

# MANSFIELD 2020: A UNIFIED VISION STRATEGIC PLAN



August 2008



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August 29, 2008

Mr. Matthew W. Hart, Town Manager  
Town of Mansfield  
4 South Eagleville Road  
Mansfield, CT 06268

Dear Mr. Hart:

Management Partners has enjoyed working with you, the Town Council and members of the Mansfield community on your strategic plan.

The *Mansfield 2020: A Unified Vision* process allowed hundreds of residents and stakeholders to join together and articulate a shared vision for the Town. This report summarizes the strategic plan and chronicles the process used to engage your community in charting this course.

Thank you for the opportunity to be of service to the Town of Mansfield, we look forward to working with you again in the future.

Regards,

Gerald E. Newfarmer  
President and CEO



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# **EXECUTIVE SUMMARY**



## **EXECUTIVE SUMMARY**

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The following document details the process, activities and events undertaken in developing Mansfield 2020: A Unified Vision. This strategic planning initiative was initiated by the Mansfield Town Council in cooperation with residents and stakeholders to identify a strategic direction for the future. In addition to articulating the desired future, the plan would also establish the basis for decision making and resource allocation by the Mansfield Town Council and members of the community to the year 2020.

The Mayor and Town Council engaged Management Partners to facilitate the strategic planning process. The approach, a Search Conference (also called Future Search), was chosen because it is a way of engaging a large number of people in a unique community visioning and strategic planning process. The approach uses participative planning methods that enable residents and stakeholders with varied and diverse interests to create their desired future in a collaborative way. It also is a flexible process designed for today's rapidly changing environment. Future Search promotes community building and provides a forum for developing collective community vision by putting common ground and a focus on the future at the forefront of the work of conference participants (Future Search Network 2001-2002)

Community visioning, strategy development and action planning occurs in a series of Search Conference meetings. Such conferences are purposefully designed to be inclusive and action-oriented, and Future Search participants create a plan based on shared ideals with tangible goals.

In August 2007 the Mansfield Town Council appointed an 18-person Steering Committee to work closely with Management Partners in this effort. The strategic planning initiative took place over the course of seven months, and included participation from over 300 residents and stakeholders.

Mansfield 2020 is now a reality. The plan provides a detailed framework, goals and actions for each of nine priority vision points resulting from two Mansfield 2020 Future Search Conferences.

The following sections detail the Search process including the selection of Search Conference participants, the Vision Conference, Vision Fair, Action Conference and Action Fair proceedings. Through facilitated weekend work sessions and public outreach activities, the Town now has a clearly articulated unified vision, priority vision points and action strategies for achieving the shared community values and hopes of the collective community direction.

### **Mansfield 2020 Steering Committee**

The following individuals worked closely with Management Partners to assist the Council in developing a community-based strategic plan. Members of the Steering Committee included:

- Mayor Elizabeth Paterson
- Francis Archambault, Region 19 Board of Education
- Mary Attardo, Advisory Council for Persons with Disabilities
- Alison Whitman Blair, Town Council

- Rudy Favretti, Planning and Zoning Commission
- Dirk Feccho, Mansfield Business and Professional Association, University of Connecticut Co-op
- Karla Fox, University of Connecticut, School of Business
- Mona Friedland, Altrusa International, Windham Community Memorial Hospital
- Norman Garrick, University of Connecticut School of Engineering
- Jane Goldman, Mansfield Advocates for Children, UConn Department of Human Development and Family Studies
- Matthew Hart, Town Manager
- Lon Hultgren, Director of Public Works
- Helen Koehn, Town Council
- Christopher Kueffner, Mansfield Board of Education
- Gregory Padick, Director of Planning
- Mark Paquette, Windham Region Council of Governments
- Christopher Paulhus, Town Council
- Timothy Quinn, Mansfield Senior Center Association and Commission on Aging

## Mansfield 2020 Unified Vision and Priority Vision Points



The Future Search process resulted in the following unified vision and priority vision points. In addition to the priority vision points listed here, a comprehensive list of vision points developed and considered are detailed in the “Vision Search” section of the report. The unified vision establishes the overarching themes for Mansfield’s future.

### Unified Vision



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.

A great place to live, work and play. Mansfield is a proud historic community:

## Priority Vision Points



### K – 12 Education and Early Childhood Development

Mansfield provides high quality, holistic education for all children/youth in town while celebrating the individuality of each child. Funding for education has broad support from the community.



### Historic and Rural Character, Open Space and Working Farms

Mansfield's cultural history together with its woodlands, open fields, and working farmlands, remain an integral part of the Town's character providing locally produced food, abundant wildlife habitat, scenic views and inviting recreational opportunities. Through collaboration with the University of Connecticut and the Connecticut Department of Agriculture, Mansfield is known as an incubator site for a growing number of entrepreneurial farms and farmers.



### Housing

Mansfield has varied types of affordable and accessible housing that meets the needs of everyone, especially families, working adults, seniors and students.



### Public Safety

Mansfield's public safety services—police, fire and EMS—have appropriate resources to serve the present and future needs of the community. The community emphasizes the protection of life and property, and the importance of regional partnerships, volunteering and community policing.





### Recreation, Health and Wellness

The Town of Mansfield has a variety of quality recreation facilities and programs that build a sense of community and citizen health and wellness. The community center is a key asset that promotes health, fitness and well being. Outdoor parks and facilities assist in this effort. These resources provide safe, affordable and accessible places to enhance the quality of life of people of all ages and socioeconomic levels.



### Regionalism

Mansfield is a leader in developing regional strategies for addressing common concerns such as public works and infrastructure, public health and safety, education, economic development, transportation, natural resources, housing, health and recreation. Shared resources and expertise and other cooperative efforts lead to economies of scale, preservation of resources, and improved quality of life.



### Senior Services

Through public and private efforts, Mansfield provides a continuum of care services such as: housing, transportation and in-home care to create an optimal quality of life for an aging population.



### Sustainability and Planning

Principles of sustainability guide the decisions, policies and regulations of the Town government and its regional partners. In order to achieve quality of life and economic prosperity for current and future generations, Mansfield protects and conserves land and water resources, reduces harmful emissions by promoting green transportation and energy, and plans for development that coexists with infrastructure, social and environmental resources.





### University/Town Relations

Mansfield, home to the University of Connecticut main campus, has built an enviable college-town community. Mansfield has established and maintained a good relationship with UConn through many cooperative ventures and partnerships including sustainable environmental and economic partnerships.

# **BACKGROUND**



## **BACKGROUND**

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### **Search Conference Background**

The development of Mansfield 2020 included several facilitated sessions as well as in-person community gatherings/open houses and two virtual open houses. The entire process was highly participatory and included both visioning and action planning.

In preparation for the first of two Future Search Conference sessions the Steering Committee called upon members from the Mansfield community to volunteer as participants for a series of events. The call for participants resulted in responses from a broad segment of persons interested in the future of Mansfield. Members of the Steering Committee selected about 70 stakeholders and residents to participate in the Future Search process which included a commitment to attend two Conference events.

The Search Conference was conducted as two, two-day events that engaged participants thorough a series of large and small group activities. During these sessions, participants developed a vision and identified the key elements they felt were important to the creation of a successful and desired future for Mansfield residents, property owners and stakeholders. During the Vision Conference community representatives created a draft vision statement, prioritized vision points, and wrote goal statements for each vision point.

Following the Vision Conference, a Vision Fair was conducted during two open houses (and a virtual open house). The in-person open houses were hosted by members of the Steering Committee to gather input and comments from as many Mansfield residents and stakeholders who were interested.

Next, the Action Conference brought Search Conference participants together again to review comments and input received during the Vision Fair. Participants engaged in a process of prioritizing the vision points. Once those were prioritized, realistic strategies and action plans were developed by the Search participants.

At the start of the Mansfield 2020 Search Conference process participants reviewed and agreed upon a set of core concepts, values, and norms which are listed below. These guiding principles served to promote an environment of collaboration and productivity among participants during the collaborative process that occurred during the Vision and Action Conferences.

### **Core Concepts and Values**

- People are an extraordinary source of information about the world
- People can have a role in creating their desired future
- People like opportunities to engage their heads, hands and heart
- People can participate in collaborative planning and collaborative action
- Content experts who participate in a search must fully engage in the process
- People participate as individuals with their own experiences and information, not as a representative of, or for, any single interest group
- Facilitators manage the time and the tasks, not the content
- Participants must be willing to investigate the ideas of others (listen with respect)

## Norms

A collaborative planning process requires an environment of cooperation and trust. The following norms were established by the Steering Committee to ensure an atmosphere of productivity and respect for one another's ideas.

### **Be...**

- Respectful
- On-time
- Open minded
- Present
- Prepared
- Focused
- Tolerant of new and different ideas

### **Keep...**

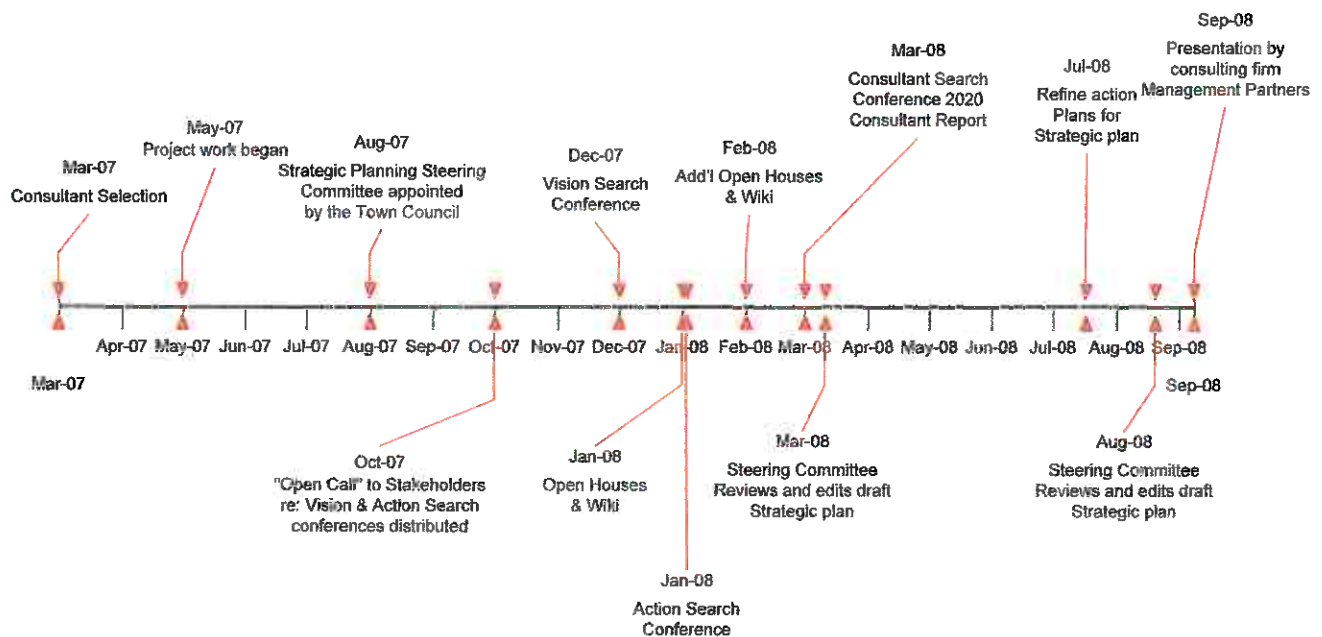
- On track
- Our eyes on the big picture

### **Don't...**

- Interrupt
- Speak over one another

### **Encourage...**

- Creative thinking
- Community involvement



## Mansfield 2020 Search Community Participants

The following individuals donated their time to help determine Mansfield's vision.

Mr. Roger Adams  
Mr. Francis Archambault  
Ms. Mary Attardo  
Ms. Isabelle Atwood  
Mr. Wilfred Bigl  
Ms. Alison Whitham Blair  
Mr. Joseph Briody  
Ms. Gail Bruhn  
Mr. Paul Bushey  
Ms. Deb Chabot  
Ms. Sheila Clark  
Mr. Bruce Clouette  
Ms. Elizabeth Cowles  
Rev. Nancy Cox  
Mr. David Dagon  
Ms. Leigh Duffy  
Mr. Charles Eaton  
Mr. Rudy Favretti  
Mr. Dirk Fecho  
Mr. David Ferrero  
Ms. Karla Fox  
Ms. Mona Friedland  
Ms. Betty Gardner  
Mr. Norman Garrick  
Mr. Mike Gergler  
Ms. Maria Gogarten  
Ms. Jane Goldman  
Mr. Joseph Goldman

Ms. Sharry Goldman  
Ms. Deidre Goodrich  
Mr. James Hanley  
Mr. Matthew Hart  
Ms. Patricia Hempel  
Mr. Donald Hoyle  
Mr. Lon Hultgren  
Mr. Paul Jackman  
Dr. Jacqueline Kelleher  
Ms. Helen Koehn  
Mr. David Krause  
Mr. Bob Kremer  
Ms. Lauren Kremer  
Mr. Christopher Kueffner  
Mr. Alex Marcellino  
Ms. Adrienne Marks  
Ms. Pat Michalak  
Ms. Ida Millman  
Mr. Peter Millman  
Mr. Grant Morrison  
Mr. Gene Nesbitt  
Mr. Gregory Padick  
Mr. Mark Paquette  
Ms. Elizabeth Paterson  
Mr. Christopher Paulhus  
Ms. Katherine Paulhus  
Mr. Frank Perrotti  
Ms. Carol Phillips

Ms. Joan Pinney  
Ms. Doryann Plante  
Ms. Merideth Poelitz  
Mr. Charlie Prewitt  
Mr. Timothy Quinn  
Ms. Rebecca Reno  
Mr. Stephen Rhodes  
Mr. William Ryan  
Mr. Carl Schaefer  
Ms. Mary Stanton  
Ms. Wunderly Stauder  
Ms. M. Cynara Stites  
Ms. Lynn Stoddard  
Ms. Patricia Supernant  
Mr. Michael Taylor  
Ms. Cherie Trahan  
Ms. Gaye Tuchman  
Ms. Cynthia VanZelm  
Mr. Curt Vincente  
Ms. Vicki Wetherell  
Ms. Penelope Williams  
Ms. Nancy Wengel  
Mr. Paul Peters  
Mr. Jeffrey Smith  
Ms. Maria Capriola  
Mr. Matthew Streeter

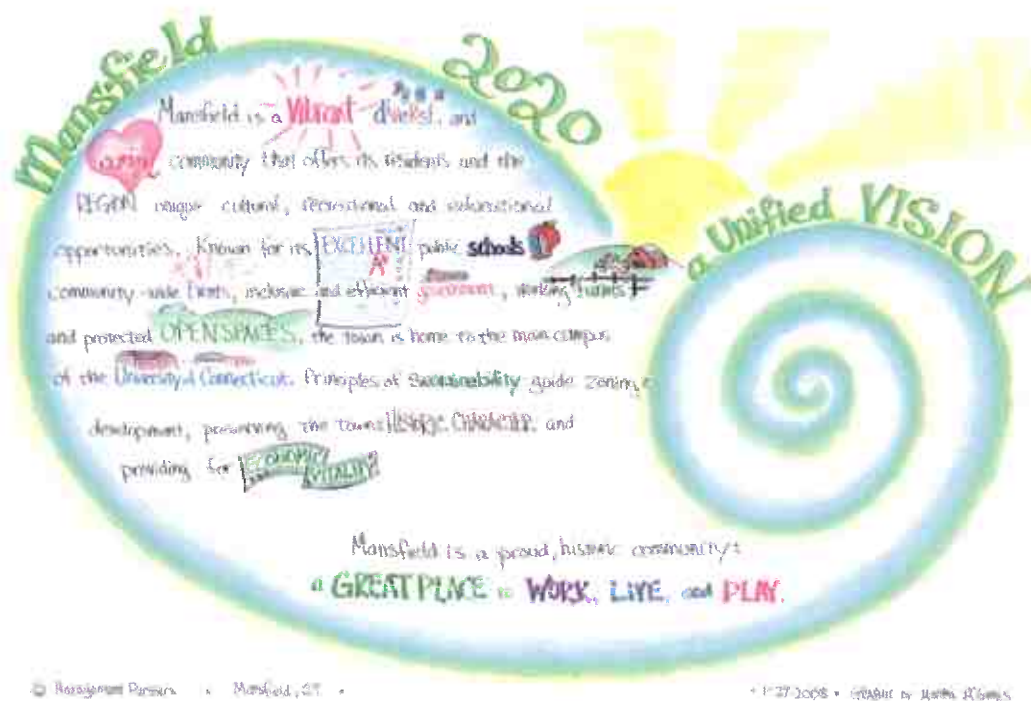


# **PRIORITY VISION POINTS AND ACTION PLANS**





## PRIORITY VISION POINTS AND ACTION PLANS



For each Priority Vision Point a team of stakeholders formed to prepare Action Plans. Those action plans follow, as they existed in August 2008. It is important to remember that the action plans in this document represent the status and ideas at a specific point in time.

As implementation continues details will change to reflect new information and changing circumstances. Progress on the action plans can be reported to the Town Council at appropriate intervals as the community moves forward in making its vision for Mansfield in 2020 reality.





# MANSFIELD 2020: A UNIFIED VISION

## K-12 Education and Early Childhood

Mansfield provides high quality, holistic education for all children/youth in town while celebrating the individuality of each child. Funding for education has broad support from the community.

### K-12 Education and Early Childhood Development Action Items

- Expand youth services
- Provide affordable early care and education for children from birth through kindergarten
- Focus on holistic education
- Promote healthy lifestyles
- Improve coordination of curricula, administration, and transportation among Region 19 towns



## **ACTION PLAN VISION POINT: K – 12 EDUCATION AND EARLY CHILDHOOD DEVELOPMENT**

**Action Item:** Expand Youth Services

**What constraints or obstacles may need to be overcome to be successful?**

Lack of understanding of what Youth Services is and what they provide. More professional staff and funding needed. Currently, Youth Services is limited to serving students up through the 8th grade.

**What positive factors are in place to help make this action item successful?**

The Town has a Youth Services division, positive relationship with Town schools, police and community agencies, UConn interns, large volunteer base and a qualified work study placement

**What individuals might you need/want to include?**

Town Council, Mansfield Board of Education and Region 19 Board of Education, Department of Human Services

**Who else may be working on this or is interested in its success?**

Parents, community agencies, police, teachers/principals

**What department or agency should take the lead responsibility to make this happen?**

Department of Human Services

**How will we know if we are successful?**

Increased staffing, few referrals "out"

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Present to Town Council the results of study that demonstrates the need for additional service	1/09, 2nd or 4th Monday
2. Presentation to the Boards of Education the types of service Youth Services provide and the need for funding	2nd Thurs 7:30 October 2008, w/possibility of presenting to Reg. 19 the 1st Tues. in November
3. Develop action group and committee	May 1st, 2008

## **ACTION PLAN VISION POINT: K – 12 EDUCATION AND EARLY CHILDHOOD DEVELOPMENT**

**Action Item:** Provide affordable early care and education for children from birth through kindergarten.

**What constraints or obstacles may need to be overcome to be successful?**

Available spaces/slots, funding, community will (or opposition), energy costs

**What positive factors are in place to help make this action item successful?**

Mansfield Advocates for Children (MAC) is working on this, UConn Work/Life Committee, early care programs addressing this, Connecticut Health and Educational Facilities Authority funding available for construction, initiatives at the State level (e.g. universal pre-school)

**What individuals might you need/want to include?**

Eastconn, United Way, taxpayers, school administrators (Superintendent), Mansfield Human Services, School Readiness Coordinator, local elected officials, State Department of Education (SDE), UConn, early care providers, parents, MAC, employers, healthcare providers, funding sources, Birth-3 programs, special education providers, philanthropic organizations

**Who else may be working on this or is interested in its success?**

Connecticut Association for the Education of Young Children, League of Women Voters, MAC, Mansfield Human Services, UConn Work/Life, employers, SDE, Birth-3, special education providers, United Way, Eastconn, Graustein Foundation

**What department or agency should take the lead responsibility to make this happen?**

Joint effort of Mansfield Human Services and the MBOE

**How will we know if we are successful?**

State of Connecticut "Ready by 5, Fine by 9" goals met, procedures have been developed and implemented to ensure that we provide affordable, high quality, early care and education for children from birth through kindergarten

Action Steps	Desired Target Date
<ol style="list-style-type: none"><li>1. Investigate ways in which we can provide affordable, high quality, early care and education for children from birth through kindergarten<ol style="list-style-type: none"><li>a. Assemble a group to assume leadership responsibility for this initiative.</li><li>b. Conduct an environmental scan to determine the scope and need of this issue (current capacity of the system).</li><li>c. Identify existing resources available to assist with this task.</li><li>d. Investigate feasibility of possible options available at the community level.</li><li>e. Decide on a preferred option.</li><li>f. Operationalize the steps necessary to implement the option.</li></ol></li></ol>	



## **ACTION PLAN VISION POINT: K – 12 EDUCATION AND EARLY CHILDHOOD DEVELOPMENT**

**Action Item:** Focus on holistic education

**What constraints or obstacles may need to be overcome to be successful?**

Time limitations, required testing, State mandates, energy costs, the inherent constraint of public education to institutionalize rather than individualize education, reliance on federal funding, limited focus on emotional health issues, some teachers unions

**What positive factors are in place to help make this action item successful?**

Flexibility and acknowledgement of different learning styles, existing successful models of holistic education, alternative methods of authentic student assessment, the Depot campus of E.O. Smith

**What individuals might you need/want to include?**

Boards of Education, business partners, parents, students, all educators, Eastconn, the Youth Service Bureau, Ruth Freeman

**Who else may be working on this or is interested in its success?**

Bill and Melinda Gates Foundation, Eastconn, NEAG School of Education, Renzulli/Rees couple

**What department or agency should take the lead responsibility to make this happen?**

Consortium of local Boards of Education and educators, et.al., coordinated by Eastconn

**How will we know if we are successful?**

Number of children enrolled, attendance, positive feedback from parents and children

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Communicate with Eastconn about the concept	
2. Identify successful models currently in operation	
3. Solicit support and buy-in from parents and local schools and the community at large	
4. Involve teachers from the beginning in evaluating what needs to be done	

## **ACTION PLAN VISION POINT: K – 12 EDUCATION AND EARLY CHILDHOOD DEVELOPMENT**

**Action Item:** Promote healthy lifestyles

What constraints or obstacles may need to be overcome to be successful?

What positive factors are in place to help make this action item successful?

What individuals might you need/want to include?

Who else may be working on this or is interested in its success?

What department or agency should take the lead responsibility to make this happen?

How will we know if we are successful?

Action Steps	Desired Target Date
FORTHCOMING	



## **ACTION PLAN VISION POINT: K – 12 EDUCATION AND EARLY CHILDHOOD DEVELOPMENT**

**Action Item:** Improve coordination of curricula, administration, and transportation among Region 19 towns.

**What constraints or obstacles may need to be overcome to be successful?**

Long tradition of each town having its own approach and control over resources; fear of regionalization

**What positive factors are in place to help make this action item successful?**

Already have a system in place where some things are regionalized (Region 19), some are not, existing magnet schools, Eastconn

**What individuals might you need/want to include?**

Local elected officials, Boards of Education, teachers, parents, WINCOG/NECOG, WRTD, local school administrators and specialists, representatives of the NEAG School of Education, Eastconn, students

**Who else may be working on this or is interested in its success?**

State Department of Education, finance staff from town government, parents, boards of education from Region 19 and local schools

**What department or agency should take the lead responsibility to make this happen?**

Two options: 1) Region 19 Board of Education, (2) Chairs of the local Boards of Education

**How will we know if we are successful?**

Decisions will be made about what aspects of education will be handled locally vs. regionally, more cost-effective delivery of services, increased number of cooperative ventures between towns. The most important measure will be the academic success of students

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Conduct an environmental scan to identify current regional initiatives in this area	
2. Identify successful models of regionalization currently operating in CT and beyond; cooperation across towns and school districts	
3. Identify pros and cons for different models in Mansfield; see what would work. How do plans impact on student progress; what is the financial impact?	
4. Make overtures to other surrounding towns including Willington and Ashford, as well as towns not part of Region 19 to include them early on in the process	
5. Develop a plan that will identify and support the most likely opportunities for regionalization	



## MANSFIELD 2020: A UNIFIED VISION

### Historic and Rural Character, Open Space and Working Farms

Mansfield's cultural history together with its woodlands, open fields, and working farmlands, remain an integral part of the Town's character providing locally produced food, abundant wildlife habitat scenic views and inviting recreational opportunities. Through collaboration with the University of Connecticut and the Connecticut Department of Agriculture, Mansfield is known as an incubator site for a growing number of entrepreneurial farms and farmers.

#### Historic Character and Rural, Open Space and Working Farms Action Items:

- Preserve existing farms in Mansfield while increasing the number of farms and farming opportunities
- Protect and maintain Mansfield's cultural history, including its historic structures and villages, scenic roads and views, stone walls, and burial grounds



## **ACTION PLAN VISION POINT: HISTORIC AND RURAL CHARACTER, OPEN SPACE AND WORKING FARMS**

**Action Item:** Preserve existing farms in Mansfield while increasing the number of farms and farming opportunities

**What constraints or obstacles may need to be overcome to be successful?**

Economics of farming vs. subdivision

**What positive factors are in place to help make this action item successful?**

Increased interest in food quality and source; people more willing to pay for food quality

**What individuals might you need/want to include?**

Agricultural Advisory Committee, Open Space Preservation Committee, Zoning Board, University Cooperative Extension Services, Conservation Commission

**Who else may be working on this or is interested in its success?**

Existing farmers, CSA's, Joshua's Trust, Connecticut Farmland Trust

**What department or agency should take the lead responsibility to make this happen?**

Economic Development Department (reporting to Town Manager), working with Planning and Zoning Commission

**How will we know if we are successful?**

We have kept existing farms from being developed, increased farmed acreage and bounty at Farmer's Markets

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Expand/encourage the purchase/use of local produce in schools, senior center and various state institutions	2009
2. Inventory current and prospective suitable farm sites town-wide to provide possible opportunities for current and future farmers	2009
3. Investigate funding and financing sources to support farmland preservation, farming or farm enhancement projects, such as private foundations, town, state and federal grants and programs, in addition to tax incentives	2009
4. Create the Mansfield Farm Cooperative and seek a Coordinator responsible for: 1) expanding markets for Mansfield farm produce; 2) supporting and educating farmers about various markets, educational or financial opportunities; 3) expanding the Storrs Farmers Market; 4) educating the public of all ages about the benefits and challenges involved in local farming; 5) exploring regional benefits of a commercial kitchen and USDA slaughterhouse and smokehouse facilities for small farmers	2009
5. Work with legislators to enact legislation to enable the preservation of farmland	2009

## **ACTION PLAN VISION POINT: HISTORIC AND RURAL CHARACTER, OPEN SPACE AND WORKING FARMS**

**Action Item:** Protect and maintain Mansfield's cultural history, including its historic structures and villages, scenic roads and views, stonewalls, and burial grounds.

**What constraints or obstacles may need to be overcome to be successful?**

Cost of maintenance and restoration; encroachment by developments; resistance by owners of historic structures

**What positive factors are in place to help make this action item successful?**

Historic Districts, Cemetery Committee, Joshua's Trust, awareness and community pride in Mansfield's history, Scenic Road Designation, Historic Society, Mansfield's Plan of Conservation and Development

**What individuals might you need/want to include?**

Historic District Commission, Public Works Department, Zoning Officer, Historical Society, Building Inspector

**Who else may be working on this or is interested in its success?**

Private owners

**What department or agency should take the lead responsibility to make this happen?**

Community effort

**How will we know if we are successful?**

Historic Districts maintained and protected

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Establish new Historic Districts	2008-09
2. Establish Village Districts ( as defined in State Statutes)	2008-09
3. Promote scenic road designations	2008-09
4. Develop Town Ordinances to protect stonewalls	2008-09
5. Develop programs to educate citizens on history and rural character of the Town	2008-09





# MANSFIELD 2020: A UNIFIED VISION

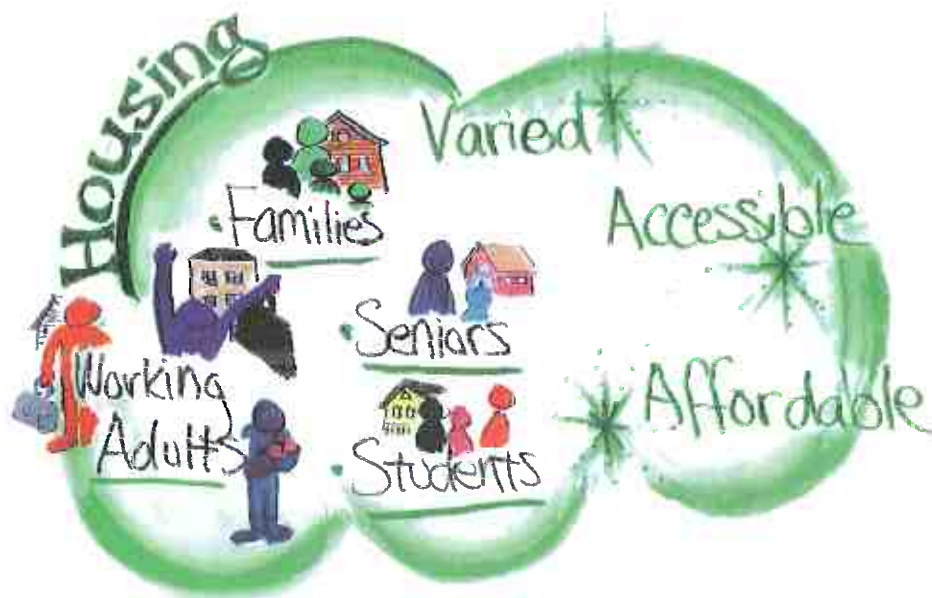


## Housing

Mansfield has varied types of affordable and accessible housing that meets the needs of everyone, especially families, working adults, seniors and students.

### Housing Action Items:

- Encourage UConn to provide more housing, particularly for graduate students and staff, and to upgrade the quality of existing graduate student housing
- Promoting neighborhood cohesion/preventing blight problems/ reduction in property maintenance problems
- Encourage affordable, accessible housing



## **ACTION PLAN VISION POINT: HOUSING**

**Action Item:** Encourage UConn to provide more housing, particularly for graduate students and staff, and to upgrade the quality of existing graduate student housing.

**What constraints or obstacles may need to be overcome to be successful?**

Getting UConn to take ownership of the complex housing situation

**What positive factors are in place to help make this action item successful?**

Desire of Legislature for UConn to achieve top-20 status, Storrs Downtown as model of cooperation to create a real University Town

**What individuals might you need/want to include?**

Town Council, Town Manager, UConn Administration (including Residential Life), Board of Trustees, Graduate School, individual Deans of Schools with active graduate and post doctorate programs, Committee on Community Quality of Life

**Who else may be working on this or is interested in its success?**

UConn students, residents of Mansfield, University Senate

**What department or agency should take the lead responsibility to make this happen?**

UConn, Town/University Relations Committee

**How will we know if we are successful?**

When UConn students, post-doctorates can find affordable housing on-campus, when faculty and staff are able to afford housing in Mansfield, when the percentage of graduate students residing in Holinko Estates decreases

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Investigate how other Tier 1 public research universities house graduate students and staff to find more ideas	2008
2. Encourage UConn to provide competitively-priced on-campus housing for every undergraduate for four years	2009
3. Provide enough on-campus and near campus housing for graduate students and staff (would help to free apartments in Holinko Estates); also reinstate graduate families, couples on campus	2010
4. Provide incentives for faculty and staff to buy houses in Mansfield (as done by many other research universities to attract 1st rate faculty and staff)	2010

## **ACTION PLAN VISION POINT: HOUSING**

**Action Item:** Promoting neighborhood cohesion/preventing blight problems/reduction in property maintenance problems

**What constraints or obstacles may need to be overcome to be successful?**

Town funding for code enforcement, politics (not all neighborhoods are affected, many neighborhoods have different objectives), landlords that have not taken responsibility

**What positive factors are in place to help make this action item successful?**

Having registry zone and housing code, some apartment complexes already have behavior/expectations

**What individuals might you need/want to include?**

Director of Building and Housing Inspection, Town Council, Town Manager and staff

**Who else may be working on this or is interested in its success?**

Rental neighborhoods, UConn, surrounding towns, Committee on Community Quality of Life

**What department or agency should take the lead responsibility to make this happen?**

Town Council, Town Manager

**How will we know if we are successful?**

Decrease in loud parties and litter, increased sense of peace and cohesiveness in neighborhoods, stabilization of housing values in neighborhoods with many student rentals, reduction in property maintenance problems, better communication and coordination between police, staff and residents

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Establish working group of UConn, ECSU, Mansfield, Willimantic and surrounding towns	Fall 2008
2. Enact ordinances to require behavioral expectations in leases; fine landlords whose tenants violate ordinances (garbage, noise, etc.) and occupancy requirements	Fall 2008
3. Amend housing code ordinances to extend registry zone to entire town and redefine occupancy rules (categories) to three unrelated people	January 2009
4. Tax landlords who own two or more rental properties as businesses	January 2009
5. Provide incentives (tax breaks) to landlords who rent to families	January 2009
6. Establish common incidence log that documents all violations and enforcement actions regarding off-campus housing (particularly with respect to noise/nuisance problems)	Fall 2008
7. Increase active enforcement of noise ordinance (provide more training as needed)	Fall 2008
8. Continue and increase education of landlords and off-campus students, particularly with respect to expectations and ordinances	Ongoing
9. Encourage UConn to update and strictly enforce the student code of conduct, particularly with respect to off-campus activity	Fall 2008



## **ACTION PLAN VISION POINT: HOUSING**

**Action Item:** Encourage affordable, accessible housing

**What constraints or obstacles may need to be overcome to be successful?**

Finding ways to attract non-profits and developers, water and sewage availability

**What positive factors are in place to help make this action item successful?**

Mansfield Housing Authority, current zoning regulations (mixed income - low/medium combination), Federal statutes and case law (Mount Laurel Court Case), new funding programs (HOME Connecticut)

**What individuals might you need/want to include?**

Churches, Town Council, Housing Authority, Planning Office, PZC, Mansfield Downtown Partnership, WINCOG, DECD, Federal Department of Housing and Urban Development (HUD)

**Who else may be working on this or should be interested in its success?**

UConn may need housing for staff

**What department or agency should take the lead responsibility to make this happen?**

Town Council, Town Manager, PZC

**How will we know if we are successful?**

Affordable housing is constructed in Mansfield

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Use incentives (tax breaks) for firms building mixed income, cluster housing, housing for the elderly	2009
2. Build more public subsidized housing for families, such as Holinko Estates (continue effort to do this)	Ongoing
3. Build more affordable, accessible housing for the elderly and persons with disabilities	
4. Develop consortium of Northeast CT Towns to establish first time homeowners mortgage assistance program with HOME funds through HUD	TBD
5. Encourage use of current zoning of smart growth and cluster housing and revise as appropriate	Ongoing
6. Investigate participation in the HOME Connecticut program and other state and federal affordable housing programs	Fall 2008



# MANSFIELD 2020: A UNIFIED VISION

## Public Safety

Mansfield's public safety services—police, fire and emergency medical services (EMS)—have appropriate resources to serve the present and future needs of the community. The community emphasizes the protection of life and property, and the importance of regional partnerships, volunteering and community policing.

### Public Safety Action Items

- Ensure efficient and effective deployment of resources to meet community demands and needs
- Protect and enhance quality of life in neighborhoods and villages throughout Town
- Be prepared to effectively respond to natural and manmade disaster (disaster preparedness)



## **ACTION PLAN VISION POINT: PUBLIC SAFETY**

**Action Item:** Ensure efficient and effective deployment of resources to meet community demands and needs: Commission study during FY 2009/10 to review police service delivery system

**What constraints or obstacles may need to be overcome to be successful?**

Financial

**What positive factors are in place to help make this action item successful?**

Significant interest from community, management, policy makers and other stakeholders

**What individuals might you need/want to include?**

Town Council, Town Manager/Director of Public Safety, Assistant to Town Manager

**Who else may be working on this or is interested in its success?**

Mansfield Police, State Police, UConn Police, citizens and community at large

**What department or agency should take the lead responsibility to make this happen?**

Town Manager/Director of Public Safety

**How will we know if we are successful?**

When study and recommendations are completed and adopted by council

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Develop R. F. Q.	Fall/Winter 2008
2. Review responses, select service provider	Winter/Spring 2008/09
3. Council approval and funding for study	May/June 2009
4. Service provider prepares report and recommendations	Fall 2009
5. Town Council reviews recommendations and develops action plan	Winter/Spring 2010

## **ACTION PLAN VISION POINT: PUBLIC SAFETY**

Action Item: Ensure efficient and effective deployment of resources to meet community demands and needs: Evaluate Fire and EMS Capital Infrastructure and Response Profile

**What constraints or obstacles may need to be overcome to be successful?**

Financial

**What positive factors are in place to help make this action item successful?**

Successful service delivery to date; significant data available

**What individuals might you need/want to include?**

Fire Chief, Town Manager/Director of Public Safety, Director of Finance

**Who else may be working on this or is interested in its success?**

Town Council, Mansfield Fire Department, UConn Fire Department, area fire departments, Windham Hospital, citizens and other stakeholders

**What department or agency should take the lead responsibility to make this happen?**

Fire Chief, Town Manager/Director of Public Safety

**How will we know if we are successful?**

When objective is met

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Determine areas of study requiring external support	FY 2010/11
2. Conduct internal assessment of available data	FY 2010/11
3. Review results of data assessment to determine actions	FY 2010/11
4. Recruit external support where needed	FY 2010/11

## **ACTION PLAN VISION POINT: PUBLIC SAFETY**

**Action Item:** Protect and enhance quality of life in neighborhoods and villages throughout Town:  
Enhance Community Policing Model

**What constraints or obstacles may need to be overcome to be successful?**  
Limited resources

**What positive factors are in place to help make this action item successful?**  
High level of interest, many potential partners, success of community policing

**What individuals might you need/want to include?**  
Mansfield Police, State Police, UConn Police, ECSU Police, Mansfield Community Campus Partnership, various town and school staff

**Who else may be working on this or is interested in its success?**  
Same as above, and residents

**What department or agency should take the lead responsibility to make this happen?**  
Town Manager/Director of Public Safety, Mansfield Police, State Police

**How will we know if we are successful?**  
Demonstrated improvement in quality of life, crime statistics; decrease in complaints and criminal activity

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Train staff in community policing model	FY 2009/10
2. Obtain localized neighborhood support	FY 2009/10
3. Enhance partnership with UConn community policing unit and other town and University agencies	FY 2009/10
4. Implement pilot program in geographically diverse neighborhoods	FY 2009/10
5. Pursue grant funding for community policing activities (i.e. COPS grants)	FY 2009/10



## **ACTION PLAN VISION POINT: PUBLIC SAFETY**

**Action Item:** Protect and enhance quality of life in neighborhoods and villages throughout town:  
Focus on fire and life safety education

**What constraints or obstacles may need to be overcome to be successful?**  
Scheduling topics into school calendar, access to citizenry

**What positive factors are in place to help make this action item successful?**  
Trained staff; curriculum

**What individuals might you need/want to include?**  
School officials, Fire Chief, Fire Marshal, Senior Services

**Who else may be working on this or is interested in its success?**  
Schools, State Department of Public Safety, citizens, civic organizations

**What department or agency should take the lead responsibility to make this happen?**  
Mansfield Fire Department

**How will we know if we are successful?**  
Reduce and/or maintain positive Fire and Emergency Services experience

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Attract interested members of Fire Department	FY 2010/11
2. Identify groups that could benefit	FY 2010/11
3. Develop group-specific lesson plans	FY 2010/11
4. Schedule programs	FY 2010/11
5. Explore media options to provide fire and life safety education	FY 2010/11

## **ACTION PLAN VISION POINT: PUBLIC SAFETY**

**Action Item:** Be prepared to effectively respond to natural and manmade disasters (disaster preparedness): Facilitate inter-agency cooperation

**What constraints or obstacles may need to be overcome to be successful?**

Limited resources, interagency coordination

**What positive factors are in place to help make this action item successful?**

Significant level of interest, trained staff, Emergency Management Advisory Committee

**What individuals might you need/want to include?**

First Responders, area public safety, Fire and EMS Departments, Health District, Emergency Management, area health providers, citizens, Public Works, Department of Emergency Management and Homeland Security Region Four, UConn, school staff

**Who else may be working on this or is interested in its success?**

Same as above

**What department or agency should take the lead responsibility to make this happen?**

Emergency Management, Town Manager/Director of Public Safety

**How will we know if we are successful?**

Satisfy objective

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Establish formal working committee of agency heads including representation from the schools and Region Four	FY 2009/10
2. Identify incidents requiring agency cooperation	FY 2009/10
3. Determine operational plans and identify objectives	FY 2009/10
4. Conduct training and exercises	FY 2009/10
5. Evaluate existing systems and make necessary improvements	FY 2009/10
6. Develop plans for 2 <sup>nd</sup> tier of responders	FY 2009/10
7. Develop communications to citizens	FY 2009/10





## MANSFIELD 2020: A UNIFIED VISION

### Recreation, Health and Wellness

The Town of Mansfield has a variety of quality recreation facilities and programs that build a sense of community and citizen health and wellness. The community center is a key asset that promotes health, fitness and well being. Outdoor parks and facilities assist in this effort. These resources provide safe, affordable and accessible places to enhance the quality of life of people of all ages and socioeconomic levels.

#### Recreation, Health and Wellness (RHW) Action Items

- Educate public (employers, individuals, Town Council) about the benefits of recreation, health and wellness
- Conduct a needs assessment of RHW including facilities (indoor and outdoor), programs and the use of technology
- Ensure adequate financial support for recreation, health and wellness



## **ACTION PLAN VISION POINT: RECREATION, HEALTH AND WELLNESS**

**Action Item:** Educate public (employees, individuals, Town Council) about the benefits of recreation, health and wellness

**What constraints or obstacles may need to be overcome to be successful?**

**What positive factors are in place to help make this action item successful?**

Seasonal brochure, Parks and Recreation's website, Parks and Recreation Department presence at all region events

**What individuals might you need/want to include?**

Major employers, Chamber of Commerce

**Who else may be working on this or is interested in its success?**

Insurance companies, Windham Community Memorial Hospital, Eastern Connecticut Health Network (ECHN), colleges

**What department or agency should take the lead responsibility to make this happen?**

Parks and Recreation Department

**How will we know if we are successful?**

Increase in town usage for recreation, health, wellness activities, facilities

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Conduct series of recreational seminars. Use technology to make seminars more accessible (ie. video tape, online seminars, etc.)	TBD
2. Utilize current research by educating through current e-newsletters	TBD
3. Dedicate space in brochures to emphasize recreational, health and wellness benefits i.e., current research	TBD
4. Expand community events to encourage active participation	TBD
5. Create interactive website	TBD
6. Collaborate with town and regional agencies that share a common mission	TBD

## **ACTION PLAN VISION POINT: RECREATION, HEALTH AND WELLNESS**

**Action Item:** Conduct a needs assessment of Recreation, Health and Wellness including facilities (indoor and outdoor), programs and the use of technology

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Hire consultant to assist Town with study of region-wide RHW needs	TBD
2. Optimize use of technology to gain information and efficiencies of operation	TBD
3. Create a detailed survey online	TBD
4. Continue to evaluate current trends and integrate those trends into programs and services	TBD
5. Use a variety of research methods to connect with all demographics	TBD

## **ACTION PLAN VISION POINT: RECREATION, HEALTH AND WELLNESS**

**Action Item:** Ensure adequate financial support for recreation, health and wellness

**What positive factors are in place to help make this action item successful?**

Restructured department/Town budget to identify community activities and facility membership

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Create non-profit support organization to enhance revenues	TBD
2. Explore opportunities for state and federal funds to support programming	TBD
3. Broaden guidelines for financial assistance to allow for greater participation	TBD
4. Foster public and corporate partnerships	TBD
5. Educate the public as to the value of recreational, health and wellness	TBD



# MANSFIELD 2020: A UNIFIED VISION

## Regionalism

Mansfield is a leader in developing regional strategies for addressing common concerns such as public works and infrastructure, public health and safety, education, economic development, transportation, natural resources, housing, health and recreation. Shared resources and expertise and other cooperative efforts lead to economies of scale, preservation of resources, and improved quality of life.

### Regionalism Action Items:

- Encourage town government to work with colleges and universities to develop regional initiatives
- Investigate the value of a regional school system (pre K—12) by working with surrounding towns and their respective school districts
- Create a structure to support regional development efforts for economic development, water, transportation, and housing





## **Mansfield 2020: A Unified Vision Strategic Plan Action Plan: Regionalism**

### **BACKGROUND INFORMATION**

A recent comparison of regional forms of government in Rhode Island and Massachusetts revealed several similarities. First and foremost, both states share a similar bias toward home rule. That is, local control makes government more responsive and allows for more flexible and innovative approaches to local problems. A review of regional efforts in Connecticut revealed some of the same bias. Second, and despite the desire to maintain home rule, what is beginning to show through is an inclination to share municipal services on a regional basis, due in large part to current economic conditions and the accompanying desire to control costs through regional efforts. Connecticut seems more inclined to regionalize services than either of these two neighboring states. In fact, the Connecticut legislature has already adopted legislation and offered financial incentives for towns to regionalize certain services. WINCOG has received some of this funding to regionalize GIS services, Economic Development and sharing of trail maintenance equipment.

One of the pressing issues regarding regionalism is determining the most cost efficient manner of implementing a regional service strategy that produces the most tangible benefit to both individual towns and the region. Unfortunately, previous state efforts to regionalize services (health districts, tourism districts, homeland security, workforce boards, regional education service centers) have resulted in a confusing overlay of regional districts rather than a common regional structure encompassing all service strategies (see attached map for comparison purposes). Further, whenever discussions are held about regionalizing one or more specific services, the discussants all to often redo or reinvent regional strategies rather than build on existing structures, which, of course, results in the overlapping service regions depicted in the accompanying map.

Clearly, regionalism is not a new idea, and pursuing conversations about it may make government more efficient and cost effective. Nonetheless, there are issues to address if such conversations are to be held, and we should proceed with caution. More importantly, if these conversations are to be held, and we would argue that they should be, Mansfield should concentrate on what currently exists, review what is pending, and not create a whole new layer of government. Finally, Mansfield needs to decide what role it should play in these conversations. The following information is intended to narrow the scope of this discussion and identify key elements that Mansfield should concentrate on now and into the future.

### **Initiatives Underway**

As noted above, regionalization of services is not a new idea in Connecticut. Among the many efforts now underway are the following:

- Regional Performance Incentive Program by state legislature:
  - RPO's can apply for funds to create regional service sharing, economy of scale, etc.. WINCOG has received \$418,000 in funds to create regional Economic Development, GIS and Trail Sharing Equipment
- Responsible Growth Initiative by State
  - Office of Responsible Growth in OPM

- Legislative subcommittees: Smart Growth Working Groups
  - Regional Efficiency
  - Economic Development
  - Land Use
  - Tax Policy
- Currently CRCOG has a Regional Purchasing Plan
- Mansfield and Coventry have agreements to share public works equipment
- Regional Health District
- Two Regional School Systems in area. Region 11 and 19
- RESC in area (EASTCONN)
- Homeland Security Regional Grant Program
- Willimantic Water Works supplies water to Mansfield
- Windham Region Transit District
- Eastern CT Workforce Investment Board
- Regional Chamber of Commerce
- Thames Basin Partnership (regional water issues group)
- Willimantic River Alliance (Stafford, Willington, Mansfield, Coventry, Willimantic)

### ***New Directions***

The following are identified as key areas to concentrate on in regard to regionalism:

1. Encourage Town Government to work with Colleges and Universities to develop Regional Initiatives.
    - a. Invite UConn, ECSU and QVCC to a **forum** to discuss regionalism
- Comment: WINCOG has this as a deliverable in its RPIP Regional Economic Development Proposal. Since Water and Land Use and housing are connected, it might be possible to expand this forum.*
- b. Create MOU among all parties
    - c. Utilize technology to report on-going progress regarding regional initiatives
  2. Investigate the value of a regional school system (pre k-12) by working with surrounding towns and their respective school districts
    - a. Create Study Group to investigate feasibility

*Comment: What if the RESC played a bigger role in this effort? Could EASTCONN be the enabler and provider of full service education?*

*Comment: Mansfield is an appropriate opinion leader in the area of further development of a regional approach to education.*

3. Create a structure to support regional development efforts:
  - i. Economic Development
  - ii. Water
  - iii. Transportation
  - iv. Housing

*Comment: The creation of a new structure may not be what's needed. There are regional agencies already formed concerning water and transportation and new efforts are underway for*



*Economic Development. It may be that Mansfield (and WINCOG) plays a lead role in bringing these entities together. We need to remember that Mansfield's goals may differ from those of other towns.*

- b. Investigate possibility of regional water authority
- c. Work with WRTD, UConn and surrounding towns to expand transportation system

*Comment: A Transportation Consortium led by the Eastern Workforce Investment Board, and including all 3 COG's and 3 Transit Districts in Eastern CT meets bi-monthly with DOT. Oversees funding from DOT, Governor's Initiative, Etc. Comprises all 43 towns in Eastern CT*

- d. Invite towns to join with Town Housing Authority, 10 Year plan to end homelessness, Coalition to End Homelessness to develop goals/objectives

### **Recommendations**

It has become clear that Regionalism currently exists on two levels: 1) from a true regional perspective of the nine WINCOG towns and 2) the role of regionalism as it relates to the town of Mansfield. In addition, there are several overarching issues which have a direct impact on Mansfield and the region as a whole: education, water resources, economic development and tourism.

To address these issues and the idea that there are two levels of Regionalism, we recommend the following:

- 1) The Town of Mansfield commission a Task Force on Regionalism, and**
- 2) The town should also commission a "Position Paper" on regionalism and its implications for the tax base in Mansfield.**



# MANSFIELD 2020: A UNIFIED VISION

## Senior Services

Through public and private efforts, Mansfield provides a continuum of care services such as: housing, transportation and in-home care to create an optimal quality of life for an aging population.

### Senior Services Action Items:

- We now have a new centrally located Senior Center for the mature segments of our population
- A Board of Senior Citizens to oversee and coordinate senior affairs, ie. assisted living
- Human Services maintains, updates and distributes a listing of agencies that provide home care and health services to seniors who choose to remain in their homes
- Mansfield has a town-wide coordinated transportation system which benefits all levels of our population
- Study the implications of tax relief for residents who are 70 years and older
- Encourage area businesses to provide part or full-time employment opportunities for seniors
- Explore possibility of hosting senior summer Olympics in conjunction with UConn



## **ACTION PLAN VISION POINT: SENIOR SERVICES**

**Action Item:** Create a new centrally-located Senior Center for the mature segments of our population

**What constraints or obstacles may need to be overcome to be successful?**

Funding, location, citizen support, future of the economy

**What positive factors are in place to help make this action item successful?**

Recognition of need by Mansfield government, Council on Aging (COA) strongly supporting issue, citizen support

**What individuals might need/want to be included?**

Planning/Zoning regulations, developers, builders/architects, UConn support/assistance

**Who else may be working on this or is interested in its success?**

COA and Mansfield Senior Center Association, Town Council, Center for Learning In Retirement (CLIR)

**What department or agency should take the lead responsibility to make this happen?**

Town Council

**How will we know if we are successful?**

Ground breaking ceremony, building complete, increase senior involvement, "happier" seniors

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Perform needs assessment and benchmarking (alternative funding options [preliminary planning])	January 2008
2. Convince Town Council to approve new senior center building, property and bonding	November 2010
3. Break ground and begin construction	March 2011
4. Grand opening	September 2013

## **ACTION PLAN VISION POINT: SENIOR SERVICES**

**Action Item:** A Board of Senior Citizens to oversee and coordinate senior affairs i.e., Assisted Living

**What constraints or obstacles may need to be overcome to be successful?**  
Complaints about additional level of bureaucracy, lack of general public concern

**What positive factors are in place to help make this action item successful?**  
Senior Center Association Membership (extensive)

**What individuals or agencies might you need/want to include?**  
Director of Human Services, President of Senior Center Association

**Who else may be working on this or is interested in its success?**  
COA, University Representative, CLIR, Representative

**What department or agency should take the lead responsibility to make this happen?**  
Town Manager

**How will we know if we are successful?**  
First meeting of the Board

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Consideration by the COA and develop plan	June 2008
2. Plan presented to the Town Council	Fall 2008
3. If approved, submit request for member appointment	January 2009

## **ACTION PLAN VISION POINT: SENIOR SERVICES**

**Action Item:** Human Services maintains, updates and distributes a listing of agencies that provide home care and health services to seniors who choose to remain in their homes

**What constraints or obstacles may need to be overcome to be successful?**  
Keeping list updated, distribution (capacity)

**What positive factors are in place to help make this action item successful?**  
Informally taking place (room to grow)

**What individuals might you need/want to include?**  
Sub-committee of COA

**Who else may be working on this or is interested in its success?**  
Human Services, Town Manager's Office

**What department or agency should take the lead responsibility to make this happen?**  
Human Services Department

**How will we know if we are successful?**  
Availability of list, timely update of list, positive response from seniors

<b>Action Step</b>	<b>Desired Target Date</b>
1. Formalize current/existing process of maintaining, updating and distributing list	October 2008



## **ACTION PLAN VISION POINT: SENIOR SERVICES**

**Action Item:** Mansfield has a town-wide coordinated transportation system which benefits all levels of our population

**What constraints or obstacles may need to be overcome to be successful?**

Mountable vehicles, insufficient vehicles traveling smaller roads

**What positive factors are in place to help make this action item successful?**

Partial bus route that needs to be extended to entire community

**What individuals might you need/want to include?**

WRTD, Town Manager's Office, Human Services, UConn Transportation System

**Who else may be working on this or is interested in its success?**

Chambers of Commerce, Recreation Services, Parent Teacher Associations (PTA's)

**What department or agency should take the lead responsibility to make this happen?**

Public Works and Town Manager (joint responsibility)

**How will we know if we are successful?**

Adequate bus routes, adequate transportation for entire community

<b>Action Step</b>	<b>Desired Target Date</b>
1. Refer issue to Public Works/COA/Town Manager's Office/UConn for further discussion	May 2008

## **ACTION PLAN VISION POINT: SENIOR SERVICES**

**Action Item:** Study implications of tax relief for residents who are 70 years and older

**What constraints or obstacles may need to be overcome to be successful?**

Slight reduction in the grand list

**What positive factors are in place to help make this action item successful?**

Financial relief for elderly on fixed income

**What individuals might you need/want to include?**

Senior Citizens, Tax Assessor, Town Manager

**Who else may be working on this or is interested in its success?**

Director of Finance Department

**What department or agency should take the lead responsibility to make this happen?**

Finance Department

**How will we know if we are successful?**

Study recommendations implemented

Action Step	Desired Target Date
1. Tax Assessor and Finance Department Director compile all relevant information to perform study	June 2008



## **ACTION PLAN VISION POINT: SENIOR SERVICES**

**Action Item:** Encourage area businesses to provide part or full-time employment opportunities for seniors

**What constraints or obstacles may need to be overcome to be successful?**

No advocate to have personal contact with businesses and encourage them to hire seniors

**What positive factors are in place to help make this action item successful?**

Downtown Partnership

**What individuals might you need/want to include?**

Store Managers/business owners, Human Services Department

**Who else may be working on this or is interested in its success?**

COA, Town of Mansfield, MBOE, UConn, Early Childhood

**What department or agency should take the lead responsibility to make this happen?**

Human Services Department, Create office of employment services

**How will we know if we are successful?**

Seniors who want them, have part or full-time jobs in Mansfield

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Create office of employment within Human Services Department ("Senior Works")	January 2009
2. Begin coordination between interested seniors and employers	June 2009

## **ACTION PLAN VISION POINT: SENIOR SERVICES**

**Action Item:** Explore possibility of hosting senior summer Olympics in conjunction with UConn

**What constraints or obstacles may need to be overcome to be successful?**

No interest by Olympic committee

**What positive factors are in place to help make this action item successful?**

Bringing community together, positive impact on community

**What individuals might you need/want to include?**

Senior Olympics, Parks and Recreation Department, UConn

**Who else may be working on this or is interested in its success?**

Senior Center, Parks and Recreation Department

**What department or agency should take the lead responsibility to make this happen?**

Feasibility study - Adrienne Marks - Report to COA

**How will we know if we are successful?**

Coordination efforts will proceed between UConn and Town of Mansfield

<b>Action Step</b>	<b>Desired Target Date</b>
1. A. Marks report to COA regarding initial contact with Olympic committee	March 2008



# MANSFIELD 2020: A UNIFIED VISION

## Sustainability and Planning

Mansfield is a town that adequately plans for future facility, infrastructure and community needs by working closely with government, institutional and regional partners to meet long-term needs.

### Sustainability and Planning Action Items:

- Incorporate principles of sustainability into Mansfield's identity by creating and implementing policies, practices and programs
- Create and implement policies and programs for economic development that are consistent with Mansfield's Plan of Conservation and Development and environmental sustainability policy
- Review, refine and revise land use policies and regulations to reflect environmental, sustainability and economic development policies
- Establish and implement a comprehensive policy for sustainable water and sewer services that address Mansfield's short term and long term needs
- Create/implement sustainable transportation systems
- Promote public participation and efficiency in town government and the public education of town residents



## **ACTION PLAN VISION POINT: SUSTAINABILITY AND PLANNING**

**Action Item:** Incorporate Principles of Sustainability into Mansfield's Identity by Creating and Implementing Policies, Practices and Programs

**What constraints or obstacles may need to be overcome to be successful?**

Incomplete understanding, political and societal will to change, budget priorities, State regulations, cost, staff time, existing regulations, need to integrate into Town, economic philosophy.

**What positive factors are in place to help make this action item successful?**

Committed Town Manager, community support, Storrs Center model, current existing programs and initiatives, Plan for Conservation and Development, supportive State regulations and legislators.

**What individuals might you need/want to include?**

Town Council, Planning and Zoning Commission (PZC), Region 19, Mansfield Board (MBOE) of Education, Mansfield Town staff, Clean Energy Team and other Mansfield committees, Mansfield Housing Authority, Discovery Depot, UConn staff and administrators, WinCOG, Bergin Correctional Facility, ad hoc committee on climate change, Eastern Connecticut State University (ECSU), Quinnebaug Valley Community College (QVCC), environmental groups, social justice organizations, faith community, parent groups, Community Center members, Storrs Center members, League of Women Voters, Mansfield Chamber of Commerce, Mansfield Rehabilitation Center, condominium associations, ING and other apartment owners, Eastbrook Mall, Nathan Hale Inn and other businesses.

**Who else may be working on this or is interested in its success?**

Town Council, Planning and Zoning Commission, Region 19, Mansfield Board of Education, Mansfield Town staff, Clean Energy Team and other Mansfield committees, Mansfield Housing Authority, Discovery Depot, UConn staff and administrators, WinCOG, Bergin Correctional Facility, ad hoc committee on climate change, Eastern Connecticut State University, Quinnebaug Community College, environmental groups, social justice organizations, faith community, parent groups, Community Center members, Storrs Center members, League of Women Voters, Mansfield Chamber of Commerce, Mansfield Rehabilitation Center, condominium associations, ING and other apartment owners, Eastbrook Mall, Nathan Hale Inn and other businesses.

**What department or agency should take the lead responsibility to make this happen?**

Town Council, Town Manager, Region 19 Board and Superintendent, Mansfield Board of Education and Superintendent

**How will we know if we are successful?**

Adopted policy; achieve goals of policy; noted progress measured against environmental sustainability indices.



Action Steps	Desired Target Date
1. Create Commission on a Sustainable Mansfield including the charge, authority and membership composition. (Town Council) a. Appoint Commission members (Town Council) b. Consolidate or restructure existing committees with sustainability interests and define respective relationships (Town Council)	10/08
2. Research best practices and current status of policies, regulations, etc.; a. Establish baseline environmental scan for government and community. b. Select sustainability indices for measuring progress. c. Establish targets	05/09
3. Draft policy and goals for review and approval by Town Council	09/09
4. Draft action steps, including but not limited to those identified in Vision 2020: a. Promote the use of clean energy, alternative energy, water conservation and waste reduction b. Offer convenient education programs to all demographic groups that contribute to individual life style choices that reduce individual and household consumption of water, energy and waste c. Research tax or other incentives/assistance for businesses, farmers and residents to promote the use alternative energy, water conservation and water resource protection d. Implement modifications of building codes using LEED and other sustainable standards that result in energy conservation and water resource protection and water conservation e. Plan for regular events, such as Earth Day, that celebrate achievements, acknowledge Town and school staff, students, volunteers, businesses and farmers who have promoted the Vision 2020 Mansfield goals and also incorporate these ideas into other Mansfield events f. Encourage use of alternative energy at all income levels, such as enrolling all eligible households in CL and P Wrap program g. Promote locally produced foods, such as Storrs Farmer's Market, schools, Mansfield Rehabilitation Center, Bergin Correctional Institution, UConn h. Promote organic local agriculture and assist in developing sale outlets, such as Mansfield schools, Farmer's Market, Mansfield Rehabilitation Center, Senior Center, Bergin Correctional Facility, and UConn i. Encourage schools to incorporate climate change and principles of sustainability into curriculum j. Partner with the University of Connecticut on programs and education, but also insist that UConn develop a sustainable campus and reduces their CO2 k. Budget for education, training and workshops for town and education staff, policy makers, and volunteers l. Provide support so that all Mansfield events are "zero waste" m. Institute immediate simple measures to reduce energy and water consumption, such as turning down thermostats in the winter and up in the summer in town buildings, turning off computers, replacing bathroom utilities n. Start a Mansfield energy challenge between Town departments, Region 19 and Mansfield Board of Education o. Email monthly from Town Manager and Superintendents to employees about ways to apply sustainability p. Add sustainability as standing agenda item for all Boards, Commissions, and Committees q. Analyze payback to taxpayers	12/09
5. Budget for costs associated with sustainability projects and staff time	02/10

Action Steps	Desired Target Date
6. Involve citizens, educational institutions, businesses, and regional planning and political groups in conversations about sustainability initiatives	Ongoing



## **ACTION PLAN VISION POINT: SUSTAINABILITY AND PLANNING**

**Action Item:** Economic Development: Create and implement policies and programs for economic development that are consistent with Mansfield's Plan of Conservation and Development and environmental sustainability policy.

### **What constraints or obstacles may need to be overcome to be successful?**

1. Lack of structure that promotes private and public sector cooperation and the coordination of a comprehensive economic policy and program
2. Limitations of available water resources and infrastructure
3. Dependence on UConn for water and sewer in Storrs and Four-Corners areas
4. Budgetary constraints, particularly with respect to potential infrastructure improvements and increasing staff resources
5. Conflicting visions regarding the intensity and nature of future growth in Mansfield

### **What positive factors are in place to help make this action item successful?**

1. Plan of conservation and development
2. Professional and engaged administrative staff
3. Committed Town Council, Planning and Zoning Commission, Conservation Commission and advisory committees
4. Water and sewer studies completed or in progress including options for sewerage the Four Corners area
5. Approvals for Storrs Center Development have incorporated many environmental sustainability components. Storrs Center Sustainability Guidelines have been prepared and will soon be adopted by the Mansfield Downtown Partnership
6. Increasing cooperation between UConn and the town
7. Regional participation (WINCOG) in economic development
8. Active regional Chamber of Commerce and Mansfield Business and Professional Association
9. Mansfield Downtown Partnership

### **What individuals might you need/want to include?**

1. Town and Downtown Partnership administrative staff
2. Residents and businesses in advisory roles
3. State and federal legislators; State Department of Community and Economic Development (DECD)
4. WINCOG; Greater Windham and Tolland Chambers of Commerce; Northeast Connecticut Economic Partnership; Metro Hartford Alliance
5. UConn administrative staff and particular schools and departments including the School of Business Administration and Department of Economics, ECSU, Quinebaug Valley Community College
6. Town of Windham, including Willimantic Water Works

### **Who else may be working on this or is interested in its success?**

Town Council, Planning and Zoning Commission, Town Planning, Public Works and Human Services Departments, WINCOG (funding was recently secured for a regional economic development coordinator), Windham area Chamber of Commerce and Mansfield Business and Professional Association; Tolland County Chamber of Commerce, Northeast Connecticut Economic Partnership, Northeast Economic Alliance, Metro Hartford Alliance, UConn, ECSU, Quinebaug Valley Community College, Mansfield Downtown Partnership, Conservation Commission, Agriculture Committee

**What department or agency should take the lead responsibility to make this happen?**

Town Council, Planning and Zoning Commission, Town Manager, Planning and Public Works Departments, new town committee(s)

**How will we know if we are successful?**

1. Formulation and implementation of specific economic development policies and programs
2. Increase the grand list and employment levels with economic development that is compatible with and promotes economic sustainability principals
3. Implementation and completion of specific sewer and water projects to support sustainable economic development policies and plans
4. Initiation of Storrs Center building and completion of project in phases
5. Economically viable/sustainable mixed business growth in Mansfield including new mixed-use development in the Four Corners and King's Hill areas and on the Depot Campus
6. Initiation of UConn North Campus research and development projects and new incubator projects

ACTION STEPS	Desired Target Date
<ol style="list-style-type: none"> <li>1. Establish organizational structure to focus on and coordinate comprehensive economic development issues in Mansfield based on economic, environmental and quality of life sustainability guidelines               <ol style="list-style-type: none"> <li>a. Establish a standing Town Council Economic and Community Development Committee</li> <li>b. Establish and appoint an Economic Advisory Committee</li> </ol> </li> </ol>	08/08
<ol style="list-style-type: none"> <li>2. Work with Public Works and Planning Departments, UConn and Willimantic Water Works to provide water and sewer and transportation resources and infrastructure to enable sustainable economic development in Mansfield.</li> </ol>	Ongoing
<ol style="list-style-type: none"> <li>3. Continue to seek and promote regional economic development programs and projects with public agencies (ie.WINCOG, State Department of Economic and Community Development), local and regional business organizations, and UConn.</li> </ol>	Ongoing
<ol style="list-style-type: none"> <li>4. Continue to work with the Downtown Partnership and private developers to implement Storrs Center project</li> </ol>	Ongoing
<ol style="list-style-type: none"> <li>5. Review/determine ability to fund an economic development coordinator or combined economic development and sustainability coordinator for the town (staff or consultant)</li> </ol>	02/09
<ol style="list-style-type: none"> <li>6. Continue to review and refine zoning and land use regulations to promote sustainable and economically viable mixed use development particularly in the Four Corners and King Hill areas (coordinate with Planning and Zoning, Town planning department, and Mansfield Downtown Partnership)</li> </ol>	Ongoing
<ol style="list-style-type: none"> <li>7. Continue discussions, planning and implementation of projects with UConn including:               <ol style="list-style-type: none"> <li>a. UConn North Campus and public/private research and development partnerships</li> <li>b. Depot Campus as a mixed use center</li> <li>c. Partnering with UConn to create incubator programs to start new businesses</li> </ol> </li> </ol>	Ongoing
<ol style="list-style-type: none"> <li>8. Promote and participate in communicating with the public concerning job and business opportunities in Mansfield</li> </ol>	TBD
<ol style="list-style-type: none"> <li>9. Promote home businesses while maintaining neighborhood character</li> </ol>	TBD
<ol style="list-style-type: none"> <li>10. Promote sustainable agricultural opportunities and marketing for local products (i.e. Farmer's Market, greenhouses, etc.)</li> </ol>	TBD
<ol style="list-style-type: none"> <li>11. Work with Human Services Department in development and promotion of Assisted</li> </ol>	Ongoing

Living Facility	
12. Explore options (local and state) for incentives and tax relief for existing or new businesses that promote sustainability principals and increase resource conservation.	TBD
13. Explore cooperative programs with Eastern Connecticut State University to promote economic development	TBD

## **ACTION PLAN VISION POINT: SUSTAINABILITY AND PLANNING**

**Action Item:** (Land Use POL/REG) Review, refine and revise land use policies and regulations to reflect environmental, sustainability and economic development policies.

**What constraints or obstacles may need to be overcome to be successful?**

State statutes, complexity of zoning/lack of general knowledge, potential legal challenges

**What positive factors are in place to help make this action item successful?**

Recently updated Plan of Conservation and Development, community support and interest

**What individuals might you need/want to include?**

Planning and Zoning Commission/Inland Wetland Agency, smart growth groups active in CT, UConn Cooperative Extension Service and Green Valley Institute, Economic Development Committee, Environmental Sustainability Committee, Conservation Commission, WINCOG, UConn Administration, interested citizens

**Who else may be working on this or is interested in its success?**

1,000 Friends of CT, outside organizations which lobby for "green" regulations, Connecticut Chapter of the American Planning Association

**What department or agency should take the lead responsibility to make this happen?**

Sustainability Committee, Sustainability Coordinator, Planning Department, Planning and Zoning Commission

**How will we know if we are successful?**

Adoption of refined zoning map and land use regulations, character and location of planned and approved developments, taxpayer support of land use policies and regulations, stable tax base, complementary infrastructure (water, sewer, stormwater, roads, walkways, bikeways, public transit, etc.), Changes in sustainability indices over time

<b>ACTION STEPS</b>	<b>Desired Target Date</b>
<ol style="list-style-type: none"> <li>1. Implement environmental stability and economic development goals, policies and best practices into Town land use regulations and taxation policies. In particular: <ol style="list-style-type: none"> <li>a. Develop a statement of principle on sustainability and metrics for assessing progress towards the goals embedded in these principles</li> <li>b. Evaluate existing regulations to assess the extent to which they facilitate sustainable outcomes and identify those regulations and policies that are top priority for reform</li> <li>c. Refine regulations, procedures and tax structure to facilitate higher density mixed use development in areas with supportive public infrastructure and lower density development in other areas</li> <li>d. Refine stormwater management requirements to reduce impervious surfaces, to promote ground water infiltration and reduce runoff and to improve runoff quality</li> <li>e. Establish special design district regulations for all high density mixed use areas (similar to Storrs Center Downtown Project)</li> <li>f. Refine regulations, procedures and tax structure to facilitate cluster development in areas without supportive public infrastructure</li> <li>g. Refine/strengthen requirements for developer financed pedestrian/bicycle facilities and public transit amenities</li> <li>h. Encourage/require (as legally possible) compliance with LEED and LEED ND (Leadership in Energy and Environmental Design Neighborhood Development)</li> </ol> </li> </ol>	



ACTION STEPS	Desired Target Date
<p>certification standards</p> <ul style="list-style-type: none"> <li>i. Research, develop and adopt regulations, procedures and tax structure for parking that promote non-motorized modes of transportation and more efficient use of land</li> <li>j. Refine parking requirements to reflect shared use principles and to reduce impervious surfaces</li> <li>k. Refine regulatory provisions to promote public notice and participation in land use applications.</li> </ul>	
2. Review existing Plan of Conservation and Development with respect to environmental sustainability and economic development goals and policies and initiate revisions as necessary	Ongoing
3. Partner with UConn to develop the Depot Campus as a mixed use center and to refine land use plans and sustainability practices for other UConn properties	Ongoing
4. Conduct a citizen workshop to educate community on environmental sustainability and economic development goals and policies and potential land use revisions	Ongoing
5. Identify and utilize existing groups working on smart growth, environmental sustainability and related issues (i.e., 1,000 Friends, Green Valley Institute)	Ongoing
6. Lobby the Legislature to revise state statutes to enable and promote implementation of environmental sustainability principles (support existing lobbying efforts)	Ongoing
7. Continue to work with the Downtown Partnership and private developers to implement the Storrs Center Downtown Project and complimentary development in the Four Corners and King Hill Road areas of Town	Ongoing

## **ACTION PLAN VISION POINT: SUSTAINABILITY AND PLANNING**

**Action Item:** (Sewer/Water) Establish and implement a comprehensive policy for sustainable water and sewer services that address Mansfield's short term and long term needs

### **What constraints or obstacles may need to be overcome to be successful?**

1. Dependence on sewer and water systems owned and managed by UConn, Windham Water Works and Town of Windham
2. Budgetary constraints, particularly with respect to potential infrastructure improvements and increasing staff resources
3. Current dependence on Fenton and Willimantic River wellfields as water resources for the Storrs service areas
4. Statutory and regulatory limitations regarding the regulation of UConn's water supply system

### **What positive factors are in place to help make this action item successful?**

1. Professional and engaged administrative staff
2. Water and sewer studies completed (2007 UConn Master Plan, Mansfield Water Study, Four-Corners Sewer Study, Fenton River Wellfield Study, updated UConn Water Conservation and Drought Response plans)
3. UConn Willimantic River study in progress
4. Increasing cooperation between UConn and the town
5. UConn water system now is professionally managed

### **What individuals might you need/want to include?**

Town administrative staff, Town Manager, Public Works and Planning Departments, State Department of Environmental Protection, State Department of Public Health, State and Federal legislators, owners of land parcels that may benefit from sewer and/or water services, local, regional and state planning organizations, local and regional business organizations Willimantic River Alliance, Naubesatuck Watershed Council

### **Who else may be working on this or is interested in its success?**

Town Council, administrative staff, UConn, Town of Windham, Council Economic and Community Development Committee/ Citizen Economic Development Advisory Committee (if created), Planning and Zoning Commission, Mansfield Downtown Partnership, WINCOG, Greater Windham Chamber of Commerce, Mansfield Business and Professional Association, Northeast Connecticut Economic Partnership, Metro Hartford Alliance, State and federal legislators, DECD

### **What department or agency should take the lead responsibility to make this happen?**

Town Council, Town Manager, Department of Public Works

### **How will we know if we are successful?**

1. Completion and implementation of a sustainable water and sewer resource plan for Mansfield
2. Completion of Willimantic River wellfield and wastewater reuse studies
3. Initiation of new development/redevelopment that promotes environmental sustainability principles and is consistent with Mansfield's Plan of Conservation and Development (locational examples: Storrs Center, Four Corners)



ACTION STEPS	Desired Target Date
1. Establish water conservation goals	12/08
2. Promote water conservation through public education	Ongoing
3. Develop specific municipal programs to promote water conservation	07/09
4. Promote alterations to conventional water and sewer systems and appliances including community water and wastewater systems, low flow and composting toilets, low flow washing machines, and use of grey water for irrigation	07/09
5. Partner with UConn to update comprehensive water and sewer master plans and to increase water conservation	Ongoing
6. Partner with all interested parties to consider potential ownership alternatives for the Storrs area water and wastewater systems	07/09
7. Complete new low-flow study of the Willimantic River and wellfield and implement recommendations	07/09
8. Evaluate the need for and potential for additional sources of potable water for the Storrs service areas	07/09
9. Complete wastewater reuse study and implement recommendations	07/09
10. Complete implementation analysis of recently completed sewer feasibility study for the Four Corners commercial area	08/08
11. Consider funding options for infrastructure improvements including referendum and user based fees	08/08
12. Promote clean groundwater recharge through regulatory requirements that meet or exceed storm water best management practices	Ongoing
13. Review current regulations and implement new regulations when needed to protect existing and/or potential sources of potable water, to implement best management practices for wastewater management, recycling and septic system construction and monitoring, and to encourage home-based best management practices for conservation and safety of water and sewer resources	12/08
14. Partner with Town of Windham for needed expansions and improvements of sewer and water systems and water conservation in the southern areas of town	Ongoing
15. Lobby for changes in State and Federal water and sewer grant programs	Ongoing

## ACTION PLAN VISION POINT: SUSTAINABILITY AND PLANNING

**Action Item:** Create/implement sustainable transportation systems

**What constraints or obstacles may need to be overcome to be successful?**

Lack of legislative power, funding, lack of vision among players, dependence on cars, policies that promote sprawl.

**What positive factors are in place to help make this action item successful?**

Windam Regional Transit District (WRTD) bus system, new Department of Transportation (DOT) administration, higher gas prices, educated residents, some rail in area

**What individuals might you need/want to include?**

WRTD, UConn, WINCOG, Transportation Advisory Committee (TAC), Traffic Authority, DOT

**Who else may be working on this or is interested in its success?**

UConn Transportation, ECSU, Center for Transportation and Urban Planning at UConn

**What department or agency should take the lead responsibility to make this happen?**

Sustainability Committee/Town Staff, WINCOG, WRTD, DOT, TAC Representatives

**How will we know if we are successful?**

Fewer cars, more transportation choices, integrated systems, changes in sustainability indices

ACTION STEPS	Desired Target Date
1. Evaluate existing regional and local transportation systems, issues, and needs to determine which facilitate sustainable transportation and are the highest priority for implementing	12/08
2. Align and prioritize policies/programs of transportation providers in the region around a sustainable transportation system, including but not limited to: <ul style="list-style-type: none"> <li>a. Construct a coherent walking and biking network; promote walking and biking, including walking to school</li> <li>b. Promote/facilitate transportation alternatives such as ride sharing, car sharing, bike sharing, flexible bus routes, shuttles, etc.</li> <li>c. Coordinate incentives for biking to work</li> <li>d. Coordinate bus services to enable commuting to Hartford</li> <li>e. Coordinate bus and rail options to Springfield and New London</li> <li>f. Replace area busses with less polluting ones</li> <li>g. Rework bus stops as necessary to access important places/desired destinations</li> <li>h. Coordinate with UConn transit options and parking fees</li> <li>i. Plan for/establish more, centrally located park and ride (commuter) lots</li> <li>j. Plan for transportation hubs – including Storrs Center</li> <li>k. Identify non driving populations and needed transportation services</li> <li>l. Consider incentives or tax breaks for homeowners without cars</li> <li>m. Lobby for new state policies and transportation funding sources (sales tax, fees, etc.)</li> </ul>	07/09

## **ACTION PLAN VISION POINT: SUSTAINABILITY AND PLANNING**

**Action Item:** Promote public participation and efficiency in town government and the public education of town residents.

**What constraints or obstacles may need to be overcome to be successful?**

Lack of media outlet that reaches all residents, limited resident participation, lack of town fiscal resources

**What positive factors are in place to help make this action item successful?**

1. A citizen's Communication Advisory Committee has been established to monitor existing communication programs and policies and to recommend changes and best practices that will promote public participation and education.
2. Enhanced technology modalities are available for the town and schools to facilitate dissemination of information from the town and schools and to receive input from residents
3. There are public access Cable TV channels

**What individuals might you need/want to include?**

Communications Advisory Committee, Town/school Information Technology Staff, Town administrative staff, Town Manager, Town Clerk, Department Heads, all residents of Mansfield

**Who else may be working on this or is interested in its success?**

Town Council, administrative staff, Communications Advisory Committee, Town Commissions and Advisory Committees, residents and organizations

**What department or agency should take the lead responsibility to make this happen?**

Town Council, Town Manager

**How will we know if we are successful?**

Increase in public participation at meetings, more volunteers for committees, commissions and elected positions, favorable evaluation of existing programs (Communications Advisory Committee/ Staff), department performance evaluations, documentation of better informed residents through surveys and citizen participation in meetings

<b>ACTION STEPS</b>	<b>Desired Target Date</b>
1. Coordinate, facilitate and enhance the use of local media (web, cable, print, meetings) to announce and inform residents of upcoming town events	Ongoing
2. Encourage use of and enhance the town web site	Ongoing
3. Coordinate with town-wide Community Center mailings to include additional information unrelated to the Community Center	10/08
4. Video tape Town Council meetings for access on the town web site and cable	09/09
5. Evaluation of communication policies and programs for best practices by Communication Advisory Committee/Staff	Ongoing
6. Establish and/or enhance policies and procedures to maximize dissemination of information and resident feedback and notification of residents interested in committees, commissions or events	Ongoing
7. Promote community volunteerism at all community events and meetings	Ongoing
8. Establish and/or enhance policies and programs to recognize efforts of students in Mansfield schools and Region 19, of members of the Mansfield community and of employees or volunteers in town government	Ongoing
9. Offer workshops focusing on sustainability for members of the town government and citizen leaders	10/09
<b>Promoting efficient government</b>	
1. Establish a policy for performance measures and support and monitor pilot performance measure programs and expand when possible	10/08
2. Implement and/or expand program budgeting to increase efficiency in town government and to promote better understanding of the budget by town residents	Ongoing
3. Continue to research and implement best practices in all areas of town government	Ongoing
4. Continue to conduct and monitor performance appraisals	Ongoing
5. Continue to maintain and expand, when applicable, partnerships with UConn, Mansfield schools and other regional and private entities to augment efficiencies of town services	Ongoing
6. Continue to support and enhance the Information Technology Department in cooperation with Region 19, MBOE, UConn and private enterprises to maximize efficiencies	Ongoing





# MANSFIELD 2020: A UNIFIED VISION

## University/Town Relations

Mansfield, home to the University of Connecticut main campus has built an enviable college-town community. Mansfield has established and maintained a good relationship with UConn through many cooperative ventures and partnerships including sustainable environmental and economic partnerships.

### University /Town Relations Action Items

- Student relations
- Encourage students to participate in greater community
- Strengthen existing town/university partnerships
- Create and support opportunities for diversity in town
- Strengthen interaction between university and local agriculture/businesses



## **ACTION PLAN VISION POINT: UNIVERSITY/TOWN RELATIONS**

**Action Item:** Improve Relations Between Students and Town Residents

**What constraints or obstacles may need to be overcome to be successful?**

UConn students don't realize they live in/are part of town; town people are unwilling to accept student lifestyle

**What positive factors are in place to help make this action item successful?**

Mansfield Campus Community Partnership (MCCP), Off Campus Services Office

**What individuals might you need/want to include?**

Student leaders, town leaders, UConn Student Affairs, residents in neighborhoods where students live, town staff

**Who else may be working on this or is interested in its success?**

Groups who plan community activities i.e., Festival on the Green, and fireworks, Downtown Partnership

**What department or agency should take the lead responsibility to make this happen?**

Town/Gown, MCCP, Off Campus Services, Police

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Promote awareness to residents in community of Off-Campus Services Office	Immediately
2. Examine policing structure; ensure collaborative, unified approach between Town and UConn and State toward enforcement	
3. Continue collaboration of planning and resources over spring weekend	Spring 2008
4. UConn explain town component to freshmen/new student orientation	May 2009 and beyond



## **ACTION PLAN VISION POINT: UNIVERSITY/TOWN RELATIONS**

**Action Item:** Encourage Students to Participate in Greater Community

**What constraints or obstacles may need to be overcome to be successful?**

Process not in place - no consolidation

**What positive factors are in place to help make this action item successful?**

UConn student affairs programs, growing student interest in participating, Mansfield has existing and available opportunities

**What individuals might you need/want to include?**

VP Student Services, Undergraduate Student Government, Student Union Board of Governors (SUBOG), Greeks, Alcohol and Substance Abuse Office, Curt Vincente, MBOE, Kevin Grunwald, Human Services, Region 19 Board, Off-Campus Services Office

**Who else may be working on this or is interested in its success?**

Town and school officials, UConn, UConn Dean of Students, UConn Office of Community Enhancement

**What department or agency should take the lead responsibility to make this happen?**

UConn Office of Community Enhancement, volunteers, Mansfield Community Campus Partnership, local agencies

**How will we know if we are successful?**

Increase number of students participating in community activities

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Create new opportunities in town for student participation	Spring, 2008-ongoing
2. Take on inventory of existing opportunities for student participation in community service	September, 2008
3. Create incentives for students to participate	Fall 2008-ongoing
4. Keep list updated!	On-going
5. Coordination of town effort by Town Manager	

## **ACTION PLAN VISION POINT: UNIVERSITY/TOWN RELATIONS**

**Action Item:** Strengthen Existing Town/University Partnerships

**What constraints or obstacles may need to be overcome to be successful?**

Existing attitudes (us versus them)

**What positive factors are in place to help make this action item successful?**

MCCP, Town-University service community, various collaborating partnerships

**What individuals might you need/want to include?**

Mayor, Town Manager, Town Planner, UConn: President's Representative, Student Representative, Off Campus Services Office, Student Affairs Office, student government

**Who else may be working on this or is interested in its success?**

Mayor, Town Manager, Town Planner, UConn: President's Representative, student Representative, Off Campus Services Office, Student Affairs Office, student government

**What department or agency should take the lead responsibility to make this happen?**

Mayor, Planner, UConn President, Town/Gown

**How will we know if we are successful?**

Maintain and review list of joint UConn/Town partnerships and publicize successes, report in Town annual report and UConn annual report, report to Board of Trustees

<b>Action Steps</b>	<b>Desired Target Date</b>
1. President and Mayor review existing collaboration	Spring 2008
2. Town staff - review existing ordinances regarding Town/Gown	Spring 2008 - August 2008
3. Town and University - identify and recommend enhanced coordination	December 2008
4. Town and University - implement recommendations	September 2009 and beyond

## **ACTION PLAN VISION POINT: UNIVERSITY/TOWN RELATIONS**

**Action Item:** Create and support opportunities for diversity in Town

**What constraints or obstacles may need to be overcome to be successful?**

Lack of communication

**What positive factors are in place to help make this action item successful?**

Broad diversity and resources in community

**What individuals might you need/want to include?**

Everybody

**Who else may be working on this or is interested in its success?**

UConn cultural centers, UConn Student Affairs, Mansfield Public Library, Mansfield Senior Center, schools, daycares

**What department or agency should take the lead responsibility to make this happen?**

TBD, Town/Gown (maybe)

**How will we know if we are successful?**

Annual report to Town/Gown

<b>Action Steps</b>	<b>Desired Target Date</b>
1. Work with MBOE and Region 19 administrators to create and support opportunities for diversity	2009, On-going
2. Seek out opportunities for groups to share diverse cultures such as connecting the community with UConn cultural centers	2009
3. Create a joint webpage, with links from Town and UConn official websites, to promote cultural events	December 2008
4. Foster intergenerational activities between Town, UConn, and others	On-going
5. Find ways to better communicate cultural opportunities	2009

## **ACTION PLAN VISION POINT: UNIVERSITY/TOWN RELATIONS**

**Action Item:** Strengthen interaction between University and local agriculture/businesses

**What constraints or obstacles may need to be overcome to be successful?**

Statutory limitations on the University, regulatory limitations on the University, funding limitations on the University

**What positive factors are in place to help make this action item successful?**

Expertise within the community, existing partnerships

**What individuals might you need/want to include?**

Windham Regional Chamber of Commerce, Storrs Farmer's Market, applicable University offices

**Who else may be working on this or is interested in its success?**

UConn Dining Services, Mansfield Middle School, Storrs Farmer's Market, existing UConn incubator program

**What department or agency should take the lead responsibility to make this happen?**

Town/Gown (maybe), Windham Regional Chamber of Commerce, Mansfield Business and Professional Association

**How will we know if we are successful?**

Thriving local businesses, tracking mechanism to track progress

<b>Action Steps</b>	<b>Desired Target Date</b>
1. UConn and Mansfield public schools purchase local produce	Ongoing
2. In cooperation with the University, explore the feasibility of relocating the Storrs Farmers Market to an improved, permanent location	Spring 2009
3. Continue to support the Mansfield Downtown Partnership and Storrs Center project	Ongoing
4. Partner with UConn to expand incubator program and small business assistance	2009

# **ATTACHMENT A**





## **ATTACHMENT A - VISION CONFERENCE RESULTS**

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On December 8 and 9, 2007, the Town held a Vision Conference. Search participants met at the Mansfield Middle School to develop and draft a vision statement and a set of vision points as a first step in the development of the strategic plan. During the two-day conference, participants were encouraged to think creatively about their thoughts and dreams for the Town and articulate specific desired future conditions they wished to see realized by 2020 without being constrained by budgetary limitations, current regulations or other potential hindering factors.

The first day culminated in the development of a vision statement for Mansfield 2020.

### **Draft Vision Statement**

*Mansfield is a vibrant, diverse community that offers its residents and the region unique cultural, recreational and educational opportunity. Known for its excellent public schools, efficient government, scenic roads, stone walls, working farms, and woodland vistas, 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.*

### **Vision Points**

During the second day of the Vision Conference participants created vision points and goal statements for each. A vision point describes the components of the desired future for the Town of Mansfield. The wording of the statements below and accompanying action items are exactly as they were written by the participants and are not listed in any particular order. Not all vision points have defined action items.

#### **1. Community Center and Recreation**

The Town of Mansfield has a variety of quality recreation facilities and programs that build a sense of community. The Community Center is a key asset that promotes the health, fitness and well-being of our community. It is a safe and positive place for our children and our Town provides financial support to ensure affordability and accessibility for all socio-economic levels and age groups, and is adequately sized to meet growing needs.

#### **2. Diversity**

Mansfield is a diverse community that celebrates its diversity. Mansfield creates opportunities for diversity in areas including: housing, employment, education, recreation/entertainment and social networks.

- The Town proactively develops mechanisms to encourage diversity
- Interact with diverse populations in the region

#### **3. Early Childhood Development**

The Town of Mansfield will develop high quality, affordable, accessible early care and education programs for infants, toddlers, preschool children and their families.

#### **4. Economic Development**

The Town has a vibrant, diverse and sustainable business community that preserves and reflects the character and goals of Mansfield.

- Hire staff and/or consultant to promote economic development and provide assistance to local business
- Increase coordination with local and regional economic development with UConn, especially the School of Business
- Provide for necessary infrastructure; sewer, water and transportation
- Consider tax breaks and other incentives
- Promote local agriculture and farmers markets

#### **5. Environmental Sustainability**

The Town of Mansfield is a sustainable community by 2020. This goal is achieved through municipal operations, demonstration projects and policies, regulations, education and community outreach thereby creating a focus for public participation and engagement.

- Establish a Town sustainability committee
- Create access to energy conservation programs for all income groups
- Encourage business and community groups to have energy audits
- Take steps to ensure that 80% of the energy consumed in Mansfield is produced or purchased from a renewable source

#### **6. Historic Character and Rural, Open Space and Farmland**

The health and quality of life of Mansfield residents will be maintained and opportunities for outdoor activities will be provided by protecting farmland, open spaces, scenic features and historic character.

- Educate the community about the importance of preserving open space, farmland and historic character
- Identify national and state enabling legislation to achieve these goals and incorporate them into our local regulations (i.e. village districting)
- Maintain and increase Town funds targeted for open space and farmland acquisition
- Research and compile information on grants and tax credits, both existent and potential, to achieve these goals

#### **7. Housing**

Mansfield has a diverse housing stock that is available and accessible and meets the needs of our community.

#### **8. K-12 Education**

Mansfield will provide exemplary educational services to a diverse student population from pre-K to grade 12 students.

- Promote student centered activity based hands-on-learning
- Keep class sizes small
- Provide schools (physical environment, indoors and outdoors) that optimize learning
- Promote healthy life styles through food service, physical education and recess
- Provide opportunities that promote all aspects of learning to include but not limited to...emotional intelligence, languages, arts, literature, math, physical and life sciences, social sciences, social skills and world languages
- Equal opportunities for children of all abilities

## **9. Planning**

Mansfield is a town that adequately plans for future facility, infrastructure and community needs by working closely with government, institutional and regional partners to meet long-term needs.

## **10. Police**

The Mansfield police has appropriate resources to meet the routine needs of Mansfield.

## **11. Regionalism**

Mansfield is a leader in developing regional strategies for addressing common concerns such as public works and infrastructure, public safety, education, economic development, transportation, natural resources, housing and public health in order to share resources and expertise that will lead to economies of scale, preservation of resources, cooperation and improved quality of life.

- Utilize WINCOG to investigate the possibility of creating a regional water authority and development of regional housing strategies
- Region 19 will work with the surrounding towns and the respective school districts to investigate the pros and cons of a regional school system
- Evaluate regional transportation services by assessing the existing system and determining needs
- Create a structure to support regional economic development efforts

## **12. Senior Services**

Through public and private efforts Mansfield will provide continuum of care services for seniors such as: assisted living, transportation and in-home care to create an optimal quality of life for an aging population.

- We have a new social center for the more mature segment of our population adjacent to our community center. Combining programs with the community center enables all ages to interact.
- Social services has a listing of agencies that provide home care and health services to seniors who chose to remain in their homes
- Mansfield has a Town-wide coordinated transportation system which benefits all levels of our population

## **13. Sense of Community**

Mansfield is a proud, historic community; a great place to work, live and play that embraces and builds upon its relationship with the University. To maintain the sense of community we must continue to have events such as:

- Know Your Town Fair, Mansfield Hollow Fireworks, Tour de Mansfield Bike Ride, Festival on the Green, library events and the Winter Fun Day
- Community Center events: Tailgate Halloween, Family Movie night, fun runs and field trips
- University events open to the community: sports events, concerts, theater, museums and the library
- We must continue as a Town, to create new and additional events to maintain the sense of close community
- To develop new strategies for greater participation by Town and University members
- Town to provide resources to effectively publicize such events to reach all communities

#### **14. Storrs Center**

The Storrs Center is a community and university village that is a retail, commercial, residential and cultural destination with a public square and open space.

- Begin developing/expanding community programs for Storrs Center in coordination with the Town, University and developer (i.e., farmer's market, puppet shows, concerts and movies)
- Develop a regional arts presence that builds on existing efforts
- New business development structures and opportunities
- Provide accessible housing options to respond to market needs

#### **15. Student Housing**

The Town of Mansfield will collaborate with the University of Connecticut and neighborhood residents to maintain the character of existing neighborhoods, where people feel safe, all are welcome, and residents coexist peacefully.

- Promote effective communication between the University, the Town and residents
- Communicate zoning changes in advance to residents
- Encourage the University to house more students on campus
- Require landlords to include certain criteria or expectations in leases
- Reduce unrelated occupancy allowances from 4 to 3
- Provide adequate police and fire services
- Provide adequate infrastructure to support proper, quality, safe student housing (water, sewer, etc.)
- Begin a Town registry of tenants
- Conduct a needs assessment for off campus housing
- Intentional and thoughtful planning and development of quality off-campus housing
- Encourage University to offer competitive student housing on campus
- Encourage University to reinstate on campus housing for graduate students
- Review and investigate alternative, progressive zoning options to preserve and protect neighborhoods and single family housing
- Create a means to encourage owner occupancy in neighborhoods
- Encourage the University to create a program with incentives for faculty and staff to own homes in the community
- Investigate financial disincentives (taxes) for turning properties into rentals
- Expand landlord registry zone to the Town
- Create stronger, more effective enforcement of zoning/housing ordinances through increased monitoring, responses and fines

#### **16. Town Government and Communications**

The citizens of Mansfield shall participate in a model government that is efficient, effective, responsive, ethical, accountable and inclusive, and further provides quality services, encourages open communication and dialogue at all levels and proactively plans for the future in a welcoming, user-friendly environment

- Research best practices
- Implement performance measures
- Conduct performance appraisals
- Conduct a citizen and staff survey

### **17. Transportation, Transit, Walking and Biking Trails**

Mansfield has a transportation and land use system that maximizes access for Town residents and visitors while reducing our environmental footprint and allowing for use of alternative modes.

Rationalize, integrate and expand existing transit systems

- Align the transportation and parking policies of the transportation providers in the region to support Mansfield's 2020 vision
- Town, University, WRTD, Region 19, DOT, DTP
- Revise the Town's land use policies to favor smart growth and cluster development
- Construct a coherent walking and biking network
- Promote and facilitate transportation alternatives
- Car share, bike share, commuter buses, shuttles (airport), flexible bus routes
- Envision streets as public spaces first and a means of transportation second

### **18. University of Connecticut (UConn)**

The Town of Mansfield needs UConn and UConn needs the Town. Appreciating the many contributions that UConn makes to Mansfield, we wish to continue to develop an increasing reciprocal integrated relationship between UConn and the Town to form a more cohesive partnership in all aspects of community life, including but not limited to the following:

- Social interaction
- Cultural enrichment
- Economic interdependence
- Access to services
- Entertainment
- Educational opportunities
- Volunteerism
- Recreation
- Environmental responsibility
- Shared expertise

### **19. Water and Wastewater**

The Town of Mansfield has adequate water and wastewater treatment to meet the residential, commercial and institutional needs. Our facilities reflect best practices in conservation, energy usage and environmental impact.



## **Vision Conference**

The first two days of the Search Conference were devoted to creating an agreed upon vision and vision points that would guide the development of strategies and actions for Mansfield 2020. The following agenda summary contains information about specific activities that occurred during the Vision Conference.

### **Day One**

**Grounding and Expectations** - The first part of the Conference included participants working in small groups for the purpose of making introductions and sharing their expectations about the two-day event. This time was also used to provide participants with a common understanding of the Search Conference purpose, goals and agenda.

**Environmental Scan, Global and Local Trends** - Conference participants reviewed an environmental scan developed by staff of the Town Manager's Office, and identified global and local trends and forces (political, social, environmental, technical and economic) important to the future of Mansfield.

Reviewing current demographics and comparing key national and local trends provided Search Conference participants with a forum for discussing and sharing community concerns and helped in laying the foundation for current conditions within the context of observed trends and fostered dialogue necessary for moving toward a shared vision.

As a group the Search Conference participants identified global and local trends and forces important to the future of Mansfield for five categories (social, political, economic, environmental, and technological).

### **Global Trends**

#### **Social**

- 60,000 people per day eligible for social security; a drain on the national economy
- Oldest and most unhealthy generation
- Need for public transportation
- Economic and social segregation in Connecticut
- No child left behind
- Decrease in family size
- Increasing prison population and stain on the economy
- Worldwide population growth
- Loss of and lack of communication; sound bite society
- Declining educational attainment at all levels
- Lack of morality in public affairs
- Increase in two income families results in longer school days
- Safety and security
- Increased life expectancy
- Decrease in those choosing to become health care professionals
- Increase in underage drinking and in general
- Increase in gambling
- Affordable housing
- Increasing litigious society
- Attitude of entitlement
- Increased level of supervised activities for children and the loss of free play time



- Increased level of supervised activities for children and the loss of free play time
- Increasing acceptance of alternative lifestyles
- Increasing radicalization of religion and influence of politics
- Changing demographics of the US population

### **Political**

- No child left behind
- International distrust of the United States
- Can't have guns and butter
- Inter-governmental conflict
- Big-media controlling information
- U.S. expected to solve the worlds problems
- National distrust of government
- Wedge issues – U.S. consensus
- Issues in political discourse
- Polarization of Red vs. Blue states
- Loss of leadership because of the cost of running for office
- Loss of civil liberties
- Lack of genuine morality in public affairs

### **Economic**

- Peaking price of oil (30%-40% income will be needed for heating, electric, transportation)
- Cost of health care
- Loss of middle class
- Economic and racial segregation in Connecticut
- Outsourcing of jobs
- Weak US dollar
- National and personal debt
- Lack of personal savings
- Medicare funding and availability of health care

### **Environmental**

- Natural resources/sustainability
- Water issues—draught
- Climate change/global warming
- Quality of food supply

- Clash of family time with increasing demands of employment
- Lack of parental oversight and involvement
- Loss of loyalty to companies
- Lack of social interaction with the under 30 year old crowd
- Sexualization of society; exacerbated by the use of internet

- Personal privacy is ending
  - Government
  - Corporations
  - Neighbors
- Less time to become engaged in civic affairs
- Government regionalism
- Potential resurgence of the Cold War
- Lack of government restriction – predatory capitalism
- Discourse on immigration
- Global political instability
- Discourse as a result of negative rather than positive events/ thoughts
- Politics has become a profession with outrageous benefits

- Growth of consumerism
- Affordable housing
- Credit crunch—housing
- Cost of college education
- High interest rates on credit cards—low return
- Need for two-income families
- Push for return on investment (ROI) and accountability
- Economic strength in fewer large corporations
- Predatory capitalism

- Growth of obesity
- Alternative energy
- Increasing use of automobile
- Loss of open space due to development

- Impact on school day (longer) due to two-income households
- Increase in life expectancy
- Abundant, affordable and safe food supply (have and appreciate)
- Lessening impact of tainted imports
- Loss of what's natural—taking from nature—loss of relevance
- Ignorance/disinterest in environmental issues
- Changing view/perception of age (60 is the new 40)
- Colony collapse disorder/loss of bee population

### **Technological**

- Information overload
- Haves and have-nots
- Providing government interaction through the internet
- Flattening of the world through technology
- Common use of internet for entertainment, information, etc.
- Ability to telecommute
- Internet pornography

## **Local Trends**

### **Social**

- Encourage group homes for aging population
- There is growth in the Asian population but other demographic strata are underrepresented
- Increasing number of children being raised by grandparents
- Increase in speeding
- More people working from home
- Continued access to traditional communications (e.g., media)
- Increasing attitude of "know-it-all-ism"
- Continue to support library
- Encouraging volunteerism, especially among young people
- Less involvement of young people in government
- More home-based businesses
- Increasing house size and a decreasing number of occupants
- Decline in underage drinking and out-of-control partying
- Universal pre-school and need for universal child care
- Increasing civic engagement
- Decrease in civic engagement
- Co-locating senior facilities and day care facilities
- Decrease in public school enrollment
- Volunteerism in decline
- People do not know how to access information about the town due to changing forms of communication
- Good education system but at a higher cost than the Connecticut average
- Growth of UConn in size and reputation

### **Political**

- Active civic engagement
- Lack of process for regional initiatives
- Town doing good job of communicating about Downtown Partnership
- Community keeps raising the bar for expectations
- Responsibility for self-education on Town affairs (residents)
- Increasing reliance on government solutions
- Town is a model and trend setter in the State
- Younger population are not joining social and political organizations

### **Economic**

- Economic disparity between Mansfield and surrounding communities
- Rising cost of K-12 support services
- Tapping the quality of UConn resources
- Desirability of living in Mansfield stresses infrastructure and education
- Lack of economic growth
- Facilitate growth of independent entrepreneurs
- Concern about school budget (regional issue)

### **Environmental**

- "McMansion" effect and associated loss of land
- More walkable community
- Isolation of international population due to lack of transportation options
- Emphasis on environmental sustainability
- Seeing the value of local agriculture as food supply
- Local commitment to the environment demonstrated by active policies
- Trends/impacts of sprawl
- Traffic
- Need policies to address communication issues
- Lack of economic growth to fund initiatives - Need policies to encourage growth
- Positive relationship with the local Council of Government
- Global warming lengthens growing season
- Increase in deer population
- Loss of farmland
- Preservation of historic assets
- Negative impact of global warming and flooding
- Encourage ride sharing

### **Technological**

- Increase speed of communication
- High cost of internet access
- Lack of affordable internet access
- Increase in telecommuting – more people working from home

### **Vote to Determine Most Significant Local Trends**

After discussing global and local trends impacting the future of Mansfield in small groups, each Search Conference participant was given a set of dots for voting for the local trends they thought would have the most significant impact on the future of the Town.

### **Probable and Desirable Futures**

After voting to determine the most significant local trends, Search participants worked in small groups to review the environmental scan trends associated with each trend. They identified the probable and desirable futures for each trend as well as impacts on Mansfield in the year 2020.

Each small group shared the results of the group discussion about trends for the future with all members of the Search Conference community. Each category of probable and desirable futures was discussed and clarified until common ground was realized.

## Environmental

Trend: Increasing importance of developing water and sewer infrastructure	
Probable Future	Desirable Future
<ul style="list-style-type: none"> <li>Limited access to water impedes development</li> <li>Resident's cannot always access water through wells</li> <li>The development that does take place will be large homes on large lots</li> <li>Fire Department will have to rely on specialized equipment, which is more expensive</li> <li>Insurance premiums increase</li> <li>UConn will continue to grow putting additional pressure on water resources</li> <li>Increasing environmental degradation and wells drying up</li> <li>Environmental lawsuits from state and federal government if infrastructure is not maintained</li> </ul>	<ul style="list-style-type: none"> <li>Need to find alternative sources of water</li> <li>Mansfield has cluster development, which requires access to water and sewer</li> <li>Mansfield utilizes technology to conserve and recycle water</li> <li>There is adequate water and sewer infrastructure for a growing number of residents and new businesses</li> <li>There is adequate water and sewer infrastructure for existing businesses to expand</li> <li>Town has more control over water resources</li> <li>Residents understand nature of the water supply</li> </ul>

Trend: Need for open space conservation	
Probable Future	Desirable Future
<ul style="list-style-type: none"> <li>Random pockets of development that impede contiguous open spaces</li> <li>Loss of open space</li> <li>More collisions between economic growth and open space conservation</li> </ul>	<ul style="list-style-type: none"> <li>Cluster housing to preserve open space</li> <li>Town is deliberate about open space development</li> <li>Rural character is preserved</li> <li>There are inter-governmental partnerships to manage open space</li> <li>Connected open space that provides animal habitat</li> <li>Town preserves and protects the environment</li> </ul>

Trend: Policies encourage sprawl	
Probable Future	Desirable Future
<ul style="list-style-type: none"> <li>Unrestricted and random development will continue</li> </ul>	<ul style="list-style-type: none"> <li>Develop smart growth policies and plans that are coordinated with the development of water and sewer infrastructure</li> </ul>

Trend: Need for public transportation	
Probable Future	Desirable Future
<ul style="list-style-type: none"> <li>Aging population and foreign students cannot access automobiles</li> <li>Gas prices will continue to increase</li> <li>Existing transit system will have limited routes with only direct routes</li> <li>Decreasing availability of public transportation</li> <li>Increase of congestion and pollution</li> </ul>	<ul style="list-style-type: none"> <li>Regionalized public transportation</li> <li>Public transportation is incorporated into a master community plan</li> <li>Increased awareness of public transportation options</li> </ul>



<b>Trend: Water resources</b>	
<b>Probable Future</b>	<b>Desirable Future</b>
<ul style="list-style-type: none"> <li>• Dry wells</li> </ul>	<ul style="list-style-type: none"> <li>• Back up and additional water resources and/or reservoir needed for new development</li> <li>• Refine/ investigate water conservation measures</li> <li>• Education</li> <li>• Incentives for efficient water conservation</li> <li>• Future building and development should incorporate energy efficient technology</li> <li>• Meter water usage</li> <li>• Credit system for water usage</li> <li>• Regional water sources and solutions (e.g. water authority)</li> <li>• Hire consultant to assess water supply and demand (e.g. Four Corners and other development centers)</li> </ul>

<b>Trend: Protecting and relying on our own natural resources to ensure local sustainability</b>	
<b>Probable Future</b>	<b>Desirable Future</b>
<ul style="list-style-type: none"> <li>• Not real to expect that the Town can meet local food supply needs</li> </ul>	<ul style="list-style-type: none"> <li>• Farmers Market</li> <li>• Encourage and protect local farming</li> <li>• Year –round availability of local food</li> <li>• Preserve farms in the Town</li> <li>• Work with UConn to expand local purchasing</li> <li>• Maintain emphasis on open space (forests, woodlands)</li> </ul>

<b>Trend: Impact of UConn and development on Mansfield</b>	
<b>Probable Future</b>	<b>Desirable Future</b>
<ul style="list-style-type: none"> <li>• Continued reliance on and consumption of water</li> <li>• Plan to use less water</li> <li>• Other development using UConn water supply</li> <li>• Continuing issues of resource allotment and management will require continuing cooperation between the Town and UConn</li> </ul>	<ul style="list-style-type: none"> <li>• Improved water quality</li> <li>• Improved water supply</li> </ul>

<b>Trend: More walkable community</b>	
<b>Probable Future</b>	<b>Desirable Future</b>
<ul style="list-style-type: none"> <li>• Walk on the road or do not walk</li> <li>• Nothing in walking distance</li> <li>• Dangerous conditions for pedestrians</li> </ul>	<ul style="list-style-type: none"> <li>• More, intentional development of walkable areas (sidewalks, trails, etc.)</li> <li>• Improved health and physical fitness</li> <li>• More access to sidewalks and trails for residents</li> <li>• Work on "pinch points" (isolated and dangerous locations)</li> <li>• Increase the sense of neighborhood</li> <li>• Identify and correct dangerous areas for pedestrians</li> <li>• Continue with town-wide trail system</li> <li>• Promotion of the existence of trails</li> </ul>



## Social

Trend: Increasing level of partnership with UConn	
Probable Future	Desirable Future
<ul style="list-style-type: none"> <li>• Administration at UConn more sensitive to your community</li> <li>• New/innovative avenues for collaboration               <ul style="list-style-type: none"> <li>◦ Students volunteer in community</li> </ul> </li> <li>• Collaborative infrastructure investment</li> <li>• Ability to tap expertise into expertise that exists at the University</li> <li>• Less focus on family and children</li> <li>• More old people</li> <li>• Shrinking school population</li> <li>• Need for housing, health care, transportation, and access to social opportunities</li> <li>• People leave homes (community) before they are ready</li> <li>• Economic impact of fixed incomes</li> <li>• Culture clash of elderly households and young student population</li> <li>• Loss of "givers" to community and University</li> <li>• May bring family members who move to Mansfield to care for elderly</li> <li>• Some may be forced out of community</li> </ul>	<ul style="list-style-type: none"> <li>• Make progress on transportation goals</li> <li>• Car policies</li> <li>• Commuter busing</li> <li>• Park-n-ride, etc.</li> <li>• Sustained energy and communication between new groups, etc.</li> <li>• Maintain structure</li> <li>• Sensitivity to local zoning...do things good for and non-detrimental to each others' community of interest</li> <li>• Open communication</li> <li>• Regional facility planning</li> <li>• Support for children and families</li> <li>• More housing options for various levels of care (independent to 24 hour)</li> <li>• Convenient, affordable transportation system</li> <li>• Need in-home caregivers and programs that allow people to live in home</li> <li>• Affordable housing for home health care workers</li> <li>• Diagnosis before health declines—proactive in-house health care</li> <li>• Solid geriatric medical providers in town (need a geriatrician)</li> <li>• Elderly feel valued</li> <li>• Housing where walking in town center is possible</li> <li>• Helpers/handyman to help at home</li> <li>• Tuition free classes for elderly</li> <li>• Easy access/referrals for providers</li> <li>• Medicare reform at state level to allow in-home care</li> <li>• Economic incentives for businesses providing in home care</li> <li>• Sensitivity to handicap issues</li> <li>• Network healthcare providers—partnership between general practitioners and geriatrician</li> </ul>

Trend: Renewed sense of community	
Probable Future	Desirable Future
	<ul style="list-style-type: none"> <li>• Local blog or newsletter about what's going on in town</li> <li>• More free activities at the Community Center/more recreation opportunities in general</li> <li>• Places to meet and greet (walking trail/Town Center, etc.)</li> <li>• More parks and trails in town (where people are and easily accessible)</li> <li>• More sidewalks—no new communities without sidewalks</li> </ul>

<b>Trend: More conflict between students and residents in neighborhoods</b>	
<b>Probable Future</b>	<b>Desirable Future</b>
<ul style="list-style-type: none"> <li>• The conflicts are bringing people together</li> <li>• University policies have caused some of these problems</li> <li>• Without more aggressive action, the problem will spread</li> <li>• Reliance on state troopers plays a role (both how they approach the job and availability)</li> <li>• Inventory of affordable housing will turn over to students (blight contributes to the issue)</li> <li>• Question of whether there is sufficient housing for students</li> </ul>	<ul style="list-style-type: none"> <li>• More on-campus housing</li> <li>• Distribute student housing and have good public transportation</li> <li>• Sensible housing policy for University—Stop UConn housing sprawl that encourages the use of cars</li> <li>• Real police force in Mansfield full time</li> <li>• Routine cooperation with University police (not just on an emergency basis)</li> <li>• More proactive socializing opportunities for students</li> </ul>

<b>Trend: Lack of cohesive neighborhoods</b>	
<b>Probable Future</b>	<b>Desirable Future</b>
<ul style="list-style-type: none"> <li>• More housing flips to student rentals/ultimately results in collapse of neighborhood</li> <li>• Continued lack of community from increased scheduling of kids</li> <li>• Dependency on autos</li> <li>• Social isolation</li> <li>• Use of land/loss of open space</li> <li>• Housing is expensive</li> </ul>	<ul style="list-style-type: none"> <li>• Cluster housing</li> <li>• Accessible and safe public transit for all</li> <li>• Proximity can create a sense of safety/security</li> <li>• Neighborhood playgrounds and other infrastructure to encourage community</li> <li>• Water and sewer supply to support infrastructure</li> <li>• Coherent sense of how to build the community</li> <li>• Diversity within neighborhoods (age, economic, ethnic)</li> </ul>

<b>Trend: Preserve historic villages and sites beyond districts</b>	
<b>Probable Future</b>	<b>Desirable Future</b>
<ul style="list-style-type: none"> <li>• Loss of historic structure</li> <li>• Loss of community character and history</li> </ul>	<ul style="list-style-type: none"> <li>• Do It! (Fund research needed to implement village districting)</li> <li>• Enforce preservation laws</li> <li>• Voluntary design standards</li> <li>• Notify new homeowners of historic status</li> </ul>

<b>Trend: Challenge of connecting people to social services</b>	
<b>Probable Future</b>	<b>Desirable Future</b>
<ul style="list-style-type: none"> <li>• Unmet needs that could have been met</li> <li>• Impact on economic resources of people needing services (negative)</li> <li>• Lower quality of life</li> <li>• Service area will lose resources due to lack of use</li> <li>• Increased costs overall due to reactionary behavior</li> <li>• Long-term costs will carry over through many generations</li> </ul>	<ul style="list-style-type: none"> <li>• Identify people who have needs</li> <li>• Make social services known <ul style="list-style-type: none"> <li>◦ Newspaper</li> <li>◦ Internet</li> <li>◦ Directory of Social Services</li> </ul> </li> <li>• Everyone who needs services knows about them and feels comfortable accessing them if they decide to do so</li> <li>• 24/7 access to information <ul style="list-style-type: none"> <li>◦ Website</li> </ul> </li> <li>• Hotline</li> </ul>

## **Political**

<b>Trend: Younger people are not joining social and political organizations</b>	
<b>Note: This refers to young adult professionals as well as college students and younger students</b>	
<b>Probable Future</b>	<b>Desirable Future</b>
<ul style="list-style-type: none"> <li>• Proportionately, children to adults will decrease</li> <li>• Hard to get people to run for office, join committees</li> <li>• There are some new ways that some people are already utilizing (e.g., meet ups and meet up.com)</li> <li>• Nuclear families with both parents working means less energy</li> </ul>	<ul style="list-style-type: none"> <li>• Schools would have political clubs and curriculum would include civics</li> <li>• More potential community activities at Community Center and libraries</li> <li>• Opportunities for young adults that are limited in scope to "grow" into engagement</li> <li>• More activities encouraged through schools</li> <li>• Have a place where people can meet informally (e.g., downtown center)</li> <li>• Encourage young people early by providing many opportunities (mentoring or internships at EO Smith)</li> <li>• Leadership programs (e.g., STRETCH program)</li> </ul>

## **Sharing A Common History**

An important part of planning for the future is reflecting on shared community activities and events from the past. Articulating past experiences helps in building a shared sense of community and is useful in helping Search Conference participants determine which part of the community to build upon and preserve for the future. Several members of the Search community shared stories, remembrances and events about past experiences in the Town of Mansfield.

## **Keep, Drop and Create**

Determining which elements about Mansfield to keep, drop and create allowed Search Conference participants to brainstorm individually and in small groups about current policies, programs, structures, and regulations that should be retained or enhanced. Participants were also asked to identify those elements that will no longer be necessary or valuable in the future as well as those that currently do not exist, but will be required to achieve the vision for Mansfield 2020.

Keep, drop and create resulted in twenty-five categories and decidedly more ideas about ideas for creation rather than those to keep or drop.

### Senior Services

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• Senior programs</li> <li>• Senior Center (2) and outreach</li> <li>• Isabelle Atwood</li> </ul>		<ul style="list-style-type: none"> <li>• Town office of senior citizens coordination</li> <li>• Geriatric services at Senior Center</li> <li>• Infrastructure to allow citizens to grow old with dignity and remain a part of the community</li> <li>• Enough access at the UConn/Mansfield partnership development for the elderly</li> <li>• Community Center more affordable for aging population</li> <li>• Model senior community with active ties to University learning programs</li> <li>• Home based support for elderly and others who need it</li> <li>• We need a new Senior Center to house the social physical activities of the expanding senior population</li> <li>• New senior center</li> </ul>

### Cultural/Special Events (No Vision Statement)

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• Sports events involving the University</li> <li>• Memorial Day parade</li> <li>• Earth Day</li> <li>• Concerts and music events</li> <li>• Red and White Ball</li> <li>• Quirky things like the corn maze</li> <li>• Know Your Town Fair (2)</li> <li>• Festival on the Green (3)</li> <li>• Annual fireworks</li> </ul>	<ul style="list-style-type: none"> <li>• "Know Your Town Fair" as a separate event from the Mansfield Celebration</li> </ul>	<ul style="list-style-type: none"> <li>• A few more signature events each year</li> <li>• Center of excellence for the visual arts</li> <li>• Multi-cultural celebration (like the Mansfield Fair)</li> </ul>

### Drugs and Alcohol (No Vision Statement)

Keep	Drop	Create
	<ul style="list-style-type: none"> <li>• Belief that Mansfield doesn't have a drug and alcohol problem</li> </ul>	<ul style="list-style-type: none"> <li>• Procedures to decrease drunk driving</li> </ul>



Social Services and Volunteerism (No Vision Statement)

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• Support to lower economic groups such as youth services, park and recreation fee waivers, etc.</li> </ul>		<ul style="list-style-type: none"> <li>• Service opportunities for residents that can be engaged in outside of the typical workday hours and recognized/appreciated</li> <li>• Volunteer credits to reduce property taxes for seniors</li> <li>• Better social service accessibility</li> <li>• More opportunities for volunteers</li> <li>• Develop programs that will bring young volunteers (18-40) into Town activities</li> </ul>

Town Government

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• Town government system (10)</li> <li>• Strong leadership – Manager and Council</li> <li>• Town Manager (7)</li> <li>• Wonderful Mayor</li> <li>• Quality staff for local government services</li> <li>• Top level staff and service at the Community Center</li> <li>• Animal control office that almost never puts cats or dogs down</li> <li>• Responsive government</li> <li>• An accessible and fair Town government process and staff</li> <li>• East and accessible Town Hall</li> <li>• Accessibility of Town staff</li> <li>• Collaborative approach to Town decision making</li> <li>• Representative task forces of decision makers</li> <li>• Financial stability</li> <li>• Bi-partisan (in most cases) to important issues</li> <li>• The present effectiveness of our Town Council and professional staff</li> </ul>	<ul style="list-style-type: none"> <li>• Zoning hearings when application follows regulations</li> <li>• Current subdivision codes</li> <li>• Poor performing staff. Sometimes it is time for a change <ul style="list-style-type: none"> <li>▪ Redundant services</li> </ul> </li> <li>• Dysfunctional Town employees</li> <li>• Fee for garbage</li> <li>• Property tax <ul style="list-style-type: none"> <li>▪ Drop state property tax credit and give back to Towns</li> </ul> </li> <li>• Taxes (3) <ul style="list-style-type: none"> <li>▪ Probate court – make the region bigger</li> </ul> </li> <li>• Drop current plans for Four Corners and re-think as an entrance to UConn</li> <li>• Blighted, undeveloped/abandoned commercial properties</li> <li>• Local political parties...most registered voters are already unaffiliated</li> <li>• Drop just a few useless bureaucrats from Town government</li> <li>• Town meeting budget vote</li> <li>• Petitioning for referendum on budget</li> <li>• Freeze taxes on properties owned by residents 65 or older</li> </ul>	<ul style="list-style-type: none"> <li>• Process to continue to promote/recruit professional staff for the Town</li> <li>• Centralized Town government center .... Town Hall, community center, Senior center, library, etc. All in one location</li> <li>• Better tax break or no tax for elderly homeowners...fixed income limits are a concern</li> <li>• Business tax for people who own three or more homes for rental purposes</li> <li>• Create a team of change agents that are willing to challenge and change the old ways of doing business</li> <li>• Accountability <ul style="list-style-type: none"> <li>▪ More money for capital projects</li> </ul> </li> <li>• Realistic budgets and expenditures</li> <li>• Better ways for Town government to communicate policy with the community members <ul style="list-style-type: none"> <li>▪ General communication policy to make information available to all</li> </ul> </li> <li>• Town government that inspires community to participate in the process!</li> <li>• Tri-Town regional government with Mansfield, Ashford and</li> </ul>



Keep	Drop	Create
		<p>Willington</p> <ul style="list-style-type: none"> <li>• Additional space at the Town Hall</li> <li>• Create a Town information paper that is distributed through the mail</li> <li>• Promote Town efficiency</li> <li>• Objectives, action, plans and timetables</li> <li>• Demand true accountability of Town staff</li> </ul>

#### Communication

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• Communication with elected officials</li> <li>• Talking to each other</li> </ul>		<ul style="list-style-type: none"> <li>• Good local news source</li> <li>• Add online information about opportunities to get involved in Town activities</li> <li>• Publicize outreach activities</li> <li>• Regular open forums</li> </ul>

#### Library

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• The library (2)</li> <li>• Wonderful library – children story times – new books</li> <li>• The library (needs money)</li> </ul>		

#### Early Childhood Development

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• Support for early education at the Mansfield Discovery Depot</li> </ul>		<ul style="list-style-type: none"> <li>• Head Start for Mansfield children (Head Start provides transportation)</li> <li>• Provide special needs personnel to special needs children in child care centers</li> <li>• Infant/toddler child care (2)</li> <li>• More children</li> <li>• Universal pre-school</li> <li>• A place for 3-5 year olds to go that is free or affordable</li> </ul>

### University of Connecticut (UConn)

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• UConn</li> <li>• Dairy Bar – bring it to downtown</li> <li>• Cultural events provided by the University</li> <li>• Art events at UConn</li> <li>• University – Town relations committee (2)</li> <li>• Keep partnership with UConn (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Noisy students – control noise</li> <li>• Spring Weekend mentality (UConn as a party campus)</li> <li>• Inconsiderate neighbors</li> <li>• Spring Weekend</li> <li>• Gigantic UConn surface parking lots</li> <li>• Perception that UConn and Mansfield are adversaries</li> <li>• Perception that all UConn students are bad neighbors</li> </ul>	<ul style="list-style-type: none"> <li>• Intentional, designed areas for student rental housing</li> <li>• Invite students to fireworks</li> <li>• A truly year-round schedule at UConn</li> <li>• New partnership with UConn</li> <li>• Joint projects (aka election 2006)</li> <li>• Encourage UConn to build student condos on campus</li> <li>• Create and implement policies/ordinances that reduce student rental flipping in our neighborhoods</li> </ul>

### UConn and Town Relations

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• UConn/Government committee</li> <li>• Keep our communication with UConn and work to make it positive and collaborative</li> <li>• UConn/Mansfield partnerships (2)</li> <li>• Communication open with UConn</li> <li>• Keep up the good work with student concerns related to off-campus activities</li> <li>• Strong relationship with the University</li> </ul>	<ul style="list-style-type: none"> <li>• Drop "Us and Them" attitude (2)</li> <li>• Town/Gown tension and power imbalance</li> </ul>	<ul style="list-style-type: none"> <li>• Mansfield training school as a new arts village with housing</li> <li>• UConn trustee – should be a Mansfield resident</li> <li>• More interaction between citizens and students</li> <li>• Better cooperation between UConn and Mansfield</li> <li>• Levels of collaboration between UConn and Town (more about partnerships and equality)</li> <li>• Add opportunities for students to intern at the Town Hall</li> <li>• Forum for UConn students to communicate and work with the Town</li> <li>• Create a Town Council that is really in charge of government and not rely on Town staff</li> <li>• A Town identity separate, unique from the University presence</li> </ul>

### Student Housing

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• The emphasis on addressing student rentals</li> <li>• Responsible students in our neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>• Irresponsible students in our neighborhoods</li> <li>• Noisy, underage drinking, littering, parking on the road. UConn students who live in residential neighborhoods</li> <li>• Lower incidence of substance abuse and problem behavior at off-campus housing locations</li> </ul>	<ul style="list-style-type: none"> <li>• Ways to stop out of town investors from buying up single family homes in residential neighborhoods and renting them to groups of UConn students at high rates</li> <li>• More UConn student housing</li> <li>• Student housing areas in town</li> <li>• Procedures to control student</li> </ul>

Keep	Drop	Create
		<p>noise</p> <ul style="list-style-type: none"> <li>• Encourage UConn to return international students and their families to on-campus apartments</li> <li>• Better ways to encourage (or force) students to be good neighbors in neighborhoods</li> </ul>

#### Environmental Sustainability

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• Alternative energy policies</li> <li>• Environmental commitment – clean energy, recycling and green building</li> <li>• Smart growth</li> <li>• Recycling (2)</li> <li>• Town dump</li> <li>• Landfill</li> <li>• Roadside trees (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Rethink Plan of Conservation and Development</li> <li>• Do not put economical considerations first before ecological ones</li> <li>• Dependency on oil</li> <li>• Dependency on electricity in Town buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Become a trend setter – model of excellence for green technology as it relates to small businesses and life styles</li> <li>• Opportunities for low income people to participate in solar and alternative energy programs</li> <li>• Increase recycling to #5 and #6 plastics</li> <li>• Co-generation town-wide for municipal operations and residents</li> <li>• Minimize the use of finite resources and use all resources efficiently and effectively</li> <li>• An environmentally sustainable town, working with surrounding towns</li> <li>• Town and community energy conservation</li> <li>• Work to create a sustainable community by fulfilling our requirements to promote global conservation</li> <li>• Recycle</li> <li>• Reduce green house gas emissions that contribute to global warming</li> <li>• Alternative energy options (2)</li> <li>• Preserve our natural assets</li> </ul>

### Walking and Biking Trails

Keep	Drop	Create
<ul style="list-style-type: none"> <li>▪ Walkway initiatives</li> <li>▪ Building walkways and bikeways</li> <li>▪ Great walking trails</li> <li>▪ Trails program</li> </ul>	<ul style="list-style-type: none"> <li>• Walking and biking trail system</li> </ul>	<ul style="list-style-type: none"> <li>• Create a greater sense of neighborhood by providing sidewalks that go somewhere</li> <li>• Bike paths without sign pollution</li> <li>• More bike routes(4)</li> <li>• More sidewalks(7)</li> <li>• Walkable town center (3)</li> <li>• More trails – new trails for recreation</li> <li>• Program to reduce automobile use</li> <li>• Walkable neighborhoods and policy for doing this</li> <li>• Make crosswalks more visible</li> <li>• More trail and sidewalk connections</li> <li>• Great walking paths</li> <li>▪ A walker friendly town</li> <li>• Sidewalks along busy roads (S. Eagleville, Route 44, etc.)</li> </ul>

### Transportation and Transit

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• Plowing roads</li> <li>• Regional WRTD bus</li> <li>• Fix left turn signal from route 195 onto S. Eagleville</li> </ul>	<ul style="list-style-type: none"> <li>• Road signs and sign pollution (3)</li> <li>• Speeding on town roads</li> <li>• Free parking as an entitlement</li> <li>• No free parking – parking should pay for itself</li> <li>• Road widening – the proposed road from UConn to Rt. 44 – lose the extra lane on 195 at S. Eagleville</li> </ul>	<ul style="list-style-type: none"> <li>• Improve Rt. 195</li> <li>• Promised roadway to campus from Rt. 44</li> <li>• Left turn signal from Rt. 195 to E.O. Smith(2)</li> <li>• Left turn signal from 195 to Bolton Road</li> <li>• More traffic calming</li> <li>• Free parking for town residents at UConn and around town</li> <li>• Parking at E.O. Smith</li> <li>• Allow right on red from Rt. 44 onto 195</li> <li>• Trolleys</li> <li>• Add a ride-share website through the town's website</li> <li>• Better transportation</li> <li>• More transit</li> <li>• Public transportation in more of the town(8)</li> <li>• Ride share program(2)</li> <li>• Ride sharing for workers and seniors</li> <li>• Public transportation to link UConn and the Town</li> <li>• Safer crosswalks</li> <li>• Dial a ride for everyone</li> <li>• Reliable and predictable public transportation system</li> <li>• Commuter transit from Storrs to Hartford and back</li> <li>• Town and UConn work to get "Zip Cars" – an internet based service that provides short-term car rentals</li> </ul>

### Storrs Center

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• Storrs Center</li> <li>• Moving forward on the Storrs Center(2)</li> <li>• Momentum to build Storrs Center</li> </ul>		<ul style="list-style-type: none"> <li>• Vibrant Downtown</li> </ul>



Rural Character: Open Spaces, Farmland and Historic Districts and Villages

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• Historic areas(2)</li> <li>• Dirt roads such as Stonemill and Summit</li> <li>• Open space initiatives</li> <li>• Parks, wetlands</li> <li>• Open spaces (9)</li> <li>• Commitment to open space and farmland preservation</li> <li>• Funding for open space and farmland preservation</li> <li>• Rural environment</li> <li>• Rural aspect and character(4)</li> <li>• Forest lands</li> <li>• Green spaces</li> <li>• Farmland(5)</li> <li>• Habitat for deer, skunks, opossums and raccoons</li> <li>• Small Stonemill Road bridge</li> <li>• Horsebarn Hill untouched</li> <li>• Keep and encourage the retention and creation of new "farms" and similar types of properties</li> <li>• Rural roads for biking</li> <li>• When the Stonemill Rd. bridge is rebuilt at grist mill keep it small</li> <li>• Don't change the riverbank around the grist mill</li> <li>• Open space purchase program</li> <li>• Unique combination of rural and university town character</li> </ul>	<ul style="list-style-type: none"> <li>• The deer population</li> <li>• The judgmental partisan approach to minority parties in town</li> <li>• Idea that Mansfield is solely rural</li> <li>• The housing inspector office. Fold it into something else</li> <li>• Boundaries that regionalism of services (UConn police helping Mansfield)</li> </ul>	<ul style="list-style-type: none"> <li>• More historic districts and villages(2)</li> <li>• More restrictions on developing open space after Storrs downtown has begun</li> <li>• Trails, farms</li> <li>• Open space(2)</li> <li>• More open space</li> <li>• More outdoor play surfaces and fields for use</li> <li>• Create a better plan for open space</li> <li>• Protect agricultural assets</li> </ul>

Regionalism

Keep	Drop	Create
		<ul style="list-style-type: none"> <li>• Genuine regionalism</li> <li>• Regional approach to infrastructure needs (roads, police, fire, etc.)</li> <li>• Regional public safety, public works, education and parks</li> <li>• Regional collaboration</li> <li>• Create a partnership with Willimantic to promote a good system of housing, transportation and health care</li> <li>• Regional K-12 school system(2)</li> <li>• Study viability of regional K-8 school system</li> <li>• More interaction with Willimantic to the advantage of</li> </ul>

Keep	Drop	Create
		<ul style="list-style-type: none"> <li>both towns</li> <li>Regional planning(2)</li> <li>Regional districts</li> </ul>

#### Education (K-12)

Keep	Drop	Create
<ul style="list-style-type: none"> <li>Positive spotlight on middle school education</li> <li>Excellence in the school system (6)</li> <li>High quality education system PK-12</li> <li>K-8 schools local – do not regionalize</li> <li>All day kindergarten</li> <li>The excellent K-8 schools</li> <li>Passing school bond issues</li> <li>Support for education</li> </ul>	<ul style="list-style-type: none"> <li>No Child Left Behind</li> <li>Excess funding for education</li> <li>Three separate school systems: Ashford, Mansfield and Willington</li> <li>Belief that school system is all wonderful</li> <li>Drop pre-occupation with Mastery Test scores. Children need hands on</li> <li>Cost of education</li> <li>Region 19 superintendent position</li> <li>Student parking at E.O. Smith – they should ride the bus</li> </ul>	<ul style="list-style-type: none"> <li>More inclusive governance of E.O. Smith</li> <li>Schools that address needs of “average” children</li> <li>Teach basic banking to our students</li> <li>A hands on education for our children</li> <li>A better high school that services a greater diversity of needs</li> <li>Educate and prepare our workforce and children and adults</li> </ul>

#### Community Center and Recreation

Keep	Drop	Create
<ul style="list-style-type: none"> <li>Community Center(9)</li> <li>Community Center activities</li> <li>Make policies to let it be as inclusive as possible</li> <li>Keep improving the Community Center</li> <li>The Community Center as a launching pad for broader town recreation programs to include outdoor pool and indoor tennis</li> <li>Financial support for Community Center through the Town operating budget</li> <li>Keep the Community Center but change the structure</li> <li>Keep supporting the Community Center</li> </ul>	<ul style="list-style-type: none"> <li>The idea that the Community Center can support itself</li> <li>The Community Center being kept afloat on the backs of the membership</li> <li>Sign-up policy for exercise classes at the Community Center and use strictly drop in policy (unless the class is progressive such as yoga)</li> <li>Fewer fees at MCC</li> </ul>	<ul style="list-style-type: none"> <li>Outdoor public pool and sports center (outdoors)</li> <li>Neighborhood parks</li> <li>Add a bowling alley</li> <li>Recreational sports opportunities for all ages</li> <li>More recreation opportunities for young adults</li> <li>More community use of the Community Center outside of paid membership fitness club</li> <li>More community access with less membership requirements</li> <li>More options for teens at the Community Center</li> <li>Create free activities at the Community Center</li> <li>Second pool for more use by community</li> <li>Lower fees(2)</li> </ul>

### Planning

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• Keep this planning process. It's great to be asked to participate!</li> <li>• Planning for an assisted living facility</li> <li>• Emphasis on putting families first and at the forefront of strategic planning</li> </ul>	<ul style="list-style-type: none"> <li>• Two acre zoning</li> <li>• Strip development at Four Corners</li> <li>• No more urban sprawl</li> <li>• Cul de Sac developments(2)</li> <li>• Cul de Sac sprawl</li> <li>• Building off-campus apartments so that UConn can provide student housing on campus</li> <li>• Non-historic looking development on 195 at Mansfield Center</li> <li>• The term downtown – is there another good term which could replace it?</li> <li>• "No growth" attitude</li> <li>• The change to only large homes</li> <li>• No more parking lots in front of stores – put them in back</li> </ul>	<ul style="list-style-type: none"> <li>• Cluster zoning</li> <li>• Improved subdivision policy</li> <li>• Cohesive plan for smart development</li> <li>• More short-term and long-term planning and analysis</li> <li>• Revisit strategic plan on a regular basis</li> <li>• Long term planning interaction with Windham – regional college towns</li> <li>• A term for the smart growth district which does not imply that Storrs is a town</li> </ul>

### Sense of Community

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• Small town community feel (2)</li> <li>• A responsive caring community of neighbors</li> <li>• Sense of community</li> </ul>	<ul style="list-style-type: none"> <li>• Sense that Mansfield is almost all middle class</li> <li>• Elitist/cliqeu attitudes felt by those who are not able to be regularly involved in local government</li> <li>• Lack of action</li> <li>• Grumpiness</li> <li>• Unwillingness to change</li> <li>• Most everything</li> <li>• Feeling of mistrust by some of the town residents towards the University</li> <li>• Drop the idea that we can have it all. Make some tough, real decisions on what we can afford</li> <li>• Drop some of the old timers. Give the young people a chance.</li> </ul>	<ul style="list-style-type: none"> <li>• Community building opportunities</li> <li>• Sense of community (2)</li> <li>• A better sense of community and understanding of other people's challenges and achievements</li> <li>• Outreach practices to citizens and groups that are in place (or not) to generate higher levels of civic involvement</li> <li>• Adopt a "we and us" community attitude</li> <li>• A more welcoming atmosphere for those new to getting involved with town decision making</li> </ul>

### Affordable and Senior Housing

Keep	Drop	Create
	<ul style="list-style-type: none"> <li>• Large single family houses</li> <li>• Resistance to affordable housing for workers</li> <li>• Limits on rental property zoning inspection – do the whole town</li> </ul>	<ul style="list-style-type: none"> <li>• Explore using retirement villages as economic development tool</li> <li>• More senior housing</li> <li>• Shared use living spaces</li> <li>• Assisted living for the elderly (3)</li> <li>• Need for home care for seniors is greater than assisted living</li> <li>• More housing for middle income residents</li> <li>• Mansfield housing council</li> <li>• Create affordable housing for the elderly and young – all ages (10)</li> <li>• Ad Hoc task force on housing</li> <li>• Allow only cluster housing or 5 acre lots</li> <li>• New neighborhoods based on cluster housing and open spaces – multi-use</li> <li>• Cluster neighborhoods (like Storrs Heights)</li> <li>• Sustainable owner occupied neighborhoods</li> <li>• Attainable housing program</li> </ul>

### Police

Keep	Drop	Create
<ul style="list-style-type: none"> <li>• Present form of police services</li> <li>• Keep the resident state police</li> </ul>	<ul style="list-style-type: none"> <li>• State police as a Town force</li> </ul>	<ul style="list-style-type: none"> <li>• A real 24/7 police force - full-time police force (6)</li> <li>• Initiate a study on future police and public safety needs</li> <li>• More Town police</li> </ul>

### Water and Sewer

Keep	Drop	Create
	<ul style="list-style-type: none"> <li>• An plan to make Mansfield taxpayers pay millions of dollars to enhance UConn water system to supply Storrs Downtown with water</li> <li>• Current water system</li> <li>• Any water dependence on UConn or as much as possible</li> </ul>	<ul style="list-style-type: none"> <li>• Water reservoir</li> <li>• Water resources though the land owned by Town</li> <li>• Look for true solution for water and sewer</li> <li>• Public water system</li> <li>• Town water authority</li> <li>• Regional water authority</li> <li>• Water and sewer infrastructure</li> <li>• Community wells</li> <li>• Expanded sewer and water service districts</li> <li>• Governance structure for UConn water and wastewater</li> </ul>

Keep	Drop	Create
		<ul style="list-style-type: none"> <li>system</li> <li>Group to assess community water resources</li> <li>Mansfield water project</li> </ul>

**Economic Development: Small Business, Farmers Market and Job Development**

Keep	Drop	Create
<ul style="list-style-type: none"> <li>Farmer's Market (2)</li> <li>Expand Farmer's Market</li> <li>Planning for Economic Development in Four Corners area</li> <li>Small locally owned businesses (2)</li> </ul>	<ul style="list-style-type: none"> <li>Ugly, commercial-looking development at Four Corners</li> </ul>	<ul style="list-style-type: none"> <li>More jobs</li> <li>Economic/community development plan and staff (2)</li> <li>Incentives for businesses to start up in Mansfield</li> <li>Economic Development Coordinator or Director (3)</li> <li>Foster businesses that promote economic incentives and social benefits</li> <li>Economic development commission or committee (3)</li> <li>Comprehensive and sustainable economic development program</li> <li>Year-round access to local food</li> <li>More local opportunities for producing food</li> <li>Support for year round local foods</li> <li>Link equity, economy and the environment locally, regionally and globally</li> <li>New mixed use centers such as the Mansfield Training site</li> <li>As downtown happens coordinate marketing of businesses between Town and UConn</li> <li>Publicize the attractiveness of a major university in the area to attract new businesses -- attractive place to live, educated labor pool, etc.</li> <li>Work with UConn to attract or develop festivals for summer economic development</li> <li>One stop shopping and help for encouraging new businesses</li> <li>Small business or nonprofit organization development center</li> <li>Create referral for odd job workers, etc.</li> </ul>



Keep	Drop	Create
		<ul style="list-style-type: none"> <li>• A fresh, non-microwave, on-site bakery</li> <li>• Have food stores and bakeries and restaurants all in walkable distances</li> <li>• Have a daily farmers market with local foods on the green or indoors year round (4)</li> <li>• Current approaches to marketing and promotion of the Town, UConn and beyond</li> <li>• Centralized shops and businesses</li> <li>• Viable business incubator program</li> <li>• Incentives for large businesses to improve tax base</li> </ul>

### Day Two

The second day of the Search Conference was used to reach consensus about the vision points and refined the goals statements. Those groups that were able identified desired action areas.



# **ATTACHMENT B**



## **ATTACHMENT B - COMMUNITY FEEDBACK ON THE VISION AND VISION POINTS**

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After the Vision Conference, the Town of Mansfield sponsored Vision Fairs (open houses) on January 7 and 10, 2008. Over 150 people attended these events, which were held at the Mansfield Public Library and the Mansfield Community Center.

In addition to the open house events, the Town created and hosted a Mansfield 2020 website using a wiki webhosting environment. The Mansfield 2020 wiki allowed 24/7 electronic access to anyone interested in commenting on the draft vision points and vision statements. The wiki was used to facilitate a broad community discussion and dialogue during the Future Search process.





# **MANSFIELD 2020: A UNIFIED VISION**



## **Mansfield 2020**

Mansfield is a vibrant, diverse community that offers its residents and the region unique cultural, recreational and educational opportunity. Known for its excellent public schools, efficient government, scenic roads, stone walls, working farms, and woodland vistas, 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 2020: A Unified Vision

## Vision Statement

**Mansfield is a vibrant, diverse community that offers its residents and the region unique cultural, recreational and educational opportunity. Known for its excellent public schools, efficient government, scenic roads, stone walls, working farms, and woodland vistas, 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.**

### Wiki Comments

- I believe that the vision statement should describe the vision of the future. The current statement seems to describe the town as it is today. It is great that we acknowledge the past and current state of Mansfield in the statement. We need to speak of the future state of Mansfield. Additionally, the statement should describe the town geographically (Mansfield, Storrs, Mansfield Ctr) and demographically (Seniors, Children, Students, Parents, Singles, etc.). Thank you.
- I agree with the previous comment. It seems that all of the statements describe now and do not portray a vision for the future. We need a description of now but vision for the future must be included.
- I agree that the vision statement should describe how we envision Mansfield in the year 2020. We should incorporate the statements from the various themes. This vision statement needs a lot of re-working.
- I think the vision statement does describe more of a future vision, but it might help to include the idea of 'committed to....' to demonstrate more of a commitment to the various statements for the future. I also would like the vision to include a dynamic community intent on working together to address real solutions for a better world.
- I would like the 'sustainability' concept maintained, but it should emphasize sustaining the natural environment. As it is presently written, it appears that we are focusing more on 'economic sustainability' which implies emphasis on business growth. While I think we should avoid the hackneyed term 'green community' we need to address the value of preserving our natural environment and our concern with environmental health issues....
- I think this is an excellent vision statement - concise and to the point. It is a vision for the future but it is written in the present tense - as if we were already at 2020
- Statement is fine, as far as it goes, but what about REAL public transportation and more effort to be GREEN.
- Sorry, but I found the language of the entire report perilously tedious. For example, "Mansfield has a diverse housing stock that is available and accessible and meets the needs of our community," and (worse), "Appreciating the many contributions that UConn makes to Mansfield, we wish to continue to develop an increasing reciprocal integrated relationship between UConn and the Town to form a more cohesive partnership..." Groan! Suggest that the report be far less formal and pick up some actual content. Example:  
"Mansfield has a wonderful variety of housing options." It still doesn't say anything, but because we saved all those words, there is actually a bit of room for specifics--like the fact that housing is being built 8% faster in Mansfield than the national average. Perhaps mention something about public transportation or greening, as \_\_\_\_\_ suggested! Here's some grist for the report: Mansfield has a very high education level--35.4% of the population has advanced degrees, compared with a national average of 8.9% It incorporates 18 different "villages" and the public library includes a separate Chinese library. State how these, and other unique features of the town, will be preserved or enriched, etc. Make the report colorful and pertinent and informative, PLEASE; it is neither functional nor necessary to use such inflated language.
- Part I: I've moved to Mansfield a year and a half ago to escape the big government bureaucracy of one of the largest Connecticut cities and came to peaceful Mansfield only to find that it is now heading down the same path. Vision statements, strategic plans, visions, benchmarks, Consultant groups & steering committees are a recipe for waste, inflating big egos and big taxes. As a public school teacher, I've seen these things ruin schools systems and towns. Yes, these things are a dangerous threat. Some example of the services to be provided will be "communicating zoning changes", conducting "needs assessments", establishing "registries" and "investigating financial disincentives for turning properties into rentals". (all this jargon is taken from a recent newspaper article). Let's examine one, "investigating financial disincentives for turning properties into rentals" first. First, just look at the language of this one phrase. Words like; "investigate", (which really means let' start and make this law) or "financial disincentive" (means raise taxes and/or fines) are typical code words used to hide the true nature and the ugliness of the subject matter. And the part about "disincentives for turning properties into rentals" establishes that the town's official position will be one that is AGAINST tax paying service providing landlords. Are these the type of position you think local government is for, dividing up

peaceful people into those who will be punished and rewarded?

- part II: What will be the outcome of laws (as that is what these investigations will become)? They will raise taxes and fines on landlords, this will cause off-campus student housing to become scarce thus raising rents, and this establishes new problems and causes for these committees like this to address, **HOW TO REDUCE RENTS IN MANSFIELD**. This also conveniently re-establishes a need for more of such nonsense, **TO FIX PROBLEMS IT'S CREATED IN THE FIRST PLACE**. Programs like this will just raise our taxes and take away the freedom of property owners and tax payers. Let US decide what the vision of our town should be by **NOT USING FORCE AND HIGH TAXES AGAINST US**. Consultants, steering committees, visions and plans all cost money (whether direct or indirectly through grants and they seldom work for free for very long). There is NO escaping this and the end results will destroy are freedoms and raise our taxes. Once we've created a sort of mini-politburo {corrected} right here in Mansfield, whose ego (in it's elite membership) will allow it to voluntarily cede power or the validity of it's purpose and intent one it is firmly established? **THIS WILL NEVER HAPPEN!** There is no end to this, taxpayers bend-over and get ready. **STOP THIS NONSENSE NOW!**
- From reading the comments on this page it seems there are some people in town concerned about there public safety. Or maybe not? I believe this really is only a couple of people within the system having a childish argument, preaching there own agenda behind closed doors. If in fact you all are so concerned about public safety in the town, **THEN WHY?** Would no one have any concerns about **FIRE** and **EMS** whom we would be 10 times more likely to need or use in our lifetime? The answer is simple most of you writing in our doing so for someone else. Fact is I would be impressed if more than 10% of taxpayers had any idea of the public safety system that serves them, most just expect it to be there when needed and do not want to pay the taxes when not needed.
- Wow! A mini polit bureau (note: this was un-corrected version from the earlier post) in town....sounds scary. Seems to me that having a vision for the future is a sensible approach to bring about rational discussion regarding the future of our town. Without something of the kind, we will be constantly be in the position of reacting to changes that have already happened. Once a farm is developed, for example, it is pretty unlikely the land will ever be a farm again. If the only criterion for development were individuals deciding it is to their advantage to do something, I suspect we would be surrounded by something other than a livable community.
- (Response to previous post by the earlier commenter), with all due respect, it seems what we have here is a committee that wants to take away the rights of individual landowners. If you believe that is good, fine, but I happen to think individual rights are more important. Take away individual rights, and the collective really hasn't any as well. Why not let the free market and the individuals who own the property decide what is best for their property, not some agenda driven "planning commission?" If you want more farms in Mansfield, believe me **NO ONE** will stop you from starting one except maybe the town or some future commission. People must come to terms with the fact that these things serve only to take away rights, they seldom give us back any. This motto of a "unified vision" is Orwellian double-speak. If we all were unified, why would we need this commission? We all do not want the same things and that is exactly why the purpose of this committee is to "unify" us through force. If you don't want what the committee wants you will be voted out and forgotten real quickly. Watch out, because when you give people power, they tend to use it.
- We believe we should have a new senior center. We should not spend more money on the existing senior center.

#### Vision Fair/Open House Comments

- What's the next step? Timeline?
- I don't see anything about how the town will respond to the needs of residents who are lower income, or have greater needs.
- The opportunity for public input to this process is important.
- Please communicate follow-up so momentum is not lost.
- All of these seem pretty vague & stated for easy assent.









## **MANSFIELD 2020: A UNIFIED VISION**

### **Community Center/Recreation**

The Town of Mansfield has a variety of quality recreation facilities and programs that build a sense of community. The Community Center is a key asset that promotes the health, fitness and well-being of our community. It is a safe and positive place for our children and our Town provides financial support to ensure affordability and accessibility for all socio-economic levels and age groups, and is adequately sized to meet growing needs.





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## Wiki Comments

- This statement focuses on the Community Center as just a recreation center. I'd like to see the statement as well as the actual community center incorporate "community" services, such as free access to meeting rooms, and allowing community groups (Girl Scouts, civic groups, etc.) to sell fundraising items in the lobby (candy, popcorn, Mansfield t-shirts, etc.). Because of the Community Center's budget deficits, every program there is evaluated in terms of how much money it brings in. There should be room for real "community" services that are free because this is a Community Center. Town residents who don't want to (or can't afford to) use the recreation services should have a place at the community center as well as the exercisers.
- Our Community Center no doubt is a great accomplishment, with lots of responsibility and \$\$\$\$. I wish we could put 1/2 of the \$\$\$ spent into our fields and sports programs for the children in our town.
- I agree with (previous comment). The athletic fields are in poor shape. The football field has pits and holes. The baseball fields also. And what about that at s concession stand southeast field. Nothing but a whole.
- I'd like to see more "events" in the "downtown" area for residents. I think this might help to bring together the sense of "community".
- be made available at a reduced cost or free for members.
- Privatize community center.
- The community center was a great idea. I think most people would support expansion to encourage people to participate.
- Members cannot support the overhead related to other Park & Rec. operations.
- This has been a very positive thing for our community but I think if it is a town program, should not be supported only by membership fees.
- MCC a welcome addition to quality of life in Mansfield.
- This is a wonderful resource, but residents often seem to end up subsidizing a private gym for non-community members.
- What about town's parks? They are not mentioned in any of the categories.
- Mansfield Community Center is a great attraction for our town.
- I'd like to have a pool that is not so heavily chlorinated, if that is possible.
- Why not mention or parks?
- Would love to see an outdoor pool.
- An outdoor pool is not a good idea in this climate – swim season is only several weeks.
- MCC is fantastic. A lifesaver!
- Attach the senior center to the community center.

## Vision Fair/Open House Comments

- Outdoor pool! Would be great.
- My family has enjoyed the community center & would love to see my family activities centered on pre-school aged children.
- The community center has provided residents with great activities for individuals/families. It is a great addition to the town of Mansfield.
- Membership fees: town-pay taxes to create & expand center, non-town resident=higher fee.
- My family is member of the community center & is generally pleased with the facility & operation. We would like to see more programs that fit children of "tween" ages. Also feel that other community rec. functions





# MANSFIELD 2020: A UNIFIED VISION

## Diversity

Mansfield is a diverse community that celebrates its diversity. Mansfield creates opportunities for diversity in areas including: housing, employment, education, recreation/entertainment and social networks.

### Diversity Action Items:

- The Town proactively develops mechanisms to encourage diversity
- Interact with diverse populations in the region



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- The Town proactively develops mechanisms to encourage diversity
- Interact with diverse populations in the region

## Wiki Comments

- I would love for someone to give an accurate and meaningful definition to the word "diversity" or is diversity ONLY what OTHERS think it is???

## Vision Fair/Open House Comments

- In addition to ethnic diversity we should foster diverse, small independent businesses.
- Need to make sure that this supports socio-economic diversity.
- I think the diversity comes from being a university town. I like the statement of including other towns.







# **MANSFIELD 2020: A UNIFIED VISION**

## **Early Childhood Development**

The Town of Mansfield will develop high quality, affordable, accessible early care and education programs for infants, toddlers, preschool children and their families.

*Early Childhood  
Care & Education*



# Early Childhood Development

The Town of Mansfield will develop high quality, affordable, accessible early care and education programs for infants, toddlers, preschool children and their families.

## Wiki Comments

- Yes, programs for early childhood development should be a priority in the Town not only to promote early childhood development but to provide child care for infants, toddlers, and pre-scholars who have parents who work or go to college/graduate school.
- Parents of infants and toddlers who live and/or work in Mansfield have a very difficult time finding care for these young children. We need to develop plans to expand provisions for high quality, affordable care for infants and toddlers. This need to be a joint Town/University effort.

## Vision Fair/Open House Comments

- Early childhood development is the responsibility of the parents. Use a sliding scale to charge for services.
- I agree – not town's "job."
- Lisbon schools use higher ed. Students in their schools with great results. No town

funds used. Utilize UConn students & facility in development of center for class credit.

- Town needs to support getting range of options in a market setting. High quality daycare doesn't just happen; it needs encouragement.
- There needs to be more priority placed on this: future workforce.
- This is the wave of the future – glad to see it is included.
- Under which department would this fall? Board of Education?
- The process of how this program will start. Who will head up this program?
- Early childhood ed. is the key for our children & community. Will programs also provide support within homes?
- It is my understanding that Disc. Depot is town affiliated. Are these proposals different, in addition to, or an expansion of the D.D. program? What is the connection to public schools?

Early Childhood  
Care & Education





# MANSFIELD 2020: A UNIFIED VISION

## Economic Development

The Town has a vibrant, diverse and sustainable business community that preserves and reflects the character and goals of Mansfield.

### Economic Development Action Items:

- Hire staff and/or consultant to promote economic development and provide assistance to local business
- Increase coordination with local and regional economic development with UConn, especially the School of Business
- Provide for necessary infrastructure; sewer, water and transportation
- Consider tax breaks and other incentives
- Promote local agriculture and farmers markets





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- Consider tax breaks and other incentives
- Promote local agriculture and farmers markets

## Wiki Comments

- I think that economic development should be a top priority for the town, especially the development of small businesses.

## Vision Fair/Open House Comments

- Everyone should be on the same level. User fees are a form of discrimination when only some have to pay for them. Our trash should be collected by the pound. We should have public water and sewer well before 2020 so our insurance rates would be practical. Fire holes should be kept serviceable. During drought they are non-existent. Why does the town buy used lawn equipment from local town's people? Don't try to pass the cost to the land kids in the form of more taxes. Include all property. All employees of the town should be drug tested.
- Sewer & water – consult town Plan of C & D.
- No tax incentives for business. Small businesses should be encouraged thru start up grants. Commercial owners should be limited in profits on rentals to small business owners to encourage small enterprises.
- Continue to support farmer's markets.
- Slow down economic development. Keep old fashioned New England feeling.
- Work with UConn to encourage knowledge based internet type incubators run by students.
- Limit to rural New England classic style – not another Manchester with strip malls, traffic & noise.
- Limit economic development to be in character with the rural New England character of town. Bigger isn't better.

## Open House Comments (Cont.)

- This has to be tied to the development of Storrs Center & prudent work with existing centers (ex. 4 corners, mall area).
- Small local businesses. Economic/ecological sustainable. Let's not do Buckland. Growth is not always good.
- Create an Economic Development Commission first.
- Contact multiple investors to determine viability of economic development in Mansfield.
- Infrastructure is critical in planning of Storrs Center.
- Yes, do promote farmers markets. But water is definitely a problem & I'm worried about the kind of choices available.



# MANSFIELD 2020: A UNIFIED VISION



## Environmental Sustainability

The Town of Mansfield is a sustainable community by 2020. This goal is achieved through municipal operations, demonstration projects and policies, regulations, education and community outreach thereby creating a focus for public participation and engagement.

### Environmental Sustainability Action Items:

- Establish a Town sustainability committee
- Create access to energy conservation programs for all income groups
- Encourage business and community groups to have energy audits
- Take steps to ensure that 80% of the energy consumed in Mansfield is produced or purchased from a renewable source



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## Wiki Comments

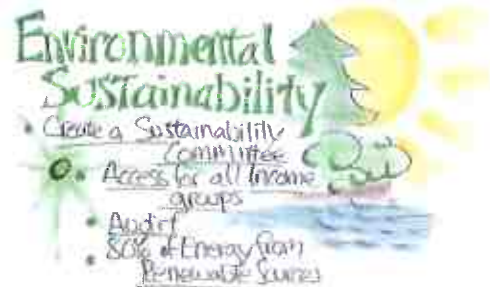
- Environmental sustainability is crucial for the Town's future. Many homeowners here rely on oil to heat our homes and gasoline to fuel our cars.
- Does "80% of the energy consumed in Mansfield" include gasoline? Residential development in rural areas of town has increased in recent years, and all those bigger, more remote homes equal increased energy use. Sustainability is not only using "green" energy. It's also using less energy (i.e., concentrating development so as to require less driving.)
- On a related note, it would be nice if Storrs Center could include some high-traffic businesses, e.g. retail banking, grocery shopping, etc. There used to be a grocery store and bank I (and thousands of UConn) students could walk to. Now I have to get in the car to visit either.

## Vision Fair/Open House Comments

- Building code should require all new homes to be Energy Star & new large homes to be carbon neutral.
- All construction with public funds (even UConn!) LEED Silver or better.
- Utilize UConn students & faculty in area on topic as their school projects.
- Increase use of alternative energy by town.
- I agree (with previous comment).
- I would like to see a town plan that truly embraces sustainability as an integral part of its economic development plans. The highest & best use of land is often just open space i.e. conservation land (not ball fields or golf courses). Smart growth ideas also a good place to start when considering the putative Storrs Center.
- Provide more education and incentives for residents to use green products and use more sustainable energy.
- Encourage and possibly subsidize solar power.

## Open House Comments (Cont.)

- Tax incentives for installing alternative energy (solar, wind, etc.)
- Review the feasibility of adopting LEED standards for all new town project initiatives.
- Energy saving. We can hang laundry out in summer, inside in winter, never use dryer. Use warm/cold water for washing. Use only energy efficient light bulbs. Turn out lights in the house, only use light in the room you happen to be in. Save energy plus money.
- Solar hot water for municipal buildings?
- We must balance economic growth with protection of our environment.
- Let's talk and save paper.
- Expand definition of sustainability to include all forms of "green." Get useful ideas from the sustainability guidelines developed by the new Town Center Design Committee.
- Form a town committee to make plans and promote action to cope with global warming.
- This is a very positive priority.
- Environmental sustainability is more than energy conservations. How about natural resource protection. Educate public about town's resources & how they sustain our daily lives.
- Put motion sensors on lights on public buildings in back!
- More education to residents about how to "be green: & the importance of "being green."







## MANSFIELD 2020: A UNIFIED VISION

### Historic Character and Rural, Open Space and Farmland

The health and quality of life of Mansfield residents will be maintained and opportunities for outdoor activities will be provided by protecting farmland, open spaces, scenic features and historic character.

#### **Historic Character and Rural, Open Space and Farmland Action Items:**

- Educate the community about the importance of preserving open space, farmland and historic character
- Identify national and state enabling legislation to achieve these goals and incorporate them into our local regulations (i.e. village districting)
- Maintain and increase Town funds targeted for open space and farmland acquisition
- Research and compile information on grants and tax credits, both existent and potential, to achieve these goals



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- Maintain and increase Town funds targeted for open space and farmland acquisition
- Research and compile information on grants and tax credits, both existent and potential, to achieve these goals

## Wiki Comments

- I think that preserving the Town's historical and rural character and the Town's open space and farmland are essential. We don't want to become another Vernon.
- These goals should not stand in the way of intelligent economic development throughout the town.
- I think the central issue is to develop a plan that allows economic development in certain focused areas, and elsewhere emphasizes preservation of the special rural character of Mansfield. Many important natural features have been preserved over the years, but more than a few have been lost. The importance of keeping our farmland viable is right at the top of the list; the sources of local fresh food for the future must be vigilantly guarded. Once it is built on, we lose that forever. Everything is linked; if we can get a year round system of local food widely adopted, then more and more citizens will start to think about the significance of the farmland they drive past every day.
- I second (the earlier comments), especially the not "another Vernon" comment. It "could" happen here! A couple of ideas to help keep the town's character: could schools/UConn buy more produce from local farmers (as Yale's Sustainable Food Project) does? Also, the current zoning does not save farmland or wilderness; it only restricts the density of housing. What about encouraging more conservation easements? Or transferable development rights? (E.G., developers get a tangible benefit, e.g. increased density, in ONE part of town when they permanently preserve land in ANOTHER?) Or innovative taxes (e.g., a tax on the length of driveways to keep development close to roads, encourage cluster development, and discourage open space-fragmenting deep/flag lots.)

## Vision Fair/Open House Comments

- Rural character is a prime issue.
- Limit and/or remove all ads from town property. They are eyesores.
- Educate users of space, including students, about low impact sustainable use practices. No motorized recreation. No mountain bikes during mud season.
- I couldn't agree more.
- "Historic character and rural" is not clear. Maybe "Historic and Rural character"?
- Improve publicity of own parks & their recreational opportunities so residents experience & support open space.
- Mansfield has beautiful open spaces. A focus on development in specific clusters can help preserve these areas. Purchase of threatened open space is also important.
- Augment work of the Historical Society to preserve more of our historic sites.
- Sometimes it doesn't feel like a rural town with some of the big-house development that has happened. (Maxfex Drive for example)
- Keep rural quaint classic New England charm in old & new projects.
- Follow the town's Plan of C & D – use it as a Bible!
- Historic character & rural identity is the most important issue. The build-out scenarios I have seen do not adequately address this. There is a sense of NE 'place' that will be lost if nature conservation opportunities are lost.
- Requiring developers to preserve a percentage of each development is necessary.





# **MANSFIELD 2020: A UNIFIED VISION**



## **Housing**

Mansfield has a diverse housing stock that is available and accessible and meets the needs of our community.



# Housing

**Mansfield has a diverse housing stock that is available and accessible and meets the needs of our community.**

## Wiki Comments

- I think that Housing should be a top priority for the Town in 2020. I like this statement on Housing except for the use of the word, "stock." I'd prefer something like "options."
- The Town needs to find ways to get affordable housing for young families, young singles, divorced & widowed singles, and elderly people including single-family houses, condos, and apartments. Now single-family house and condo prices are too high for many of these people; and there are no appropriate apartments for families, single people, or elderly people.
- Home prices may be high, but there is plenty of affordable housing nearby, e.g. Windham/Willimantic. And with improved WRTD service, living there should not be an impediment to most people (even the carless!) working in Mansfield.

## Vision Fair/Open House Comments

- Allow seniors to rent to students who may also assist them.
- Do not create another Windham Heights with a need for a trooper office on site.
- No warehousing of groups of people. Keep the community mixed in age & income.
- I agree (with previous comment).
- Allow for denser development of single family homes – especially near Storrs Center project.
- There is a lack of affordable housing for single parent &/or working class families.
- Rental housing to warehouse vast #'s of undergraduates should be discontinued. Rentals for families of varying incomes encouraged.
- More subsidized or lower cost housing for families – not just grad-student families).
- We need affordable rental housing.
- More moderate income housing stock is needed. This should make better use of available land.
- Oppose the new burden on landlords. Existing statutes sufficient. Extraordinary onus.



# MANSFIELD 2020: A UNIFIED VISION



## K-12 Education

Mansfield will provide exemplary educational services to a diverse student population from pre-K to grade 12 students.

### K-12 Education Action Items:

- Promote student centered activity based hands-on-learning
- Keep class sizes small
- Provide schools (physical environment, indoors and outdoors) that optimize learning
- Promote healthy life styles through food service, physical education and recess
- Provide opportunities that promote all aspects of learning to include but not limited to... emotional intelligence, languages, arts, literature, math, physical and life sciences, social sciences, social skills and world languages
- Equal opportunities for children of all abilities





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- Equal opportunities for children of all abilities

## Wiki Comments

- K - 12 Education should remain a high priority as one of the Town's main functions.
- I think that the most important objectives of the education system at this point in time should include commitments to learning to think creatively, comprehensive explorations of sustainable solutions for the world, critical thinking about political issues, etc.
- High priority. We need to create a regional K-12 district as suggested by \_\_\_\_\_. I have been advocating this for years. At present, the duplication of administrative services results in additional expenditures. Lack of coordination results in educational inconsistencies amongst the sending towns as students go to the high school.
- There is considerable research showing that high school students are more alert and focused if they have a later start to the school day. We need to seriously consider working with District 19 to change the outdated time schedule for high school students.

## Vision Fair/Open House Comments

- Better college guidance (commented thrice)
- Very good. Just regionalize K-12 thru MAW
- Required public speaking class.
- This sheet presumes K-12 integration – present reality is two systems K-8 & 9-12 and sheet should have 2 sections to address the different target audience/implementers.
- Have BOE K-8 & 9-12 work together to submit budget, negotiate contracts & above all provide coordination of program curriculum.
- Utilize UConn students – like Lisbon – higher ed. Students provide great assistance in classrooms.
- Strengthen oral, face to face and writing skills...including how to write a letter.
- Small class sizes have been great. Keep it up.
- Pre-school for all children.

## Open House Comments (Cont.)

- Strengthen technology at high school level to stay competitive.
- Green schools (commented twice)
- All excellent points.
- Regionalizing K-12 should be done only if for sound educational improvement; not be driven by "economizing." Otherwise we will lose the small class sizes, local community schools, attention to individuals, variety of opinions...that we treasure.
- The small class size #'s for our oldest children were not as big as those for our youngest. Our focus on standardized test prep does not promote hands on learning.
- Education now is excellent. Keep it up.
- I would like to see some thought given to regionalizing K-8 administration – like we have for 9-12.
- Before looking at PreK-8 regionalization, we need to decide if this would truly benefit our children.





# MANSFIELD 2020: A UNIFIED VISION

## Planning

Mansfield is a town that adequately plans for future facility, infrastructure and community needs by working closely with government, institutional and regional partners to meet long-term needs.





# Planning

**Mansfield is a town that adequately plans for future facility, infrastructure and community needs by working closely with government, institutional and regional partners to meet long-term needs.**

## Wiki Comment

- This is actually a means to an end instead of an end in itself because all of the statements will require planning in order to achieve them.

## Vision Fair/Open House Comments

- List concrete plan, goals and projects.
- The town needs stronger planning for housing, UConn growth, resource usage, open space & water.
- Water will be a critical concern if the university continues to grow. Planning is essential.
- Please note: PZC is the town's elected planning authority.
- Look to existing Plan of Conservation and Development to guide what happens.
- There needs to be more low cost housing which is not for UConn graduate student families.



# **MANSFIELD 2020: A UNIFIED VISION**



## **Police**

The Mansfield police has appropriate resources to meet the routine needs of Mansfield.



# Police

The Mansfield police has appropriate resources to meet the routine needs of Mansfield.

## Wiki Comments:

- I think that adequate police services should be a top priority for the Town.
- The FBI recommends that towns in the Northeast should have between 1.7-2.5 police officers per 1,000 residents. Mansfield has 33 police officers per 1,000 residents. Mansfield only has four fulltime police officers for 24,000 residents. Residents may also not be aware that there is no midnight patrol in town.
- As a person who has recently returned to live in Mansfield, I am concerned about the lack of staffing and manpower for a town this size in terms of population and geography. This necessitates the need for an adequate community-based police force in our town. It would seem that the residents of a university-based town would desire and have the resources to fund an adequate police force to protect the residents of this community. How is it that I was unaware that my own town did not have local police coverage during hours when drunk driving (we do live in a college town!) is most prevalent. It seems negligent that we do not have anyone policing our streets and our neighborhoods during the hours of midnight to 7 am. Why in 2008 does Mansfield still not have a police department? It seems that by 2020 this should be a priority!
- In light of the recent Petit murders in Cheshire, the prison we house in town, and living next to the heroin capital of the northeast, we should without question have our own municipal police force. The safety of the towns' residents should be an issue worth pursuing in the future.
- Mansfield could disband its police services and turn it all over to UCONN police on a 3-5 year trial basis. Mansfield would then pay UCONN/State for this service. We would have 24hr coverage with a larger force, and no overlap/interference/communication/confusion issues.
- I would like to see the creation of a Mansfield Police Department. I do not think we should rely on UCONN Police to provide our town with police protection. By creating a Mansfield Police Department we can ensure our residents receive the appropriate police coverage and protection we should already have.
- Subcontracting police services to the state takes control out of the hands of town officials. Did you know that under the Resident Trooper program, the State Police are not required to patrol the town if there are other problems outside of town? The town also has no ability to control what the State Police do in town. I support a full-time police department which would keep control of the town police officers under the town. The benefits clearly outweigh the costs in terms of crime control and direction of the town officers. Also, the state and federal government offer plenty of grants (Homeland Security, Bureau of Justice Assistance) to offset some of the costs. Right now, the State of Connecticut decides if and when any patrols will be made on midnight shift. The State also decides who is assigned to the town, so it can be anyone they want, not someone who knows the residents and problems. A regular full-service police department is prudent for the town's stability, security, safety, and service now and in the future.
- It is good to see that the Town Of Mansfield is finally taking a serious look at public safety and the need for improved police service. Presently, those services are lacking and sometimes not present at all. Not that the State Police do a bad job but they are not set up to handle modern police work in a fast growing town. The main purpose of the State Police is to issue tickets and generate revenue for the state. Town Police Officers believe that getting to know the community will enable them to build trust and in the end lower or prevent criminal activity. Less crime means less money having to be spent on extra police coverage. In the end a savings to the tax payers. The State Police believe in allowing things to happen, generating numbers and reporting that they are active and productive. Community policing in Mansfield is talked about but has never been practiced. If you question this ask to see what has been done in the past and what is planned for the future. Not the talk but the actual walk. It might be best to research some sort of practical working relationship with the UCONN Police, what I have been told they are two separate departments that do not talk or work with each other. Maybe is it time to take a look at what we already have in Mansfield and make a serious effort to make it work better. Without the proper level of consistent police coverage from Police Officers who know the community and have long time involvement, maybe the town should consider building a multi million dollar large police building with plenty of jail cells for the future.
- STORRS POLICE DEPT. No UCONN police. No Resident Trooper No Mansfield Police Dept. STORRS FIRE DEPT. If every aspect of the community revolves around the University why not make every service revolve around it also.
- Statistics and recommendations from other towns (lessons learned from past mistakes) are sending us a HUGE message. Mansfield needs their own police department, under the control of their own police chief. This stabilizes the department and allows the department to foster a better relationship with the community. The resident trooper program doesn't provide this degree of stability because the resident trooper can be promoted or transferred out of his/her job. There isn't the degree of ownership in that program as there is in our own police department. There are some small, inexpensive steps that can be taken to right NOW to move toward this goal. We must phase out the resident trooper program (which Mansfield taxpayers have to pay for annually) so we can expand the number of full-time officers and hire additional part-time officers. That way we can have coverage on all shifts every day. Appoint an interim working police chief who has patrol and department management responsibilities. The new chief and town manager can seek funding to assist in this endeavor and with the number of crimes, amount of traffic, and the rapid growth in Mansfield, this will not be difficult. This process should take less than one year to complete. There are plenty of retired police officers from other towns and cities that would bring their skills and training to Mansfield so that we can become established. The State Police will still assist as needed under mutual aid, just like Mansfield will always assist another agency when they have a problem. We should all learn from the past mistakes of others--public safety is the most important service in every community, without it education, recreation, and quality of life are severely degraded.
- Compare the crime reports from Mansfield with those of other communities with the same or smaller population. Check out <http://www.disastercenter.com/conn/crime/index.html> which shows the crime rate for all of Connecticut's cities



# Police

## Wiki Comments (Continued)

and towns. Mansfield has a higher crime rate than many smaller towns with their own police forces. Suffield and Coventry have their own police forces with local direction and accountability. Their population is similar to Mansfield's but they have a much lower crime rate. Why is that? Coventry has a police chief who is accountable to the town manager and town council. The chief takes action based on their direction, the needs of the town, and the relationships built with other town departments. Crime is much lower in Coventry... Consider the facts when you are thinking about Mansfield's future. The Resident Trooper program isn't meeting the needs of Mansfield.

- As a life long resident with extensive history in public safety I do not believe we all realize the benefits of having the CT State Police Resident Trooper program in our town. The program is extremely effective and much needed given our town demographics. The program should be expanded sooner rather than later to provide 24 hour coverage and more staffing is inevitable in the next 20 years. I am very satisfied as a taxpayer of the service we have received from the CT State Police and believe it would cost the town millions more per year in an attempt to provide similar services.
- I would like to clarify some of the misinformation that is being stated on this web site. First, the Town has five Resident Troopers and one Resident Trooper Sergeant in addition to the four full time constables. There are also three part-time constables. The most recent Trooper added works past mid night. When he is not there are troopers from Troop C who respond to calls for service in the town. That makes nine full time officers, plus one patrol Trooper from each shift out of the Troop C State Police barracks in Tolland. What we don't have is a much higher mill rate for a (possibly) multi million dollar public safety complex which would house holding cells, civilian support staff, replacement vehicles, report and record retention responsibilities ect... With the State Police if a trooper's car is damaged or ruined it's replaced at no cost to the town. If a Trooper gets injured, he is replaced at no additional cost. We also have access to detectives from the major crime squad, K-9s, etc... Are the crime statistics higher in Mansfield than in neighboring towns, yes? Much of which is most likely associated with all the "wild weekends" around campus. Speaking of the "wild weekends" many of the additional troopers who work those nights, are at little to no cost to the town. I read that Spring Weekend cost approx. \$250,000.00 in police costs alone. Of which Mansfield only absorbed \$10,000.00. That is a lot of money for one weekend!. However, look at the amount of crimes that are solved in Mansfield. I challenge you to really look and investigate this. Its dramatically higher than those in neighboring towns with local departments. Why? Troopers are assigned to investigate the more serious crimes; currently the town officers only handle less than serious car accidents, and mostly minor criminal offenses.
- As far as community policing goes, I've noticed that more state troopers have moved into town with their families. How much more committed can you get? I see them coaching, reading to kids in the grammar schools, participating in career day at the Mansfield Middle School and volunteering their time at any number of public events to ensure safety at the schools. Just to name a few. Look at how much has been done with Spring Weekend! In just the past four years. It's no accident. Over the years, Troopers have been replaced.
- But it's with a young motivated Trooper eager to work and already trained. Not an already retired officer unfamiliar with our town and its needs. Look at what happens to our neighboring towns, their departments become "training grounds" for the young "motivated" officers who go on to big city departments who can offer more money or opportunities. Many end up joining the State Police. It is my understanding that this "site" is to communicate to the board looking at Mansfield's future. I would recommend that they look at what our Town Officers are doing now and what they have been doing for the past few years. I am confident they will have a new appreciation for our Resident Trooper program.
- A Mansfield Police Dept - Very Bad Idea! What are people scared of! To raise points like "Did you know that under the Resident Trooper program, the State Police are not required to patrol the town if there are other problems outside of town?" is just trying to create fear and paranoia! This may be true, but it does NOT mean that a trooper will leave a triple-murder call in Storrs to run to a marijuana bust on exit 68 on I-84. Obviously there is RATIONAL priority and coverage system for situations like those mentioned. About town cops, they are a bad idea. We can think of a million reasons to have million "good" things or services in Mansfield, but THEY HAVE TO BE PAID FOR and this means HIGH TAXES. People who want all these good things have to be willing to pay but also they usually want to force OTHERS HAVE TO PAY FOR THEM TOO. To have town cops means to have a lot of redundant things, already covered by the state, which WE'D have to pay for now, like cruisers, stations, etc. People, remember this, the more you want, the more you pay. If you want a police force like the city of Hartford, think about what that city is like, the quality of life there and the taxes.
- After reading these most recent comments that seem to attack our local Mansfield Police officers, some facts seem to be distorted and are misleading about the town's police officers important role in our community. After some research, here are some facts and points that community members should be aware of when looking at this issue: \* A top-step trooper is paid \$75,000(+\$49,000 worth of benefits including a personal use car, meals, and better insurance coverage, better retirement). A top-step Mansfield Police Officer is paid \$55,000 (with a less attractive benefits package). \* After midnight Troop C has FIVE Troopers covering SEVEN towns (Somers, Union, Ashford, Ellington, Tolland, Willington, Interstate 84 from Manchester to Mass., and finally Mansfield). Mansfield is not adequately covered. Many nights in town NO ONE is patrolling our streets. \*Although Mansfield employs nine full-time police (Troopers and Mansfield Police—who are sworn police officers, not constables), on average only 2-3 are working at the same time, sometimes no one is covering the town except Troop C (see above). \*Mansfield also employs three part-time officers and their duties as police officers are restricted to traffic violations (i.e. issuing tickets/warnings). \* As far as not having to pay for a "trooper's car getting damaged or if a trooper gets hurt he is replaced at no additional cost". Of course there is a cost, we all already pay for it—our taxes pay for the Connecticut State Police already. As residents of Mansfield, we pay for them twice! All residents in the State of Connecticut are covered by the State Police when their services are needed. If Mansfield had their

# Police

## Wiki Comments (Continued)

own police department and a major crime occurred, the State Police would be required to assist them with major crimes. Every police department in the state uses the state police services—that is why we have them.

- \* Having a Resident Trooper program in this town seems redundant. Why in a town with a major university police department with over 40 police officers, do we not utilize their services and facilities??? Sharing services with UConn seems like a no-brainer. Why travel all the way to Tolland barracks when we have a facility IN TOWN?? It seems that a logical solution would be for Mansfield Police and UConn Police to work together. As it stands now, UConn cannot even assist Mansfield when something happens in town. A partnership with UConn and Mansfield Police would reduce or eliminate the need to put millions into a new facility. Having so few police officers on a shift it seems that our resources could be better utilized by keeping our police in our town. Instead they are required to leave town when making an arrest and bring the person to the Tolland barracks two towns away. This seems like a ridiculous waste of resources and manpower. \*In regards to Spring Weekend, the state police will always be responsible for helping with that job. Especially when Mansfield doesn't have its own police force. At Carriage House, the largest party site during Spring Weekend, UConn Police and not allowed to assist because it is the State Police's operation and in Mansfield's jurisdiction. It would seem that shared services would be another logical avenue for Mansfield to pursue. Spring Weekend is one weekend out of many, and it has been noted by Carriage House Residents that they have a good relationship with the town police. It is maybe because of good community policing and relationships built by town officers that you see an improvement in what is occurring off-campus.
- Clearly this issue deserves attention due to all of the heated posts. I am in favor of a Mansfield police department without troopers. It sounds like the town needs a committee to investigate this matter. The committee should be allowed to ask both Troopers and Mansfield Policeman questions but they should not be on the actual committee. Let's do what is right for Mansfield. A town does not need to be dangerous to need all night assistance.
- We need to put some thought into this as a community and get some better information - we can't make decisions with all these contradictory claims, so a committee to investigate our options and their costs seems like a good idea. People I've talked to are especially disconcerted by the third shift situation. We are a university town but we are also a community, and it seems to me there's a lot to be said for community-based police.
- I am interested in learning more about how our current Mansfield Police Department operates and hearing the opinions of the troopers and Mansfield Police as to what would best serve our community.
- With the amount of growth Mansfield has experienced over the last 6-8 years, I feel we need to look with fresh eyes at what our needs are and insure enough 24 hour coverage for a town this size.
- I think it would be in our town's best interest to have a community-based police force without troopers. A police force that meets the needs of our town only. I have 2 small children and my husband travels. It is very concerning to me that after midnight I might have to wait 20 minutes for assistance if needed.
- I am in favor of the creation of a Mansfield Police Department that can adequately serve our community. Safety should be among our highest priorities. Let's not wait for some tragic event to make it an obvious necessity. It is a necessity now.
- As a Mansfield resident living less than a mile from the UConn campus, it's difficult to imagine having to deal with a situation where I was in need of police assistance and was forced to wait for a state trooper based in Tolland rather than one here in Mansfield or even from the UConn police department. As of now, our police exist without a functioning building with holding cells or even the ability to process someone they arrest. They are forced to drive to Tolland for what could be a lengthy distraction from their first priority. If for some reason we aren't willing to devote the necessary resources to fully support a town-based department, our police should look to coordinate and utilize with the resources we already have next door at the university.
- I am a Mansfield resident and voter. I am for a full-time Mansfield Police force that does not use the resident trooper system. If a State Trooper wants to be a town policeman let them apply for the job and change from trooper to a community based policeman. I hope our town council realizes how important this is to the constituents.
- I am a Mansfield resident and voter who is very concerned about the safety of our town. My husband works nights & I am home with 2 small children--It worries me that I may have to wait to get assistance should the need arise. I think it is crucial that we have a police department that can adequately provide service to all of our residents.
- I strongly believe we should have a full time Mansfield Police Department. As a Mansfield resident, I feel it is important that our police department can provide all necessary services to all residents at all times.
- I am a Mansfield resident and voter. I agree that it would be wise to appoint a committee to investigate the options. It appears that the current arrangement could leave Mansfield residents vulnerable. It would be helpful to know exactly what options are available to best serve our community.
- From reading the comments on this page it seems there are some people in town concerned about there public safety. Or maybe not? I believe this really is only a couple of people within the system having a childish argument, preaching there own agenda behind closed doors. If in fact you all are so concerned about public safety in the town, THEN WHY? Would no one have any concerns about FIRE and EMS whom we would be 10 times more likely to need or use in our lifetime? The answer is simple most of you commenting our doing so for someone else. Fact is I would be impressed if more than 10% of taxpayers had any idea of the public safety system that serves them, most just expect it to be there when needed and do not want to pay the taxes when not needed.
- WOW! what a lively bunch. It is nice to see that there is so much discussion about this topic but I think people are straying from the actual point and turning this page into personal agendas. This should be about providing adequate police services to the residents of Mansfield. The idea about vibrancy comes from the 2020 sessions. (Previous commenter), maybe you should become more familiar with the topics before you bash people on this site. Could you also direct me to the Fire/EMS portion of the page?



# Police

## Wiki Comments (Continued)

- I think it's great to have an open discussion about making the best and informed decisions for our town. I too agree that Mansfield should explore the creation of a Police Department. Mansfield is a great place to live and raise children, why not want what's best for us? I think the concerns addressed in this forum are Police related because this dialogue is for Police concerns, not FIRE or EMS.
- I am a resident of Mansfield and I am moving my company to Mansfield this spring. Let me say that it is pretty clear that Police is a hot item for the town right now. I would like to see a 24 hour police force that is a Mansfield Police Department. I don't think this is the forum for deciding if it is feasible or not. But it is clear that members of the town care enough for the town to take a closer look at this issue. I agree with \_\_\_\_, we are not discussing Fire or EMS because that is not the issue being discussed under the heading of Police.
- You think you taxes are high now. Wait until you institute a full time police force. The start up cost alone would be astronomical, not counting the cost amount of tax dollars needed to man, school, and equip a department. The resident trooper program has worked well for a number of years and I see no valid reason to change. It seems like someone aspect is behind a push to establish a full time department. I, as a tax payer, cannot afford the cost of a Mansfield Police Department.
- To the previous commenter: we already pay for the resident trooper program, let's find out if it is really more expensive to have our own department.
- My husband and I chose to move to Mansfield with our family seven years ago because Mansfield seemed like a community that serves its residents' best interests, including its educational and recreational needs. Recently, we learned that we don't have a 24 hour community-based police system. I believe that the only way Mansfield will continue to attract businesses and families is if we have our own police department.
- Interesting reading indeed. Some conspiracy theory.... childish agenda? I don't think there is anything childish about the safety of the public. Sounds to me like we have uncovered an issue??!! My conspiracy theory sorry, kind of alarming if you ask me. I feel as a resident of Mansfield, a town that wants to be Vibrant, we should have the ability to protect our vibrant citizens 24 hours a day. Does that mean expand our own police department? Or does that mean we expand the states responsibility to protect our town? The latter sounds odd to me coming from a non-vibrant Midwest town. How many state police are we using now for the day and evening coverage? Lets look into it and determine what is best for the quality of life here in Vibrant Mansfield. Possibly a public safety oversight committee. For now lets focus on the police, seems that will be a big enough hurdle.
- (Previous commenter,) I also am a Mansfield resident and may not be so VIBRANT. You are correct safety of public is not childish. As for focus only on police I also would feel that way if my family member or friend was a town police officer that did not like the state police. Public safety needs to be looked at as whole for the system to work properly.
- (Part 3) I know there are those who think a simple solution is going with the UConn Police Department to contact holding, dispatch, and reporting services. I know many UConn Officers and have found them to be consummate professionals many of whom I consider experts in their field. I am confident that they would agree that they currently have more than enough responsibilities already as they strive to meet the needs of their own community here in Storrs and at their satellite campuses. They are not designed, equipped or staffed to administer two departments. It would be unfair to place such a significant increase in demand for service on their personnel without compensating them for it. Who would absorb those costs? Moreover, the infrastructure (police station) they are housed in could not easily accommodate all the demands of a second police department. Evidence room, sized vehicle storage, holding facilities, etc... To look at public safety, concentrating just on police service is too focused. Its clear, from reading the comments there is still a concern about staffing levels in the other branches of emergency service. If this committee is committed to a clear vision Fire/EMS need to be included! These people equally answer our calls for help in our most desperate hours. They deserve the respect of an open mind, and your commitment to better all service in the Mansfield community. Some quick clarifications: Mansfield's population: Not including students on campus is more towards 15,000 NOT 24,000 The town pays 70% of the total cost of a Trooper's salary and benefits. On average, it takes a trooper more then 12 years to reach "Top-Step". Not all of our resident troopers are at top step. Mansfield Officer's were quoted as making \$55,000.00 a year. The costs for their benefits were omitted. I believe it takes far less time for a town officer to reach "Top Step"
- (part 2) if town finds that an increased level of service is necessary, we should then plan gradually to develop a program, perhaps our own department, without having a dramatic increase in our taxes all in one year. I would like to explain as to why I believe a gradual process would be best. To have a an efficient police department 24/7 you would need at a minimum: 12 uniformed patrol officers 3 supervisors (one for each shift) 1 or 2 detectives 1 Chief All of them would need to be recruited, trained, and paid a competitive rate (and benefits package) in order to ensure an experienced officer's retention. (You would then need to offer a similar package to all other town employees) Each officer should be bonded for one million dollars liability coverage. They would need at least, nine vehicles. (Fuel, tires, emergency lights etc...) I would argue this alone is a significant expense that should be planned for not simply implemented. This would require a radio system for the police cars and individual officers. A computerized police reporting system, office computers, in car computers, a police report record an retention system. I am sure I am leaving out a lot of things but I am sure you would agree, there needs to be a plan in place to pay for these expenses. Where would these new officers work from? Does the current space allotted to them meet such an increase in staff, of would even more renovations be needed?
- (Part 1) To the members of the steering committee I would like to share a few observations with you and clarify some less than accurate information being presented on this WIKI site. It is my intent to inform committee members not offend those who have an opposing opinion. I am a resident in town. I can understand the desire for better police coverage. But to simply state there is no coverage is an over statement. I very confident that if a true emergency exists a police response will occur. However, if the desire is to increase coverage for a more efficient response, on

# Police

## Wiki Comments (Continued)

- less exigent calls for service, I believe there is more than one option. One option evaluate the current resource and see where change could and should be made. For example, is there one or more shifts right now, that could be changed for better coverage on another. I realize there may be issues with this but, if we are all committed to better service there needs to be some give and take. Another option could be that if we can't make due with what we have, look for ways to increase current services without significantly raising our taxes? For example, could we contract two or three additional troopers for the next two years to study the benefits of a constant police presence 24/7 in town. By contacting service for now, we can avoid labor issues should the program need to be modified. It would also give the town time to research and develop a plan to allocate the significant financial resources to fund a program in the future.
- I am a Mansfield resident and have been for more than 30 years. The town has expanded greatly and yet our police force has not kept pace with the increased population. I am concerned that we do not have our own full-time resident police force that just serves Mansfield. The state police have to cover more than just our town which means we are not the priority that we would be if we had our own force. It does not make sense to have our officers travel twenty minutes to Tolland to jail or transmit law offenders; our coverage is then jeopardized. I am not in favor, nor ever have been in having the state police as part of our law enforcement. I prefer a less militaristic group in our town which a resident or municipal force would certainly be. We need to have our own police chief who would be solely responsible to the citizens of Mansfield. Why is it that other towns of our size have their own resident police force and we do not? It is time to form a citizens' action committee to investigate the pros and cons of having our own police force and discuss costs, coverage, future needs (like a future downtown), and what is best for our residents. Thank you.
- What a great concept our very own Police Chief. Another department head we can pay big money to with no chance of replacing. Take a good look at how this works for us now in our other departments, the town changes and our leaders don't. We have a history here of not expecting too much of our own. Control (HIGHLY IMPORTANT), Quality (NOT SO IMPORTANT). Why would we want a State Police SGT. managing our police, someone whom is accountable not only to our town manager, also a LT and Master SGT., someone who has been tested by and against the best in the business, someone whom if not performing well can be replaced with out huge cost or legal fees an issues.
- I was wondering how a town like Coventry has the ability to maintain their own police force. Sounds like a snobby "Mansfield" thing to say but if they can do it why cant we? How much more will be needed? How many cars, how many computers, how many officers, etc do we have now? Haven't other communities recently gone to their own departments? I am sure we will be talking about this for many years to come, I don't see change as something that happens at a fast pace in this town, I agree with you (previous commenter). Possibly if we had some leadership change policy might follow. I realize this is not the time or place for that discussion... sorry about that. Let's all get together and look at the total financials associated with this. Until that happens we can post comments until we are blue in the face I suspect.
- I have to agree with (previous commenter). Until all the costs are factored in no one will know the best route to take. Will it be more cost effective to pay for your own P.D. or to pay the state 65% of the trooper's salary and benefits? Soon top step for troopers is going to be \$80,835. Multiply that times 5 plus a little extra for the Sgt. that the town is contracting for right now, include 65% for the \$17.85 troopers get for daily meal allowance, factor in tuition reimbursement and the \$100.00 per month per trooper for simply being assigned to the town, and I think it's a great deal. Plus the town has the power to negotiate the next contract for the troopers also. Oh wait; they have no control over that. Let's hope the troopers a great big raise, so the town can pay even more for getting less. Bottom line. It's not cost effective. Ask Portland and all the other towns getting away from the resident trooper program. If it were cost effective why wouldn't the larger towns take part in it? Don't let the troopers bully us anymore. Speak up for yourselves!! Take control of you're own!!
- According to the 2006 Annual Town of Mansfield Report, the number of town residents is over 24,000. This number certainly supports the need for a full time community police department. It's alarming to know that there is no town police officer on duty during the hours of midnight to 7:00 AM. The state trooper assigned to patrol Mansfield during those hours is also responsible for calls in 5 towns during that shift. I certainly do not feel safe in knowing that if someone is breaking into my home at 2:00 AM, there's a possibility that the trooper on duty may be far off in another town and may not be able to respond to the emergency in a timely fashion. As far as costs are concerned, the town has no control over the state police contract. This means that a trooper could be assigned to Mansfield on the top step with much higher medical and dental benefits than town police. Certainly cost effectiveness should be examined carefully. Furthermore, local police officers, who are likely to live in town, would have both a personal and professional commitment to the safety of the residents and property in town. It unlikely that a state trooper would also be a resident. I support a full time police force in Mansfield modeled after other towns of the same size in CT.
- Without the correct data it is not possible to be so sure we need the expense of our own Town Police department. What are crime statistics overnight from 2AM? If it is a priority to have someone on duty those hours, (And I don't know that it is) why not study changing the hours officers work, perhaps adding a couple of part-time officers to fill 24 hours also? With more town cars on the road, that will mean a much higher cost buying new cars and the maintenance. Would that also mean having to hire more people to the town garage to enable the upkeep of the vehicles? What other costs would be involved - more training costs? Uniform costs? Benefits costs? If there is really a need because we are lacking sufficient Police safety and our own police force is the only way to better it, then the cost can be justified. But is that the best way?
- The costs for a town to have their own police department are huge. It is not just the costs for the "police", but there are legal costs, record keeping, training, certifications, equipment and appropriate communications and safety equipment. What would be horrible is to start a local police department and do it wrong endangering our citizen and those trying to protect them. The State Police are already doing this



# Police

## Wiki Comments (Continued)

with the training, experience and legal skills with a support system (state resources) that we could never match. And, at a cost which is reasonable. What would not be reasonable is to increase our costs for inferior service. If we need a larger police presence in Mansfield, let us pay for more State Police resident troopers who are skilled and trained and who can provide the best service for the least price. I do not want my taxes to increase for inferior service and protection.

- Doesn't the town ALREADY bear the costs for legal, training, record keeping, certifications (same as training), communications and safety equipment? They are driving town cars, using town fuel, town computers and a town building. The town also PAYS for the resident trooper program—it is not FREE. Also, I noticed that Ryan's email address is on the town's email system—were these personal opinions posted on town time or just done on the town's email? The bottom line is—the town already has ALL the expenses listed above regardless of whether they keep the CSP program or convert to their own department. Smaller towns have their own PD's that are locally controlled and operated. The State and Federal governments fund these smaller agencies so there is not such a large burden on taxpayers. Mutual Aid Compacts allow sharing of cell blocks, radio systems, and the like. The town already owns the cruisers and computer equipment to switch to a full-time PD. Save the money from the CSP program and switch to your own department.
- "The State and Federal governments fund these smaller agencies so there is not such a large burden on taxpayers." That money comes from the taxpayers as well...
- The state and federal dollars DO come from the taxpayers. Wouldn't you like to see some of those state and federal dollars returned to Mansfield? If you hadn't noticed, your income taxes haven't gone down because there is no PD in town...
- From what I can see, it looks as though the state police are trying to control the town of Mansfield police department for selfish reasons. I wonder what would happen to the troopers who are currently assigned to the town. Would they have to actually be assigned back to a barracks? Have to work a steady shift and not be able to arrange their own shifts? It seems as though they'll do or say whatever it takes to keep control of the town force. Why do so many other towns that size not has the state police run things?
- I see that (an earlier commenter) is interested in the crime statistics for the overnight hours. He doesn't think it would be worth having his own police department working those hours because "nothing ever happens" during those hours. Why doesn't \_\_\_\_\_ check with the residents of Cheshire who thought a murder could never happen there? They saw one the most brutal incidents the state has ever had. Thank god they have a police department there who is in town 24-7. Thanks to the full time Cheshire police department, those suspects will never get the chance to visit Mansfield during the overnight hours when there are no officers on duty!!
- Addressing an earlier commenter, I have bad news for you. You already pay for your police protection. Actually, if you stop and think about it, you're paying for it twice. State and local taxes. \_\_\_\_\_. I'm not sure where you're coming from with the fire/ems thing. I thought this was about state police v town police?(Addressing another), why would there be a "dramatic tax increase" taxpayers are funding the troopers now, and are already equipped.

There may be a slight increase in costs if any. Hardly a stopping point for a town to have dedicated police force who would be there 24-7 and have a genuine concern for the town, unlike the trooper who is there because he's a senior trooper and wants to get off the road and take it easy. You do bring up some valid points, but it's clear you're either a trooper or the friend of one. All your points are negative toward town police.

(Addressing yet another). you should explain why a municipal police officer is inferior and unable to protect someone, because thousands of them are protecting citizens everyday in every community. And they receive the same training as a trooper. They enforce the same laws and have the same weapons to fight crime. That was actually an ignorant thing to write, you should be ashamed of yourself.

- The "yet another" from previous comment responding to the previous commenter, actually you are wrong on multiple accounts. Instead of throwing around erroneous insults, how about reading and educating yourself? You can start with the ct.gov web site. It describes the training of both CSP and POST (local) officers. The training IS different. Go read it yourself. You missed the pt btw. I am not against local police, but question WHY everyone thinks that is the best way to go? I just moved out of a town that created their own police force so I am familiar w/ both side of the argument. And guess what, every quarter for the last 6 yrs my taxes went up significantly. It was getting to the point of being ridiculous so I moved. What I am anti is anti increase of my taxes. If the CSP can provide the same service as local police and my taxes don't increase, I like that. If I am going to get a tax increase for the same service, I don't see the value benefit. It's a common sense business decision. Why receive the same service for higher cost? What I question and ask is why do people think it is a benefit to have local Mansfield police vs. csp police? If I call 9-1-1 at 2pm or 2am I know an officer is going to show up either way. Oh and just as an aside, how many local police are we going to need when UConn has its spring break and they ( and I know it is a small minority so don't go there...) decide to burn business stores and turn over cars again? Don't get so defensive, I am just asking questions, I'd like to hear a variety of answers. Once again, I just don't want to see my taxes increase for the SAME service I already receive. Why pay \$5.25 a gallon for gas when I can get it at \$3.25.
- (Previous commenter), are you claiming here that the troopers are trained in laws and procedures that the local officers are not trained in? I checked the agency pages for the CSP and POST and found the training to be the same--accident investigation, community policing, DUI, motor vehicle laws, penal code, search and seizure, etc. There is no difference as you claim. This is "Basic Training" alone, not counting additional education and training. Also, your email address ctpolice@gmail implies that you are affiliated with a law enforcement agency. Perhaps we are being mislead about your level of awareness which seems to be more than that of someone who "moved out of a town that created their own police force" Does the town have control over WHO is assigned to a call under the current system? NO. With their own department, they will because they will have hired, trained, and retained that person. As an aside, when UConn has problems or at any other time when assistance is needed, the State

# Police

## Wiki Comments (Continued)

Police will still respond and help the Mansfield PD. That's a part of their job.

- It seems odd to me that the CSP is so worried about expanding the resident trooper program in this town. Is there a hidden agenda? The CSP have their own problems: a shortage of troopers on the highways increases in traffic-related crimes, plenty of highway drug interdiction work to do, and their own manpower issues. Yet, those problems take a backseat to the expansion of their program in Mansfield. Could there be other things at stake here? Is this be a cushy assignment with some built-in overtime, lower workload than a trooper on the highway, and a flexible schedule? It seems odd that the state police, with all of their own problems on the highways, would want to expend more manpower on the Town of Mansfield. Also, I wanted to point out that contrary to what was said earlier, the officers in town are just as well trained and experienced as the troopers. In fact, some town officers have quite a few years of experience compared to some new troopers assigned to this area and could probably teach the new troopers a thing or two.
- I believe one police force in town encompassing all of Storrs/Mansfield/University. With funding from both University and Mansfield. If the University and the town can come together on the Downtown project, WHY can they not come together regarding police services? Money is not a problem. We can always find money for the Community Center and the Housing Dept. OOP's forgot, PRIORITIES!
- I am a Mansfield resident and tax payer. I have volunteered in the public safety for 15 years. I have worked with both the state and town police. They do a great job TOGETHER. They have always worked together seamlessly. In reading this forum it would seem that someone peed in a couple of the town police's cheerios. I have never heard one state police say that they are at an accident, fire or house call because they are in it for the money. They take their job very personally. There is a state police that is in the high school who has been an asset to the community there and is able to form relationships with our children and knows who is doing what. We have coverage 24 hrs 7 days now. I have never felt unsafe in this community. For those of you who do then might I suggest that you get yourself a big dog and a security system?
- I've recently moved into Mansfield from another Connecticut town with a police force, corruption and high taxes, oh yeah, and by the way, LOTS MORE CRIME THAN MANSFIELD. If you want all these things and more, then just start a town police force.
- I feel the service we receive from the Connecticut State Police is truly great. They are there when we need them with back-up available from other state troopers who receive the same training. I have never had a problem with a state police officer and I cannot say I have had any personal problems with a town police officer, though it does concern me to see the Town of Mansfield police officer at a donut shop in Willimantic on a few different occasions. I cannot see how anyone can justify wanting to add more town police officers to the payroll just to see them go on field trips to Willimantic. If I am not mistaken, we do have quite a few donut shops in Mansfield, yes? I applaud the state police for everything they do for the town of Mansfield and its citizens. I hope that the citizens of the town take a step back and realize that the cost to start and maintain a town police force is not financially responsible, when we receive the great service from our state police, who undergo very intense training. As for those of you who have commented on the Cheshire tragedy, I just want to point out that Cheshire DOES have town police, and look what happened. It did not prevent anything from happening, 3 people still died. I'm sure the state police have more resources (i.e. special operations force, K-9 units, investigation units, and especially manpower) that would catch the suspects if anything ever happened in Mansfield. Also for instance, look at Spring Weekend. I have seen firsthand the amount of state police and its resources that we (more like unruly UConn students) use. I almost chuckle to think of the town police trying to handle this incident on their own. And having read all of the comments posted here, I agree with (an earlier commenter). This seems to be some kind of childish argument between some people. If people are so concerned about public safety, why is there not a fire/EMS category that I can comment on? Many more people use fire and ambulance services than police services.
- (Addressing the previous commenter), it seems as though you and (the earlier referenced commenter) are commenting on people being "childish", yet you are engaging in the very same commentary. You are making petty remarks that pit the Mansfield Police and state police against one another. If you really cared about the town, and not taking sides and being "childish", like you say others are being, then you would focus on the issue at hand, which is, by the way, does Mansfield have adequate police coverage? It seems most people commenting on this site don't feel that way. Now we must look at the issue and how to resolve it. In regards to your comment, however cliché, about Mansfield Police being in Willimantic eating donuts, do you know that YOUR tax dollars pay for the state police to have their meals paid for each shift they work. The state police can afford to eat a lot more than donuts because for each shift they work they are paid \$15.00+ per meal. Mansfield Police DO NOT get that benefit along with many others, like a take home car (think about the insurance, repairs, gas, etc. your taxes pay to maintain their personal vehicles!) Also this is not a site for EMS/Fire, although a very important part of public safety, not the issue at hand. Having a police department OBVIOUSLY does not create crime, as the previous comment suggests, but more reliable coverage, all the time, makes for a safer community hands down. Let's research some facts and not keep debating about state police vs. town police.
- (The earlier commenter responding to previous commenter) I think you may misunderstand what I said. I absolutely did not say that the crime in Cheshire happened BECAUSE of the local police department; I said it happened IN SPITE of having a local police department. I am saying that the town should expand the resident state trooper program and not the Mansfield Police Department, because the state police have many more resources than a local department ever could. I do not think any of my comments were "petty" by any means. This is a forum to discuss our town police coverage, yes? "The Mansfield police has appropriate resources to meet the routine needs of Mansfield." I say the Mansfield Police do not, when our "resources" are visiting other towns. The state police however, do have the resources available. I simply said it is not a financially responsible decision to expand the Mansfield police department when this is the behavior



# Police

## Wiki Comments (Continued)

they exhibit now. I agree with you, which RELIABLE coverage makes for a safer community, and I believe the most reliable coverage comes from the resident state trooper program.

- (New commenter responding to previous commenter: the earlier commenter) did not misunderstand you, it appears as if he was writing about kaptainsteves ridiculous comments about local police officers being corrupt. How can eliminating the resident state trooper program and having a local department, raise the crime rate in Mansfield? As for your comments about the state police having more resources. All of those resources are available to any town, free of charge anyway. Why pay more for them? Don't you know that Mansfield has to pay for each trooper assigned to the town? Mansfield residents need to ask for a study to see the cost associated with eliminating the resident trooper program. All the non productive comments made by disgruntled troopers who have "been asked" to leave Mansfield are not doing anyone any good. If in the end, Mansfield decides to keep the program, town leaders need to revisit the contract and make some changes. After all, Mansfield is customer here. I think the state of Connecticut will go to great lengths to make Mansfield happy. As it is, more and more towns are getting away from it.

- (Addressed commenter responding to previous commenter) I do know that Mansfield has to pay for the program, however it is not nearly what a full-time local police department would cost. Think of all the costs. Between the police officers and the dispatchers (because I am sure there would be a dispatch center in the police station that would have to be built for even more of my money and yours), their pay/benefits, vehicles and maintenance, training, and so on and so forth. I don't want to think about how much that would all cost. \_\_\_\_\_. I am a little confused by what you mean when you said "All the non productive comments made by disgruntled troopers who have "been asked" to leave Mansfield are not doing anyone any good." I think the town citizens are voicing their opinions, and I do not think it is fair that you complain about who you say are "disgruntled troopers." I do not know if/why anyone has "been asked" to leave Mansfield as you say, but it seems to me that this is one of the childish things that people seem to be saying. It seems as though this all really is just an attack on the state police because the Mansfield Police have something personal against the troopers. I cannot understand why else you would make a comment about "disgruntled troopers." I have never had a bad experience when dealing with the state police, and I have said the same about dealing personally with the Mansfield Police.

- (New commenter opining on previous commenter) your comments are completely biased AGAINST the local police. What relationship do you have with the State Police? In case you didn't know, every local police department has EXACTLY THE SAME RESOURCES as the State Police. All they have to do is pick up the phone and call upon the state police and they will get the backup, the resources, the special units--the whole gamut. The State Police don't get to refuse service because there is a local police department. Enough with your slanted nonsense already. The main point of bolstering the town police is TOWN CONTROL. The Town doesn't have that ability with the State Police--they are controlled by the Governor. The thousands of miles of highway to cover, speeding and DUI issues, state land

and state prisons we need more troopers on the road, not spending their time covering one specific town. Now is the right time to phase out the resident trooper program...

- If my opinion means anything, I would ask the Town Manager to look at all the options. There is no harm in planning ahead and costing out some possible solutions. Please try not to bite off my head, but there have been plenty of problems with the state itself and the state police--just read the newspaper or watch the news. No offense to any particular person but to blindly put all of our money and trust into the state's hands without researching is foolish.

## Vision Fair/Open House Comments

- Hire ALL State Troopers
- Need community police!
- Re-evaluate the needs of the fire dept. We need to expand the fire dept. if we are continuing to expand as a community. Do you realize we still have firefighters working alone at 2 stations?
- Fire & emergency services must add people & equipment in proportion to any growth in population. No it doesn't.
- The police should have a dedicated police station.
- 24 hour coverage.
- More police protection.
- Is our fire department keeping up with our town's growth?
- I would like to see more police coverage -- especially during 3<sup>rd</sup> shift.
- I would like 24-hour patrol.
- Need community police!
- Town must focus on public safety & not become complacent.
- Keep up the good work. Our police are very responsive. Keep UConn cops on campus, not off!
- Keep current town police for coverage close to home for quickest response.
- Community police ARE town's police.
- Shouldn't police have to answer all calls for service?! This needs to be the case. All members of Mansfield should be safe.
- Keep our state police in our town.
- Education re: sound (noise) ordinances & training to measure sound.
- Mansfield Police are doing a great job. The resources & benefits of the Conn. State Police (is) a big plus. State police presence adds a needed safety net of resources to draw on if needed.
- Being a social worker I see and have directly experienced the benefit of working with community police offices that are familiar and more often dedicated to their town and the needs of the people within their population. I am in support of building upon a community police department.
- Mansfield needs to expand upon our current police force and begin to utilize the in-town UConn resources. Relying upon Tolland-based state troopers is inefficient & shortsighted for a town as big as we are now.
- Town police arrive sooner with adequate staffing vs. trooper traveling from Tolland.
- Public safety? Where are our troopers? Can our town police meet this town's growing needs/ demands?



# Police

## Vision Fair/Open House Comments (Continued)

- We can't afford to lose the support that the State Police can offer.
- I totally disagree (to a previous comment). State Trooper support is a **MUST!**
- Please do not forget firefighters & EMS for all they do to support our town!
- Crack down on wild parties not on landlords.
- A town that wants to be this "vibrant" should be able to have its community polices by its own.
- Consideration of an all State Police force.
- Don't forget fire & EMS...much growth will be needed.
- We need a community policing system with 24 hr. access.
- Let's have less emphasis on speed traps & more emphasis on community policing. Mansfield needs access to local police 24 hrs. a day – not to the switchover to the nearby police barracks.
- Kids need local police.
- Extensive background checks prior to hiring.
- Sounds to me that our state taxes pay for state police services. So why would our high town taxes pay for this service again?
- Ask UConn police to stop harassing Mansfield residents when UConn is not in session.
- More staffing for FD, same # for 30+ years. Needed for protection & safety.
- More police are needed to entice businesses into the community (i.e. downtown).
- What rules do town police follow? This has gotten out of control!
- Statistics are important. Who do you want investigating your home's burglary? Ask for town p.d. vs. state police statistics.
- Statistics tell half a story...proactive, community based policing should come first.
- Why does a town need to contract out their services to the state police when we could be in charge of our own department & improve services as town sees fit.
- Why was Sgt. Cox removed in the first place?
- Need 24 hour full-time non-trooper police force.
- Bring back Sgt. Cox Safety for Mansfield!!
- Understaffed.
- Fear & intimidation are not ways to make change.
- Share more convenient services with a fully staffed UConn force.
- Intimidation should not exist within policing or an open forum such as this.
- The anger based fear mongering trooper sticky notes are case in point reason we should not have troopers.
- Keep State Police.
- Town PD \$\$\$ Too much \$\$ Lesser service.
- Hire all State Troopers.





# MANSFIELD 2020: A UNIFIED VISION

## Regionalism

Mansfield is a leader in developing regional strategies for addressing common concerns such as public works and infrastructure, public safety, education, economic development, transportation, natural resources, housing and public health in order to share resources and expertise that will lead to economies of scale, preservation of resources, cooperation and improved quality of life.

### Regionalism Action Items:

- Utilize WINCOG to investigate the possibility of creating a regional water authority and development of regional housing strategies
- Region 19 will work with the surrounding towns and the respective school districts to investigate the pros and cons of a regional school system
- Evaluate regional transportation services by assessing the existing system and determining needs



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- Evaluate regional transportation services by assessing the existing system and determining needs
- Create a structure to support regional economic development efforts

## Wiki Comments

- Regionalism is vital for the Town. We've already got a regional Probate Court, Health District, and high school. We need to broaden this to other Town functions -- K-12 schools? water company? transportation?
- We should seriously look at Regionalizing Police services specifically University Police
- More inter-town trails (besides the Nipmunk) would be nice. Also, the town may want to think about expanding Region 19 to include Chaplin. It might be in Mansfield's and Chaplin's interest for the latter join Region 19, rather than build a new Parish Hill. By doing this, Chaplin could avoid having to build a new high school when enrollments are projected to drop. Mansfield, on the other hand, could avoid making cuts at E.O., and Region 19 would receive a substantial new source of support (Chaplin residents already pay far more than the state average per capita for their schools.)

## Vision Fair/Open House Comments

- Regional groups must share Mansfield sustainability.
- Regionalize K-12 education. We are duplicating personnel & could save money for more direct student services.

- Avoid regionalism unless ALL members share the vision.
- Change E. O. Smith bus routing so no student travel more than 45 minutes.
- Regional economic development should take into account the semi-rural character of the area and environmental appropriateness (i.e. not industrial development).
- No. Look at Chaplin/Hampton/Scotland- Parish Hill HS is in terrible shape. Parents pay to send their kids to private schools
- Improve transport hours/ not just 195 ties to sustainability.
- Against regional schools if it negatively affects town kids' education. Keep non-town % low.
- Regional bus service & at least a thought for trains from Willimantic to Manchester & Hartford.
- Create a public office to promote regional planning.
- Need viable public transportation to Bradley Field, Hartford and New Haven.
- Plan for growth to be limited by water resources?
- I agree that regionalism is the way to go for the future -- saves more money.
- While regionalism is important in many areas, let's not jeopardize what makes this a great community (ex. Education) to jump on the regional bandwagon.







# **MANSFIELD 2020: A UNIFIED VISION**

## **Senior Services**

Through public and private efforts Mansfield will provide continuum of care services for seniors such as: assisted living, transportation and in-home care to create an optimal quality of life for an aging population.

### **Senior Services Action Items:**

- We have a new social center for the more mature segment of our population adjacent to our community center. Combining programs with the community center enables all ages to interact.
- Social services has a listing of agencies that provide home care and health services to seniors who chose to remain in their homes
- Mansfield has a Town-wide coordinated transportation system which benefits all levels of our population



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## Wiki Comments

- We need to expand our Senior Services as the WWII Baby Boomers reach age 60 this year. We need transportation services for elderly who are homebound and need to go to the grocery store, doctor's appointments, senior center activities, visit their friends, etc. We may need to offer services and activities differentiated by age -- old, older, and oldest -- In type of activity/service, times the activities/services are offered, etc.
  - We need to assure that the elderly can apply for tax assistance to maintain them in their homes if their pensions lose too much value. In other communities it is possible for pensioners to apply for tax reductions (based on income, of course). It is economically better for the town to do this, as pensioners use less town service dollars per capita. It is also socially better to maintain a mix of young and old in the community. What the young offer in energy, the old offer in wisdom!
  - The senior center is way too small, they are cramming classes, crafts, exercises, and a host of other programs into a building that is very much in need of expansion. It is my understanding that the building as it now exist, cannot be added on to. This means that we must find another place. They have to be able to grow in the coming years to be ready as the baby boomers age and demand more use of the center. Adequate transportation, vital information, plus a facility that will insure them a good quality of life is needed in our community. Remember, these are the people who helped Mansfield get to where we are today, don't let them down.
  - To have the goal for social services be more inclusive the following is a suggestion for the goal: Through public and private efforts Mansfield will provide a continuum of services to its residents including seniors such as assisted living, transportation and in-home supports to create an optimal quality of life for all citizens particularly those who are aging.
- We need to take care of the people who helped make Mansfield what it is. Support our seniors
  - Conduct a survey of those using services or who plan to in the future.
  - Senior center needs to be updated. Assisted living. Give seniors a space not around kids but also encourage multi-generational interactions
  - Senior bus too big to turn around in library parking lot -- so not on senior route. Small bus or resize turn around at library to accommodate current bus. (commented twice)
  - Move on with assisted living plans.
  - This is the largest growing segment of the population; services need to reflect this.
  - Get the Warren property for assisted living -- not someplace distant from seniors & nursing facility.
  - The senior center needs to be increased. There is a growing number of elderly citizens but not enough room for new programs.
  - There is no gain in putting assisted living facility next to MCC. Typical resident would not be able to use MCC. Locate it near nursing home.
  - Seniors need transportation out of Mansfield. (Doctor appointments, etc.)
  - I like the idea of utilizing the community center as this is a large, growing segment of the population.
  - I hope \_\_\_\_\_ can be persuaded that an assisted living complex is in UConn's interests & should be given priority in long term planning.
  - A fast growing segment of our population -- it deserves considerable attention.

## Vision Fair/Open House Comments

- More senior housing & assisted living, please?
- New senior center to accompany the community center.
- Please improve senior center.
- We need a new & larger (stand alone) senior center.
- I feel we need a senior center that is just for seniors. One that is not connected to any other things, etc., housing, laundry.
- Senior transportation is very important in this large (area-wise) town.
- I believe we should have a new Mansfield Senior Center. We should not spend more money on the existing MSC.
- The plan for assisted living & town-wide senior transportation is very important.
- Assisted living is a great service.
- Our population is aging and the senior center is maxed out -- building & parking. Start now to look at a new facility.







# **MANSFIELD 2020: A UNIFIED VISION**

## **Sense of Community**

Mansfield is a proud, historic community; a great place to work, live and play that embraces and builds upon its relationship with the University.

### **Sense of Community Action Items:**

- To maintain the sense of community we must continue to have events such as:
  - Know Your Town Fair, Mansfield Hollow Fireworks, Tour de Mansfield Bike Ride, Festival on the Green, library events and the Winter Fun Day
  - Community Center events: Tailgate Halloween, Family Movie night, fun runs and field trips
  - University events open to the community: sports events, concerts, theater, museums and the library
- We must continue as a Town, to create new and additional events to maintain the sense of close community
- To develop new strategies for greater participation by Town and University members

**Sense of  
Community  
& History**

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- To develop new strategies for greater participation by Town and University members
- Town to provide resources to effectively publicize such events to reach all communities

## **Wiki Comment**

- Sense of Community is very, very important to prevent isolation and segregation. There have to be other ways to promote sense of community besides community-wide events. When the Tercentennial Committee encouraged historic villages to organize events by village, that helped bring together people in certain neighborhoods. Perhaps we need the old "welcome wagon" concept for new neighbors.

## **Vision Fair/Open House Comments**

- I think the programs the Community Center holds (Easter Egg Hunt, Halloween Party, family fun) has been great for the community. I would love to see more.
- Keep the villages alive and encourage them as a local community/ neighborhood. (See Gurleyville)
- Do a great job with community events & there seems to be a lot of involvement amongst residents – I hope this continues.
- Increase the University of Connecticut in planning all town-wide events.
- The activities to bring our community together are very welcome.

Sense of  
Community  
& History



## MANSFIELD 2020: A UNIFIED VISION

### Storrs Center

The Storrs Center is a community and university village that is a retail, commercial, residential and cultural destination with a public square and open space.

#### Storrs Center Action Items:

- Begin developing/expanding community programs for Storrs Center in coordination with the Town, University and developer (i.e., farmer's market, puppet shows, concerts and movies)
- Develop a regional arts presence that builds on existing efforts
- Identify new business development structures and opportunities
- Provide accessible housing options to respond to market needs





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## Wiki Comments

- Yes, we need to make Storrs center a priority. We need the vibrant downtown as pictured in the plan to draw people to our businesses and improve the quality of life in town.
- Storrs center should be a Long range vision. One baby step at a time. What would this town look like with a downtown full of empty businesses? If Willimantic comes back to life with its Main St and the Mills will Storrs be able to compete?
- Storrs Center is a interesting concept. However if it thought to be commercially viable then it should be planned and built completely with private funds. There should be NO WAY that Town funds in any format, including tax abatements, should be used to bring this development to fruition. Preliminary and very informal discussions with the lead planner of this project have indicated that significant commercial entities are not interested in participating due to lack of a perceived market. The proposed price tag is already way above original projections and will only climb once ground is broken. Let those who will profit financially from this effort invest the funds to bring it about if they think that it will work.
- Great statement Art I could not agree more. Let's put the breaks on now while they still work. This project should not be considered as a priority for this town at the moment.
- Why not look for a corporate anchor business to help pave the way both literally and figuratively?
- (Directed to the second comment): we shouldn't look at Storrs and Willimantic as competitors. That will only hurt both towns in the long run. Many of the problems towns like Mansfield face are linked with the problems of neighboring urban centers. Suburban sprawl and downtown blight are two sides of the same coin. (Directed to the previous comment): I'm skeptical that Mansfield could attract (or would even want) a corporate anchor business. Do we have the resources for

that? Do we want a big box store or office tower in the middle of Storrs? Shouldn't that sort of large development take place in an already developed area, e.g. Willimantic?

## Vision Fair/Open House Comments

- It would be great to see a timeline of when we can expect things for the Storrs Center. I am excited for Storrs Center and think it will be great for the town.
- This is taking a while to become a reality. So as not to lose public interest there needs to be some visible signs of growth. Is this possible?
- Can it be "Storrs Village Center"? (So as not to confuse people from other places, since Storrs is not a town.)
- This is a Big Mistake.
- Include the basics of life – groceries, etc... - not just new urban shops. Support existing businesses.
- Make this happen wisely! Deadlines for breaking ground keep passing as more strip mall-type development occurs.
- This is critical to the vitality of this community.
- Can't Wait For the Downtown!
- Let's be sure that the businesses that come into our town center share our visions of an environmental community, rural character, etc. No big box structures.
- The basic idea of the Storrs Center is good but people in our society won't walk. It needs parking close. Also, where is the water to support it coming from?
- Do not begin developing Storrs Center until all private financing is secure.
- Mansfield needs to do this – and no one should assume below market costs for rents.
- What housing options? Nothing is specific. Please, no income limit, if a variety is available.
- We are looking forward to Downtown Mansfield



# **MANSFIELD 2020: A UNIFIED VISION**



## **Student Housing**

The Town of Mansfield will collaborate with the University of Connecticut and neighborhood residents to maintain the character of existing neighborhoods, where people feel safe, all are welcome, and residents coexist peacefully.

### **Student Housing Action Items:**

- Promote effective communication between the University, the Town and residents
- Communicate zoning changes in advance to residents
- Encourage the University to house more students on campus
- Require landlords to include certain criteria or expectations in leases
- Reduce unrelated occupancy allowances from 4 to 3
- Provide adequate police and fire services
- Provide adequate infrastructure to support proper, quality, safe student housing (water, sewer, etc.)
- Begin a Town registry of tenants
- Conduct a needs assessment for off campus housing
- Intentional and thoughtful planning and development of quality off-campus housing
- Encourage University to offer competitive student housing on campus
- Encourage University to reinstate on campus housing for graduate students
- Review and investigate alternative, progressive zoning options to preserve and protect neighborhoods and single family housing
- Create a means to encourage owner occupancy in neighborhoods
- Encourage the University to create a program with incentives for faculty and staff to own homes in the community
- Investigate financial disincentives (taxes) for turning properties into rentals
- Expand landlord registry zone to the Town
- Create stronger, more effective enforcement of zoning/housing ordinances through increased monitoring, responses and fines





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- Create stronger, more effective enforcement of zoning/housing ordinances through increased monitoring, responses and fines
- the town at once when rental properties are the source of neighborhood problems.
- Who are you to decide what rents should be paid? The only one to decide is the MARKET!!!! If the rents are too high, then renters won't rent. Did you ever stop and think that too many zoning regulations cause HIGHER RENTS? And, what is wrong with providing services, like rentals, to people who need them? IF the market rewards this, then it must be what is needed, and not necessarily what YOU think is best.
- As long as there's a shortage of student housing on campus there will be a real need for Landlords in Mansfield. If the town wants to have control of this, then add one more business to its portfolio (Community Center), and build its own student housing complex. That would be self supporting and a gold mine.
- I also advise caution against imposing additional regulation. If rents are too high (i.e., demand is great), there will be an incentive-profit-for new or current landlords to increase supply correspondingly, and prices will sink.

## Wiki Comments

- This is a high priority considering that out-of-town landlord/investors are buying up single-family homes in residential areas and renting to college students at exorbitant rents so families are shut out of affordable housing in residential neighborhoods. Possible action steps: 1) Reduce zoning regulation limiting occupants to no more than three unrelated people (instead of the current regulation of four unrelated people, and 2) tax out-of-town landlords who rent out more than one house as businesses
- Possible action steps: 3) Extend the special zone for regulating out-of-town landlords to the entire Town (ECSU students and non-students rent in Mansfield and deserve protection from slumlords, too)
- The town needs to be careful not to make matters worse by over regulating. A) Many extended families consist of unmarried couples with adult children that can be considered non-related. B) Extra fees and taxes will more than likely force "exorbitant rents" therefore making this student population the BEST market for rental properties. Rental properties won't go away they just need to be dealt with very carefully
- I agree about the issue of over regulating the market for rentals and causing undesirable effects. That said, I think it is fair to treat absentee landlords with more than one or two properties as the purely business enterprises that they obviously are, and therefore require them to adhere to standards that the town sets down, requirements that take direct account of the absence of an on site property owner. How long would the town tolerate piles of trash in a business parking lot for instance? Or excessive noise from a business causing distress to residents nearby? Also nearby residents need to take responsibility for alerting

## Vision Fair/Open House Comments

- This is very, very important. Please do not allow zoning to relax its laws but rather strengthen them so potential landlords (absentee) is discouraged.
- Rather than financial disincentives to turning housing into rentals. Establish tax reductions for the elderly on fixed incomes so they can stay in homes.
- Are we big brother? Why must we know who all the tenants are? Use voter registration if we must.
- Unrelated occupancy of 4 is OK.
- We must work to create a stronger buffer between neighborhoods & student housing. Absentee landlords, overfilled houses, riotous behavior all deny the fact that UConn is part of a larger community. More university controlled housing is a solution.
- We need to teach students skills to live in society, not "learn to appreciate the student lifestyle."
- Why use town land for student housing?
- What is the projected UConn enrollment? In 2020? In 2050?
- Keep student housing out of neighborhoods.
- Enforce financial penalties on landlords for violations.
- Too many renters
- Trooper visits to party sites
- Also, (with above comment) mandatory inspections of renters for # of renters.
- I like how this vision statement proposes some solutions to a town problem because UConn is located in it.

# Student Housing

## Open House Comments (Continued)

- Do not make zone changes without consulting residents first. I think unrelated occupancy should allow 4 instead of 3 – but not more! Do not allow such developments as Ponde Place – inappropriate location etc. etc. I'd rather the universities double up more students instead of building more & more luxury units.
- **Student Housing** Comments (Continued)
- Water is at a premium, as is stability of residential neighborhoods. UConn can not grow indefinitely!
- Some people discourage all rental units, not just students off-campus.
- In some neighborhoods, the horse is already out of the barn. If measures to discourage rental are taken, they should be taken soon, and not have "grandfather" provisions.
- Support development of student housing in the Hunting Lodge/No. Eagleville area.
- Enforce all zoning regulations. Both those that apply to students and those that apply to landlords.







## **MANSFIELD 2020: A UNIFIED VISION**

### **Town Government and Communication**

The citizens of Mansfield shall participate in a model government that is efficient, effective, responsive, ethical, accountable and inclusive, and further provides quality services, encourages open communication and dialogue at all levels and proactively plans for the future in a welcoming, user-friendly environment

#### **Town Government and Communication Action Items:**

- Research best practices
- Implement performance measures
- Conduct performance appraisals
- Conduct a citizen and staff survey





# Town Government

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## Town Government and Communication Action Items:

- Research best practices
- Implement performance measures
- Conduct performance appraisals
- Conduct a citizen and staff survey

## Wiki Comments

- Town management and elected officials should get information out to town residents in a timely fashion. There are two very distinct communities in Storrs/Mansfield, The University associated community and the Local residents. Currently it seems local residents are forgotten.
- You are right, there is. So here is an idea why don't we break up in to two towns and let the university community pay for all the expensive amenities that the working poor can't afford to fund any more.

## Vision Fair/Open House Comments

- Have \_\_\_\_\_ come back and do a follow-up interview with the new fire service.
- We must figure out how to pay for what we already have.
- Benchmarking is a good idea!
- Is results-oriented management possible?
- A system of equity.
- Including benchmarking with another towns; acknowledge and value what works well here.
- Sounds grand. I worry that yet another consultant will be used to figure this out. Don't we have enough of those?
- Conduct performance appraisals including attendance.
- I applaud the town for taking this on.
- Efficiency study.





# **MANSFIELD 2020: A UNIFIED VISION**



## **University of Connecticut**

The Town of Mansfield needs UConn and UConn needs the Town. Appreciating the many contributions that UConn makes to Mansfield, we wish to continue to develop an increasing reciprocal integrated relationship between UConn and the Town to form a more cohesive partnership in all aspects of community life, including but not limited to the following:

- Social interaction
- Cultural enrichment
- Economic interdependence
- Access to services
- Entertainment
- Educational opportunities
- Volunteerism
- Recreation
- Environmental responsibility



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- Entertainment
- Educational opportunities
- Volunteerism
- Recreation
- Environmental responsibility

## Wiki Comment

- Mansfield does not have a voice on the UConn Board of Trustees. There is a town resident, but he represents the alumni. It is time for a Mansfield trustee.

## Vision Fair/Open House Comments

- Build a place on campus where students can gather, rather than our neighborhoods
- Too big already?
- Just thinking about town & gown showing America to European tourists in a way that cannot be offered by travel agencies. (name & e-mail provided)
- UConn should begin to realize the benefits of MCC & (future) assisted living complex to UConn.
- Work for greater connection by providing more opportunities for students to be part of our community & thus less likely to vandalize it.

- The current relationship is not balanced. The town's needs cannot be overlooked as they frequently are now.
- Ecological responsibility re: water usage @ UConn. Draining rivers & polluting water.
- One major necessity is to reach some sort of agreement or contact with UConn to allow use of their track facilities for E.O. Smith track & field team. This was done in the past & is a desperate need at this time. If done through the right set of contract, it should not be seen as any sort of "recruitment." Do it now.
- Make important destinations such as Jorgensen and Gampel.
- Town & Gown needs to develop a good relationship. They are – or should be – on the same side.
- Educational interaction – UConn students intern in early childhood- grade 12 – benefits all.





## **MANSFIELD 2020: A UNIFIED VISION**

### **Water and Wastewater**

The Town of Mansfield has adequate water and wastewater treatment to meet the residential, commercial and institutional needs. Our facilities reflect best practices in conservation, energy usage and environmental impact.





# Water and Wastewater

**The Town of Mansfield has adequate water and wastewater treatment to meet the residential, commercial and institutional needs. Our facilities reflect best practices in conservation, energy usage and environmental impact.**

## Wiki Comments

- Possible action steps could be: 1) make the water company that manages UConn's water a REAL WATER COMPANY that is subject to water company regulations (like not putting a hazardous waste facility on the Fenton River watershed) and subject to the public interest instead of UConn's priorities, and 2) have Mansfield join the Willimantic Waterworks as a regional water company
- I encourage that UCONN be held accountable for their water use. General statements inferring that there is more than enough water are unrealistic. All studies should be reviewed by independent researchers to verify their validity. UConn's history is such that they seem to just bulldoze over surrounding towns to achieve their goals. Studies should be funded independently, not by UCONN itself.
- This "statement" is outrageous!!! Mansfield has no public water or wastewater resources whatsoever! The University of Connecticut has such resources for its Storrs campus. It has provided water and sewer services to adjacent uses in the past, but it is not a public utility required to extend such services to others. This statement needs to be changed immediately to reflect reality...that municipal, commercial and residential uses in Storrs have relied on the University's resources in the past, and hope to do so in the future, but that this is not a given. Please note that the University's Water and Wastewater Advisory Committee has been denying new utility connections in recent months. Mansfield residents and businesses mostly rely on their own private wells for water supply and on their own septic systems for sewage disposal. The Storrs area is serviced by the University and the southern part of town is serviced by the sewer and water system of the Town of Windham. Mansfield has no such utilities of its own.
- The statement isn't accurate. Especially for the future as UCONN continues to plan expansions. So I am agreeing with (three previous commenter). This has been an ongoing problem and needs to become a priority.
- [same commenter as before last above] OOOPPS! Sorry! I have received emails reminding me that the vision statements are intended to be what will be the status in 2020...not the current status. It was late at night when I overreacted to this statement. As a goal, it is fine, so I must retract the part of my comment that says the statement is "outrageous", but stand by the rest. (I forgot that the process strategic planning takes the opposite approach of land use planning). We need to revisit the many plans that have already been produced about this subject and simply update and refine their recommendations. (Town plan of conservation and development, the 2000 Milone and MacBroom report on water for the town and their recent 2007 document for UCONN, the 2007 UCONN water supply plan, among others). Of course water and wastewater planning should be a priority for the Town. I emailed (earlier commenter) some basic action steps that should be taken to accomplish this goal, which included further study of the current status, but I have since remembered that so many studies have already been done, that it would be more prudent to simply revisit those studies and extract the appropriate steps from them. Of course I believe that water supply planning should be a priority for the town...particularly for the Storrs urban area. Wastewater planning is a bit less important at this point in time, if only because both the UCONN and Willimantic wastewater treatment plant have lots of capacity left. They are, however, in regular need of upgrades. Again, only parts of Mansfield utilize these resources, since most of us rely upon our own on-site wells and septic systems.
- Seems to me that addressing shared water issues and waste management for the future in a cooperative way is a central concern for the town and the university, and perhaps some way has to be found to create a plan and structure that is transparent to everyone who lives in the town, students, residents and businesses. Even if you have a well and septic system, future development WILL affect you.
- Yes, water and wastewater planning must be a priority for the Town. The more independent the Town can get, the better. Currently, we are dependent on the goodwill of UConn to provide water and sewer to a number of areas in Town. My concern is about the decision making process of the UConn Water/Wastewater Systems Policy Advisory Committee. If I understand the guidelines, two representatives from Mansfield serve on the Committee (the Town Planner and the Town Manager). It is, as the title indicates, advisory only. The Committee's recommendations are forwarded to UConn's V.P. and COO and he makes the decision. According to the Guidelines, there is a report to the Bd. of Trustees once a year. I am concerned that there could be conflicting priorities between the Town and UConn concerning who/what receives water and sewer. Could there be a time when the Town might be coerced (or to use \_\_\_\_\_ term -- bulldozed) to recommend usage when it is not in the Town's best interest?
- Mansfield should obtain control of enough water and sewage treatment capacity to supply its municipal services currently supplied by the University plus enough for additional needed

# Water and Wastewater

## Wiki Comments (Continued)

- services. A regional approach (somehow) is needed. We have relied on the University's sharing, and control, far too long.
- Great vision for the future! Who's watching the present? UConn is promising water to the Downtown Partnership, the four corners area, and Pond place development. Meanwhile, students eat off paper plates, wells go dry in the Fenton watershed, the river trickles and the fish die. I'm with those who feel that it is high time that the Town address its own water and sewer needs, independent of the University. I agree with Janet that the day will come when priorities between the Town and University conflict. Perhaps that day has already past?
  - UConn hasn't kept its "promises" to those of us impacted by the landfill. So much for clean water and free testing. Frankly, a moratorium on new developments requiring water hookups should be in place until UConn has met its previous obligations. Those of us in the landfill plume were forgotten.

## Vision Fair/Open House Comments

- If UConn brings in more people they must be water responsible. Limit number of additional users.
- The questions should be...
  - How much water does the town have?
  - How many students can that water support?
- Water supplies are not adequate when facing a drought & other acts beyond our control. We need better use, and less waste. What about shorted showers at UConn as a start?
- Ecological responsibilities re: water usage at UConn. Draining rivers and pollute water.
- Save some water for downtown Storrs Center.
- Water is critically short now. We should stop more development until the supply is assured.
- I like the vision statement and am glad the town recognizes this issue as critical to the planning process.
- Where's the water going to come from?
- Is Storrs Downtown a ploy to implicate the town in the UConn created water shortage?
- No – we don't have adequate water & wastewater to meet needs. And very careful planning is needed to solve the problem without destroying existing wells, aquifers & river systems!
- Recent experience (Aug.) brings this statement into question. How will this be dealt with if Partnership becomes a reality?
- Water needs for fire protection.
- We do?! No action items needed here?
- Plan with university to buy water & install pipeline to either (A) Willimantic or (B) Rockville.
- Regional planning including UConn is essential.







# **ATTACHMENT C**



## **ATTACHMENT C - ACTION CONFERENCE**

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An Action Conference was held with Search participants on January 26 and 27, 2008. The Action Conference was a follow-up to the work begun during the initial two-day Vision Conference. The session began with a debrief of the Vision Fair open houses thorough the sharing of general comments, thoughts and information gathered at these sessions. During the two-day Action Conference, the priority Vision Points were refined and detailed into action plans.

### **Day One**

Participants were asked to create a newspaper headline capturing what they envisioned would be a key accomplishment related to one of the draft vision points that would make headlines in 2020. After this exercise, Search participants sorted and combined items and arrived at nine priority vision points. Small groups were formed around areas of interest and each group wrote a press release about their vision point. These were then shared with the large group so that all participants had a good idea about the intended vision.

A key outcome from the first day of the Action Conference was the consolidation of the 19 vision points created during the Vision Conference. The preliminary Vision Points that were revised are listed below. These were reframed and/or consolidated with similar vision points to arrive at nine priority vision points.

#### **Preliminary Vision Points**

- Community Center and Recreation
- Diversity
- Early Childhood Development
- Economic Development
- Environmental Sustainability
- Historic and Rural Character, Open Space and Farmland
- Housing
- K-12 Education
- Planning
- Police
- Regionalism
- Senior Services
- Sense of Community
- Storrs Center
- Student Housing
- Town Government
- Transportation, Transit, Walking and Biking Trails
- University of Connecticut
- Water and Waste Water

#### **Refine Vision Statements and Brainstorm Action Items**

Participants worked in small groups to refine the language of the priority Vision Points. Action Conference participants concluded the day by working in small groups to identify potential action items for each of each the Vision Points.

## **Day Two**

During the second day of the Action Conference participants identified action item priorities and prepared detailed action plans.

The action plan templates were completed by participants for the following Vision Points:

- Sustainability and Planning
- Senior Services
- Historic and Rural Character, Open Space and Working Farms
- Recreation, Health and Wellness
- Regionalism
- Public Safety
- K – 12 Education and Early Childhood Development
- Housing
- University/Town Relations



## **Mansfield 2020 Headlines and Press Releases**

### **Mansfield 2020: A Unified Vision**

#### **U.S. Chamber of Commerce Recognizes Mansfield, CT A Model Community for the 21<sup>st</sup> Century**

Since the residents of Mansfield participated in a strategic planning process in 2008, the Town has become a vibrant, diverse and caring community resulting in the "Model Community" designation. This was achieved through successful collaboration between the residents, the University of Connecticut, town government and local and regional businesses. Mansfield offers unique cultural, recreational, economic and educational opportunities. The Chamber recognized our Town's excellent public schools, inclusive and efficient government, participation in regional initiatives, community-wide events, promotion of environmental sustainability, and efforts to maintain working farms and protecting open space.

### **Vision Points**

Education Pre K-12 /Striving for Children/Early Childhood Education:

#### **Education Committee Announces Fulfillment of 2008 Recommendations**

Mansfield wins Presidential Award for affordable, quality Pre-K education. Part of their success was their inclusion of local learning centers.

Special education costs have decreased with the expanded clinical services offered by the Youth Service Bureau. The study of regionalization of Pre-K through 12 of all three towns (Mansfield, Willington, and Ashford) has been completed. The results were turned over to the respective towns for implementation.

Historic and Rural Character and Open Space:

#### **Governor Eaton Lauds Mansfield: Commends Community for Model Open-Space, Farmland and Historic Site Preservation**

Governor Eaton visited Mansfield yesterday to present a proclamation formally congratulating the town and its residents. Known for its excellent schools, efficient government, scenic roads, stone walls and woodland vistas, Mansfield has been notably successful in preserving its unique and numerous historic villages and developing a model network of economically and environmentally sustainable farms.

Of the honor, Mansfield Mayor W. Sterns said, "We are very proud of this achievement." He asserted, "This was not achieved by accident and it wasn't achieved by passing ordinances or zoning regulations." Perceiving the need over a decade ago, Mansfield efficiently begun an aggressive program in 2010 centered around education, funding, and altering individual habits. The program included:

- Enhancing the local and Connecticut history curriculum in the schools
- Launching the now nationally-recognized "sustainability begins at home" program
- Directing savings garnered from successful energy conservation efforts
- Consistently re-budgeting money saved through government efficiency initiatives begun in late 2008
- Bonding dollars to buy development rights and easements
- Loaning dollars for historic preservation projects and new farming enterprises
- Offering creative incentives to would-be farmers to move to Mansfield

- Supporting regional composting
- Supporting efforts to establish regional mobile slaughter houses
- Providing a facility for regular farmers markets
- Collaborating with the UConn cooperative extension service to help establish and enhance farming opportunities
- Purchasing locally-owned produced products in the school lunch program
- Underwriting regional marketing and advertising efforts

The Town's recreation department saw an opportunity and the need many years ago and established numerous programs emphasizing outdoor education and agriculture, including both habitat education and animal husbandry. These offerings are now considered model programs and have been replicated successfully in numerous states.

Mansfield schools made headlines some years ago when the local and Connecticut history was brought back into classrooms, pushing out what was considered excessive energy invested in standardized test preparation. The curriculum change begun about 10 years ago and was phased in over 5 years. Also considered a model program, similar curriculums have been belatedly implemented by several surrounding towns.

#### Housing:

##### **Mansfield and UConn Solve the Housing Crisis**

The Town of Mansfield and the University of Connecticut have collaborated over the past twelve years to increase affordable housing for Mansfield residents and UConn students. This effort was facilitated by Town zoning changes (such as cluster housing) and incentives for mixed income housing, as well as collaboration between the Town and UConn.

Through public-private partnerships, the Town constructed mixed income housing near public transportation that is akin to the accomplishments of some wealthy towns in New Jersey. The Town and UConn cooperatively provided rental apartments for senior citizens and graduate students. Like other Tier I research universities (e.g. Michigan State University), UConn created on-campus and near-campus townhouse apartments for graduate students (including on-site community centers). UConn re-instated on-campus graduate student, couple and family housing, which include on-site community centers and laundry facilities. UConn now provides enough competitively priced undergraduate housing on-campus for each student for four years. These measures have alleviated a recent trend toward neighborhood blight caused by off-campus student rentals in single-family houses. The University provided incentives to encourage faculty and staff home ownership in Mansfield. These measures have enabled young families, working adults and seniors to live in Mansfield.

#### Regionalism:

##### **County Government Initiates Planning for 2040**

As part of its comprehensive visioning process for 2040 the Tolland/Windham United County Government reviewed the Mansfield 2020 Unified Vision developed in 2008. While much of the document reflects the world view and technological limits of the time, the board found seeds of the broad regionalism effort which countered historic political divisions and citizen concerns to provide more effective services in transportation, education, public safety, water and health care. Although a number of regional efforts existed at the time, the Mansfield 2020 Unified Vision prompted more inclusive efforts at regionalism.

As an example the Northeast Connecticut regional water authority traces its origins to increased water demands and widespread water shortages at the turn of the century. This prompted region-wide recognition of the need for more careful environmental stewardship, and comprehensive regional water resource management. Interest in regionalization for governmental services continues to grow as more towns in the area recognize the economic and services for their citizens. Then next meeting of the Tolland/Windham United County Board is February 3, 2020.

Senior Center:

**Mayor Betsy Patterson Cuts the Ribbon on Mansfield's New Senior Center**

A long awaited dream of many seniors and pre-seniors came to life today when Mayor Betsy Patterson cut the ceremonial ribbon, thus opening the new Mansfield Senior Center. We thank the Town Council and the residents of Mansfield for their support for making this dream come true. People attending the opening ceremonies came from all corners of the community to celebrate the opening thanks to the expanded transportation system that serves the community. The latest publication of Social Services for seniors was distributed to the media. It updates regional information on a variety of senior needs such as housing, home care, geriatrics, etc.

Sustainability:

**Mansfield Rated #2 Livable, Sustainable Community in the US; Positioned to Top Portland in 2021**

Mansfield has successfully planned and managed sustainable growth while preserving the Town's rural/historic character, high quality government services and unique college town atmosphere.

Strategic planning in 2008 led to the establishment of sustainable guidelines, coordination and implementation of sustainable policies and regulations.

Storrs Center is a success because it is economically sustainable. Storrs Center reduces commuter trips, promotes green building, and provides an economic engine for a variety of Town projects. (Meet, shop, pedestrian friendly, sustainable, engine)

The Town and University partnered with the region to develop a regional transportation partnership that resulted in 50% of Mansfield commuters and residents using public transportation which reduced carbon emissions by 80%. Contributing to the reduction was the completion of a Town-wide bike and walking network that connects to an east coast greenway.

Through the extraordinary conservation efforts of the Town, UConn and the region, affordable, public water and sewer service has been completed to serve all business, higher density residential and Town government centers without the need for additional new water supply.

Town Government:

**NLC Recognizes Mansfield as One of Nation's Premier University Communities**

Today, the NLC recognized the Town as one of the nation's premier university communities. In a process that has extended over the past two decades, the Town and the university have created a relationship that touches all facets of Mansfield community life, including arts and culture, sustainable planning and development, education and public service delivery.

One prime example of the strength of this relationship is the work the community has done in the area of public safety. In 2008, the Town and the university jointly commissioned a study to look at public safety in a broad sense, including police, fire, and EMS. The study emphasized

the importance of retaining the volunteer component of fire/EMS, and enhancing a community-policing model. Other recommendations of the study stressed the efficient and effective use of resources, and creating a welcoming environment for all.

The results of the study were debated and refined, and the recommendations were implemented over a period of years, concluding in December 2019.

# **ATTACHMENT D**





## **ATTACHMENT D - COMMUNITY FEEDBACK ON THE FINAL POINTS AND ACTIONS**

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Two Action Fairs (open houses) were held on February 27, 2008 at the Mansfield Senior Center and the Mansfield Community Center so that members of the community could comment on the results of the Action Conference and indicate their interest in participating further. Again, search conference participants helped staff the events and answered questions about the process and action plans. Over 50 people attended these open house events. The wiki was also available so that people who were interested could provide comments electronically.

Comments were received both through the wiki and direct input during the Vision Fair. The results are provided below.



# Education & Early Childhood Development

Mansfield provides high quality, holistic education for all children/youth in town while celebrating the individuality of each child. Funding for education has broad support from the community.

## Action Items

- Focus on holistic education
- Promote healthy lifestyles
- Develop better coordination of curricula, administration and transportation among three towns that send students to Region 19

## Wiki Comments

None

## Action Fair/Open House Comments

- Town playground near a resource center.
- Free early childhood schooling for all preschoolers in town. Benefits far outweigh the costs!
- Work with UConn on access to affordable infant/toddle care.
- Downtown center – schools upstairs of shops (karate, dance, music, art, language) so parents shop & talk rather than just 'wait.'
- Mt. Dairy in our schools.
- Free early childhood care with support for children with disabilities.
- Re-evaluating the educational system to support each child's strengths instead of insisting that they fit into a "perfect mold."
- School consolidation = bigger, less flexible bureaucracy – not necessarily more efficient...less local input.
- Work to UConn to support early care & education for families in need.



## Historic and Rural Character, Open Space and Working Farms

Mansfield's cultural history together with its woodlands, open fields, and working farmlands, remain an integral part of the Town's character providing locally produced food, abundant wildlife habitat, scenic views and inviting recreational opportunities. Through collaboration with the University of Connecticut and the Connecticut Department of Agriculture, Mansfield is known as an incubator site for a growing number of entrepreneurial farms and farmers.

### Action Items

- Preserve farms while increasing the number of farmed acres and farming opportunities.
- Protect and maintain Mansfield's cultural history, including its unique historic villages and structures, scenic roads and vistas, unique stone walls and ancient cemeteries.
- Enhance and expand woodland and open meadow habitat.

### Wiki Comments

- This statement lacks enough focus on the "historic character." Include something about the (NUMBER) historic villages. (Since there is debate with how many historic villages there are in Mansfield, I recommend you go with the Mansfield Historical Society's list of the Town's historic villages -- Gurleyville, Atwoodville, Mansfield Center, Mansfield Depot, Hanks Hill, etc.

### Action Fair/Open House Comments

- Protect open space by increasing density of houses. Decrease plot size.
- Limit subdivisions. Preserve land!
- Town fair.
- Help people with open land with more flexible tax relief. Not just agricultural or 10 year commitment to open space designation.





# Housing

Mansfield has varied types of affordable and accessible housing that meets the needs of everyone, especially families, working adults, seniors and students

## Wiki Comments

None

## Action Fair/Open House Comments

- Push for assisted living!!
- Yes! (to above)
- Worried about begging our schools so someone can profit off low income housing development.
- Affordable rents for young couples and singles.
- Much better supervision of out of town landlords who rent houses to students & exploit them – see 141 Gurleyville.
- Collaborate with UConn for more access to low-income housing for graduate students that UConn brings to Storrs.
- Do something about students living in quiet neighborhoods & disturbing the peace of the neighbors.
- Smaller plots of land. Higher density of houses.
- More bikeways.
- Neighborhood development (group of houses with playground, etc.)
- Cap on property tax for seniors.
- UConn needs to lower the process on rental property they own in town – not campus housing.



# Public Safety

**Mansfield's public safety services – police, fire and EMS – have appropriate resources to serve the present and future needs of the community. The community emphasizes the protection of life and property, the importance of regional partnerships, volunteering and community policing.**

## Action Items:

- Ensure efficient and effective deployment of resources to meet demands and needs.
- Protect and enhance quality of life in neighborhoods and villages throughout town.
- Be prepared to effectively respond to natural and man-made disasters (disaster preparedness).

## Action Fair Comments:

- Would like improved cross walk signs across Route 44 near Grand Union
- Cross walk at Grand Union is a great idea.
- Why did this category change from police to public safety?
- When will the Hunting Lodge Road bikeway be done?
- Stop signal at Maple Road & Rte. 275.
- Stop sign on right – south side of Flarhaty Rd. (sp.)
- Police force coverage 24/7.
- Expect UConn to take more responsibility for Public Safety for Spring Weekend.
- It seems that the focus has shifted – prioritize need for investigation into a fully staffed police force.
- After living in Mansfield for over 30 years, it concerns me that we still do not have a police department. Many residents are not aware that there are no municipal police patrolling Mansfield streets from midnight until 6 AM. 5 state troopers are assigned to 8 towns during those hours. That does not make me feel safe. Municipal police have a personal as well as professional interest in protecting Mansfield. If Coventry has a police department, why not Mansfield?
- How about a police district around the university with local police department? Keep it small & keep present system for rest of town.
- What is the action plan for moving forward with a police study?
- Bikeway & walkway from 4-corners to UConn along Rte. 195.
- Increase municipal police force.
- Please consider staffing each firehouse with two full time firefighters/emts.



### Wiki Comments:

- I think that adequate police services should be a top priority for the Town.
- The FBI recommends that towns in the Northeast should have between 1.7-2.5 police officers per 1,000 residents. Mansfield has 33 police officers per 1,000 residents. Mansfield only has four fulltime police officers for 24,000 residents. Residents may also not be aware that there is no midnight patrol in town.
- As a person who has recently returned to live in Mansfield, I am concerned about the lack of staffing and manpower for a town this size in terms of population and geography. This necessitates the need for an adequate community-based police force in our town. It would seem that the residents of a university-based town would desire and have the resources to fund an adequate police force to protect the residents of this community. How is it that I was unaware that my own town did not have local police coverage during hours when drunk driving (we do live in a college town!) is most prevalent. It seems negligent that we do not have anyone policing our streets and our neighborhoods during the hours of midnight to 7 am. Why in 2008 does Mansfield still not have a police department? It seems that by 2020 this should be a priority!
- In light of the recent Pettit murders in Cheshire, the prison we house in town, and living next to the heroin capital of the northeast, we should without question have our own municipal police force. The safety of the towns' residents should be an issue worth pursuing in the future.
- Mansfield could disband its police services and turn it all over to UCONN police on a 3-5 year trial basis. Mansfield would then pay UCONN/State for this service. We would have 24hr coverage with a larger force, and no overlap/interference/communication/confusion issues.
- I would like to see the creation of a Mansfield Police Department. I do not think we should rely on UCONN Police to provide our town with police protection. By creating a Mansfield Police Department we can ensure our residents receive the appropriate police coverage and protection we should already have.
- Subcontracting police services to the state takes control out of the hands of town officials. Did you know that under the Resident Trooper program, the State Police are not required to patrol the town if there are other problems outside of town? The town also has no ability to control what the State Police do in town. I support a full-time police department which would keep control of the town police officers under the town. The benefits clearly outweigh the costs in terms of crime control and direction of the town officers. Also, the state and federal government offer plenty of grants (Homeland Security, Bureau of Justice Assistance) to offset some of the costs. Right now, the State of Connecticut decides if and when any patrols will be made on midnight shift. The State also decides who is assigned to the town, so it can be anyone they want, not someone who knows the residents and problems. A regular full-service police department is prudent for the town's stability, security, safety, and service now and in the future.
- It is good to see that the Town Of Mansfield is finally taking a serious look at public safety and the need for improved police service. Presently, those services are lacking and sometimes not present at all. Not that the State Police do a bad job but they are not set up to handle modern police work in a fast growing town. The main purpose of the State Police is to issue tickets and generate revenue for the state. Town Police Officers believe that getting to know the community will enable them to build trust and in the end lower or prevent criminal activity. Less crime means less money having to be spent on extra police coverage. In the end a savings to the tax payers. The State Police believe in allowing things to happen, generating numbers and reporting that they are active and productive. Community policing in Mansfield is talked about but has never been practiced. If you question this ask to see what has been done in the past and what is planned for the future. Not the talk but the actual walk. It might be best to research some sort of practical working relationship with the UCONN Police, what I have been told they are two separate departments that do not talk or work with each other. Maybe it is time to take a look at what we already have in Mansfield and make a serious effort to make it work better. Without the proper level of consistent police coverage from Police Officers who know the community and have long time involvement, maybe the town should consider building a multi million dollar large police building with plenty of jail cells for the future.
- STORRS POLICE DEPT. No UCONN police No Resident Trooper No Mansfield Police Dept. STORRS FIRE DEPT. If every aspect of the community revolves around the University why not make every service revolve around it also...
- Statistics and recommendations from other towns (lessons learned from past mistakes) are sending us a HUGE message. Mansfield needs their own police department, under the control of their own police chief. This stabilizes the department and allows the department to foster a better relationship with the community. The resident trooper program doesn't provide this degree of stability because the resident trooper can be promoted or transferred out of his/her job. There isn't the degree of ownership in that program as there is in our own police department. There are some small, inexpensive steps that can be taken to right NOW to move toward this goal. We must phase out the resident trooper program (which Mansfield taxpayers have to pay for annually) so we can expand the number of full-time officers and hire additional part-time officers. That way we can have coverage on all shifts every day. Appoint an interim working police chief who has patrol and department management responsibilities. The new chief and town manager can seek funding to assist in this endeavor and with the number of crimes, amount of traffic, and the rapid growth in Mansfield, this will not be difficult. This process should take less than one year to complete. There are plenty of retired police officers from other towns and cities that would bring their skills and training to Mansfield so that we can become established. The State Police will still assist as needed under mutual aid, just like Mansfield will always assist another agency when they have a problem. We should all learn from the past mistakes of others—public safety is the most important service in every community, without it education, recreation, and quality of life are severely degraded.
- Compare the crime reports from Mansfield with those of other communities with the same or smaller population. Check out <http://www.disastercenter.com/conn/crime/index.html> which shows the crime rate for all of Connecticut's cities and towns. Mansfield has a higher crime rate than many smaller towns with their own police forces. Suffield and Coventry have their own police forces with local direction and accountability. Their population is similar to Mansfield's but they have a much lower crime rate. Why is that? Coventry has a police chief who is accountable to the town manager and town council. The chief takes action based on their direction, the needs of the town, and the relationships built with other town departments. Crime is much lower in Coventry... Consider the facts when you are thinking about Mansfield's future. The Resident Trooper program isn't meeting the needs of Mansfield.



## Public Safety

### Wiki Comments (Continued):

- As a life long resident with extensive history in public safety I do not believe we all realize the benefits of having the CT State Police Resident Trooper program in our town. The program is extremely effective and much needed given our town demographics. The program should be expanded sooner rather than later to provide 24 hour coverage and more staffing is inevitable in the next 20 years. I am very satisfied as a taxpayer of the service we have received from the CT State Police and believe it would cost the town millions more per year in an attempt to provide similar services.
- I would like to clarify some of the misinformation that is being stated on this web site. First, the Town has five Resident Troopers and one Resident Trooper Sergeant in addition to the four full time constables. There are also three part-time constables. The most recent Trooper added works past mid night. When he is not there are troopers from Troop C who respond to calls for service in the town. That makes nine full time officers, plus one patrol Trooper from each shift out of the Troop C State Police barracks in Tolland. What we don't have is a much higher mill rate for a (possibly) multi million dollar public safety complex which would house holding cells, civilian support staff, replacement vehicles, report and record retention responsibilities etc... With the State Police if a trooper's car is damaged or ruined it's replaced at no cost to the town. If a Trooper gets injured, he is replaced at no additional cost. We also have access to detectives from the major crime squad, K-9s, etc... Are the crime statistics higher in Mansfield than in neighboring towns, yes? Much of which is most likely associated with all the "wild weekends" around campus. Speaking of the "wild weekends" many of the additional troopers who work those nights, are at little to no cost to the town. I read that Spring Weekend cost approx. \$250,000.00 in police costs alone. Of which Mansfield only absorbed \$10,000.00. That is a lot of money for one weekend! However, look at the amount of crimes that are solved in Mansfield. I challenge you to really look and investigate this. It's dramatically higher than those in neighboring towns with local departments. Why? Troopers are assigned to investigate the more serious crimes; currently the town officers only handle less than serious car accidents, and mostly minor criminal offenses.
- As far as community policing goes, I've noticed that more state troopers have moved into town with their families. How much more committed can you get? I see them coaching, reading to kids in the grammar schools, participating in career day at the Mansfield Middle School and volunteering their time at any number of public events to ensure safety at the schools. Just to name a few. Look at how much has been done with Spring Weekend! In just the past four years. It's no accident. Over the years, Troopers have been replaced. But it's with a young motivated Trooper eager to work and already trained. Not an already retired officer unfamiliar with our town and its needs. Look at what happens to our neighboring towns, their departments become "training grounds" for the young "motivated" officers who go on to big city departments who can offer more money or opportunities. Many end up joining the State Police. It is my understanding that this "site" is to communicate to the to the board looking at Mansfield's future. I would recommend that they look at what our Town Officers are doing now and what they have been doing for the past few years. I am confident they will have a new appreciation for our Resident Trooper program.
- A Mansfield Police Dept - Very Bad Idea! What are people scared of! To raise points like "Did you know that under the Resident Trooper program, the State Police are not required to patrol the town if there are other problems outside of town?" is just trying to create fear and paranoia! This may be true, but it does NOT mean that a trooper will leave a triple-murder call in Storrs to run to a marijuana bust on exit 68 on I-84. Obviously there is RATIONAL priority and coverage system for situations like those mentioned. About town cops, they are a bad idea. We can think of a million reasons to have million "good" things or services in Mansfield, but THEY HAVE TO BE PAID FOR and this means HIGH TAXES. People who want all these good things have to be willing to pay but also they usually want to force OTHERS HAVE TO PAY FOR THEM TOO. To have town cops means to have a lot of redundant things, already covered by the state that WE'D have to pay for now, like cruisers, stations, etc. People, remember this, the more you want, the more you pay. If you want a police force like the city of Hartford, think about what that city is like, the quality of life there and the taxes.
- After reading these most recent comments that seem to attack our local Mansfield Police officers, some facts seem to be distorted and are misleading about the town's police officers important role in our community. After some research, here are some facts and points that community members should be aware of when looking at this issue: \*A top-step trooper is paid \$75,000(+\$49,000 worth of benefits including a personal use car, meals, and better insurance coverage, better retirement). A top-step Mansfield Police Officer is paid \$55,000 (with a less attractive benefits package). \* After midnight Troop C has FIVE Troopers covering SEVEN towns (Somers, Union, Ashford, Ellington, Tolland, Willington, Interstate 84 from Manchester to Mass., and finally Mansfield). Mansfield is not adequately covered. Many nights in town NO ONE is patrolling our streets. \*Although Mansfield employs nine full-time police (Troopers and Mansfield Police—who are sworn police officers, not constables), on average only 2-3 are working at the same time, sometimes no one is covering the town except Troop C (see above). \*Mansfield also employs three part-time officers and their duties as police officers are restricted to traffic violations (i.e. issuing tickets/warnings). \* As far as not having to pay for a "trooper's car getting damaged or if a trooper gets hurt he is replaced at no additional cost". Of course there is a cost, we all already pay for it--our taxes pay for the Connecticut State Police already. As residents of Mansfield, we pay for them twice! All residents in the State of Connecticut are covered by the State Police when their services are needed. If Mansfield had their own police department and a major crime occurred, the State Police would be required to assist them with major crimes. Each & every police department in the state uses the state police services--that is why we have them.
- \* Having a Resident Trooper program in this town seems redundant. Why in a town with a major university police department with over 40 police officers, do we not utilize their services and facilities??? Sharing services with UConn seems like a no-brainer. Why travel all the way to Tolland barracks when we have a facility IN TOWN?? It seems that a logical solution would be for Mansfield Police and UConn Police to work together. As it stands now, UConn cannot even assist Mansfield when something happens in town. A partnership with UConn and Mansfield Police would reduce or eliminate the need to put millions into a new facility. Having so few police officers on a shift it seems that our resources could be better utilized by keeping our police in our town. Instead they are required to leave town when making an arrest and bring the person to the Tolland barracks two towns away. This seems like a ridiculous waste of resources and manpower. \*In regards to Spring Weekend, the state police will always be responsible for helping with that job. Especially when Mansfield doesn't have its own police force. At Carriage House, the largest party site during Spring Weekend, UConn Police and not allowed to assist because it is the State Police's operation and in Mansfield's jurisdiction. It would seem that shared services would be another logical avenue for Mansfield to pursue. Spring Weekend is one weekend out of many, and it has been noted by Carriage House Residents that they have a good relationship with the town police. It is maybe because of good community policing and relationships built by town officers that you see an improvement in what is occurring off-campus.

## Public Safety

### Wiki Comments (Continued):

- "In regards to statistics, which is very important to the Connecticut State Police, numbers don't always matter to people who reside in a town. Having a relationship with the police is just as, or more important, as the number of speeding tickets issued. Community outreach and prevention cannot always be measured in statistics. Much of the time statistics measure a reaction to a problem and not a solution. There are no resident troopers who live in town that work in Mansfield. Over the years, Mansfield has had many different State Troopers. They have no more of a vested interest in the community than any police officer would. Maybe if the town had an adequate number of police, more police could spend time doing "extras" in the schools, but currently running a town with 2-3 police on a shift doesn't seem to lend itself to additional assignments." As for the comment about Mansfield becoming Hartford (talk about trying to cause fear and paranoia?!), does not make sense. How would having a municipal police force change our quality of life for the worse? It would seem to only enhance the level and quality of service. The state police we have now, we pay for, and they certainly are not free. This is a complex issue with many variables. We need to be open-minded and look at the facts. Why is that most towns have their own police departments? Because they want better service and safety. As Mansfield residents, we are entitled to that.
- Clearly this issue deserves attention due to all of the heated posts. I am in favor of a Mansfield police department without troopers. It sounds like the town needs a committee to investigate this matter. The committee should be allowed to ask both Troopers and Mansfield Policemen questions but they should not be on the actual committee. Let's do what is right for Mansfield. A town does not need to be dangerous to need all night assistance.
- We need to put some thought into this as a community and get some better information - we can't make decisions with all these contradictory claims, so a committee to investigate our options and their costs seems like a good idea. People I've talked to are especially disconcerted by the third shift situation. We are a university town but we are also a community, and it seems to me there's a lot to be said for community-based police.
- I am interested in learning more about how our current Mansfield Police Department operates and hearing the opinions of the troopers and Mansfield Police as to what would best serve our community.
- With the amount of growth Mansfield has experienced over the last 6-8 years, I feel we need to look with fresh eyes at what our needs are and insure enough 24 hour coverage for a town this size.
- I think it would be in our town's best interest to have a community-based police force without troopers. A police force that meets the needs of our town only. I have 2 small children and my husband travels. It is very concerning to me that after midnight I might have to wait 20 minutes for assistance if needed.
- I am in favor of the creation of a Mansfield Police Department that can adequately serve our community. Safety should be among our highest priorities. Let's not wait for some tragic event to make it an obvious necessity. It is a necessity now.
- As a Mansfield resident living less than a mile from the UConn campus, it's difficult to imagine having to deal with a situation where I was in need of police assistance and was forced to wait for a state trooper based in Tolland rather than one here in Mansfield or even from the UConn police department. As of now, our police exist without a functioning building with holding cells or even the ability to process someone they arrest. They are forced to drive to Tolland for what could be a lengthy distraction from their first priority. If for some reason we aren't willing to devote the necessary resources to fully support a town-based department, our police should look to coordinate and utilize with the resources we already have next door at the university.
- I am a Mansfield resident and voter. I am for a full-time Mansfield Police force that does not use the resident trooper system. If a State Trooper wants to be a town policeman let them apply for the job and change from trooper to a community based policeman. I hope our town council realizes how important this is to the constituents.
- I am a Mansfield resident and voter who is very concerned about the safety of our town. My husband works nights & I am home with 2 small children--it worries me that I may have to wait to get assistance should the need arise. I think it is crucial that we have a police department that can adequately provide service to all of our residents.
- I strongly believe we should have a full time Mansfield Police Department. As a Mansfield resident, I feel it is important that our police department can provide all necessary services to all residents at all times.
- I am a Mansfield resident and voter. I agree that it would be wise to appoint a committee to investigate the options. It appears that the current arrangement could leave Mansfield residents vulnerable. It would be helpful to know exactly what options are available to best serve our community.
- From reading the comments on this page it seems there are some people in town concerned about there public safety. Or maybe not? I believe this really is only a couple of people within the system having a childish argument, preaching there own agenda behind closed doors. If in fact you all are so concerned about public safety in the town, THEN WHY? Would no one have any concerns about FIRE and EMS whom we would be 10 times more likely to need or use in our lifetime? The answer is simple most of you commenting our doing so for someone else. Fact is I would be impressed if more than 10% of taxpayers had any idea of the public safety system that serves them, most just expect it to be there when needed and do not want to pay the taxes when not needed.
- I think it's great to have an open discussion about making the best and informed decisions for our town. I too agree that Mansfield should explore the creation of a Police Department. Mansfield is a great place to live and raise children, why not want what's best for us? I think the concerns addressed in this forum are Police related because this dialogue is for Police concerns, not FIRE or EMS.
- I am a resident of Mansfield and I am moving my company to Mansfield this spring. Let me say that it is pretty clear that Police is a hot item for the town right now. I would like to see a 24 hour police force that is a Mansfield Police Department. I don't think this is the forum for deciding if it is feasible or not. But it is clear that members of the town care enough for the town to take a closer look at this issue. I agree with \_\_\_\_, we are not discussing Fire or EMS because that is not the issue being discussed under the heading of Police.
- You think you taxes are high now. Wait until you institute a full time police force. The start up cost alone would be astronomical, not counting the cast amount of tax dollars needed to man, school, and equip a department. The resident trooper program has worked



## Public Safety

### Wiki Comments (Continued):

well for a number a years and I see no valid reason to change. It seems like someone aspect is behind a push to establish a full time department. I, as a tax payer, cannot afford the cost of a Mansfield Police Department

- alfred, we already pay for the resident trooper program, lets find out if it is really more expensive to have our own department
- My husband and I chose to move to Mansfield with our family seven years ago because Mansfield seemed like a community that serves its residents' best interests, including its educational and recreational needs. Recently, we learned that we don't have a 24 hour community-based police system. I believe that the only way Mansfield will continue to attract businesses and families is if we have our own police department
- Interesting reading indeed. Some conspiracy theory.... childish agenda? I don't think there is anything childish about the safety of the public. Sounds to me like we have uncovered an issue??!! My conspiracy theory sorry, kind of alarming if you ask me. I feel as a resident of Mansfield, a town that wants to be Vibrant, we should have the ability to protect our vibrant citizens 24 hours a day. Does that mean expand our own police department? Or does that mean we expand the states responsibility to protect our town? The later sounds odd to me coming from a non-vibrant midwest town. How many state police are we using now for the day and evening coverage? Lets look into it and determine what is best for the quality of life here in Vibrant Mansfield. Possibly a public safety oversight committee. For now lets focus on the police, seems that will be a big enough hurdle.
- Carey I also am a Mansfield resident and may not be so VIBRANT. You are correct safety of public is not childish. As for focus only on police I also would feel that way if my family member or friend was a town police officer that did not like the state police. Public safety needs to be looked at as whole for the system to work properly.
- WOW! What a lively bunch. It is nice to see that there is so much discussion about this topic but I think people are straying from the actual point and turning this page into personal agendas. This should be about providing adequate police services to the residents of Mansfield. The idea about vibrancy comes from the 2020 sessions. Torn, maybe you should become more familiar with the topics before you bash people on this site. Could you also direct me to the Fire/EMS portion of the page?
- (Part 3) I know there are those who think a simple solution is going with the UConn Police Department to contact holding, dispatch, and reporting services. I know many UConn Officers and have found them to be consummate professionals many of whom I consider experts in their field. I am confident that they would agree that they currently have more than enough responsibilities already as they strive to meet the needs of their own community here in Storrs and at their satellite campuses. They are not designed, equipped or staffed to administer two departments. It would be unfair to place such a significant increase in demand for service on their personnel without compensating them for it. Who would absorb those costs? Moreover, the infrastructure (police station) they are housed in could not easily accommodate all the demands of a second police department. Evidence room, sized vehicle storage, holding facilities, etc. . To look at public safety, concentrating just on police service is too focused. It's clear, from reading the comments there is still a concern about staffing levels in the other branches of emergency service. If this committee is committed to a clear vision Fire/EMS need to be included! These people equally answer our calls for help in our most desperate hours. They deserve the respect of an open mind, and your commitment to better all service in the Mansfield community. Some quick clarifications: Mansfield's population: Not including students on campus is more towards 15,000 NOT 24,000 The town pays 70% of the total cost of a Trooper's salary and benefits. On average, it takes a trooper more then 12 years to reach "Top-Step". Not all of our resident troopers are at top step. Mansfield Officer's were quoted as making \$55,000.00 a year. The costs for their benefits were omitted. I believe it takes far less time for a town officer to reach "Top Step
- (part 2) If town finds that an increased level of service is necessary, we should then plan gradually to develop a program, perhaps our own department, without having a dramatic increase in our taxes all in one year. I would like to explain as to why I believe a gradual process would be best. To have a an efficient police department 24/7 you would need at a minimum: 12 uniformed patrol officers 3 supervisors (one for each shift) 1 or 2 detectives 1 Chief All of them would need to be recruited, trained, and paid a competitive rate (and benefits package) in order to ensure an experienced officer's retention. (You would then need to offer a similar package to all other town employees) Each officer should be bonded for one million dollars liability coverage. They would need at least, nine vehicles. (Fuel, tires, emergency lights etc...) I would argue this alone is a significant expense that should be planned for not simply implemented. This would require a radio system for the police cars and individual officers. A computerized police reporting system, office computers, in car computers, a police report record a retention system. I am sure I am leaving out a lot of things but I am sure you would agree, there needs to be a plan in place to pay for these expenses. Where would these new officers work from? Does the current space allotted to them meet such an increase in staff, of would even more renovations be needed?
- (Part 1) To the members of the steering committee I would like to share a few observations with you and clarify some less than accurate information being presented on this WIKI site. It is my intent to inform committee members not offend those who have an opposing opinion. I am a resident in town. I can understand the desire for better police coverage. But to simply state there is no coverage is an over statement. I very confident that if a true emergency exists a police response will occur. However, if the desire is to increase coverage for a more efficient response, on less exigent calls for service, I believe there is more than one option. One option evaluates the current resource and sees where change could and should be made. For example, are there one or more shifts right now that could be changed for better coverage on another? I realize there may be issues with this but, if we are all committed to better service there needs to be some give and take. Another option could be that if we can't make due with what we have, look for ways to increase current services without significantly raising our taxes? For example, could we contract two or three additional troopers for the next two years to study the benefits of a constant police presence 24/7 in town? By contacting service for now, we can avoid labor issues should the program need to be modified. It would also give the town time to research and develop a plan to allocate the significant financial resources to fund a program in the future.
- I am a Mansfield resident and have been for more than 30 years. The town has expanded greatly and yet our police force has not kept pace with the increased population. I am concerned that we do not have our own full-time resident police force that just serves Mansfield. The state police have to cover more than just our town which means we are not the priority that we would be if we had our own force. It does not make sense to have our officers travel twenty minutes to Tolland to jail or transmit law offenders; our coverage is then jeopardized. I am not in favor, nor ever have been in having the state police as part of our law enforcement. I prefer a less militaristic group in our town which a resident or municipal force would certainly be. We need to have our own police chief who would be solely responsible to the citizens of Mansfield. Why is it that other towns of our size have their own resident police

## Public Safety

### Wiki Comments (Continued):

force and we do not? It is time to form a citizens' action committee to investigate the pros and cons of having our own police force and discuss costs, coverage, future needs (like a future downtown), and what is best for our residents. Thank you.

- What a great concept our very own Police Chief. Another department head we can pay big money to with no chance of replacing. Take a good look at how this works for us now in our other departments, the town changes and our leaders don't. We have a history here of not expecting too much of our own. Control (HIGHLY IMPORTANT), Quality (NOT SO IMPORTANT). Why would we want a State Police SGT. managing our police, someone whom is accountable not only to our town manager, also a LT and Master SGT., someone who has been tested by and against the best in the business, someone whom if not performing well can be replaced with out huge cost or legal fees an issues.
- According to the 2006 Annual Town of Mansfield Report, the number of town residents is over 24,000. This number certainly supports the need for a full time community police department. It's alarming to know that there is no town police officer on duty during the hours of midnight to 7:00 AM. The state trooper assigned to patrol Mansfield during those hours is also responsible for calls in 5 towns during that shift. I certainly do not feel safe in knowing that if someone is breaking into my home at 2:00 AM, there's a possibility that the trooper on duty may be far off in another town and may not be able to respond to the emergency in a timely fashion. As far as costs are concerned, the town has no control over the state police contract. This means that a trooper could be assigned to Mansfield on the top step with much higher medical and dental benefits than town police. Certainly cost effectiveness should be examined carefully. Furthermore, local police officers, who are likely to live in town, would have both a personal and professional commitment to the safety of the residents and property in town. It unlikely that a state trooper would also be a resident. I support a full time police force in Mansfield modeled after other towns of the same size in CT.
- Without the correct data it is not possible to be so sure we need the expense of our own Town Police department. What are crime statistics overnight from 2AM? If it is a priority to have someone on duty those hours, (And I don't know that it is) why not study changing the hours officers work, perhaps adding a couple of part-time officers to fill 24 hours also? With more town cars on the road, that will mean a much higher cost buying new cars and the maintenance. Would that also mean having to hire more people to the town garage to enable the upkeep of the vehicles? What other costs would be involved - more training costs? Uniform costs? Benefits costs? If there is really a need because we are lacking sufficient Police safety and our own police force is the only way to better it, then the cost can be justified. But is that the best way?
- The costs for a town to have their own police department are huge. It is not just the costs for the "police", but there are legal costs, record keeping, training, certifications, equipment and appropriate communications and safety equipment. What would be horrible is to start a local police department and do it wrong endangering our citizen and those trying to protect them. The State Police are already doing this with the training, experience and legal skills with a support system (state resources) that we could never match. And, at a cost which is reasonable. What would not be reasonable is to increase our costs for inferior service. If we need a larger police presence in Mansfield, let us pay for more State Police resident troopers who are skilled and trained and who can provide the best service for the least price. I do not want my taxes to increase for inferior service and protection.
- Doesn't the town ALREADY bear the costs for legal, training, record keeping, certifications (same as training), communications and safety equipment? They are driving town cars, using town fuel, town computers and a town building. The town also PAYS for the resident trooper program—it is not FREE. Also, I noticed that \_\_\_\_\_ email address is on the town's email system—were these personal opinions posted on town time or just done on the town's email? The bottom line is—the town already has ALL the expenses listed above regardless of whether they keep the CSP program or convert to their own department. Smaller towns have their own PD's that are locally controlled and operated. The State and Federal governments fund these smaller agencies so there is not such a large burden on taxpayers. Mutual Aid Compacts allow sharing of cell blocks, radio systems, and the like. The town already owns the cruisers and computer equipment to switch to a full-time PD. Save the money from the CSP program and switch to your own department.
- "The State and Federal governments fund these smaller agencies so there is not such a large burden on taxpayers." That money comes from the taxpayers as well...
- I was wondering how a town like Coventry has the ability to maintain their own police force. Sounds like a snobby "Mansfield" thing to say but if they can do it why cant we? How much more will be needed? How many cars, how many computers, how many officers, etc do we have now? Haven't other communities recently gone to their own departments? I am sure we will be talking about this for many years to come, I don't see change as something that happens at a fast pace in this town, I agree with you \_\_\_\_\_. Possibly if we had some leadership change policy might follow. I realize this is not the time or place for that discussion... sorry about that. Let's all get together and look at the total financials associated with this. Until that happens we can post comments until we are blue in the face I suspect.
- The state and federal dollars DO come from the taxpayers. Wouldn't you like to see some of those state and federal dollars returned to Mansfield? If you hadn't noticed, your income taxes haven't gone down because there is no PD in town...
- From what I can see, it looks as though the state police are trying to control the town of Mansfield police department for selfish reasons. I wonder what would happen to the troopers who are currently assigned to the town. Would they have to actually be assigned back to a barracks? Have to work a steady shift and not be able to make their own shifts? It seems as though they'll do or say whatever it takes to keep control of the town force. Why do so many other towns this size do not have the state police run things?
- I see that \_\_\_\_\_ is interested in the crime statistics for the overnight hours. He doesn't think it would be worth having his own police department working those hours because "nothing ever happens" during those hours. Why doesn't \_\_\_\_\_ check with the residents of Cheshire who thought a murder could never happen there? They saw one the most brutal incidents the state has ever had. Thank god they have a police department there who is in town 24-7. Thanks to the full time Cheshire police department, those suspects will never get the chance to visit Mansfield during the overnight hours when there are no officers on duty!!
- I have to agree with \_\_\_\_\_. Until all the costs are factored in no one will know the best route to take. Will it be more cost effective to pay for your own P.D. or to pay the state 65% of the trooper's salary and benefits? Soon top step for troopers is going to be \$80,835. Multiply that times 5 plus a little extra for the Sgt. that the town is contracting for right now, include 65% for the \$17.85 troopers get for daily meal allowance, factor in tuition reimbursement and the \$100.00 per month per trooper for simply being



## Public Safety

### Wiki Comments (Continued):

assigned to the town, and I think it's a great deal. Plus the town has the power to negotiate the next contract for the troopers also. Oh wait; they have no control over that. Let's hope the troopers a great big raise, so the town can pay even more for getting less. Bottom line. It's not cost effective. Ask Portland and all the other towns getting away from the resident trooper program. If it were cost effective why wouldn't the larger towns take part in it? Don't let the troopers bully us anymore. Speak up for yourselves!! Take control of your're own!!

- \_\_\_\_\_, I have bad news for you. You already pay for your police protection. Actually, if you stop and think about it, you're paying for it twice. State and local taxes. Tom, I'm not sure where you're coming from with the fire/ems thing. I thought this was about state police v town police? Sean, why would there be a "dramatic tax increase" taxpayers are funding the troopers now, and are already equipped. There may be a slight increase in costs if any. Hardly a stopping point for a town to have dedicated police force who would be there 24-7 and have a genuine concern for the town, unlike the trooper who is there because he's a senior trooper and wants to get off the road and take it easy. You do bring up some valid points, but it's clear you're either a trooper or the friend of one. All your points are negative toward town police. \_\_\_\_\_ you should explain why a municipal police officer is inferior and unable to protect someone, because thousands of them are protecting citizens everyday in every community. And they receive the same training as a trooper. They enforce the same laws and have the same weapons to fight crime. That was actually an ignorant thing to write, you should be ashamed of yourself.
- It seems odd to me that the CSP is so worried about expanding the resident trooper program in this town. Is there a hidden agenda? The CSP have their own problems: a shortage of troopers on the highways increases in traffic-related crimes, plenty of highway drug interdiction work to do, and their own manpower issues. Yet, those problems take a backseat to the expansion of their program in Mansfield. Could there be other things at stake here? Is this being a cushy assignment with some built-in overtime, lower workload than a trooper on the highway, and a flexible schedule? It seems odd that the state police, with all of their own problems on the highways, would want to expend more manpower on the Town of Mansfield. Also, I wanted to point out that contrary to what was said earlier, the officers in town are just as well trained and experienced as the troopers. In fact, some town officers have quite a few years of experience compared to some new troopers assigned to this area and could probably teach the new troopers a thing or two.
- I believe one police force in town encompassing all of Storrs/Mansfield/University With funding from both University and Mansfield. If the University and the town can come together on the Downtown project, WHY can they not come together regarding police services? Money is not a problem. We can always find money for the Community Center and the Housing Dept. OOP's forgot, PRIORITIES
- \_\_\_\_\_, actually you are wrong on multiple accounts. Instead of throwing around erroneous insults, how about reading and educating yourself. You can start with the ct.gov web site. It describes the training of both CSP and POST (local) officers. The training IS different. Go read it yourself. You missed the pt btw. I am not against local police, but question WHY everyone thinks that is the best way to go? I just moved out of a town that created their own police force so I am familiar w/ both side of the argument. And guess what, every quarter for the last 6 yrs my taxes went up significantly. It was getting to the point of being ridiculous so I moved. What I am anti is anti increase of my taxes. If the CSP can provide the same service as local police and my taxes don't increase, I like that. If I am going to get a tax increase for the same service, I don't see the value benefit. It's a common sense business decision. Why receive the same service for higher cost? What I question and ask is why do people think it is a benefit to have local Mansfield police vs. csp police? If I call 9-1-1 at 2pm or 2am I know an officer is going to show up either way. Oh and just as an aside, how many local police are we going to need when UConn has its spring break and they ( and I know it is a small minority so don't go there...) decide to burn business stores and turn over cars again? Don't get so defensive, I am just asking questions, I'd like to hear a variety of answers. Once again, I just don't want to see my taxes increase for the SAME service I already receive. Why pay \$5.25 a gallon for gas when I can get it at \$3.25.
- \_\_\_\_\_, are you claiming here that the troopers are trained in laws and procedures that the local officers are not trained in? I checked the agency pages for the CSP and POST and found the training to be the same--accident investigation, community policing, DUI, motor vehicle laws, penal code, search and seizure, etc. There is no difference as you claim. This is "Basic Training" alone, not counting additional education and training. Also, your email address \_\_\_\_\_ implies that you are affiliated with a law enforcement agency. Perhaps we are being mislead about your level of awareness which seems to be more than that of someone who "moved out of a town that created their own police force" Does the town have control over WHO is assigned to a call under the current system? NO. With their own department, they will because they will have hired, trained, and retained that person. As an aside, when UConn has problems or at any other time when assistance is needed, the State Police will still respond and help the Mansfield PD. That's a part of their job.
- I am a Mansfield resident and tax payer. I have volunteered in the public safety for 15 years. I have worked with both the state and town police. They do a great job TOGETHER. They have always worked together seamlessly. In reading this forum it would seem that someone peed in a couple of the town polices cheerios. I have never heard one state police say that they are at an accident, fire or house call because they are in it for the money. They take their job very personally. There is a state police that is in the high school who has been an asset to the community there and is able to form relationships with our children and knows who is doing what. We have coverage 24 hrs 7 days now. I have never felt unsafe in this community. For those of you who do then might I suggest that you get yourself a big dog and a sanctity system?
- I've recently moved into Mansfield from another Connecticut town with a police force, corruption and high taxes, oh ya, and by the way, LOTS MORE CRIME THAN MANSFIELD. If you want all these things and more, then just start a town police force.
- I feel the service we receive from the Connecticut State Police is truly great. They are there when we need them with back-up available from other state troopers who receive the same training. I have never had a problem with a state police officer and I cannot say I have had any personal problems with a town police officer, though it does concern me to see the Town of Mansfield police officer at a donut shop in Willimantic on a few different occasions. I cannot see how anyone can justify wanting to add more town police officers to the payroll just to see them go on field trips to Willimantic. If I am not mistaken, we do have quite a few donut shops in Mansfield, yes? I applaud the state police for everything they do for the town of Mansfield and its citizens. I hope that the citizens of the town take a step back and realize that the cost to start and maintain a town police force is not financially responsible, when we receive the great service from our state police, who undergo very intense training. As for those of you who have commented on

## Public Safety

### Wiki Comments (Continued):

the Cheshire tragedy, I just want to point out that Cheshire DOES have town police, and look what happened. It did not prevent anything from happening, 3 people still died. I'm sure the state police have more resources (i.e. special operations force, K-9 units, investigation units, and especially manpower) that would catch the suspects if anything ever happened in Mansfield. Also for instance, look at Spring Weekend. I have seen firsthand the amount of state police and its resources that we (more like unruly UConn students) use. I almost chuckle to think of the town police trying to handle this incident on their own. And having read all of the comments posted here, I agree with Tom. This seems to be some kind of childish argument between some people. If people are so concerned about public safety, why is there not a fire/EMS category that I can comment on? Many more people use fire and ambulance services than police services.

- \_\_\_\_\_, your comments are completely biased AGAINST the local police. What relationship do you have with the State Police? In case you didn't know, every local police department has EXACTLY THE SAME RESOURCES as the State Police. All they have to do is pick up the phone and call upon the state police and they will get the backup, the resources, and the special units--the whole gamut. The State Police don't get to refuse service because there is a local police department. Enough with your slanted nonsense already. The main point of bolstering the town police is TOWN CONTROL. The Town doesn't have that ability with the State Police--they are controlled by the Governor. The thousands of miles of highway to cover, speeding and DUI issues, state land and state prisons we need more troopers on the road, not spending their time covering one specific town. Now is the right time to phase out the resident trooper program...
- If my opinion means anything, I would ask the Town Manager to look at all the options. There is no harm in planning ahead and costing out some possible solutions. Please try not to bite off my head, but there have been plenty of problems with the state itself and the state police--just read the newspaper or watch the news. No offense to any particular person but to blindly put all of our money and trust into the state's hands without researching is foolish.
- If it's not broke, Don't fix it. I am satisfied with the coverage that both Mansfield police provide with the State Police. I am not opposed to evaluating things to see if we can improve, but a Municipal Police Force; in my opinion is not the answer. Budgets are being cut and some want to assume the tax burden of a Municipal Police Force. For sake of argument, a Police Station would have to be built, I would guess in the neighborhood of \$3-4 million, a significant increase in manpower (salaries and benefits for officers, supervisors, administrative, communications.) I would rather pay a little more for an additional trooper or two vs. establishing an entire Municipal force. If one is to compare one town vs. another, compare apples with apples, we are not Coventry.
- I agree with \_\_\_\_\_ regarding not broke don't fix, but a few things can be tweaked... Having the UCONN police also helping in Mansfield with traffic enforcement etc, They should not have to leave a minor traffic accident scene saying it's not their jurisdiction. They should be utilized to patrol town roads especially when students are away. My prior statements are concerning, if there is a change to what we have now, one police dept for the whole community is best, If Mansfield had its own Police Dept there would still be the territorial conflict..
- \_\_\_\_\_ stated that \_\_\_\_\_ comments were "ridiculous comments about local police officers being corrupt." Second, do you really believe that Police being corrupt is a ridiculous position??? If you do, you MUST have your head in the sand and have never had to deal with the police very often, good for you! Obviously you have never heard of the investigation by "A scathing 168-page report on the state police internal affairs unit has found the very structure designed to promote integrity within the department to be riddled with misconduct and improper influence" (Hartford Courant. Read here - <http://www.ccm-ct.org/advocacy/2006-2007/120506b.html> . Obviously you have never heard of the Troop i (\_\_\_\_\_) "100's club" severe violation of Motorists rights in DWI spot-checks. ( <http://www.reason.com/blog/printer/117173.html> ) Obviously, you've never heard of the New Haven police and the serious charges of bribes and corruption they've had with the head of the drug task force (White) and others over the past few years. Yes, \_\_\_\_\_'s comments were "ridiculous"!!! Maybe people should try to get along with their neighbors before panicking and calling for more police?
- Oh ya, and just this past week the MADISON POLICE FORCE CORRUPTION SCANDAL!!!! [http://rds.yahoo.com/\\_ylt=A0WTTkuxJptHjYAKRLQIDMD;\\_ylu=X3oDMTBJMHZkMjZyBHBvcwMxBHNIYwNzcg-/SIG=14anrjmva/EXP=1201436721/\\*\\*http%3a/www.boston.com/news/local/connecticut/articles/2008/01/24/madison\\_police\\_sergeant\\_fired\\_in\\_prostitution\\_scandal](http://rds.yahoo.com/_ylt=A0WTTkuxJptHjYAKRLQIDMD;_ylu=X3oDMTBJMHZkMjZyBHBvcwMxBHNIYwNzcg-/SIG=14anrjmva/EXP=1201436721/**http%3a/www.boston.com/news/local/connecticut/articles/2008/01/24/madison_police_sergeant_fired_in_prostitution_scandal)
- Better Link Below: (Sorry) "Madison police sergeant fired in prostitution scandal, January 24, 2008 MADISON, Conn.—A Madison police sergeant who ran the night shift has been fired amid allegations that officers under his supervision had encounters with prostitutes while on duty. Sgt. \_\_\_\_\_, who is also the police union president, was accused of interfering with an internal affairs investigation and failing to properly supervise officers under his command". LINK HERE ---> <http%3a/www.wtnh.com/global/story.asp%3fs=7766245>
- "NYPD detective charged with pimping teen." By MARCUS FRANKLIN, Associated Press Writer Thu Jan 31, 7:32 AM ET [http://news.yahoo.com/s/ap/20080131/ap\\_on\\_re\\_us/detective\\_teen\\_prostitute](http://news.yahoo.com/s/ap/20080131/ap_on_re_us/detective_teen_prostitute) Yes, it seems that police corruption is indeed rare!!!!???
- I found another one \_\_\_\_\_. A firefighter for over twenty years in CT travels to NJ to meet up with a fourteen year old girl. He uses the screen name "Uconnblueandwhite" and "Steve takes pix" He was a Captain in his respective agency. Check out Date Line NBC's "To Catch a Predator".
- Good point \_\_\_\_\_--I checked out the Dateline site and apparently police officers aren't the only human beings who can make drastic errors in judgment. Here is the clip kaptainsteve. By the way, Captain is with a C not a K.
- <http://www.msnbc.msn.com/id/21134540/vp/19964294#19964294>
- Wow, I checked that link. It was very disturbing to see such a thing taking place in this country. Who would think that a firefighter would do such a thing? Maybe kaptainsteve is on to something. Is there a possible link between "uconnblueandwhite and stevetakespix? HMMMM, a fire CAPTAIN, who used the screen name, \_\_\_\_\_. With all this corruption, maybe we should listen to more of what kaptainsteve has to say. It doesn't sound so ridiculous. Makes you wonder.
- I'm sorry, what was that? \_\_\_\_\_, you there? Hello?

## Public Safety

### Wiki Comments (Continued):

- This will shock you - GUARANTEED. [URL]<http://www.badcopnews.com/category/connecticut/>[/URL] Log of corruption w/police in Connecticut, it's UNBELIEVABLE. If you want MORE POLICE in Mansfield, just read this and it will change your mind forever!!!!
- It is absurd that there are three police forces covering Mansfield: Mansfield Police, UConn Police, and State Police. This is very inefficient. The UConn Police station is located in Town and even has a holding jail. To process arrests made by the State Police, the state trooper and the suspect have to go miles to the State Police Tolland Barracks. If the State Police respond to an emergency call, the trooper may have to drive very far to get to the call – Remember the Chaplin woman who was killed by her husband AFTER she made the 9-1-1 call and she was waiting for a state trooper to arrive? Of course, UConn police will respond to an off-campus call in a mutual aid type of situation (Mansfield Police and/or State Police are not available), but typically a Town resident who lives within a mile of the UConn Police station must wait for a state trooper to come from miles away. One solution that's being proposed is to increase the number of Mansfield Police officers. That may be needed, but it doesn't address the inefficiency and cost of having three police forces serving one Town. This is a situation which cries out for regional consolidation. A Mansfield-UConn Police force would make sense. There are many, many obstacles to overcome to make this happen, including people's parochial ideas that everything should be divided up the way it's always been divided up. Also, there are probably laws or regulations that prevent two "municipal" police forces (Mansfield & UConn) from merging. It's time to think creatively here for economies of scale, consolidation of services, and enhanced public safety.
- Mansfield's public safety services—police, fire and EMS—have appropriate resources to serve the present and future needs of the community. The community emphasizes the protection of life and property, and the importance of regional partnerships, volunteering and community policing. HAS ANYONE NOTICED THEY CHANGED THE PUBLIC SAFETY STATEMENT, DO YOU ALL REALLY KNOW WHAT TO EXPECT OR WHAT YOU ARE PAYING FOR WHEN YOU CALL 911 FOR FIRE AND EMS? ARE WE DOING WHAT IS RIGHT FOR OUR PUBLIC SAFETY EMPLOYEES WHOM PUT THERE LIVES ON THE LINE FOR US?



# Recreation, Health & Wellness

The Town of Mansfield has a variety of quality recreation facilities and programs that build a sense of community and citizen health and wellness. The Community Center is a key asset that promotes the health, fitness and well-being. Outdoor parks and facilities assist in this effort. These resources provide safe affordable and accessible places to enhance the quality of life of people of all ages and socioeconomic levels.

## Action Items

- Educate public (employers, individuals, Town Council) about the benefits of recreation, health and wellness.
- Ensure adequate financial support for recreation, health and wellness.
- Conduct a needs assessment of RHW including facilities (indoor and outdoor), programs and the use of technology.

## Wiki Comments

- The Mansfield Community Center is supposed to be a community center and not just a recreation center. Because of the stated goal to end Town subsidies of the Community Center so that the Community Center would become self-supporting, every square inch of space is evaluated in terms of how much money it generates. This puts the burden of financing the Community Center on membership fees and activity fees. As a result, possible community use of the "Community Center" gets squeezed out. For example, when the Community Center was in the proposal stage, Town officials said that community-based groups could hold meetings in the Community Center and take pressure of the much-in-demand Town Hall meeting rooms. Yet, the Community Center charges community groups to hold meetings or events in the Community Center meeting rooms. I think that it's time to drop the pretense that the Community Center will ever be entirely self-supporting, so that community groups can use the meeting rooms without paying a fee, and the Community Center can be used for other "community" purposes.

## Action Fair/Open House Comments

- Sidewalks. Our kids can't ride bikes.
- Please consider outdoor pool.
- Biking/walking paths. Even unpaved ones are good enough. Just space to walk safely.
- Prenatal exercise classes. Baby & mom exercise classes.
- Update outdoor park or create more parks aside from schools.
- Smaller sized playgrounds for a group of neighborhoods. Will also foster communities.
- Recreation that is available to individuals with disabilities.



# Regionalism

Mansfield is a leader in developing regional strategies for addressing common concerns such as public works and infrastructure, public health and safety, education, economic development, transportation, natural resources, housing and health and recreation. Shared resources and expertise and other cooperative efforts lead to economies of scale, preservation of resources, and improved quality of life.

## Action Items

- Identify current regional opportunities that meet sustainability standards.
- Encourage town government to work with colleges and universities to develop regional initiatives.
- Create a structure to support regional development efforts.
- Start investigating the value of a regional school system, Pre-K-12 by working with surrounding towns and their respective school districts.

## Wiki Comments

- Some prime candidates for regionalizing services: Police (merge UConn and Mansfield Police), and Water (Make UConn water a REAL water company and regionalize it as a Mansfield/UConn water company).
- Please see "Planning" for my comment about turning UConn into a REAL water company and making it a REGIONAL UConn-Mansfield water company. Also, please see "Planning" for my comment about regionalizing the UConn Police and Mansfield Police into a regional UConn-Mansfield Police Department.

## Action Fair/Open House Comments

- Good idea!!
- Regional senior services where convenient.
- Regional transportation very important.
- Transportation to doctors.
- Transportation to centers like the library, the theatre, restaurants.
- Evening transportation
- Community events: Memorial Day potluck picnic after the parade.
- Let's support local business. Let's get Mountain Dairy milk in our schools so kids aren't being pumped up with Bovine Growth Hormones.
- Very good point – Mt. Dairy in our schools! Support local business!



# Senior Services

Through public and private efforts Mansfield provides continuum of care services such as: housing, transportation and in-home care to create an optimal quality of life for an aging population.

## Senior Services Action Items:

- We have a new social center for the more mature segments of our population
- A Board of Senior Citizens to oversee and coordinate senior affairs, i.e. Assisted living
- Social services maintains, updates and distributes a listing of agencies that provide home care and health services to seniors who chose to remain in their homes
- Mansfield has a Town-wide coordinated transportation system which benefits all levels of our population
- Study the implications of a tax relief for residents who are 70 years and older
- Encourage area businesses to provide part or full-time employment opportunities for seniors.
- Explore possibility of hosting Senior Summer Olympics in conjunction with UConn.

## Wiki Comment

The Town of Mansfield should do a needs assessment of the housing needs of soon-to-retire Baby Boomers to determine if there is a need for more public housing for seniors (like Wrights Way), more subsidized housing for seniors (like Juniper Hill), or more over-age 55 housing developments (like Glen Ridge or single-family housing retirement communities).

## Action Fair/Open House Comments

- We need a senior center expansion to run all programs offered and be prepared for "new seniors" with baby boomers.
- We need a new center.
- Yes, Please – senior center.
- Both the French and Spanish table are very satisfied with conditions for us at the center.
- Senior center facilities need expansion.
- Please think of a new senior center for us older folks.
- Make people aware of the benefits of T'ai Chi!
- We need transportation at night and in late afternoon.
- Transportation that is accessible to all & convenient to key services.
- Bus stop at MCC for people going to senior center. The Northbound WRTD bus makes no stop after Spring Hill stop.
- New senior center.
- Could use a larger senior center & parking lot.
- We need a larger senior center. Do not combine with community center.
- We need a bus that goes directly from places like Glen Ridge to Willimantic. Having to change buses at the mall is not acceptable.
- This bus problem probably means we need a little bus like a Dial-a-ride which belongs to our senior center. How do you pay for it?
- The seniors need a new senior center for a unified vision 2020.
- Please consider a new senior center or at least improving on what we have.
- New facility that would not include disabled young people.





# Sustainability & Planning

Principles of sustainability guide the decisions, policies and regulations of the Town government and its regional partners. In order to achieve quality of life and economic prosperity for current and future generations, Mansfield protects and conserves land and water resources, reduces harmful emissions by promoting green transportation and energy, and plans for development that coexists with infrastructure, social and environmental resources.

## Wiki Comment

- Mansfield should become part of two regional water authorities: 1)a Willimantic-Mansfield water authority, and 2)a UConn-Mansfield water authority. It is possible for Willimantic Water Works to become a regional water authority since Willimantic water provides water to the southern part of Mansfield, nearest to Willimantic. I believe that the State of Connecticut may offer incentives for such regionalization of a water company. Also, Mansfield should become part of a regional water authority with UConn. UConn controls the water supply from the Willimantic and Fenton Rivers even though UConn is not a REAL water company subject to real water authority regulations from the state. Why isn't UConn Water a real water company? UConn and the Mansfield Training School water system that UConn inherited were in the water business before state regulations came along AND/OR UConn's status as a state institution exempted it from the regulations that apply to a real water company. Attorney General Blumenthal made a ruling several years ago that UConn could not be made into a REAL water company for one or both of these reasons. However, since then, UConn hired a professional water company to MANAGE the water system. I believe that, according to state law, a water system that is MANAGED by a professional water company is subject to being declared a REAL WATER COMPANY for utility regulation purposes. It's time for UConn Water to become a REAL WATER COMPANY and for this water company to become a REGIONAL WATER COMPANY jointly controlled by Mansfield and UConn. This would assure that the public interest (not just UConn's interest) will determine how the water is managed. This would also assure that UConn could not do things that would be prohibited if UConn were a real water company, including putting a hazardous waste storage facility in the Fenton River watershed.

## Action Fair/Open House Comments

- Interested in future of downtown partnership. Where are we in process?
- A town-wide transportation should be instituted. Especially along Route 32.
- Sustainable land – increase density. Change zoning laws.
- Many residents are anxiously awaiting the groundbreaking for the new downtown. What's going on? Is it ever going to happen?
- Look out for traffic circular around D.M.P. Hanks Hill & Dog Lane may be overwhelmed.
- Needed: A commuter bus from Mansfield to meet the commuter buses into Hartford at I-84, Exit 67.





## Town - University Relations

Mansfield, home to the University of Connecticut main campus has built an enviable college-town community. Mansfield has established and maintained a good relationship with UConn through many cooperative ventures and partnerships including sustainable environmental and economic partnerships.

### Action Items

- Strengthen existing town-university partnerships and create new partnerships to improve quality of life.
- Encourage students to participate in greater community through a volunteer student community service program.
- Create more opportunities for diversity to be incorporated in the community.
- Strengthen interaction between students and town residents.

### Wiki Comments

None

### Action Fair/Open House Comments

- Collaborate with UConn to take more responsibility for:
  - Spring Weekend
  - Housing for graduate students
  - Infant/toddler care
- Bring senior Olympics to UConn & Mansfield.
- Property Taxes – be mindful that seniors are living on fixed incomes.
- Need more of a Mansfield-UConn partnership.
- More recreation and entertainment options for UConn students. Will help keep them out of trouble.





# **ATTACHMENT E**





## **ATTACHMENT E – ACRONYMS**

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### LIST OF ACRONYMS

COA	Council on Aging
CLIR	Center for Learning in Retirement
ECHN	Eastern Connecticut Health Network
ECSU	Eastern Connecticut State University
EMS	Emergency Management Services
DECD	(Connecticut) Department of Economic and Community Development
DOT	(Connecticut) Department of Transportation
HUD	(Federal Department of) Housing and Urban Development
LEED	Leadership in Energy and Environmental Design
MAC	Mansfield Advocates for Children
MBOE	Mansfield Board of Education
MCCP	Mansfield Community Campus Partnership
PTA's	Parent Teacher Associations
PZC	Planning and Zoning Commission
QVCC	Quinebaug Valley Community College
RHW	Recreation, Health and Wellness
SDE	State (of Connecticut) Department of Education
SUBOG	Student Union Board of Governors
TAC	Transportation Advisory Committee
UConn	University of Connecticut
WINCOG	Windham Region Council of Governments
WRTD	Windham Regional Transit District