



Town of Mansfield, Connecticut

REQUEST FOR QUALIFICATIONS (RFQ)

Professional Services: Planning, Design & Community Engagement

Project Description

The Town of Mansfield is seeking professional services to assist in preparation of the following documents through an extensive public involvement process:

- Community Engagement Strategy
- Sustainable Design and Green Building Action Plan
- Strategy and Best Practice Reports related to Housing, Agriculture and Economic Development
- Plan of Conservation and Development
- Zoning and Subdivision Regulations

Submission Deadline

May 25, 2012 ▪ 8:00 PM EST

Submission Address

In the interest of sustainability, responses to this RFQ will only be accepted via email. Please use the following address and subject line to ensure that your response is received. You will receive an email verifying receipt of your proposal within 48 hours of submission (excluding weekends and holidays). If you do not receive a confirmation email, please call 860.429.3330 and speak with Jessie Shea.

Email Address: planzonedept@mansfieldct.org

Subject Line: Planning Services RFQ Response

RFQ Questions

Please address questions regarding this RFQ to:

Ms. Linda M. Painter, AICP

Director of Planning and Development

planzonedept@mansfieldct.org

Subject Line: Planning Services RFQ Questions

Only questions received via email will receive responses. All questions/answers will be posted on the Town website

(<http://www.mansfieldct.gov/content/1904/1932/14344.aspx>).

Background

The Town of Mansfield, population 26,453 (12,907 of which are in group quarters), is located approximately 25 miles from Hartford and is one of 35 towns in The Last Green Valley National Heritage Corridor (for more information about the National Heritage Corridor go to www.tlgv.org). In many ways, Mansfield is typical of other New England towns, with the vast majority of our landscape dominated by farmland, forests, wetlands and single family homes typically set on lots of 2 acres or more. The historic Mansfield village of Storrs is home to the University of Connecticut (UConn) with its 20,000+ students, the equivalent of a small, fairly self-contained city within our rural landscape. This dichotomy of development has led to conflicts over the years, with the University serving as a town and regional employment center, but also a source of concern for many residents as established neighborhoods near the campus have transitioned from a high percentage of owner occupants to predominantly rental units, changing neighborhood character.

Over the last ten years, Mansfield and UConn administration have developed a collaborative relationship to address issues related to the long-term sustainability of both organizations, including economic development, improving availability and quality of housing options, and expanding infrastructure capacity to meet university and town needs. Ongoing initiatives include:

- **Storrs Center.** Mansfield and UConn are engaged in a public-private partnership with Storrs Center Alliance to develop Storrs Center, a new downtown that will include up to 800 dwelling units, 275,000 square feet of commercial and civic space, and a new intermodal center, all developed in accordance with a set of sustainability guidelines. The first phase of Storrs Center is under construction and will be open in August 2012.
- **UConn Technology Park.** In 2011, the State of Connecticut appropriated \$18 million in funding for the initial design and construction of a technology park on the University's north campus. At build-out, the park is projected to include an additional 900,000 square feet of development and 2,800 jobs. The master plan for the technology park is expected to be complete within the next few months.
- **Water Supply Environmental Impact Evaluation.** In June 2011, UConn and the Town partnered in an effort to identify and develop a new water supply source capable of providing between 500,000 and 1,000,000 GPD to support both the technology park and other university and town development initiatives. The draft Environmental Impact Evaluation (EIE) identifying the preferred alternative water source is expected to be released in May 2012.

With these opportunities come new challenges in maintaining our rural character while providing access to jobs and housing that are the foundation of the town's long-term sustainability. For example, finding a source of potable water is essential for town initiatives such as the development of an assisted living facility and redevelopment of the Four Corners area, which has been blighted due to contamination from failing septic systems and underground storage tanks. Yet this new water source causes concern that increased accessibility to public water will result in sprawl and undesirable development. Additionally, it is important that conservation efforts be strengthened to ensure that we use the least water necessary for new development and thereby reduce potential environmental impacts, particularly on the Willimantic and Fenton Rivers.

The new public water supply and technology park are expected to drive demand for higher density housing, particularly workforce housing. Multi-family housing currently has a very poor reputation, particularly in

neighborhoods near campus where students tend to congregate on weekends. Furthermore, as demand for off-campus housing has increased, the single-family neighborhoods close to campus have seen dramatic increases in the percentage of rental units as compared to owner occupied units. While it is desired that the new downtown project will change the image and perception of multifamily housing in town, it is not anticipated to relieve the pressure on surrounding neighborhoods. Unless the undesirable impacts of multi-family housing can be addressed, attempts to develop more affordable, multi-family housing will likely be opposed by the community.

As the town moves forward to address these opportunities and challenges, our efforts will be guided by the vision adopted as part of Mansfield 2020: A Unified Vision, the Town's strategic plan:

Mansfield is a vibrant, diverse and caring community that offers its residents and the region unique cultural, recreational and educational opportunities. Known for its excellent public schools, community-wide events, inclusive and efficient government, working farms and protected open spaces, the town is home to the main campus of the University of Connecticut. Principles of sustainability guide zoning and development, preserving the town's historic character and providing for economic vitality. Mansfield is a proud historic community: A great place to live, work and play.

Purpose

In November 2011, the Town was awarded a Community Challenge Planning Grant from the U.S. Department of Housing and Urban Development (HUD) Office of Sustainable Housing and Communities (OSHC) to assist us in planning for growth anticipated as a result of the new technology park and expanded public water system while preserving our rural agricultural character and heritage. We are seeking to engage a qualified consultant/team to work collaboratively with Town staff to implement the following grant projects:

- **Sustainable Design and Green Building Action Plan.** This project will focus on identifying the barriers to sustainable development currently existing in the town's regulations and ordinances, and developing a plan to eliminate those barriers through changes to regulations and internal procedures. The action plan will also address tools and strategies beyond regulatory changes to encourage sustainable development, such as incentive programs and public/private partnerships. (Year 1)
- **Housing, Agriculture and Economic Development Strategies.** This project will include research on best practices to strengthen agricultural businesses and better protect our prime farmland, strategies to restore the owner occupant/ rental unit balance in established neighborhoods, strategies related to economic development including elimination of barriers to business and workforce housing development that exist in current regulations, and a master plan for areas of future development to ensure that new housing and commercial development has access to alternative modes of transportation and is compatible with surrounding neighborhoods. The final component of this project will be an updated Plan of Conservation and Development for the Town. (Years 1 and 2)
- **New Zoning and Subdivision Regulations.** The final project will be a complete rewrite of our zoning and subdivision regulations based on the recommendations contained in the Sustainable Design and Green Building Action Plan, Strategy Reports and updated Plan of Conservation and Development. This rewrite will also provide the opportunity for a restructuring of the regulations to be more user-friendly. The

current organization used for the regulations was adopted over 30 years ago when zoning was much less complex, resulting in a piecemeal approach to addressing key concepts related to urban design and sustainability, and numerous cross-references that force the user to continually jump between sections. The final regulations should clearly articulate the town's vision and objectives, providing clear guidance to developers as to what is expected. (Year 3)

All of the proposed project activities will be conducted with the goal of expanding participation from residents and businesses that typically do not participate in the planning process. While Mansfield has a wealth of knowledge and experience in its citizen volunteer corps, like many communities, there is a select group that participates on a regular basis. This project will expand outreach efforts to include and sustain a broader cross-section of the community through a variety of techniques, including web-based public engagement, community charrettes, and focus group workshops. As such, one of the first tasks that will be required of the selected consultant will be the preparation of a comprehensive Community Engagement Strategy identifying tools and techniques that will be used to ensure broad public participation

Preliminary Scope of Services

As part of our cooperative agreement with HUD, the Town has prepared a detailed work plan identifying key tasks and deliverables that will be provided for each project/phase. This work plan, which is attached to this RFQ as an exhibit, will serve as the foundation for the final scope of services with the selected consultant/team. As the project progresses, the Town reserves the right to modify and amend the Scope of Services with the selected consultant.

Submission Information

Interested consultants should submit the following information by the deadline identified on the first page of this RFQ:

- **Letter of Interest.** Submit a letter of interest signed by an officer of the firm containing the following information:
 - *General Information.* Briefly describe the firms that will be involved in the project.
 - *Team Lead.* Identify the lead firm and project manager.
 - *Roles.* Summarize the roles and responsibilities of each firm/office that will be involved in the project.
 - *Experience.* Describe your experience with regard to the following:
 - ⇒ Community engagement and facilitation, particularly as it relates to participation by populations typically underrepresented in the planning process
 - ⇒ Long range and comprehensive planning
 - ⇒ Sustainable design/LEED certification
 - ⇒ Economic development, including experience with university research parks, agriculture and small business
 - ⇒ Housing, including development of multi-family and workforce housing in communities with limited public infrastructure
 - ⇒ Urban/rural design and community character
 - ⇒ Zoning, subdivision and design regulations, including performance, form-based, and hybrid codes

- ⇒ Projects in communities with similar attributes and issues
- ⇒ Familiarity with Connecticut General Statutes regarding Plans of Conservation and Development and Zoning/Subdivision Regulations
- *Contact.* Provide the name, title, and contact information for the person who should be contacted with questions on the proposal.
- **Key Personnel.** Resumes for key personnel that would be involved in the project.
- **Experience.** Examples of work on similar projects, including a detailed description of the work performed by your firm/team firms and contact information for the sponsoring agency/organization. Examples must include both community engagement processes and production of plans and regulations.
- **Approach.** A description of how you would approach the projects and tasks outlined in the preliminary scope of services, particularly those related to community engagement. This approach should include details as to how the consultant will collaborate with and utilize town staff, committee members and other volunteers in the completion of various tasks.
- **Fees/Rates.** Hourly rates for project personnel and overhead rates.

Selection/Evaluation Criteria

The following criteria will be used by Town Staff with input from HUD to evaluate and select a consultant/team for this project:

- Relevant experience as described above
- Demonstrated ability to work with professional staff and lay committees
- Responsiveness of the approach to the scope of work and project objectives
- Quality of responses from directly relevant references
- Relevance, brevity and overall quality of the submittal
- Overall costs

Award Process

As part of the selection/award process, the Town reserves the right to:

- Short-list and interview finalists
- Request clarification of any submitted information
- Accept or reject and or all proposals or options therein
- Disaggregate teams if needed to ensure that the firm for each project component is the most qualified in accordance with the selection criteria
- Select a firm or firms in a manner that is advantageous to the Town
- Waive all formalities in the bidding process
- Award more than one contract if it is in the best interest of the Town and/or issue similar RFQs in the future
- Amend or cancel this process at any time
- Change the scope of services to be provided
- Negotiate the final project scope and fee with the selected consultants/firms

- Cancel any resulting contract with 30 days notice

Please note: in issuing this RFQ, the Town does not expressly state or imply any obligation to reimburse responding firms for any expenses incurred in preparing submissions in response to this request, including any travel costs for firms selected for interviews.

Timeline

The following is a tentative timeline for the evaluation and selection of a consultant. The Town reserves the right to change these dates as needed.

- **May 25, 2012.** Proposals due from interested consultants.
- **June 1, 2012.** Finalists selected.
- **June 6-11.** Interviews.
- **June 18.** Notification of selected consultant.
- **June 19-29.** Negotiation of contract/scope of work.

Terms and Conditions

As the funding for this project is provided by the U.S. Department of Housing and Urban Development through a Sustainable Communities Cooperative Agreement, there are certain terms and conditions that will be included in the final contract, including but not limited to:

- **Equal Opportunity.** The Town of Mansfield is proud to be an equal opportunity employer. The selected firm/team must be able to meet all town, state and federal affirmative action and equal employment opportunity practices and guidelines.
- **Intellectual Property Rights.** The Town of Mansfield and HUD retain a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use, and to authorize others to use for Town and Federal government purposes: (a) the copyright in any work developed as part of this project; and (b) any rights of copyright to which the Town or its contractor purchases ownership with grant funds. Such uses include but are not limited to, the right to modify and distribute such products worldwide by any means, electronically or otherwise.
- **Limitations on Consultant Payments.** Consultant rates cannot be more than the equivalent of General Schedule 15, Step 10 base pay rate. For more information, please visit www.opm.gov and use the Salaries and Wages link to find the current base rate, which may be lower than the local rate.
- **Publications, News Releases and Social Media.** Approval of all press releases, formal announcements, or other written information (including social media) containing news or information on the project must be submitted and approved by HUD prior to its release.
- **Debarment and Suspension.** No contract shall be made to parties listed on the General Services Administration's List of Parties Excluded from Federal Procurement or Nonprocurement Programs in accordance with E.O.'s 12549 and 12689, "Debarment and Suspension." This list contains the names of parties debarred, suspended, or otherwise excluded by agencies, and contractors declared ineligible under statutory or regulatory authority other than E.O. 12549. Contractors with awards that exceed the simplified acquisition threshold shall provide the required certification regarding its exclusion status and that of its principal employees.

- **Lobbying Activities Prohibition.** No grant funds may be expended for the purpose of influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress.

Town of Mansfield, Connecticut

Work Plan

HUD Community Challenge Planning Grant
April 13, 2012

Project Overview

Mansfield is typical of many other small New England towns with a landscape dominated by forests, farmland and historic villages. However, as home to the University of Connecticut (UConn), we also have development and challenges similar to those found in small cities. The recent approval of \$18 million to fund the first phase of a new technology park at UConn combined with the University/Town partnership to procure a new water supply is expected to drive demand for new housing and businesses in areas with potential to connect to existing and future water and sewer systems.

Objectives

To proactively plan for the Town's anticipated growth and to ensure that new development supports long-term sustainability, the Town of Mansfield, CT will complete the following projects:

- Create a **Sustainable Development and Green Building Action Plan** to identify and remove barriers in town regulations to sustainable development and ensure that new development conserves our natural resources to the maximum extent possible.
- Prepare **Housing, Agriculture and Economic Development Strategies** to identify tools to increase the type and amount of affordable housing available within close proximity to job centers and transit connections, strengthen our agricultural community, restore balance between owner occupancy and rental units in established neighborhoods, remove regulatory barriers to business growth and identify uses and densities needed for transit-oriented development.
- Revise the Town's **Plan of Conservation and Development (POCD)** to strengthen the Town's ability to implement the Sustainable Development and Green Building Action Plan and the Housing, Agriculture and Economic Development Strategies.
- Develop new **Zoning and Subdivision Regulations** that incorporate the recommendations from the projects listed above and are user-friendly in their language and organization. Informed by the Sustainable Green Building Action Plan, Housing, Agriculture and Economic Development Strategies, and the POCD, the revised zoning regulations will be designed to support housing choice and business growth through identification and removal of regulatory barriers and improving predictability of the development process.

Intended Outcomes

Through these activities the Town predicts the following outcomes:

- Expansion of **community participation** in the decision-making process to a broader cross-section of the community. Community participation activities will be designed to recruit and retain a new, more diverse set of participants for this project and beyond.
- Increase the number of **affordable housing** units, particularly within walking distance of job centers and transit connections. This change is also expected to result in greater community diversity over time.
- Facilitate **job creation** by removing regulatory barriers to business growth.
- **Preserve agricultural land** while allowing farmers to recognize value from land holdings

Introduction

In 2011, the Connecticut General Assembly approved funding for a new technology park at the University of Connecticut (UConn). At build-out in 2030, the technology park is projected to include up to 900,000 square feet of development and to create 2,800 jobs. While this project provides an unparalleled opportunity to spur economic development in eastern Connecticut, it is also expected to increase development pressure in Mansfield, particularly in neighborhoods surrounding the University. To help plan for this anticipated growth, the Town applied for and received a Community Challenge Planning Grant from the U.S. Department of Housing and Urban Development (HUD) Office of Sustainable Housing and Communities (OSHC). The purpose of this grant is to help communities integrate the following livability principles into land use plans and zoning regulations:

- **Provide More Transportation Choices.** Develop safe, reliable and affordable transportation choices to decrease household transportation costs, reduce energy consumption and dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health.
- **Promote Equitable, Affordable Housing.** Expand location- and energy-efficient housing choices for people of all ages, incomes, races and ethnicities to increase mobility and lower the combined cost of housing and transportation.
- **Enhance Economic Competitiveness.** Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers, as well as expanded business access to markets.
- **Support Existing Communities.** Target Federal funding toward existing communities to increase community revitalization and the efficiency of public works investments and safeguard rural landscapes.
- **Coordinate Policies and Leverage Investment.** Align Federal policies and funding to remove barriers to collaboration, leverage funding, and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.
- **Value Communities and Neighborhoods.** Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods – rural, urban or suburban.

Over the course of three years, we will complete the following projects to ensure that new development is sustainable, protects the character of our rural landscape and promotes the community's vision as identified in Mansfield 2020: A Unified Vision and the Plan of Conservation and Development (POCD):

- Sustainable Design and Green Building Action Plan
- Housing, Agriculture and Economic Development Strategies
- Updated Plan of Conservation and Development
- New Zoning and Subdivision Regulations

Phase I: Project Initiation

During the project initiation phase, we will acquire the necessary tools and services to successfully complete the project and establish the framework for a robust community engagement process. The tasks identified for this phase are common to each phase of the project and will be completed concurrently with initial tasks for Phases II and III.

Task 1: Building the Team

Approach

Due to the small size of Mansfield and limited availability of town staff, much of the work required by the project will be supported through consultants. As each phase of the project is interrelated, the objective is to retain one multi-disciplinary consulting team to assist with the overall project. This approach will eliminate the duplication of effort that would be needed if different consultants were retained for each phase.

The successful consultant team will have extensive experience in the following areas:

- Community engagement and facilitation
- Long range planning
- Sustainable design/LEED certification
- Economic development (including experience with university research parks, agriculture and small business)
- Housing (including development of multi-family and workforce housing in communities with limited public infrastructure)
- Urban/rural design and community character
- Zoning, subdivision and design regulations (including performance, form-based and hybrid codes)
- Experience working in communities with similar attributes and issues

To ensure that we are able to retain a highly qualified team with the broad range of experience described above, we will use the following advertising methods to expand notice of the Request for Qualifications (RFQ) nationwide:

- **Web advertising.** The RFQ will be posted on relevant websites such as the American Planning Association, the Congress for the New Urbanism and economic development association websites.
- **Targeted Mailings.** The RFQ will be sent to consultants with whom the town/staff has had prior experience or who have been recommended by colleagues in other communities.

Products/Outcomes

- Request for Qualifications
- Executed Contract

Responsibility

Project Manager; Director of Planning and Development

Timeframe

This task will be completed by Spring 2012.

Task 2: Community Engagement Strategy

Approach

Like many communities, Mansfield has active participation in local government from a limited number of residents. For this project to succeed, we will need to engage a broader cross-section of the community. The first step in expanding participation will be the development of a comprehensive Community Engagement Strategy that identifies outreach tools and opportunities for participation in each phase of the project, particularly for those community members that are traditionally under-represented in the planning process. Preparation of this strategy will be the responsibility of the consultant, with significant input from town staff to capitalize on local knowledge and resources. The Community Engagement Strategy will include:

- **Project Branding.** To ensure a consistent message over the three year project, a key component of the community engagement strategy will be the development of a project name and logo for use in all printed and electronic materials.
- **Interactive Website.** A project website will be developed to share information and obtain input from residents and other interested stakeholders. The website will provide alternatives for those who cannot attend a public event or who are simply not comfortable speaking in public. This additional avenue for input will allow for broader outreach and more diverse participation than the use of community workshops alone. As the intent of the project website is to facilitate two-way communication between project staff and stakeholders, special community engagement software will need to be acquired.
- **Electronic/Social Media.** A comprehensive strategy for the use of electronic/social media to promote the project will be developed since the town's use of social media is currently limited. This strategy will ensure that use of electronic/social media is appropriate, consistent with HUD guidance and manageable from the standpoint of staff capacity while providing the current, up-to-date information that people expect from these services. It is expected that the strategy will address use of the following types of electronic media:
 - Email notification lists.
 - Facebook
 - Twitter
 - Blogs
 - Posting to local e-newspapers/forums such as mansfield.patch.com
- **Outreach.** In addition to electronic media, more traditional forms of outreach will be used to engage residents and stakeholders. Potential examples include:
 - Event posters at community facilities (town hall, community center, library)
 - Direct mailings

- School backpack inserts
- Senior Center newsletter
- Brochures
- Presence at community events such as Festival on the Green, Storrs Farmers Market, etc.
- Advertisements on Mansfield public access cable channel
- Advertisements in the local newspaper (Willimantic Chronicle)
- Outreach to local organizations
- **Community Participation.** How residents and stakeholders participate in the project will be based on a specific strategy that is tailored to each phase. Phase specific strategies will be adapted as needed to build on past successes as well as changing approaches that are not proving effective. Examples of potential participation opportunities include:
 - Stakeholder interviews
 - Commission/Advisory Committee participation
 - Community workshops
 - Public information events
 - Electronic surveys
 - Electronic discussion forums

Products/Outcomes

- RFP for interactive website software/development
- Executed contract for website software/development
- Community Engagement Strategy
- Live project website

Responsibility

Consultant; Project Manager; Director of Planning & Development

Timeframe

This task will be completed by Summer 2012.

Phase II: Sustainable Design and Green Building Action Plan

Using the EPA *Sustainable Design and Green Building Toolkit for Local Governments* as a guide, we will develop an action plan identifying recommended changes to town policies, ordinances and regulations to expand the use of sustainable design and green building techniques in both public and private development projects. In addition to specific regulatory changes, the action plan will identify priorities, potential barriers, incentives and communications strategies to build support from stakeholders and the general public.

Task 1: Assessment Tool

Approach

While the EPA toolkit provides a model assessment questionnaire for use by local communities, we believe an essential first step is adapting this questionnaire to local conditions and context and establishing overall sustainability principles that can be used to provide balance when recommendations conflict. For example, the assessment tool focuses primarily on issues and regulations related to environmental sustainability:

- Sustainable Sites and Responsible Land Use Development
- Materials and Resource Conservation
- Energy Conservation and Atmospheric Quality
- Water Efficiency, Conservation and Management
- Indoor Environmental Air Quality

If not evaluated in context with broader sustainability initiatives such as creation of walkable neighborhoods, multi-modal connections, etc., recommendations for regulatory change based solely on the existing questionnaire could impact the town's ability to achieve other sustainability goals. The task of modifying the assessment tool will be undertaken by town staff with guidance from the town's Sustainability Committee.

Products/Outcomes

- **Modified Assessment Tool.** The model assessment questionnaire will be modified to add, delete or amend questions to reflect local conditions, as well as ensure a balance between various sustainability objectives. The modified assessment tool will also provide for the identification of jurisdiction (local or state).

Responsibility

Project Manager; Sustainability Committee

Timeframe

This task will be completed by Spring 2012.

Task 2: Evaluation of Regulations

Approach

As experts in local regulation, town staff will be responsible for completing an inventory of existing regulations using the modified assessment tool developed in Task 1. The Project Manager will lead a group of town staff in completing the questionnaire, identifying applicable regulations, ordinances and policies, and determining whether the regulations are subject to local or state jurisdiction. Key staff that will be involved in the evaluation process include:

- Director of Planning and Development (Town Planner)
- Zoning Enforcement Agent
- Building Official/Assistant Building Official
- Director of Public Works
- Assistant Town Engineer
- Director of Eastern Highlands Health District
- Fire Marshal/Deputy Fire Marshal

When needed, the project manager and town staff will consult with other departments and state/regional agencies on regulations that are under their control. Staff will also provide an initial assessment of capacity to implement such regulations and if capacity does not exist, changes that would be needed.

Products/Outcomes

- **Completed Assessment of Regulations.** The completed assessment will include references to applicable regulations, ordinances and policies as well as whether the regulations are under state or local jurisdiction.
- **Assessment Summary.** A summary of scores for each section will be developed that identifies areas for improvement based on whether current regulations require or incentivize the desired activity; whether the activity is expressly allowed or if silent, typically approved; or whether the activity is expressly prohibited, or if silent, typically denied. An overview of capacity and needs will also be provided for each section of the assessment tool.

Responsibility

Project Manager; Town Staff

Timeframe

This task will be completed by Summer 2012.

Task 3: Priorities

Approach

The completed assessment will be provided to the Sustainability Committee for the purpose of prioritizing areas for improvement. In developing the priority list, the Sustainability Committee will

consult with the following entities/officials to ensure that that the priorities take into account existing town goals/objectives, capacity, resources, and potential for public support/opposition:

- Planning and Zoning Commission/Inland Wetlands Agency/Aquifer Protection Agency
- Conservation Commission
- Eastern Highlands Health District
- Town Manager
- Building Official
- Town Engineer
- Town Planner
- Other relevant town advisory committees (Agriculture, Open Space Preservation, etc.)

Prior to adoption by the Sustainability Committee, the priority list will be published on the project website for public input. Additional input may be provided through the community visioning process conducted as part of Phase III of the project.

Products/Outcomes

- **List of priority areas for improvement.** Based on the completed assessment tool and input received from internal and external stakeholders, the areas identified for improvement/regulatory change will be given a priority of high, medium or low.
- **Public Comment Summary.** A summary of all comments received on the draft priority list shall be compiled and provided to the Sustainability Committee. This summary will be updated after the adoption of the priority list to identify any changes made based on input received.

Responsibility

Project Manager; Sustainability Committee

Timeframe

This task will be completed by Fall 2012.

Task 4: Assessment of Permitting Process

Approach

The objective of this task is to identify how existing conditions could impact potential regulatory changes, determine potential for phased implementation, and build consensus among stakeholders on areas for improvement and approaches (mandatory or incentivized). As part of this evaluation, factors such as the following will be considered:

- Level of support for regulatory change (political, public, internal and external stakeholders)
- Economic impact of potential changes
- How potential changes could impact/conflict with other town objectives
- Whether similar changes have been adopted in other Connecticut communities and those changes have been received

A key component of this evaluation is input from both internal and external stakeholders in the permitting process, including the following:

Internal Stakeholders	External Stakeholders
Building and Housing Inspection staff	Local builders/developers
Fire Marshal/Deputy Fire Marshal	Contractors
Planning and zoning staff	Consultants (architects, surveyors, engineers, attorneys)
Eastern Highlands Health District	Property owners
Engineering staff	Local organizations (environmental, civic, etc.)
Economic Development staff	
Town Manager/Assistant Town Manager	
Planning and Zoning Commission/Inland Wetlands Agency/Aquifer Protection Agency	
Conservation Commission	
Agriculture Committee	
Sustainability Committee	
Town Council	

It is expected that this input may be provided in the form of surveys, interviews and stakeholder workshops. A detailed outreach and participation plan will be developed as part of the Community Engagement Strategy. The consultant and project manager will take the lead on completing this task.

Products/Outcomes

- **Interview Summaries.** Summaries of all interviews conducted will be included with the final assessment report.
- **Workshop Summaries.** Summaries will be provided for each workshop, including an overview of outreach efforts, list of participants, and overview of discussion/comments received.
- **Permitting Assessment.** A report identifying barriers, organizational changes and community education needs

Responsibility

Consultant; Project Manager

Timeframe

This task will be completed by Winter 2012.

Task 5: Action Plan

Approach

The Action Plan will provide the framework for long-term regulatory and organizational change with regard to implementation of sustainable design and green building regulations, policies and incentives. Plan recommendations and priorities will be based on the outcomes of Tasks 1 through 4, and will include:

- An overview of strengths, weaknesses, opportunities and issues
- Recommended changes to the following documents:
 - Plan of Conservation and Development
 - Town Ordinances, Regulations and Policies
 - Zoning Regulations
 - Subdivision Regulations

Each recommendation should identify potential barriers such as levels of support/opposition; additional resources and organizational changes that would be needed for implementation.

- A communication strategy that continues to involve stakeholders as specific regulatory changes are considered. This strategy should include a broader community education piece regarding the benefits provided through the proposed changes.
- Action matrix identifying priorities for implementation, responsible agencies and target timelines.
- Process for evaluating success of changes and identifying areas for improvement.

Once a draft plan has been completed and reviewed by the Sustainability Committee, it will be placed on the project website for public review and comment. As part of the review process, the draft plan will be referred to relevant town commissions and committees.

At the conclusion of the public comment period, a summary of comments received and recommended changes will be provided to the Sustainability Committee for their review and consideration. Based on direction provided by the Sustainability Committee, a final draft will be prepared and forwarded to the Town Council and Planning and Zoning Commission for endorsement. The final plan will include a summary of all comments received and changes made in response to those comments.

Products/Outcomes

- **Sustainable Design and Green Building Action Plan.** The final action plan will address the elements identified above and include an action summary matrix that establishes priorities, sets target dates and identifies responsible parties.
- **Summary of Community Input.** For each draft of the plan, a summary of comments received from the public and town commissions/committees will be prepared. This summary will identify whether changes were made based on the comments received.

Responsibility

Consultant; Project Manager; Sustainability Committee

Timeframe

This task will be completed by Spring 2013.

Phase III: Housing, Agriculture and Economic Development Strategies/Updated Plan of Conservation and Development

Task 1: Technology Park Master Plan

Approach

While the parcel layout and general traffic circulation plan for the new technology park will be established through the Final Environmental Impact Statement for North Hillside Road, additional work is needed to address design standards and principles that will guide development of the research park.

As an initial step, UConn will establish key design goals and character direction for the technology park. UConn's consultant will be responsible for documenting examples of other technology parks including factors related to location, size, key design and character goals that can be used to guide development of the UConn technology park. As part of this task, the consultant will facilitate a workshop/charrette to discuss project design goals and key design considerations related to the park itself, its relationship to the UConn campus, and its relationship/connection to the Town of Mansfield.

The Director of Planning and Development will represent the town on the master plan committee established by the University and will provide feedback throughout the planning process on how the technology park can best be connected to the surrounding community and promote the six livability principles.

The final master plan will serve as an update to the existing North Campus Master Plan and will include:

- Base mapping of natural resources (land cover, significant landscape features, topography, soils, hydrology, etc.)
- Comprehensive Landscape Master Plan that identifies:
 - Nodes and districts/areas
 - Pedestrian and vehicular movement systems
- Infrastructure/Utility Systems
- Building Massing and Site Layout Plans for each Parcel that include low-impact design initiatives consistent with the University's Landscape Master Plan

Products/Outcomes

- **Technology Park Master Plan.** The final master plan will provide a framework for future development of the technology park.

Responsibility

University of Connecticut Consultant

Timeframe

This task will be completed by Fall 2012.

Task 2: Community Visioning

Approach

As a kick-off to the development of a Housing, Agriculture and Economic Development Strategies and the update to Mansfield's Plan of Conservation and Development (POCD), we will host a Community Visioning process to engage the public in a discussion of the community's challenges, opportunities and needs. Using the existing Plan of Conservation and Development (POCD) and the Town's Strategic Plan, Mansfield 2010: A Unified Vision, as a starting point, we will use the Community Visioning process to identify:

- Goals and objectives related to the physical development of the town, including:
 - Physical form/character of development
 - Type and density of development
 - Transit-oriented development locations and connections
 - Priority preservation areas
 - Potential locations for clustered small-lot development to encourage preservation of key agricultural land and natural resources
- Goals and policy objectives related to:
 - Community Character/Built Environment
 - Housing
 - Transportation
 - Agriculture
 - Economic Development
 - Community Development
 - Preservation of natural resources
 - Community facilities
- Updates to Planned Development Areas included in the POCD, including specific goals for the following:
 - Locations of planned development areas
 - Uses/density of development
 - Character of desired development
 - Linkages/connections to housing, transportation and open space networks

As participation in this process from a broad spectrum of residents and other stakeholders is essential to ensuring that the resulting goals and objectives reflect the needs and desires of the community at large, outreach efforts will be a key component of this task. A detailed outreach and participation plan will be developed as part of the Community Engagement Strategy.

Products/Outcomes

- **Community Input Summary.** At the conclusion of the visioning process, a report will be prepared summarizing all of the input received.
- **Goal Statement.** A summary of the goals and objectives identified through the process will be developed to guide in-depth discussions and analysis on subsequent tasks. This goal statement will also serve as a starting point for the update to the Plan of Conservation and Development.
- **Base Map Updates.** Existing POCD maps of existing resources will be updated to reflect current conditions.
- **Conceptual Master Plan.** A conceptual master plan for Planned Development Areas will be developed that identifies a vision for future development in these areas, including potential uses, densities and desired character.

Responsibility

Consultant

Timeframe

This task will be completed by Fall 2012.

Task 3: Housing Strategy

Approach

Building on housing objectives identified through the community visioning process, the consultant will work with various stakeholders to identify key issues and concerns and develop strategies to meet the following goals:

- Increasing the availability of and access to mixed-income and workforce housing
- Restoring the home ownership/rental balance in established neighborhoods
- Minimizing impact of off-campus student housing on surrounding neighborhoods
- Protecting the rural character of Mansfield while accommodating higher density development in specific areas identified through the community visioning process
- Improving overall property maintenance and preventing neighborhood blight

As part of this task, the consultant will prepare a best practices report identifying successful tools and techniques used by other communities to address similar issues.

A key component of this evaluation is input from both internal and external stakeholders, including participants from the community visioning process and the following:

Internal Stakeholders	External Stakeholders
Building and Housing Inspection staff	Residential tenants
Fire Marshal/Deputy Fire Marshal	Homeowners
Planning and zoning staff	Multi-family property managers
Committee on Community Quality of Life	Owners of rental properties
Town University Relations Committee	Mansfield Housing Authority
Assisted/Independent Living Advisory Committee	Neighborhood organizations/associations

Advisory Committee on Persons with Disabilities	Mansfield Community Campus Partnership
Human Services Advisory Committee	University of Connecticut
Town Manager/Assistant Town Manager	Windham Region Council of Governments
Planning and Zoning Commission	
Sustainability Committee	

It is expected that this input may be provided in the form of surveys, interviews and stakeholder workshops. A detailed outreach and participation plan will be developed as part of the Community Engagement Strategy.

Products/Outcomes

- **Interview Summaries.** Summaries of all interviews conducted will be included with the final strategy report.
- **Workshop Summaries.** Summaries will be provided for each workshop, including an overview of outreach efforts, list of participants, and overview of discussion/comments received.
- **Best Practices Report.** A report summarizing best practices used in other communities to address similar housing issues will be prepared.
- **Housing Strategy Report.** The final report will include an overview of challenges and opportunities related to housing, and a statement of goals, objectives and strategies that will be incorporated into the update of the Plan of Conservation and Development. Specific recommendations for changes to zoning and subdivision regulations will also be included.

Responsibility

Consultant, Project Manager, Director of Planning and Development

Timeframe

This task will be completed by Winter 2013.

Task 4: Agriculture Strategy

Approach

Building on goals and objectives identified through the community visioning process, the consultant will work with various stakeholders to identify key issues and concerns and develop strategies to meet the following goals:

- Strengthening agricultural enterprises
- Protecting agricultural land
- Helping farmers recognize value from their land
- Expanding agribusiness/agritourism opportunities

As part of this task, the consultant will prepare a best practices report identifying successful tools and techniques used by other communities to protect agricultural land and expand business opportunities for farmers.

A key component of this evaluation is input from both internal and external stakeholders, including participants from the community visioning process and the following:

Internal Stakeholders	External Stakeholders
Planning and zoning staff	Farmers
Agriculture Committee	Homeowners
Economic Development Commission	Residential tenants
Committee on Community Quality of Life	Storrs Farmers Market
Town Manager/Assistant Town Manager	Agricultural business owners & employees
Planning and Zoning Commission	Windham Region Council of Governments
Sustainability Committee	The Last Green Valley
	USDA Natural Resources Conservation Service
	State and Regional Agriculture Organizations
	Joshua's Trust

It is expected that this input may be provided in the form of surveys, interviews and stakeholder workshops. A detailed outreach and participation plan will be developed as part of the Community Engagement Strategy.

Products/Outcomes

- **Interview Summaries.** Summaries of all interviews conducted will be included with the final assessment report.
- **Workshop Summaries.** Summaries will be provided for each workshop, including an overview of outreach efforts, list of participants, and overview of discussion/comments received.
- **Best Practices Report.** A report summarizing best practices used in other communities to support agriculture.
- **Agriculture Strategy Report.** The final report will include an overview of challenges and opportunities related to agriculture in Mansfield, and a statement of goals, objectives and strategies that will be incorporated into the update of the Plan of Conservation and Development. Specific recommendations for changes to zoning and subdivision regulations will also be included.

Responsibility

Consultant, Project Manager

Timeframe

This task will be completed by Winter 2013.

Task 5: Economic Development Strategy

Approach

Building on goals and objectives identified through the community visioning process, the consultant will work with various stakeholders to identify challenges, opportunities and needs related to economic development and develop strategies to meet the following goals:

- Expanding opportunities for business growth through the reduction of regulatory and policy barriers
- Identifying target industries based on the UConn Technology Park Master Plan and other regional strengths
- Creating a framework for regional cooperation and collaboration with surrounding communities

A key component of this evaluation is input from both internal and external stakeholders, including participants from the community visioning process and the following:

Internal Stakeholders	External Stakeholders
Economic Development staff	University of Connecticut
Building and Housing Inspection staff	Eastern Connecticut State University
Planning and zoning staff	Mansfield Downtown Partnership
Economic Development Commission	Windham Region Chamber of Commerce
Town Manager/Assistant Town Manager	Tolland County Chamber of Commerce
Planning and Zoning Commission	Windham Region Council of Governments
Agriculture Committee	Nearby Communities (Tolland, Coventry, Willington, Windham, Ashford, Chaplin)
Sustainability Committee	Business Owners & Employees
Four Corners Sewer and Water Advisory Committee	Developers
Town Council	Commercial property owners
	Farmers

It is expected that this input may be provided in the form of surveys, interviews and stakeholder workshops. A detailed outreach and participation plan will be developed as part of the Community Engagement Strategy.

Products/Outcomes

- **Interview Summaries.** Summaries of all interviews conducted will be included with the final assessment report.
- **Workshop Summaries.** Summaries will be provided for each workshop, including an overview of outreach efforts, list of participants, and overview of discussion/comments received.
- **Economic Development Strategy Report.** The final report will include an overview of challenges, opportunities and needs related to economic development in Mansfield, and a statement of goals, objectives and strategies that will be incorporated into the update of the Plan of Conservation and Development. Specific recommendations for changes to zoning and subdivision regulations will also be included.

Responsibility

Consultant; Project Manager

Timeframe

This task will be completed by Spring 2013.

Task 6: Master Plan for Planned Development Areas

Approach

Recommendations contained in the strategy reports for housing, agriculture and economic development and in the Sustainable Design and Green Building Action Plan will be used to refine the conceptual master plan developed during the community visioning process for Planned Development Areas. Specific recommendations for use, density and design standards will be developed for each area that reflect the overall vision and support the implementation strategies identified in the individual strategy reports.

Once completed, the draft Master Plan will be placed on the project website and at the Mansfield public library for public review. To expand opportunities for public input, information sessions with participants from prior tasks and the general public will be held to discuss specific recommendations for each Planned Development area.

Products/Outcomes

- **Draft Master Plan for Planned Development Areas.** The Master Plan will include specific recommendations for each Planned Development area, including uses, density, character of development, linkages to surrounding neighborhoods and the open space network, and needed transportation system improvements.
- **Public Comment Summary.** A summary of all comments received on the draft Master Plan will be compiled and provided to the Planning and Zoning Commission along with changes recommended based on the comments received. These comments along with feedback from the Commission will be used to prepare a final draft of the master plan for incorporation in the updated Plan of Conservation and Development.

Responsibility

Consultant

Timeframe

This task will be completed by Fall 2013.

Task 7: Plan of Conservation and Development

Approach

Pursuant to Section 8-23 of Connecticut General Statutes, the Town is required to update its Plan of Conservation and Development (POCD) every ten years. The POCD must:

- Include statement of polices, goals, and standards for the physical and economic development of the community;
- Provide a comprehensive system of streets, sidewalks, trails and other public ways;

- Promote the coordinated development of the town and the general welfare and prosperity of its residents and identify areas for compact, transit accessible, pedestrian-oriented mixed use development patterns;
- Recommend preferred land uses, densities and their locations;
- Identify inconsistencies with the growth management principles adopted by the State of Connecticut
- Provide for development of housing opportunities, including multi-family housing; and
- Promote housing choice and economic diversity in housing, including housing for low and moderate income households.

Based on input received as part of the community visioning process and preparation of various strategy reports, the consultant and staff will develop a proposed outline for updates to the POCD. The outline and overall approach for the POCD will be presented to the Planning and Zoning Commission for their input. Adjustments to the outline and approach will be made based on feedback from the Planning and Zoning Commission.

Since the updated POCD will be based on input received during prior tasks, including recommendations contained in the *Sustainable Design and Green Building Action Plan*, it is anticipated that draft sections of the proposed POCD will be released for public review and comment concurrent with other tasks in this phase. Intermediate drafts will be reviewed with the PZC prior to publication.

Once completed, the draft POCD will be placed on the project website and at the Mansfield public library for public review. To expand opportunities for public input, information sessions with previous participants and the general public will be used to explain goals, objectives and implementation strategies, including recommendations for changes to land use/zoning regulations.

Based on comments received on the initial draft POCD, a final draft will be prepared for acceptance by the Planning and Zoning Commission and scheduling of a public hearing. In accordance with Connecticut General Statutes, this plan shall be submitted to the Town Council and Windham Region Council of Governments for their review and comment.

Products/Outcomes

- **Outline and Approach.** An outline and approach for the updated POCD will be developed based on best practices and input received through Tasks 2 through -5. The outline/approach will be reviewed and adjusted by the Planning and Zoning Commission.
- **Draft Plan of Conservation and Development.** The updated POCD will include an overview of existing conditions, challenges and opportunities; goals, objectives and strategies for the physical and economic development of the town; the master plan for planned development areas, a plan for implementation, and maps of existing conditions and proposed conservation and development areas.
- **Public Comment Summary.** A summary of all comments received on the draft POCD shall be compiled and provided to the Planning and Zoning Commission along with changes

recommended based on the comments received. These comments along with feedback from the Commission will be used to prepare a final draft of the plan for public hearing.

- **Adopted Plan of Conservation and Development.** The adopted Plan of Conservation and Development will be posted on the town's website for public use once it becomes effective.

Responsibility

Consultant; Town Planner

Timeframe

This task will be completed by Spring 2014.

Phase IV: Rewrite Zoning and Subdivision Regulations

The final phase of the project involves a complete rewrite of the town's zoning and subdivision regulations in a user-friendly organization and format that incorporates regulatory changes recommended as part of the Sustainable Design and Green Building Action Plan, housing, agriculture and economic development strategy reports and updated Plan of Conservation and Development. The goal for this project is a set of regulations that clearly communicates the town's vision and priorities and how the regulations implement that vision.

Task 1: Project Goals

Approach

The first step in the process of the rewriting the Zoning and Subdivision regulations will be the establishment of specific project goals and objectives by the Planning and Zoning Commission (PZC). The PZC is the elected body responsible for adopting and amending zoning and subdivision regulations. In development of goals for the final zoning and subdivision regulations, the PZC will consider the following:

- Changes recommended through the Sustainable Design and Green Building Action Plan
- Strategies and tools recommended as part of the Housing, Agriculture and Economic Development Strategy reports and updated Plan of Conservation and Development
- Best practices and examples of user-friendly regulations adopted in other communities
- Use of illustrations to augment written regulations
- Key guiding principles and themes that the Town would like to promote through the regulations

Products/Outcomes

- **Best Practices Report.** To assist the PZC, a report describing different approaches to zoning (performance, form-based, etc.) including examples of how they are typically used will be developed. This report will include examples from other communities, particularly good examples in Connecticut.
- **Goal Statement.** This task will result in the production of a clear goal statement for the new regulations. This statement may be amended based on outcomes of subsequent tasks.

Responsibility

Consultant, Director of Planning and Development, Planning and Zoning Commission

Timeframe

This task will be completed by Winter 2014.

Task 2: Assessment

Approach

In addition to changes recommended during previous project phases, this task will focus on identifying the overall strengths and weaknesses of the existing regulations, including procedure, content, structure

and overall organization. The Best Practices Report developed as part of the previous task will be used to educate stakeholders as to the options available to address existing issues and obtain feedback on preferred approaches.

A key component of this evaluation is input from both internal and external stakeholders, including the following:

Internal Stakeholders	External Stakeholders
Building and Housing Inspection staff	Local builders/developers
Fire Marshal/Deputy Fire Marshal	Contractors
Planning and zoning staff	Consultants (architects, surveyors, engineers, attorneys)
Eastern Highlands Health District	Property owners
Engineering staff	Local organizations (environmental, civic, etc.)
Economic Development staff	Business Owners
Town Manager/Assistant Town Manager	Residential tenants
Planning and Zoning Commission/Inland Wetlands Agency/Aquifer Protection Agency	Homeowners
Conservation Commission	Multi-family property managers
Agriculture Committee	Owners of rental properties
Open Space Preservation Committee	
Advisory Committee on Persons with Disabilities	
Economic Development Commission	
Sustainability Committee	

It is expected that this input may be provided in the form of surveys, interviews and stakeholder workshops. A detailed outreach and participation plan will be developed as part of the Community Engagement Strategy.

Products/Outcomes

- **Assessment Report.** The completed assessment report will include a summary of strengths and weaknesses as well as issues/recommendations not identified in previous phases. Based on those strengths and weaknesses, preliminary recommendations as to the organization, structure and type (performance, form-based, etc.) of zoning and subdivision regulations will be developed.
- **Summary of Community Input.** A summary of comments received from various stakeholder interviews and workshops will be prepared and included as an attachment to the assessment report.

Responsibility

Consultant, Project Manager, Director of Planning and Development

Timeframe

This task will be completed by Spring 2014.

Task 3: Draft Regulations

Approach

Based on the assessment report, the consultant and staff will develop a proposed outline for the new regulations and identify specific tools and techniques that will be used to achieve the project goals and respond to issues raised through the assessment process. The outline and overall approach to the new regulations will be presented to the Planning and Zoning Commission along with the assessment report from the previous task. Adjustments to the outline and approach will be made based on feedback from the Planning and Zoning Commission. The draft regulations will be prepared based on the final outline and approach endorsed by the Planning and Zoning Commission. Intermediate drafts will be reviewed with the PZC prior to publication.

Once completed, the draft regulations and maps will be placed on the project website and at the Mansfield public library for public review. To expand opportunities for public input, information sessions with stakeholders and the general public will be used to explain key changes in the regulations and obtain feedback on organization and content, particularly with regard to how easy/difficult the regulations are to use and understand.

Products/Outcomes

- **Outline and Approach.** An outline and approach will be developed based on the project goals and results of the assessment report. The outline/approach will be reviewed and adjusted by the Planning and Zoning Commission.
- **Draft Zoning and Subdivision Regulations.** New zoning and subdivision regulations will be developed that address project goals and incorporate recommendations from the Sustainable Design and Green Building Action Plan, Housing, Agriculture and Economic Development Strategy reports, updated Plan of Conservation and Development, and assessment of existing regulations.
- **Draft Zoning Maps.** New zoning maps will be produced to reflect any new districts created as part of the revised regulations.
- **Public Comment Summary.** A summary of all comments received on the draft regulations shall be compiled and provided to the Planning and Zoning Commission along with changes recommended based on the comments received.

Responsibility

Consultant, Project Manager, Director of Planning and Development

Timeframe

This task will be completed by Summer 2014.

Task 4: Final Regulations

Approach

A final draft of the zoning and subdivision regulations will be prepared based on the feedback received on the draft regulations in the previous task. The summary of comments received and the changes

proposed in response to those comments will be presented to the Planning and Zoning Commission for their consideration. Based on feedback from the Commission, additional changes will be made if needed. Once the Commission has accepted a final draft of the regulations, a public hearing will be scheduled.

The final draft regulations and maps will be placed on the project website and at the library with a summary of changes made based on previous feedback. Any comments received on the proposed regulations prior to the public hearing will be summarized and presented at the public hearing. The hearing will be advertised pursuant to Connecticut General Statutes. Additionally, notice of the hearing will be placed on the project website and email notices will be sent to all project participants.

Products/Outcomes

- **Final Draft Zoning and Subdivision Regulations.** A final draft of the proposed regulations will be prepared based on feedback received as part of the previous task and from the Planning and Zoning Commission.
- **Draft Zoning Maps.** Revised zoning maps will be produced based on comments received through the review of the initial draft.
- **Summary of Changes.** A summary of all changes made based on feedback received on the draft regulations will be prepared and distributed with the final draft.
- **Public Comment Summary.** A summary of all comments received on the proposed regulations will be compiled and provided to the Planning and Zoning Commission as part of the public hearing process.
- **Adopted Regulations.** The final adopted regulations and map will be prepared and published.

Responsibility

Consultant; Project Manager; Director of Planning and Development

Timeframe

This task will be completed by Winter 2015.

SUSTAINABLE MANSFIELD

Project: Project Initiation (Phase I)

Livability Principles Addressed: Support existing communities
Value communities and neighborhoods

Long Term Outcomes: Expand community participation in decision-making process to a broader cross-section of the community

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	STATUS	MEASURES	EVALUATION	NOTES
1 Consultant Services	Retain consulting team to assist with preparation of Sustainable Design & Green Building Action Plan, Housing and Economic Development Strategy, and rewrite of Zoning and Subdivision Regulations.*	Executed Contract	Project Manager	Spring 2012		Number of responsive proposals received	Use multiple advertising venues such as APA, Congress for New Urbanism, etc.	
2 Community Engagement Strategy	Develop a comprehensive Community Engagement Strategy that identifies outreach tools and opportunities for participation for each phase of the project, particularly for those community members traditionally under-represented in the planning process. Strategy will include development of an interactive project website.	RFP/RFQ for website software/development; Completed Community Engagement Strategy; Live Project Website	Consultant; Project Manager; Director of Planning and Development	Summer 2012		Number of participants in planning process; number of website hits; number of participants signing up for electronic event notifications	Track outreach activities and participation for each project phase	

*To ensure consistency between various projects undertaken as part of Sustainable Mansfield, one consulting team will be retained to assist with all three projects.

SUSTAINABLE MANSFIELD

Project: Sustainable Design and Green Building Action Plan (Phase II)

Livability Principles Addressed: Provide more transportation choices
 Promote equitable, affordable housing
 Support existing communities
 Value communities and neighborhoods

Long Term Outcomes: Eliminate barriers to sustainable design/green building in Town ordinances and regulations
 Reduce impact of new construction on natural resources through low impact development, energy efficiency & conservation

Expand local building community support for sustainable development and green design

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	STATUS	MEASURES	EVALUATION	NOTES
1 Assessment Tool	Review and modify the EPA Sustainable Design and Green Building Assessment Tool to reflect local conditions/limitations	Modified Assessment Tool	Sustainability Committee, Project Manager	Spring 2012	Sustainability Committee review starting at April meeting	Final assessment tool that distinguishes between local regulations and state mandated regulations (ie building code)	Identify ways in which local regulations and policies could address limitations imposed by state regulations (for example, requiring individual metering for new multi-family connections to public water system)	
2 Evaluation of Regulations	Complete evaluation of town ordinances and regulations pertaining to development using Modified Assessment Tool	Completed Assessment of Regulations; Assessment Summary	Project Manager, Town Staff	Summer 2012		Assessment addresses ordinances, regulations and design standards	Consult with relevant staff and committees to verify comprehensiveness of assessment	
3 Priorities	Prioritize areas for improvement based on initial assessment results and preliminary evaluation of capacity and resources	List of priority areas for improvement; Public Comment Summary	Sustainability Committee	Fall 2012		Identification of potential issues with capacity, resources and public support	Consult with Building Official, Town Planner, Town Engineer and Planning & Zoning Commission and provide summary of feedback to Committee to inform their review	
4 Assessment of Permitting Process	Evaluate current permitting process for barriers to sustainable design through a combination of surveys, interviews and workshops with both internal and external stakeholders	Report identifying current barriers and needed organizational changes; Interview/Workshop Summaries	Project Manager, Consultant	Winter 2012		Participation by local building community in evaluation process (number of workshop/interview participants); Participation by internal stakeholders including permitting staff and Planning & Zoning Commission;	Expand outreach efforts as needed to increase stakeholder participation	
5 Sustainable Design and Green Building Action Plan	Identify recommended changes to Town policies, long range plans, regulations and permitting processes based on need, capacity and resources	Sustainable Design and Green Building Action Plan; Summary of Community Input	Project Manager, Consultant, Sustainability Committee	Spring 2013		Endorsement of Plan by staff, Sustainability Committee, Planning and Zoning Commission and Town Council	Incorporation of principles into Plan of Conservation and Development; incorporation of recommendations into new zoning and subdivision regulations; changes to town policies/ordinances	

SUSTAINABLE MANSFIELD

Project: Housing, Agriculture and Economic Development Strategies/Updated Plan of Conservation and Development (Phase III)

Livability Principles Addressed: Provide more transportation choices
 Promote equitable, affordable housing
 Increase economic competitiveness
 Support existing communities
 Leverage federal investment
 Value communities and neighborhoods

Long Term Outcomes: Eliminate barriers to business growth and workforce housing in ordinances and regulations adopted by the Town
 Increase supply of affordable and workforce housing units
 Increase owner occupancy in older, established single-family neighborhoods to restore ownership/rental balance
 Prioritize pedestrian, bicycle and transit improvements to connect higher density residential neighborhoods to job centers, downtown and the intermodal center

Increase employment opportunities
 Increase economic competitiveness of agricultural businesses to preserve prime farmland

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	STATUS	MEASURES	EVALUATION	NOTES
1 Technology Park Master Plan	Develop master plan for new technology park that includes identification of nodes and districts/areas, pedestrian and vehicular movement systems, infrastructure/utilities, and building massing and site layout plans.	Technology Park Master Plan	University of Connecticut	Fall 2012		Number of Master Plan Advisory Committee Meetings;	Participation by Town Planner in Master Plan Advisory Committee Meetings	
2 Community Visioning	Conduct community visioning process for planned development areas and neighborhoods surrounding the Uconn Technology Park. Identify goals for physical form, type and density of development, transit-oriented development locations and connections, priority preservation areas and potential locations for small lot residential development to encourage preservation of key agricultural land and natural resources.	Goal Statement; Updated Base Maps; Conceptual Master Plan; Community Input Summary	Consultant	Fall 2012		Number of participants in visioning process (both in public workshops and on-line); number of public meetings; number of stakeholder interviews	Track outreach activities and provide summary	
3 Housing Strategy	Identify best practices and strategies for: increasing the availability of and access to mixed-income and workforce housing, restoring home ownership/rental balance in established neighborhoods and minimizing impact of off-campus housing on surrounding neighborhoods.	Housing Strategy Report; Best Practices Report; Interview Summaries; Workshop Summaries	Consultant; Project Manager; Town Planner	Winter 2013		Number of stakeholder interviews; number of workshop participants; number of on-line participants; participation by Town advisory committees	Track outreach activities and include summary in Housing and Economic Development Strategy	

SUSTAINABLE MANSFIELD

Project: Housing, Agriculture and Economic Development Strategies/Updated Plan of Conservation and Development (Phase III)

Livability Principles Addressed: Provide more transportation choices
 Promote equitable, affordable housing
 Increase economic competitiveness
 Support existing communities
 Leverage federal investment
 Value communities and neighborhoods

Long Term Outcomes: Eliminate barriers to business growth and workforce housing in ordinances and regulations adopted by the Town
 Increase supply of affordable and workforce housing units
 Increase owner occupancy in older, established single-family neighborhoods to restore ownership/rental balance
 Prioritize pedestrian, bicycle and transit improvements to connect higher density residential neighborhoods to job centers, downtown and the intermodal center

Increase employment opportunities
 Increase economic competitiveness of agricultural businesses to preserve prime farmland

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	STATUS	MEASURES	EVALUATION	NOTES
4 Agriculture Strategy	Identify best practices and strategies for strengthening agricultural enterprises and protecting agricultural land.	Agriculture Strategy Report; Best Practices Report; Interview/Workshop Summaries	Consultant, Project Manager, Town Planner	Winter 2013		Number of stakeholder interviews; number of workshop participants; number of on-line participants; participation by Town advisory committees	Track outreach activities and include summary in Housing and Economic Development Strategy	
5 Economic Development Strategy	Identify regulatory and policy barriers to business growth and recommend needed changes. Identify target industries based on conceptual master plan and Uconn Technology Park Master Plan. Incorporate strategies for regional cooperation with surrounding communities.	Economic Development Strategy Report; Interview/Workshop Summaries	Consultant, Project Manager, Town Planner	Spring 2013		Number of stakeholder interviews; number of workshop participants; number of on-line participants; participation by Town advisory committees,	Track outreach activities and include summary in Housing and Economic Development Strategy	
6 Master Plan for Planned Development Areas	Refine conceptual master plan created during community visioning process to reflect strategies identified for housing, agriculture and economic development. Develop use, density and design standards that incorporate recommendations from strategy reports and Sustainable Design and Green Building Action Plan.	Draft Master Plan; Public Comment Summary	Consultant, Project Manager, Town Planner	Fall 2013		Number of participants providing comments on draft plan;	Track participants providing comments; brief relevant town committees and commissions	
7 Plan of Conservation and Development	Update the Plan of Conservation and Development (POCD) to reflect the recommendations contained in the Housing and Economic Development Strategy and Sustainable Design and Green Building Action Plan	Outline and Approach; Draft Plan of Conservation and Development; Public Comment Summary; Adopted Plan of Conservation and	Consultant, Town Planner	Spring 2014		POCD endorsed by Windham Regional Planning Commission and adopted by Planning and Zoning Commission	Track changes made in response to public comment; on-going evaluation will be based on implementation of plan goals, objectives and strategies	

SUSTAINABLE MANSFIELD

Project: Rewrite Zoning and Subdivision Regulations (Phase IV)

Livability Principles Addressed: Provide more transportation choices
 Promote equitable, affordable housing
 Increase economic competitiveness
 Support existing communities
 Value communities and neighborhoods

Long Term Outcomes: Expand community understanding and support of zoning and subdivision regulations
 Increase predictability of development review process

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	STATUS	MEASURES	EVALUATION	NOTES
1 Project Goals	Work with Planning and Zoning Commission (PZC) to identify goals for final regulations based on recommendations from prior projects and capacity	Goal Statement; Best Practices Report	Consultant; Town Planner, Planning and Zoning Commission	Winter 2014		Endorsement of project goals by Planning and Zoning Commission	Adjust project goals based on assessment report and community feedback	
2 Assessment	Work with stakeholders, including PZC, town staff, developers, town advisory committees and the general public to identify strengths and weaknesses of existing regulations, and develop recommendations on how new regulations should be structured to address these issues and be made easier to understand and use	Assessment Report; Community Input Summary	Consultant, Town Planner, Project Manager	Spring 2014		Number of workshop/public meeting participants and interviews; endorsement of recommendations by Planning and Zoning Commission	Track outreach activities and include summary in final report	
3 Draft Regulations	Develop draft zoning and subdivision regulations based on project goals and incorporating recommendations from Sustainable Design and Green Building Action Plan, Housing and Economic Development Strategy and assessment of existing regulations.	Outline and Approach; Draft Zoning and Subdivision Regulations; Draft Zoning Maps; Public Comment Summary	Consultant, Town Planner, Project Manager	Summer 2014		Number of residents/stakeholders providing feedback on draft regulations	Expand outreach tools as needed to increase stakeholder and community participation in review of proposed regulations	
4 Final Regulations	Revise draft regulations based on feedback from internal/external stakeholders and general community and schedule public hearing.	Final Draft Zoning and Subdivision Regulations, Draft Zoning Maps; Summary of Changes; Public Comment Summary	Town Planner, Project Manager, Consultant, Planning and Zoning Commission	Winter 2015		New Zoning and Subdivision Regulations adopted by Planning and Zoning Commission	On-going evaluation of regulations will be addressed as issues arise	

