider strategies to align with Town/owner branding • Support work of Branding/Positioning Consultant • Consider strategies to influence business mix and retention
Strategic Planning Steering Task Force: Steve Bacon, Tom Callahan, Mona Friedland, Matt Hart, Philip Lodewick, Betsy Paterson, Diana Pelletier	<ul style="list-style-type: none"> • Hire Strategic Planning Consultant • Work with consultant to develop Strategic Plan • Monitor Strategic Plan Implementation; ensure plan is on every Board agenda is evaluated/updated annually
Miscellaneous Event Related Advisory Groups <ul style="list-style-type: none"> • Celebrate Mansfield Festival • Risk Management Task Force 	



Mansfield Downtown Partnership

Helping to Build Mansfield's Future

Situational Analysis

Prepared by
Christiansen Consulting

April 28, 2016

***“Only days after arriving at UConn in the summer of 2011,
I participated in the groundbreaking for Storrs Center.
Its rapid growth since that time into a lively, vibrant downtown has been amazing.
What the Mansfield Downtown Partnership, the Town, the University and all of our
partners have achieved together is nothing short of extraordinary.”***

Susan Herbst, President, University of Connecticut

**Now that the downtown Storrs is a successful reality...
What's next?**

What is Mansfield Downtown Partnership's future role in fostering the continued development, management, and promotion of downtown Storrs, to create a rich, vibrant and economically successful community in the heart of Mansfield?

How can the Partnership assure it is an effective and sustainable organization?

***“The Partnership has worked hard to coordinate matters pertaining to the downtown working collaboratively with the developers, the Town and UConn.
In the future it should continue its transformation from the development phase to the management of a mature asset. The Partnership needs to remain the entity that looks at the big picture of where downtown Storrs should be going and act as a unifying force amongst the varying interests.”***

Paul Shapiro, Town of Mansfield Mayor

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Mansfield Downtown Partnership
Helping to Build Mansfield's Future

Situational Analysis

CONTEXT

1

“While there are other examples of successful public/private partnerships, what has been accomplished here has been truly transformational and unique not only in Connecticut but nationwide.”

Interviews: Stakeholders and Thought Leaders Interviewed

Staff

- ◆ **Dee Goodrich:** Mansfield Downtown Partnership/Nash-Zimmer Transportation Center (NZTC)
- ◆ **Kathleen Paterson:** Mansfield Downtown Partnership
- ◆ **Cynthia van Zelm:** Mansfield Downtown Partnership

Board

- ◆ **Steve Bacon:** Mansfield Business and Professional Association, Kahan, Kerensky & Capossela
- ◆ **Thomas Callahan:** University of Connecticut
- ◆ **Mathew Hart:** Town of Mansfield
- ◆ **Mike Kirk:** University of Connecticut
- ◆ **Steve Rogers:** Mansfield Business and Professional Association, Subway
- ◆ **Paul Shapiro:** Mayor, Town of Mansfield

External Partners

- ◆ **Katie DeLany:** EdR
- ◆ **Lou DeLoreto:** E. O. Smith High School
- ◆ **Manny Haidous:** University Plaza
- ◆ **Amanda Hanzlik:** Resident, E. O. Smith High School
- ◆ **Howard Kaufman:** LeylandAlliance
- ◆ **Daryl Krivanec:** Hart Realty Advisers
- ◆ **Linda Painter:** Mansfield Planning and Development
- ◆ **Michael Taylor:** Taylor Management Corporation
- ◆ **Tom Trubiana:** EdR
- ◆ **Rene Schein:** Storrs Automotive
- ◆ **Rita Zangari:** University of Connecticut

Thought Leader Reference Groups

- ◆ **Chuck Coursey:** Coursey & Company and former Deputy Mayor Town of West Hartford
- ◆ **John Simone:** CT Main Street Center
- ◆ **Susan Westa:** Mansfield Planning and Zoning Commission and CT Main Street Center
- ◆ **Mike Zaleski:** Riverfront Recapture and formerly with Hartford Business Improvement District

Situational Analysis Framing Questions:

Now that the downtown Storrs is a successful reality...What's next?

What is Mansfield Downtown Partnership's future role in fostering the continued development, management, and promotion of downtown Storrs, to create a rich, vibrant and economically successful community in the heart of Mansfield? How can the Partnership assure it is an effective and sustainable organization? The Situational Analysis that follows will provide important background context to enable the Partnership to consider these questions.

Methodology:

In January 2016 Mansfield Downtown Partnership initiated a strategic planning process. The mechanisms for generating data included in this analysis were three-fold:

1. Reviewed key organization data
2. Conducted 23 interviews including:
 - 6 Board Members
 - 11 External Partners
 - 3 Staff Members
 - 3 Thought Leader Reference Groups
3. Conducted a confidential survey completed by 18 Board members

The purpose of this data collection process was to generate data and feedback and ideas from multiple perspectives to understand the Partnership's current impact, market position, critical issues, opportunities and barriers for future success. This data informed the Situational Analysis that follows and will provide the foundation for formulating key priorities and strategies to help guide the Mansfield Downtown Partnership in developing a strategic planning document for navigating the next three years.

Mission and Vision: (approved September 2015)

Vision Statement

The Mansfield Downtown Partnership – comprised of a committed alliance of voluntary community and business members and Town of Mansfield and University of Connecticut officials and administrators, its development partners, and Partnership staff – will provide collaborative and balanced on-going leadership in the continuing economic, social, and cultural development within the Town of Mansfield. Through shared, cooperative effort, the Partnership will continue to work to help provide a rich diversity of offerings that will make the Town of Mansfield a regional destination and a vibrant, thriving community.

Mission Statement

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 deemed strategic by the Town of Mansfield, the University of CT, and the Partnership Board of Directors.

**Note: The Board decided downtown Storrs is broader than the immediate center and includes: Storrs Commons; University Plaza; 18 Dog Lane; and Liberty Bank Plaza which houses Liberty Bank Plaza and Storrs Center Cycle. It also includes the High School, Town Hall, Community Center, Moss Sanctuary (hiking trails across from the Town Hall), Whetten Woods hiking trails (adjacent to Storrs Center) and the southern part of the UConn campus (School of Fine Arts).*

Map:



OVERALL PLAN



Background:

The Mansfield Downtown Partnership is a non-profit organization founded in 2001 in cooperation with the Town of Mansfield and the University of Connecticut, to initiate and support the development of Storrs Center. Fifteen years and \$25 million in state, federal and private grants later, the Center is a thriving mixed-use community that includes retail and residential development, and a transportation hub. While there are certainly other examples of successful public/private partnerships, what has been accomplished here has been truly transformational and is unique not only in the state but in the country.

The project has been transformational on several levels. Original impetus for creation of Storrs Center came from the Town. The University joined forces as it recognized that lack of a true college town was impacting admissions. All that changed with the new Center, which is now an important recruitment and retention tool. Potential student tours now include Storrs Center and it is featured in promotional materials. Furthermore, students are choosing to live and relax there, and student families come when visiting. In short, Storrs Center has transformed the student and parent experience at UConn and enhanced its ability to compete for students.

The project has been transformational for the Town as well. Similar to the UConn population, Mansfield residents, and others in the region, eat and shop in the Center and attend events planned and presented by the Partnership. The annual Celebrate Mansfield Festival alone attracts more than 4,000 people. Other annual events include Mansfield Pup Crawl, Trick-or-Treat and Winter Welcome, as well as summer concerts and movies. So Storrs Center is a win/win for everyone: UConn, the Town, students, their families, developers and the greater Mansfield community. As further proof of its success, there is a waiting list for apartments and retail occupancy is at 100%. One cannot over emphasize the importance of Storrs Center in changing the perceptions of people about the Town and the University. By all accounts this would not have happened without the Partnership.

Beyond the Town of Mansfield, the project is regarded as unique locally and nationally. Developers worked to maintain a rural-quality in a semi-urban area. In other words, this is not a typical development project with rectangular buildings and streets. Town Square is a recent important addition, providing artistic and functional space for performances and people to gather. The adjacent UConn School of Fine Arts and inclusion of the Ballard Institute & Museum of Puppetry downtown add additional richness. Pedestrian-oriented streets knit together these public spaces with dining, retail and cultural offerings. In fact, Storrs Center is a text-book perfect example of mixed use, pedestrian friendly and transit oriented development. The final phase, scheduled for completion this year, includes 42 for-sale residences. So Storrs Center is a tangible and successful reality.

All involved acknowledge the important role the Partnership played in making all of this happen. Through collaborative leadership, the Partnership gained the respect and trust of diverse stakeholders. It is described by many with phrases like: “the can-do results-oriented agency” ... “solution focused” “neutral communicator” ... “calming influence during emotionally charged times” ... “the voice of reason” ... “convener of diverse groups” ... “facilitating difficult conversations” ... “communication hub” ... “dedicated and committed leadership.”

Key partners consistently emphasize that without the Partnership, Storrs Center would become little more than a group of beautifully designed buildings or a typical outdoor mall that also includes residential and some cultural opportunities. They describe the Partnership as providing the “heart and soul” of the Center and functioning as the “entity that builds a sense of place and community.” They assert that these intangibles are what make it so special and the reason people choose to live, dine and shop here.

Summary of Key Findings/Observations:

So, now that the Center is mostly built, the Partnership is evaluating what's next? What's its future role? How can it highlight its relevance as the critical but intangible heart and soul of the community? The strategic planning process will explore these questions—in particular how the Partnership will shift from a development focused role to one emphasizing increased management and promotion. It will also consider the best Board composition and structure to support priorities as well as strategies to enhance funding and sustainability. From these discussions, the Board will make choices about how to best allocate limited staff, Board, volunteer and financial resources. Equally important, the Partnership will clarify its value to stakeholders and make decisions about what it will and will not do. Below are some relevant observations:

Mission: The Partnership's stated mission is *to foster the continued development, management, and promotion of downtown Storrs*. This mission has evolved over time. For example, the 2013 strategic planning process emphasized the Partnership's role in development beyond downtown Storrs. However, the mission approved in 2015 limits expanded development involvement to *when appropriate and on request*. While, some Board members would like a wider mission focus, others believe the Partnership's current role is sufficient—particularly considering already stretched staff resources. On the other hand, most agree the Partnership should at least to be at the table participating in discussions about the future development of Mansfield.

Recommendation: *Further clarify 1) the Partnership's future focus, particularly its role in downtown Storrs development, management and promotion initiatives; 2) what it does not do; 3) which Partnership functions and role are most important to key stakeholders.*

Governance: The Partnership's work is accomplished with 2.5 FTE staff and a 19-member Board that includes representatives of the Town, the University, businesses and residents. Each Board member serves on one of six working committees: 1) Advertising and Promotion, 2) Business Development and Retention, 3) Membership Development, 4) Planning and Design, 5) Nominating, 6) Finance and Administration. Committees include additional broad Town representation (average 50+ volunteers.). Stakeholder engagement is a critical non-profit success measure and the Partnership is very effective in this area as people are actively engaged and involved.

Furthermore, staff participate on additional committees and stakeholder groups. Participation is important so the Partnership has a pulse on what is going on and can knowledgeably communicate critical information. But convening, attending and staffing committees requires significant staff resources. Staff and Board are appropriately questioning the right balance, structure, future focus and participation.

Recommendation: *Evaluate Board composition and committee structures, as well as staff participation on ancillary committees with focus on 1) allocating staff/Board resources to support strategic priorities; 2) streamlining for efficiency. (Woven through these Observations pages are suggestions of other areas to evaluate: e.g.: events, NZTC.)*

Downtown Storrs Center Positioning & Events: Increasingly, the Partnership is focusing on planning, promoting and executing annual activities and events that area residents enthusiastically support. All agree on the value. But events take a great deal of staff time. There is the added complexity that commercial property owners independently promote initiatives. Some suggest that promotional dollars could be more effectively targeted if pooled and allocated as part of a Center-wide positioning, marketing and promotion strategy. They also suggest the Partnership is the entity to best manage such a comprehensive strategy. This strategy could further position downtown Storrs as a destination, enhance promotional activities, create a more cohesive sense of place and attract "customers."

Recommendation: *Evaluate event planning and promotion in the context of other Partnership priorities and open conversations with commercial property owners to consider 1) developing a comprehensive Center-wide marketing; and positioning strategy; 2) ways to pool marketing resources to meet each partner's independent goals. The Partnership should also quantify its value in building community and making this more than an outdoor mall with residential and cultural components.*

Partnership Positioning and Brand: The Partnership is integral to the continued positioning of downtown Storrs and promotion is an important component. Focusing on integrated marketing strategies, as discussed above, is critical to creating what is described in the Partnership mission statement as *a vibrant and economically successful community*. But as noted by many in Section 3 (Identity) of this Situational Analysis, stakeholders highlight that the Partnership is in “transition” and must “pivot.” All agree the Partnership has tremendous value, but at the same time must clarify its new role. Integral to this is highlighting its brand as the results-oriented agency, neutral communication center, the hub, the glue connecting diverse entities and the one group focused exclusively on entire downtown Storrs.

In other words, the Partnership must not only promote downtown Storrs but itself, by developing strategies to communicate its brand and value. As a first step, one partner suggested a consistent monthly communication developed by and distributed from the Partnership about downtown Storrs. Another suggested evaluating the logo tagline. With so many new tenants who have absolutely no idea who the Partnership is and what it does, it is critical to be more strategically visible as an entity. This will require a different and perhaps more labor-intensive outreach and relationship building. This may also be an opportunity to involve ambassador volunteers in different ways.

Recommendation: Evaluate Partnership brand (what it owns, its promise, its value) and develop strategies to market/position itself to new audiences, and increase visibility, while maintaining relationships already forged.

Sustainability: The Partnership has been fortunate to have consistent support from the Town and University, as well as membership commitment from businesses and residents. Leadership has been careful with how it uses these funds so the Partnership’s current financial health is strong. But staff is already stretched thin to accomplish in-place commitments and they are dipping into reserves. Similar successful public/private partnerships around the country are funded through a special services district tax or by becoming a Business Improvement District (BID) district. Unfortunately, in an era of constricting funding, there is no magic bullet to assure the Partnership’s ongoing sustainability. If the community values the role of the Partnership and wants its work to continue, it should consider a few things: 1) Formalize the relationship with the University and the Town at least for multiple years; 2) Consider establishment of a special services district tax (BID district); 3) Strategically pool marketing resources—mentioned above; 4) Continue writing grants for Center projects; 5) Build and enhance Membership; 6) Consider opportunities to monetize projects and/or develop fee for services funding;

Recommendation: Discuss the six considerations highlighted above with relevant partners and include supporting strategies in the strategic plan.

Miscellaneous:

- ◆ **Character/Business Mix:** Many stakeholders suggest heightening the Partnership’s role in influencing the Center’s business mix and creating a unique character. They want more “ma and pa stores” and less chains. Others suggest caution on several levels. First, character is not manufactured, rather it evolves over time. For example, the residents of the new town houses may attract different retailers. Certainly, the role the Partnership plays in creating community and a sense of place is critical and will continue to positively influence the Center’s evolution. Second, retail itself is changing with increasing use of the internet. At best, the Partnership can enhance the quality of life which can positively influence a diverse business mix.
- ◆ **NZTC/Parking:** Though these are essential roles that are valued by the community, parking in particular is requiring more significant staff resources than anticipated. Now that there is data and experience about what it means to run this Center and manage parking, the Partnership’s role should be re-evaluated.

Summing Up: What the Partnership has accomplished through collaborative leadership is incredible. In considering its future focus and role, the Partnership’s strategic planning process should focus on the following areas: **1) Mission Clarification; 2) Governance Composition and Structure—Board and Staff; 3) Positioning of Downtown Storrs; 4) Positioning of the Partnership; 5) Sustainability**



Mansfield Downtown Partnership
Helping to Build Mansfield's Future

Situational Analysis

IDENTITY

2

“Without the Partnership, downtown Storrs would still be little more than the deteriorated physical buildings and strip malls that existed previously. Today, without the Partnership’s continued future leadership, downtown Storrs will be little more than the physical buildings or a typical mall that also includes residential and some cultural opportunities... The Partnership is the heart and soul of downtown Storrs and functions as the entity that builds a sense of place and community... This intangible is the reason people choose to live, dine and shop here.”

Board and Staff Perspectives

Identity: Today the Partnership does the following.....

- ◆ Going through a continued transition from a planning organization to management organization with its main focus on operating the downtown (NZTC, oversight of overall downtown operations) and planning events.
- ◆ In a transitory phase, but now is the time to consider our role in the future.
- ◆ Finishing over-seeing the final phase of Storrs Downtown.
- ◆ Promotes the Downtown, manages the businesses in the Downtown, works well with both the town and the university, finds ways to improve the Downtown.
- ◆ Acts as a liaison for all parties involved in development and management of the downtown. They oversee and manage day-to day operations (including the intermodal center operations), as well as plan and execute special community events.
- ◆ Manages the relationship between the Town, UConn and the business partners in and around Storrs Center; coordinates events that bring in community members; is a sounding-board for groups involved in Storrs Center; and creates opportunities to grow Storrs Center.
- ◆ Helps promote the Storrs Center businesses.
- ◆ Administers and oversee the final stages of the building project and assists in the management and operations of the existing Storrs Center facilities and businesses.
- ◆ Supports the town center by developing and enhancing relationships among the town, university, and town center merchants/tenants/developers.
- ◆ Reviews construction and other projects for compliance with Design District requirements; work with developer and owners to encourage cooperation and collaboration; events and publicity to encourage local and regional customers to attend events, eat and shop; assure facilities are maintained at a high level of quality.

Identity: Tomorrow the Partnership should.....

- ◆ Become a typical downtown organization that promotes the downtown, assists its businesses, and works with downtown property owners to ensure that the downtown is managed in a first class manner.
- ◆ Focus on taking this asset and making it the best it can be; it has the potential to be a lively and enjoyable place for Mansfield, and a regional asset. It is on the cusp.
- ◆ Maintain and improve the Downtown so that it meets or exceeds our original vision.
- ◆ Keep the downtown current and thriving.
- ◆ Continue managing oversight of downtown and the Intermodal Center, to plan special events that bring people to the downtown to support the businesses and build community between the town and UConn.
- ◆ Be more involved in shaping the activities and businesses that are part of the Center.
- ◆ Be focused, funded and efficient.
- ◆ Continue to encourage and facilitate cooperation between building and business owners; work with owners to advertise/promote downtown (not just the Center) as a location for living, recreation, and community gathering.
- ◆ Foster the continued development, maintenance, and promotion of downtown Storrs and other areas within the Town deemed strategic by the Town of Mansfield, the University of Connecticut and the Partnership Board.

Summing Up: Today Mansfield Downtown Partnership is in transition. Tomorrow it is evolving from its oversight role of managing development to focusing on: 1) Developing, marketing and managing events; 2) Managing, supporting and acting as a liaison with key relationships; 3) Overseeing the NZTC; 4) Maintaining key public spaces; 5) Acting as a sounding board.

Partner and Thought Leader Perspectives: selected quotes from interviewees

“Today: *The Partnership is in transition...it is on the cusp of being a regional asset...Tomorrow:* It will be interesting to see if the new homes change the personality of the center by bringing together different generations—for example empty nester home owners living alongside student renters...The Partnership has the unique ability to market what is going on to diverse audiences through its promotional activities and website.”

Steve Bacon, Mansfield Business and Professional Association, Kahan, Kerensky & Capossela

“Today: *With the help of the Partnership and its ability to align and harmonize the community’s varied interests and partners, Storrs Center is a terrific success. We need to find a way to tell this incredible story...Tomorrow:* It is important for the Partnership to pivot and focus more on promotion and civic management of all of downtown Storrs, continuing to shape its personality and character —by making it come even more alive, putting even more feet on the streets and promoting Storrs as a regional arts, entertainment, dining and recreation hub and destination.”

Tom Callahan, University of Connecticut

“Today: *The Partnership has many similarities with Blue Back Square as both are mixed use development projects built from scratch. However, there are a few key differences: Blue Back has only one developer, a property manager and a special services district tax...Tomorrow:* The Center and the Partnership might want to consider such a tax or at least explore some ways to monetize a few things in order to assure sustainable support of the Partnership and its activities.”

Chuck Coursey, Coursey & Company and Deputy Mayor Town of West Hartford

“Today: *The Partnership is the glue that holds things together...the success of what its dedicated and talented staff have accomplished is tangibly evident to us as we have a waiting list of potential renters... Tomorrow:* The Partnership should continue its outreach role by planning, promoting and hosting events that continue to draw people together.”

Katie DeLany, EdR

“Today: *The best thing about the Partnership is there is one group to call when I need something. They are the one communication hub to disseminate information and better yet, it is filtered through a neutral group that provides perspective from multiple viewpoints...Tomorrow:* It should continue to be that one group managing and maintaining communication as well as distribute a monthly and predictable communication for the Center.”

Lou DeLoreto, E. O. Smith High School

“Today: *The Partnership has been supportive in helping us interface with the Town and tenants. They enhance good relationships by bringing together interested groups with a stake in the Center... Tomorrow:* They can do more to facilitate commerce, continue bringing people together and leverage the University, for example summer concerts, movies, themed events and maybe even kiosks and vendors...The Partnership weaves the thread through the needle, weaving together the interest of businesses, consumers, kids, parents and residents.”

Manny Haidous, University Plaza

“Today: *My family enjoys the fruits of what the Partnership has put in place. We spend lots of time together in the Center. It is also a place where the community can gather and enjoy student performances as well as other activities ... Tomorrow:* The Partnership should continue to promote and cultivate activities that become annual events and that people look forward to. I also hope they will further engage the Fine Arts Department because the arts are such a strong pull for audiences to build cultural experiences together.”

Amanda Hanzlik, Resident, E. O. Smith High School

“Today: The Partnership has been vital in the development of Storrs Center and a newly vitalized Downtown Storrs. This transformational project would not have been completed without the Partnership ...

Tomorrow: The Partnership needs to be deemed strategically important by the Town of Mansfield, the University of Connecticut, and other significant stakeholders in order for it to have an important role in the future of the Town. With this support will come the evolution of an on-going entity -whether it be called the Mansfield Downtown Partnership or reconstituted in a different format.

Philip Lodewick, University of Connecticut

“Today: The Partnership plays a pivotal role in managing all aspects of downtown Storrs from events and promotion to oversight of public spaces, coordinating construction between the developers and the town, managing tenant relations, writing grants and staffing committees ... **Tomorrow:** The Partnership is critical to the continued success of the downtown. Residents look forward to Partnership-planned the events and expect the public spaces it manages to remain in a beautiful condition, highlighting the community’s pride in our town center. This is an appropriate time to formalize the Partnership’s role and relationship with the Town and UConn to ensure our future success.”

Matt Hart, Town of Mansfield

“Today: The Partnership is like the hub of the wheel that is Storrs Center—the glue that holds things together... **Tomorrow:** The Partnership must shift from their role facilitating development toward a new role focused on operations. For example, they can enhance their ombudsman and grant seeking role, facilitate Storrs Center promotion, oversee parking, and convene key stakeholders at critical moments.”

Howard Kaufman, LeylandAlliance

“Today: Having a downtown is obviously a huge benefit for Mansfield and an amenity for UConn ... **Tomorrow:** The Partnership could help in promoting the downtown, assuring there is more activity in the square and continuing to function as an important liaison between the developer, the center and other partners.”

Daryl Krivanec, Hart Realty Advisers

“Today: The Partnership is in transition as the development nears completion... **Tomorrow:** What is essential now is that Storrs Center thrive and evolve as times goes on ...And the Partnership has to play a vital role in bringing the Town, the University and other stakeholders together, continuing to provide a place and way for them to interact and have meaningful conversations about how to ensure that.”

Mike Kirk, University of Connecticut

“Today: The Partnership is in transition as it has been focused on getting the Center developed and acting as a go-between among various stakeholders... **Tomorrow:** It should evolve into a business promotion and development organization. Partnership coordination might also support further development around the Center and beyond. More than anything the Partnership is important in terms of enhancing community life—I know this is an intangible. But without the Partnership, we would just have the physical buildings and not the other things like the events that people have become accustomed to that that make them choose to live here...Finally as the Center continues to evolve, its unique character will further emerge over time...The Partnership can certainly play a key role in all this.

Linda Painter, Mansfield Planning and Development

“Today: As a business leader, I feel personal fulfillment that after 30+ years of working with people with vision and commitment, Storrs Center has become a reality...We created something from nothing... **Tomorrow:** The Partnership must shift its focus from development to management by coordinating public relations and acting as a critical liaison with the Town, University, landlords, residents and businesses.”

Steve Rogers, Subway Owner, Mansfield Business and Professional Association

“Today: There had been many discussions over the years to develop the Town Center, but when the Partnership was set up, I finally had confidence it could happen...It cannot be denied that that the leadership of Cynthia and Howard Kaufman played a big part in its success because they are smart and reasonable. The Partnership also provided a forum for diverse groups to come together and work together...**Tomorrow:** The Partnership should just fine tune what it has been doing by facilitating communication among diverse groups, promoting events, reaching out to new people and better defining a unique character for the Center, working to make it more vibrant and interesting.”

Rene Schein, Storrs Automotive

“Today: What they have done is incredible. There is really no other similar reference group in terms of a University and Town Partnerships...**Tomorrow:** Their convener and advocacy role is something no one else owns...The Partnership should also capture all of the volunteer hours it coordinates. This provides tangible data on how the Partnership is engaging the community at every level—from participation in events to serving on diverse committees...Main Street organizations have long understood the importance of an entity like the Partnership to coordinate downtown activities and involve people in many aspects of community life.”

John Simone, CT Main Street Center

“Today: I attended UConn and remember when it was a ‘suitcase college.’ Now with a downtown, students stay and for Mansfield it created a magnet to draw people in...During the development period, the Partnership acted as an important liaison and connector facilitating communication among all of the stakeholders...

Tomorrow: I would like to see their role strengthened so they can evaluate and recommend rather than just be a communication coordinator and facilitator...They need more clout, not just to observe and communicate but advise; parking and traffic flow are systemic issues I would like them to help address.”

Michael Taylor, Taylor Management Corporation

“Today: This is a home run for the University and Storrs. I manage many other properties but this public/private partnership is truly unique....**Tomorrow:** The Partnership can help maintain the positive relationships that have been built over time, continue to promote the center and events. Most important of all it offers a valuable additional set of eyes providing oversight and perspective.”

Tom Trubiana, EdR

“Today: The Mansfield Downtown Partnership has done an amazing job pulling together all the pieces necessary to create a new town center - something that was truly needed in our town...**Tomorrow:** Transitioning to an organization that is managing a downtown on a daily basis is going to be a challenge. But from our work with other communities, we know the value and necessity of a downtown management organization to the continued success of a place.

Susan Westa, Mansfield Planning and Zoning Commission and CT Main Street

“Today: It has been fascinating to watch the different phases of the Partnership’s and the Center’s evolution. It provides a collective voice for the property owners and an important checks and balances role for the different interests. One can’t underestimate the impact of the Partnership and Storrs Center in changing people’s perceptions about the UConn and Storrs area. **Tomorrow:** The downtown absolutely benefits from a defined entity such as the Partnership—a mall manager so to speak—dedicated to marketing, promotion, beautification and advocacy for key Center stakeholders. It would be foolhardy not to continue investing in an organization that is doing so much.

Michael Zaleski, Riverfront Recapture and formerly of the Hartford Business Improvement District

Today: Because of this unique public/private partnership, Mansfield has a real downtown. Usually once a development project like this is complete, such an entity would go away, but perhaps not in this case... **Tomorrow:** The Partnership can play an important role in the future to assure that the quality of the amenities and the downtown area are maintained in a way that enables its continued contribution towards the region’s quality of life.”

Rita Zangari: University of Connecticut

Emerging Value Proposition: Words and functions that describe the Partnership

Glue ♦ Hub

Develop ♦ Promote ♦ Manage

(words included in mission)

- ♦ Communication Center ♦ Town Concierge ♦ Community Builder ♦ Quality of Life Enhancer
- ♦ Convene ♦ Advocate ♦ Coordinate ♦ Ombudsman ♦ Liaison ♦ Catalyst ♦ Can-Do Agency
- ♦ Outreach ♦ Market ♦ Oversight ♦ Organize ♦ Grant Writer ♦ Brand Manager

Drilling Down---Specific Partnership Mission Functions

The Partnership seeks to foster the continued **development**, **management**, and **promotion** of downtown Storrs to foster enhanced community relationships, enriched quality of life and a vibrant and thriving community by:

Promotes

- ♦ **Communicates:** Information (neutral and filtered) ♦ The One-Stop Communication Hub
- ♦ **Concierge:** For Information/Resources ♦ Tenants ♦ Businesses ♦ Town ♦ University ♦ Community
- ♦ **Promotes:** Events ♦ Public Transportation ♦ Businesses ♦ Opportunities
- ♦ **Advocates:** Downtown Storrs interests
- ♦ **Fosters:** Community Relations ♦ Quality of Life

Manages

- ♦ **Manages:** Town Square ♦ Public Spaces ♦ Relationships ♦ NZTC ♦ Events ♦ Grants ♦ Signage/Wayfinding
- ♦ **Business Attraction/Retention:** Manages technical assistance to influence and support businesses
- ♦ **Liaison/Connect:** to Town ♦ University ♦ Developers ♦ Parking Operator ♦ Tenants
- ♦ **Oversight:** Public Spaces ♦ Maintenance, Policies (providing another set of eyes)
- ♦ **Convenes/Staffs:** Committees ♦ Community Groups

Develops

- ♦ **Develops:** Downtown Storrs ♦ Policies
- ♦ **Economic Development:** Providing technical assistance support for Mansfield economic development

Graphic Representation of Mansfield Downtown Partnership's Work





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Helping to Build Mansfield's Future

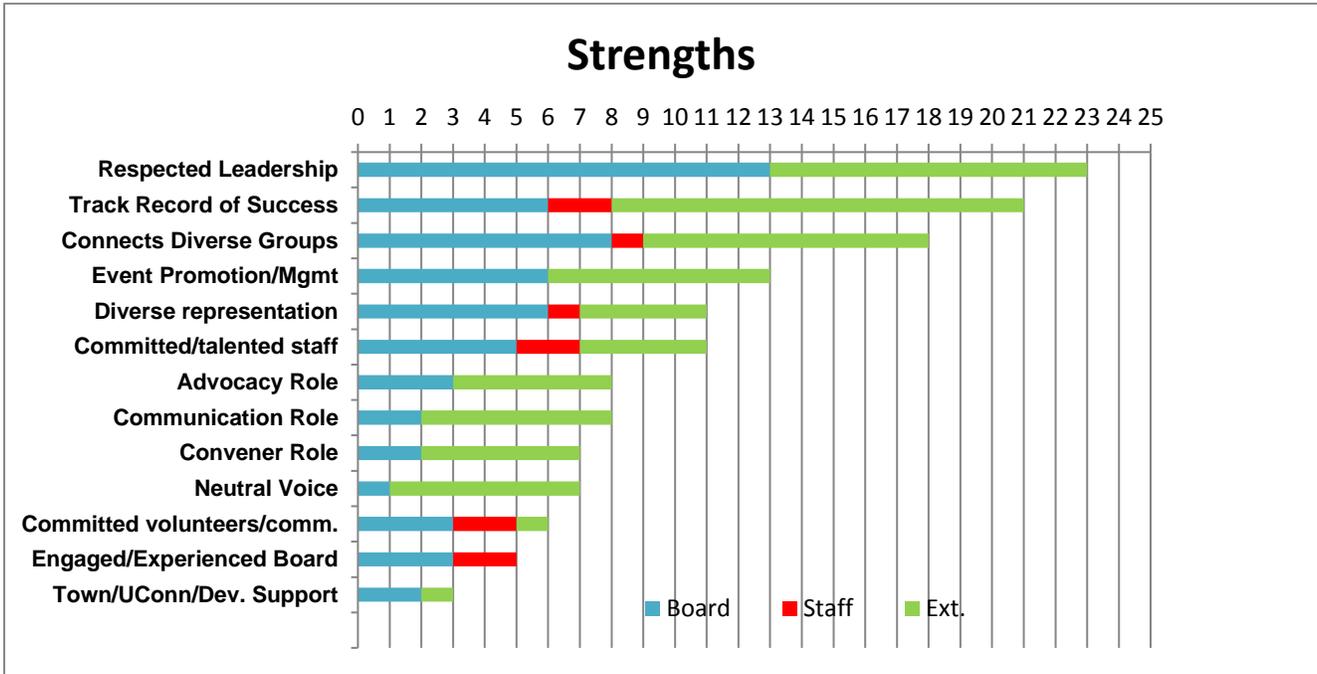
Situational Analysis

DATA

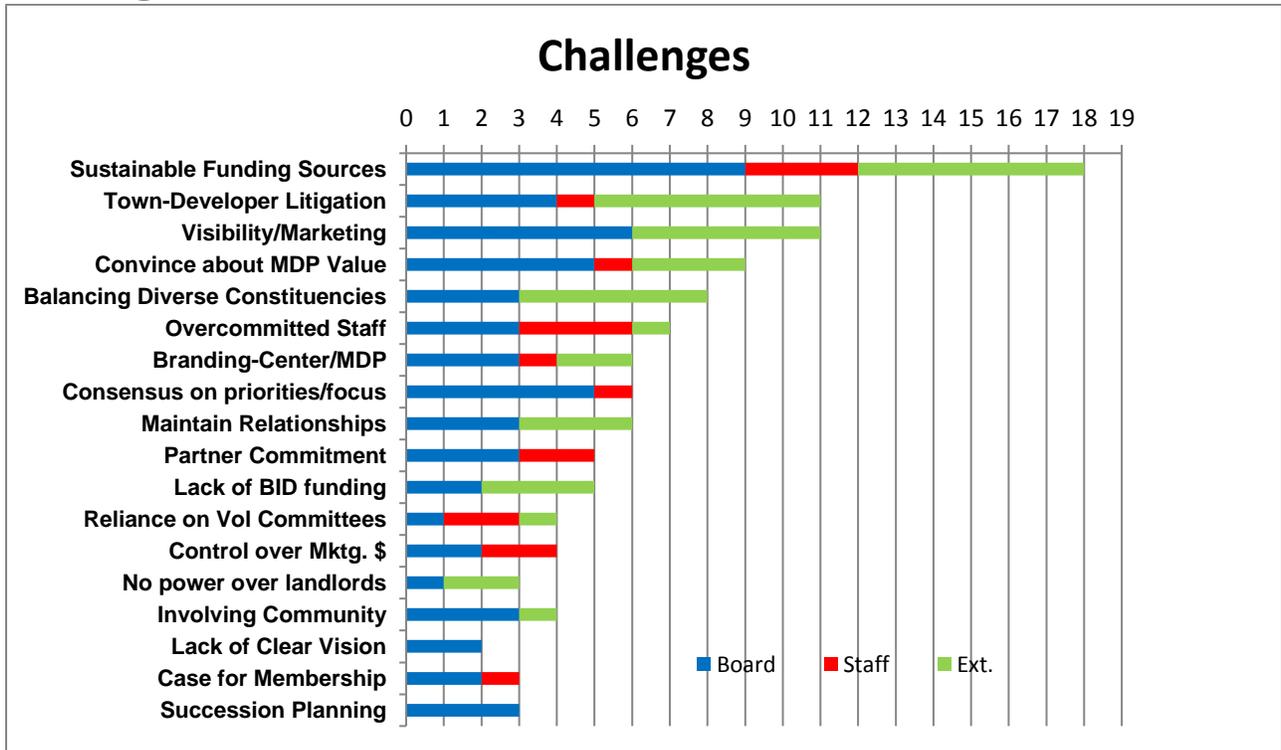
3

*“15 years and \$25 million in state and Federal funding and private grants later...
Storrs Center includes 42 businesses and 618 fully leased apartments—
42 for-sale residences are scheduled to open this year;
The Center creates 200+ jobs and provides \$3M gross/\$1.8M net in annual tax revenue.*

Strengths



Challenges



Based on 18 Board, 3 Staff and 11 External Partner comments

Opportunities: to further explore

Below is a compilation of suggestions made by questionnaire respondents or by those interviewed

Economic Development

- ◆ **Beyond Downtown Storrs:** Support development beyond downtown Storrs as requested, e.g. explore options to provide additional economic development services to the town and/or the University.
- ◆ **Mansfield Forum:** Consider convening annual State of Mansfield Forum and preparing an annual report card.
- ◆ **Business Mix:** Influence mix e.g. encouraging development of an arts/entertainment/dining district, development of a hotel, opening of a pub and small specialty retail shops.
- ◆ **Merchants:** Consider more formally convening and organizing merchants.
- ◆ **Commuter Lot:** Develop a lot off I-84 to expand transportation enhancements.
- ◆ **Parking:** Evaluate parking enhancements to accommodate residents and retail customers.

Infrastructure/Streetscape

- ◆ **Identity:** Further define a cohesive character and identity of downtown Storrs through signage and banners.
- ◆ **Wayfinding:** Enhance the wayfinding through signage.
- ◆ **Lighting:** Enhance public lighting, from bottom up, by using low tech lighting that will highlight buildings and trees.

Positioning/Communication

- ◆ **History:** Better communicate the downtown story, e.g. create a pictorial exhibit and graphic that tell the story.
- ◆ **Brand the Partnership:** Develop a strategy to brand the Partnership and increase its profile. Examples include:
 - **One-Stop Hub:** Position and market the Partnership as the one place to go for information.
 - **Monthly E-Blast Newsletter:** Develop an E-blast monthly newsletter about the Center/Activities to reach residents, business owners, neighbors, UConn etc. to highlight the Partnership and what downtown has to offer.
 - **Web Site:** Re-evaluate potential to promote the Partnership, downtown Storrs activities and market tenants.
- ◆ **Brand downtown Storrs:** Develop a comprehensive strategy (working collaboratively with other partners) to market events and position downtown Storrs as a regional destination.
- ◆ **New Residents:** Develop a strategy and defined formal process to introduce the Partnership to new owners and residents and to reach out and maintain contact with existing relationship.

Positioning/Promotion

- ◆ **Marketing Integration:** Work with downtown management to pool marketing resources and develop an integrated plan to enhance effectiveness.
- ◆ **Events:** Continue to plan strong events that meet needs of the increasingly diverse audiences and bring in people year round and that encourage use and activities that are not conditional on the academic calendar.

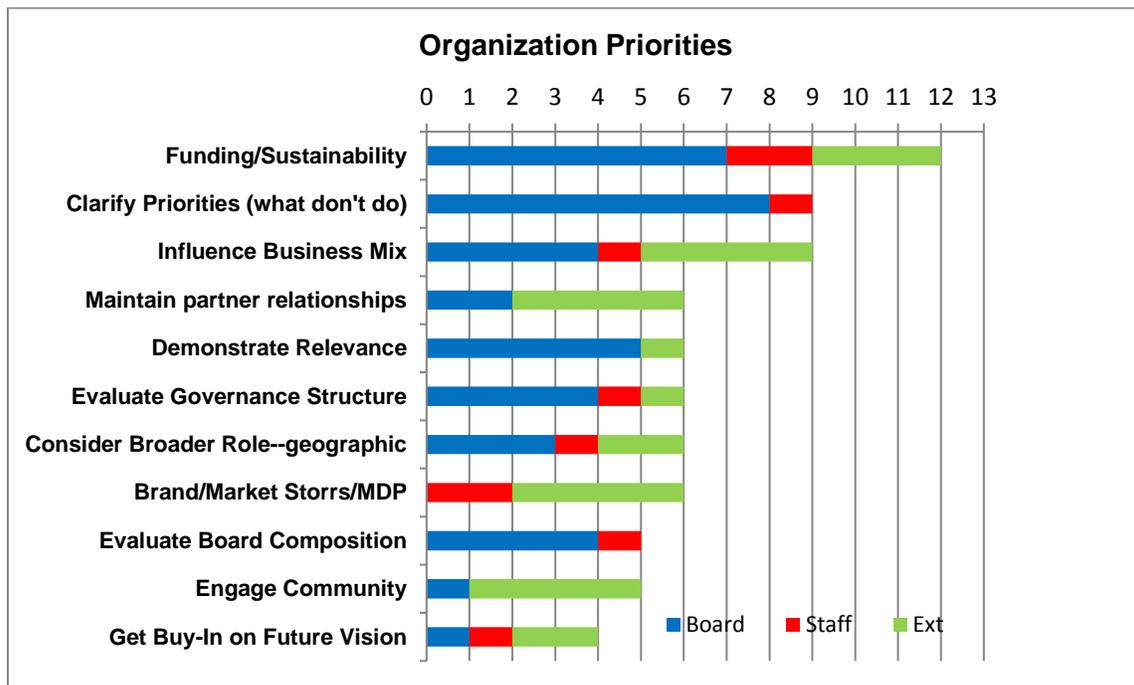
Organizational

- ◆ **Memo of Understanding:** Develop a formal Partnership memo of understanding with the Town and UConn.
- ◆ **BID District:** Transition to a BID District or develop predictable Town revenue for the Partnership.
- ◆ **Volunteers:** Track contribution of volunteers.
- ◆ **Monetization:** Explore fee-for-service and revenue generating opportunities e.g. a hotel or special Partnership tax.

Forces Shaping the Future

- ◆ Declining State Revenues—affecting the University and the Town
- ◆ Declining Town Revenues—state and local
- ◆ Changing Retail Environment—shift to on-line shopping
- ◆ Competition from the development of other areas around Storrs
- ◆ Demographic changes in downtown Storrs and the Town
- ◆ Opposition from a vocal minority
- ◆ The proposed move of E. O. Smith High School
- ◆ The current tax litigation

Organization Priorities



Based on 18 Board, 3 Staff and 11 External Partner comments

Summing Up Priorities: The Partnership should focus on: **1)** Assuring Long-term financial sustainability; **2)** Clarifying its relevance, future vision and priorities and get buy-in from key partners; **3)** Evaluating Board/staff structure, composition and capacities required to achieve priorities; **4)** Maintaining/enhance relations with key Town, University, developers and tenants; **5)** Consider a broader geographic role.



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Situational Analysis

Recommendations

And

Key Questions

4

“One cannot over emphasize the importance of Storrs Center in changing the perceptions of people about the Town and the University. By all accounts this would not have happened without the Partnership.”

Recommendations: Key Questions to Explore:

Framing Questions:

What is Mansfield Downtown Partnership's role in fostering the continued development, management and promotion of downtown Storrs, to create a rich vibrant and economically successful community in the heart of Mansfield? How can the Partnership assure it is an effective and sustainable organization?

Supporting Questions:

Infrastructure

- ◆ **Mission: What will the Partnership's mission focus be in the future?** *(Consider: What is the relative prioritization of its development, promotion and management role? What won't the Partnership do? How should the Partnership get involved beyond the Center? What is its value proposition for key stakeholders—particularly with funders?)*
- ◆ **Sustainability: How can the Partnership develop predictable and diverse revenue sources?** *(Consider: Can the Partnership develop a formal MOU with the Town and UConn? Is there a role for the Partnership in the taxation issue? How can membership and stakeholder value be clarified and enhanced? What should be the Partnership's future role and funding for the NZTC and parking? Can landlords and the Partnership better pool and target marketing dollars to benefit all? Are there other ways to diversify funding—e.g. fee-for-services/monetization opportunities to consider?)*
- ◆ **Governance (Board and Staff): What Board/staff composition, structure and focus are required to achieve priorities?** *(Consider: What future Partnership run committees/committee charges are needed to support priorities? Are the right skills and stakeholders represented on the Board and Committees? In what external committees should staff actively participate?)*

Positioning

- ◆ **Partnership Positioning and Brand: How can the Partnership assure that downtown Storrs is more than an outdoor mall and solidify the Partnership's role as the communication center, the heart and soul of downtown and enhancer of community life at every level?** *(Consider: What is the Partnership's Brand or Promise? How can the Partnership demonstrate and articulate its value as the agency most responsible for: 1) enhancing community life; 2) assuring the quality and maintenance of physical amenities; 3) shaping the brand/character of downtown Storrs; 4) providing neutral perspective and information; 5) providing connection to resources and solutions; 6) providing checks and balances oversight. How can the Partnership get buy in from all especially new owners and businesses about the value it provides?)*
- ◆ **Downtown Storrs Positioning and Events: What is the Partnership's role in planning and promoting events and helping to position downtown Storrs as a destination?** *(Consider: How can the Partnership best allocate existing resources? Can commercial property owners come together to develop a cohesive Center-wide marketing and promotion strategy? Is there potential to more effectively pool resources? How can downtown Storrs be more effectively marketed as a destination that includes the adjacent School of Fine Arts and trails?)*
- ◆ **Business Mix: What is the Partnership's role in shaping the personality or character of downtown Storrs and the Town of Mansfield?** *(Consider: What can the Partnership control and influence downtown and town wide? How can the Partnership balance what it can control vs. the need to wait and see how the character evolves over time? What external forces will affect the mix of tenants—tax structure, resident mix-development of other areas of Storrs? Should the Partnership explore additional fee-for service management of Town economic development and/or convene an annual state of Mansfield forum? What are strategies to better engage landlords/merchants?)*



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Situational Analysis

Appendix

5

“Through collaborative leadership, the Partnership gained the respect and trust of diverse stakeholders.

It is described by many with phrases like:

‘the can-do results-oriented agency’... ‘solution focused’ ‘neutral communicator’ ...

‘calming influence during emotionally charged times’ ‘the voice of reason’ ...

‘convener of diverse groups’ ... ‘facilitating difficult conversations’ ...

‘communication hub’ ... ‘dedicated and committed leadership.’

Mansfield Downtown Partnership Fact Sheet

Mission Focus	A 501 (c)(3) non-profit organization created by the Town of Mansfield and the University of Connecticut in 2001. The Partnership seeks to foster the continued development, management and promotion of Storrs Center - a vibrant and economically successful mixed-use downtown at the heart of Mansfield. The Partnership where appropriate and on request will assist in the future economic development of other areas within the Town, deemed strategic by the Town of Mansfield, UCONN and the Partnership Board of Directors.
Mission Activities	<ul style="list-style-type: none"> • NZTC: Run the Nash-Zimmer Transportation Center • Partnership Committees: Convenes Internal Committees: See under Governance • Additional Committees: Convenes/staffs: Parking Steering Committee; Storrs Center Merchant Meeting; Staff Parking Meeting; Town Operations Meeting
Special Events	<ul style="list-style-type: none"> • Celebrate Mansfield Festival-4,000 • Mansfield Pup Crawl-25 • Summer Concerts/Movies- 200 each • Trick-or-Treat-350 • Winter Welcome-300
Budget	• \$265: \$125K from town; \$125K from UCONN; \$15K from memberships
Fund Balance	• \$223K reserve
Staffing (FTE)	• 2.5 FTE: FTE Executive Director; FTE Communications/Special Project; PTE Transportation Coordinator/Administrative Assistant
Members	• 250 members—40+ businesses; the rest are individuals
Key Partners	• The Town, UConn, master developer LeylandAlliance; their partner EDR; Hart Realty Advisors on behalf of state pension fund
Businesses/Residents	<ul style="list-style-type: none"> • 600+ Residential: Oaks on the Square • 40+ Businesses
Volunteers	• 200 Mansfield Festival; 20 UConn orientation table; 50+ participate on Partnership Committees
Governance	<p>Executive Committee: Pres, VP, Treasurer, Sec., Chair Finance & A, Designees of the Mayor and UConn Pres</p> <p>Board: 19 Members appointed: 3-UConn, 3-Town, 3-Chamber/Businesses, 3-Ex Officio, Town Mayor, UConn Pres. designee, Chair Mansfield Business/ Professional Exec Comm., 6 Elected Partnership members, 1 UConn Student</p>
Committees	<p>6 Partnership Convened Committees— focus to encourage town participation (50+ participants):</p> <p>1-Advertising and Promotion, 2-Business Development and Retention, 3-Finance and Administration, 4-Membership Development, 5-Planning and Design, 6-Nominating</p>

Mansfield Downtown Partnership, Inc.
Standing Committees – Descriptions and Charges
October 2013

Advertising and Promotion Committee

Marketing, Advertising and Media

- Market a unified, quality image of Storrs Center as the center of activities, goods and services for residents; university students, faculty, and staff; visitors; tourists; business owners; and investors
- Coordinate advertising and establish and maintain good media relations
- Promote articles and information in local newspapers, magazines, and electronic media
- Work with the Storrs Center businesses to assist with marketing
- Work with the Planning and Design Committee to ensure a consistent, high-quality image in signs, advertisements, and other graphic material prepared by and associated with the Partnership
- Monitor community and consumer perceptions of the downtown and seek to improve public awareness and perception

Community Relations & Volunteerism

- Maintain working relationships with community organizations, charities, school clubs, and other groups that might participate in promotional activities
- Strengthen and expand a strong network of volunteers to help implement promotional programs
- Leverage the various UConn resources (alumni, art, athletics, activities, events, affinity groups) to attract more visitors to Storrs Center
- Provide a welcoming customer service presence in the Intermodal Transportation Center and the downtown area in general
- Have a presence at critical community and University of Connecticut functions to convey the mission of Storrs Center, answer questions, and gain new members

Promotional Programming

- Plan promotional events and seasonal festivals
- Work with Planning and Design Committee to implement the *Downtown District Public Spaces and Green Infrastructure Master Plan* and promote the downtown through public space access and programming
- Work with the Business Development and Retention Committee to monitor changes in the downtown's market and adjust the promotional plan accordingly
- Develop a fundraising plan to assist with Storrs Center promotional needs
- Coordinate publicity and marketing efforts with the Membership Development Committee
- Monitor the effectiveness of promotional programs on a regular basis

Business Development and Retention Committee

- Work to strengthen existing downtown businesses through meeting/communicating with businesses on a regular basis.
- Provide input to the Storrs Center master developer on the types of businesses that may be appropriate or inappropriate for Storrs Center.
- Update and maintain the inventory of Storrs-area businesses.
- Continually assess the downtown's mix of retail, commercial, residential, recreational and civic space.
- Provide input to the Planning and Design Committee as to the needs of the tenants.
- Provide input to the Advertising and Promotion Committee as to the needs of the tenants.
- Provide input to the Town of Mansfield as to what it can do to help existing and proposed businesses compete better.

Finance and Administration Committee

- Monitor all administrative and financial management activities of the Mansfield Downtown Partnership, Inc.
- Prepare annual operating budget for Board review and approval
- Recommend sources, to include membership dues, for raising funds to support the ongoing operation of the Partnership
- Ensure that adequate funding is in place at all times
- Monitor performance of Executive Director; prepare annual performance review for Board consideration
- On behalf of the Board of Directors, monitor and oversee development of Storrs Center including but not limited to implementation of the Storrs Center Municipal Development Plan, implementation of the master developer Business Plan, and adherence to the development agreement between the Partnership and the master developer
- Maintain an inventory of all physical assets owned, leased or rented by the Partnership

Membership Development Committee

- Encourage and solicit individuals, organizations and businesses to join, and when possible, be active in the Mansfield Downtown Partnership
- Organize and conduct an annual membership drive in the fall for both existing and new members to be effective starting in January of the following year
- Promote the assistance from volunteers within the Board of Directors, committees, and community
- Assist the Board of Directors and all committees in recruiting new members
- Evaluate and initiate new or enhanced outreach programs to gain new memberships
- Meet the financial goal of memberships as approved by the Board of Directors
- Have a presence at critical community and University of Connecticut functions to convey the mission of Storrs Center, answer questions, and gain new members
- Promote articles and information in local newspapers, magazines and electronic media with membership forms available when possible
- Maintain literature racks with membership forms at key locations in the community and at UConn
- Raise student awareness of the Partnership through membership and outreach at UConn functions
- Coordinate publicity and marketing efforts with the Advertising and Promotion Committee

Nominating Committee

- Recruit/evaluate candidates for the Partnership's Board of Directors, Executive Committees and other offices
- Present nominations for Partnership officers to the membership at its annual meeting
- Recruit and evaluate candidates for membership in the Partnership's standing and special committees
- Present nominees for committee membership to the Board of Directors for its review and approval

Planning and Design Committee

- Craft design and sustainability guidelines.
- Assist the Mansfield Downtown Partnership's Board of Directors in assessing whether the vision created in the Municipal Development Plan is being followed. The Committee will review compliance with those portions of the design guidelines, not within the purview of municipal, state and federal codes, as well as compliance with the sustainability guidelines.
- Review and update design, and sustainability guidelines and recommend changes as appropriate.
- Review initial site plans (as precursor to zoning permits) and provide feedback to Storrs Center Alliance. Serve as first review of zoning permits and submit recommendation to the Mansfield Downtown Partnership Board of Directors.