

LEGAL NOTICE

THE TOWN OF MANSFIELD IS ACCEPTING RESPONSES TO REQUESTS FOR QUALIFICATIONS (RFQ) and REQUESTS FOR PROPOSALS (RFP) FOR:

Professional Services: Preparation of Zoning and Subdivision Regulations

Qualifications and Proposals for the following project will be received by the Town of Mansfield, Department of Planning and Development, 4 South Eagleville Road, Mansfield, Connecticut 06268 until **2 p.m. on July 1, 2019:**

Professional Services: Preparation of Zoning and Subdivision Regulations

The Town of Mansfield hereby notifies all bidders that it will affirmatively insure that in any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full opportunity to submit bids in response to this invitation, and they will not be discriminated against on the grounds of race, color, national origin or sex, in consideration for an award. Minority/Women's Business Enterprises are encouraged to apply.

Specifications and proposals for the above project may be examined in the Department of Planning and Development of the Town of Mansfield, Town Office Building, 4 South Eagleville Road, Mansfield, CT 06268. Copies can be obtained from the Legal Notices section of the Town of Mansfield website: <http://www.mansfieldct.gov/>.

Project Overview

The Town will be accepting Qualifications and Proposals for Professional Services related to Preparation of Zoning and Subdivision Regulations. Qualifications and Proposals are to be submitted in the manner specified together with general information on the firm, and a project list with the description of services provided that are relevant to the services sought through this RFQ/RFP, along with a resume of key personnel who will be responsible for the daily activities in the various fields of expertise required to accomplish project requirements.

The successful consultant(s) will provide services to assist the Mansfield Planning and Zoning Commission completing its rewrite of the Zoning and Subdivision Regulations. The successful firm shall:

- Be licensed with the State of Connecticut (if applicable);
- Have extensive, successful experience in preparation of Zoning and Subdivision Regulations, particularly in the State of Connecticut;
- Ensure that any appropriate licenses or certifications required by the State of Connecticut are maintained for the duration of the contract;
- Meet all municipal, state and federal affirmative action and equal employment opportunity practices;
- Ensure that all insurance requirements required by the Town of Mansfield are maintained for the duration of the contract;
- Complete all forms associated with this RFQ and confirm receipt of any and all issued addenda issued prior to the closing date.

Additionally, all interested firms shall submit a detailed statement indicating the organizational structure under which the firm proposes to conduct business. Proposed sub-consultants, subcontractors, joint ventures, etc., should be clearly identified. The relationship to any "parent" firm or subsidiary firm with any of the parties concerned must be clearly defined.

The Town of Mansfield reserves the right to reject any or all Qualifications/Proposals and to accept any or all Qualifications/Proposals, if it is deemed to be in the best interest of the Town of Mansfield.

For additional information, contact the Department of Planning and Development at 860.429.3330 or planzonedept@mansfieldct.org.

An Affirmative Action/Equal Opportunity Employer.

Linda M. Painter, AICP
Director of Planning and Development
Town of Mansfield, CT

Dated: June 6, 2019



Request for Qualifications (RFQ) /Request for Proposals (RFP) ■ Professional Services: Preparation of Zoning and Subdivision Regulations

TOWN OF MANSFIELD ■ June 6, 2019

Intent and General Information

The Mansfield Planning and Zoning Commission has been working over the past several years to completely rewrite its Zoning Regulations. (For additional information regarding overall goals of regulations, see Attachment A: POCD Excerpts). While initial efforts focused on a reorganization of content with some edits and introduction of new concepts, it was subsequently determined that little of the existing content could be reused in its current form. Additionally, recent discussions have also established interest in establishing a new zoning scheme to that would involve elimination of many existing zoning districts.

While much progress has been made, the Town is soliciting qualifications and proposals to assist in completing the work. Due to the seasonal nature of the community, the target for public hearings and adoption of the new regulations is Winter 2019/2020.

Additional information regarding work of the Regulatory Review Committee can be found in their meeting minutes (www.mansfieldct.gov ⇒ Agendas and Minutes ⇒ Choose a Category ⇒ Planning and Zoning Commission ⇒ Choose a Sub-Category ⇒ Regulatory Review Committee). Attachment B identifies the current outline and status of draft chapters. Copies of draft content will be provided to prospective respondents upon request to planzonedept@mansfieldct.org.

Questions/Addenda

- Please direct any and all questions concerning this RFQ/RFP to the Director of Planning and Development, in writing, via email at the following address: planzonedept@mansfieldct.org.
- Questions concerning this RFQ/RFP must be submitted no less than seven (7) calendar days prior to the date qualifications are due.
- Addenda will be issued no less than four (4) calendar days prior to the date qualifications are due.
- Potential bidders are required to send notifications to the following address if interested in bidding to ensure delivery of any and all addenda: planzonedept@mansfieldct.org.
- All emails should be identified with the following subject: Zoning and Subdivision Regulations RFQ/RFP
- Potential bidders shall also refer to the Town's website for issuance of any and all addenda: www.mansfieldct.gov ⇒ Legal Notices and Hearings ⇒ Bid Notices/RFPs/RFQs.

Submission of Responses

Nine (9) copies of the response to this RFQ/RFP must be received at the Mansfield Department of Planning and Development, 4, South Eagleville Road, Mansfield, CT 06268 by **Monday, July 1, 2019 at 2 p.m.** Submissions must meet the following requirements:

- **Submission 1: Request for Qualifications**
All information requested in response to the Request for Qualifications (See Requested Information) shall be provided in nine (9) individual collated sets as well as in pdf format. The pdf may be submitted via email to planzonedept@mansfieldct.org. Please note that failure to submit the hard copies by the date and time specified will result in disqualification, even if the electronic version is received by the deadline.
- **Submission 2: Request for Proposals**
Nine (9) copies of the proposed scope of work and fee proposal (See Requested Information/Request for Proposals) shall be submitted in a separate, sealed envelope marked as follows:
 - The Proposer's name and address shall be located in the upper left-hand corner
 - The following reference shall be noted in the lower left hand corner: RFP: Zoning and Subdivision Regulations due on **July 1, 2019 at 2 p.m.**

Conditions

- The Town reserves the right to reject any or all proposals and may waive any informality.
- All responses submitted will be considered to be the property of the Town.
- All business confidential information protected from disclosure under the State of Connecticut Freedom of Information Act must be clearly identified as such.

Scope of Services

The scope of work is to provide professional assistance to the Planning and Zoning Commission in its rewrite of Town Zoning and Subdivision Regulations. Requested services include:

- Development of layout and organization that is easy to navigate with a focus on digital formats including hyperlinks and search capabilities.
- Development of illustrations to help readers visualize and understand various definitions and regulations.
- Review of work done to-date by the PZC, staff and previous consultants, including overall document structure and content of various chapters. This task will include reviewing existing content, making recommendations to simplify and/or improve regulations in accordance with legal requirements, best practices, and completing edits.
- Provide technical guidance from appropriate professionals with regard to specific regulations. Examples include but are not limited to: determinations of significant traffic impacts/traffic study requirements; landscaping requirements (with an emphasis on native plants); and form-based design standards.
- Preparation of remaining content based on goals provided by the Regulatory Review Committee and/or Planning and Zoning Commission as well as legal requirements and best practices.
- Development of presentation materials to assist the Commission in obtaining feedback from advisory committees and the general public.
- Presentation of draft regulations at public information sessions.

- Presentation of draft regulations as part of the public hearing process and provision of assistance to the Commission with regard to feedback received through the hearing process.
- Preparation of final regulations post adoption.

Requested Information

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

Request for Qualifications

- *Letter of Interest.* Submit a letter of interest signed by an officer of the firm containing the following information:
 - **Project Manager.** Identify the staff person that will be assigned to manage services under this contract.
 - **Experience.** Briefly summarize relevant experience and the potential for conflicts of interest due to other clients/projects in Mansfield.
 - **Contact.** Provide the name, title and contact information for the person who should be contacted with questions on the proposal.
- *Experience.* Please provide a detailed written summary of the firm's history, experience and capability in providing the requested services in the State of Connecticut. Examples of similar work performed, including a detailed description of the work performed by your firm and contact information for the sponsoring organization/municipality should also be provided.
- *Staffing Plan.* Please identify key personnel whom the firm has designated to work on projects under this contract, their state certifications, their background and experience and their areas and levels of responsibility. Please provide the resumes of all key personnel and a copy of their current professional licenses issued by the State of Connecticut.
- *Approach and Management Plan.* Describe the firm's proposed approach to the requested services and the management plan that will be used to ensure timely completion of the services.
- *Service Plan.* Provide a detailed, itemized plan of services the consultant can provide the Town.
- *References.* Please provide six (6) references with a brief written summary of the scope of work, contract amount, name, telephone number and timing of service.
- *Certification of Non-Collusion.* Execute the attached Certificate of Non-Collusion.

Request for Proposals

Requests for Proposals shall be submitted in a separate, sealed envelope.

- *Scope of Services.* Provide a detailed scope of services proposed in response to the RFQ. The scope must clearly delineate responsibilities of the consultant and the Town with regard to project completion.
- *Fee Proposal.* Submit a detailed, itemized fee proposal using the form provided in Attachment C as well as a detailed schedule of hourly rates for all project personnel.

Evaluation and Award

Selection Criteria-Request for Qualifications

The following criteria will be used to evaluate responses to the RFQ and short-list one or more firms for RFP consideration:

- The background and experience of the firm in providing the services requested, particularly with regard to knowledge and familiarity of CT statutes related to zoning and subdivision regulations.
- The responsiveness of the approach to the scope of work and project objectives, including the proposed management plan.
- The background, education, qualifications and relevant experience of key personnel to be assigned to this contract, especially those of the day-to-day project manager and staff providing technical expertise. All assigned personnel must have and maintain applicable CT licenses.
- The ability to provide clear and relevant guidance to land use commissions and the public.
- References attesting to the quality of services performed and/or demonstrated ability of the Bidder.
- Familiarity with Mansfield and the community's vision and priorities.

Selection Criteria-Request for Proposals

RFP submissions shall only be opened for firms that are short-listed for interviews. The opening of sealed RFP submissions is tentatively scheduled for **Friday, July 12, 2019 at 9 a.m.** This date is subject to change if short-listed firms are not selected by July 11, 2019. The following criteria will be used to evaluate responses to the RFP and select one or more firms to provide the requested services:

- The quality and completeness of the proposed scope of services, including specifics on expectations of Town staff and the Commission with regard to project completion
- Demonstrated ability to work with professional staff and lay committees
- Experience with similar projects
- Overall cost

Award Process

Responses to this RFQ/RFP will be reviewed against the criteria listed above. As part of the selection/award process, the Town reserves the right to:

- Short-list and interview finalists
- Request clarification of any submitted information
- Accept or reject all proposals or options therein
- Select a firm or firms in a manner that is advantageous to the Town
- Disaggregate teams if needed to ensure that the firm for each project component is the most qualified in accordance with the selection criteria
- Award more than one contract if it is in the best interest of the Town and/or issue similar RFQs in the future
- Amend or cancel this process at any time
- Change the scope of services to be provided
- Cancel any resulting contract with 30 days' notice

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

Timeline

The following is a tentative timeline for the evaluation and award of the contract to provide assistance in completing the rewrite of the Zoning and Subdivision Regulations. The Town reserves the right to change these dates as needed.

- July 1, 2019: Qualifications due from interested consultants.
- July 11, 2019: Finalists selected
- July 12, 2019: Opening of sealed RFP Responses
- July 18-July 19, 2019: Interviews
- July 25, 2019: Consultant Selection

Conditions

Respondents to this RFQ/RFP will be expected to adhere to the following conditions and must make a positive statement to that effect in its proposal submitted:

- Have personnel/resources reserve sufficient to assure task continuity.
- Agree that any resultant contract may be terminated in the event that an applicant fails to provide the required funds to retain the consultant.
- Agree to accept and follow technical direction from the PZC and specifically, their designated personnel.
- Agree that if the Town cannot in good faith negotiate a written contract within a reasonable time with the selected Respondent(s), the Town may unilaterally cancel its selection of that Respondent.
- Agree that a Certificate of Non-Collusion shall be provided as part of any resulting contract.
- Agree that any resulting contract between the Town and the Respondent shall be governed by and construed in accordance with the laws of the State of Connecticut and the ordinances of the Town of Mansfield.
- Agree that the Bidder will adhere to minimum insurance requirements as specified in any resulting contract.

ATTACHMENT A

Mansfield Tomorrow POCD Excerpts

Vision Statement (1.6-1.7)

Guiding Principles (1.10-1.12)

Plan Implementation: Zoning (8.37-8.43)

Goal 2.6 (2.39-2.42)

Goal 3.4 (3.33-3.35)

Goal 4.2 (4.29-4.33)

Goal 5.6 (5.50)

Goal 6.5 (6.50-6.53)

Goal 7.4 (7.29-7.30)

Goal 8.2 (8.49-8.52)

Goal 9.5 (9.44-9.47)

(Full Plan Available at

http://www.mansfieldct.gov/filestorage/1904/1932/2043/mansfield_tomorrow_pocd.pdf)



Mansfield's Vision for Tomorrow

In 2035, the Town of Mansfield will be a community of historic rural villages, flourishing farms, and protected open spaces, and the home of the University of Connecticut's flagship campus. Through a smart growth approach, Mansfield will accommodate growth in designated areas of compact development, avoiding sprawl and preserving rural character. The compact development areas include a vibrant town center and neighborhoods with diverse housing adjacent to campus, attractive mixed-use centers at Four Corners and in southern Mansfield, as well as room for new businesses at Perkins Corner and the Depot Campus area. These areas will provide compact and walkable locations for growth. Outside of these designated areas, Mansfield will promote rural character, agriculture, and natural open space, through preservation and stewardship.

We are committed to supporting diversity, sustainability, arts and culture, economic viability, an excellent public school system, and a high quality of life and sense of community for all residents. These commitments are reflected in our community institutions such as our library, public education system, recreational programs, and town events. We value our natural resources and our cultural and historic heritage. Our goal is to pass them on to future generations. As the University's host com-

munity, our town has a mutually beneficial and respectful relationship with the University as an institution, a campus and an academic community rooted in Mansfield. As we look to the future, we are guided by community values and aspirations:

- Principles of **sustainability**, including green building, energy- and resource-efficiency, and smart growth guide development and Town policies, making Mansfield a leader in Connecticut.
- We are a **resilient community**, safeguarding our values while adapting to the future challenges of climate change.
- We are good stewards of our **natural and cultural heritage**, working to preserve a clean, green and healthy community with open space lands that support wildlife, recreation, clean air and water resources in connected networks. We value the homes and other buildings built by previous generations and adapted to contemporary uses in order to preserve our historic heritage.
- Our **economic viability** is based on technology- and research-based businesses, local retail and services, a growing agricultural and recreational business sector, and university-affiliated activities. We

*Mt. Hope Road*

welcome businesses that are aligned with Mansfield's smart growth development patterns and rural character, while helping to support Town services.

- We celebrate art and our diversity, taking pride in our **cultural offerings and amenities**.
- Our public education system, recreational opportunities, and community events offer unparalleled **quality of life** to residents.
- We promote **transportation alternatives** to connect people to destinations within Mansfield, surrounding communities and regional employment centers through increased access to public transportation, networks of walking and bicycle routes and innovative car sharing opportunities.
- We support **diversity** through a variety of attractive and affordable housing choices for people throughout the life cycle, from single young adults and couples to families, empty-nesters and retirees.
- Town residents who need **supportive services** to meet social, economic, and emotional needs find that Mansfield is a resource.
- Our **sense of community** on the neighborhood and town level is enriched by a variety of village, school, and joint town-university activities.
- We pursue **high standards of quality in design** and development.
- We work with our **neighboring communities and regional partners** to foster communication and collaboration.
- We value and promote **communication, transparency, and community participation** in town decision-making.
- We invest and take pride in our **municipal services and facilities**, providing our residents and taxpayers with excellent service and a strong return on their investment.
- We are **financially responsible**, ensuring that decisions made today do not burden future generations.

Combining enjoyment of rural character and the benefits of a university community, Mansfield in 2035 will be a place of environmental stewardship, active farming, advanced learning, cultural enrichment, innovative businesses, walkable villages, rural settlements, natural beauty, and the best schools in the region.

MOVING FORWARD: GUIDING PRINCIPLES

All of the elements of the community’s vision speak to a desire for Mansfield to become a more sustainable community, something that has been an increasing focus of Town government as well over the last several years. This focus can be seen in both the 2006 Plan of Conservation and Development (POCD) with its emphasis on directing growth to a few compact areas and the 2008 Strategic Vision plan, which expanded the concept of sustainability beyond issues such as energy efficiency and the environment to encompass economic development, transportation, infrastructure and public participation.

WHAT IS “SUSTAINABILITY?”

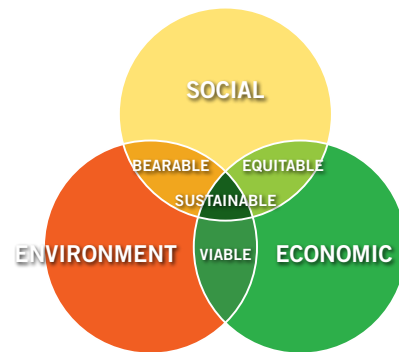
The word “sustainability” has become so widespread and used for so many different purposes that further definition is necessary.

The classic definition of sustainability comes from “Our Common Future” (also known as the Brundtland Report), prepared for the 1987 World Commission on Environment and Development:

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

This definition focuses particularly on our responsibility to the future. Sustainability is the protection, creation and maintenance of renewable systems so that they continue to be assets for future generations.

Examples of sustainable approaches include taking care of the natural environment, using resources and energy efficiently, and adapting to environmental change. While sustainability is often pigeonholed as an environmental idea, the broad umbrella of sustainability is increasingly being used to include social and economic development and equity through the idea of the “triple bottom line” representing “Planet, People, and Prosperity.”¹



¹ Sustainable Development: From Brundtland to Rio 2012, (September 2010), page 2, www.un.org/wcm/webdav/site/climatechange/shared/gsp/docs/GSP1-6_Background%20on%20Sustainable%20Dev.pdf

This Plan presents another opportunity to strengthen the community’s commitment in moving toward a Mansfield that embodies all facets of sustainability: environmental, economic and social equity. While many of the goals and actions identified in this Plan are targeted toward these broader objectives, the primary focus of a Plan of Conservation and Development is to shape the physical development of the community. Mans-

field residents have placed a high priority on maintaining the town's rural character and natural resources, with an emphasis on limiting new growth to a few compact, walkable locations where commercial development already exists.

To help achieve the community's vision, the following seven **sustainability principles** were used to guide the preparation of this Plan. These principles should also be used to guide future decisions regarding the physical development of the community.

Sustainability Principles

1

Preserve natural systems and resources.

From the perspective of sustainability, the focus is on maintaining natural systems, including wildlife habitat, forests, and water resources such as wetlands, stratified drift aquifers, rivers and streams. These resources and systems provide Mansfield residents and adjacent areas with "ecosystem services", such as clean air and clean water. Mansfield's abundant natural resources support residents' desire to maintain the town's "rural character," mostly conceived as the rhythm of forests, farms, hills and waterways that provide scenic vistas and a living legacy of forests and farms.

2

Respect and value community context.

Through the visioning process conducted for Mansfield Tomorrow, one of the strongest messages conveyed by residents was the need to maintain the town's rural character. However, it was also clear that different people emphasize different aspects of rural character. To some it is about forest and farms, for others it is about our heritage of small villages and cross-road settlements. For others, it is about more than just the physical experience, it encompasses how one experiences the community. Privacy, peace, personal freedom and the limited access to services inherent to living in a rural community are valued by some just as highly as scenic views and access to nature. It is important that as we identify strategies to ensure sustainable growth of the community, these strategies respect and promote the existing community character and context.

3

Promote resource efficiency.

Resource efficiency includes limiting the production of greenhouse gases (GHG) through energy efficiency and use of renewable energy, water conservation and stormwater management, and waste reduction and recycling. In areas where conservation of rural character is desired, strategies should encourage development patterns that conserve natural resource and open space areas to the maximum extent possible. Forested areas serve as GHG "sinks," removing GHG from the air.

4

Adapt to changing climate conditions.

Sustainable design practices help communities to be resilient and adapt to climate change, which is expected to bring higher temperatures and more extreme weather events by the end of the 21st century. For example, development restrictions in natural hazard areas (wetlands, flood zones, steep slopes, etc.), reduction of impervious surfaces, preservation of tree cover, and use of green infrastructure techniques to increase stormwater infiltration can conserve water and reduce flooding.

5

Promote connectivity.

Policies and programs should promote connectivity for both ecosystems and human interaction. Connectivity includes attention to preservation of natural corridors and connections that characterize natural systems, to physical connectivity in compact developed areas that promotes efficient circulation and transitions between the private and public realms, and to social connectivity linking people to people, community and place. Community facilities are drivers for development as well as linchpins of the community's social network. The location of future community facilities can help to direct growth to appropriate areas and should be considered for their potential to provide linkages.

6

Direct development to appropriate areas in compact and efficient patterns.

New development should be compact and resource efficient and it should be directed to areas that do not need preservation, including opportunities for redevelopment of existing developed areas. Priority areas include those already developed with higher densities and suitable for infill or redevelopment such as Storrs Center and the East Brook Mall area in southern Mansfield and those with access to existing or future infrastructure (water, sewer, transit, etc.) such as Four Corners. The compact, efficient development patterns promoted for these areas in the 2006 POCD (and updated in the Future Land Use Plan established within this document) have a limited environmental footprint and support a mixture of uses and more transportation choice.

7

Encourage sustainable design practices at all scales of development.

Sustainable design practices can be applied throughout the development process, from the time of site selection to building design and construction. These strategies focus on ensuring that impacts of new development are minimized, particularly on greenfield sites.

4. Implementing the Plan

Zoning and development regulations are one of the primary tools used by communities to achieve the vision and goals identified in a Plan of Conservation and Development, particularly the Future Land Use Plan. A modern zoning code is based on planning goals and principles, is user-friendly and precise about what is and is not permitted, and provides clear standards for high-quality and sustainable development. As a result, modern codes make it possible for many development projects to proceed without lengthy delays and reviews, because developers and communities know what to expect and what is expected. Many communities have opted to create a “unified development code” that gathers into one document zoning, subdivision regulations, thoroughfare regulations, development standards, environmental regulations, sign regulations, historic preservation regulations, and permitting.

A) APPROACHES TO ZONING

Land use zoning first appeared in the United States in 1916. The zoning system that emerged in the early twentieth century is now called conventional or “Euclidean” zoning (after *Euclid v. Ambler*, the 1926 Supreme Court case that validated zoning as a proper exercise of municipal police power). As some of the disadvantages of conventional zoning became evident by the second half of the twentieth century, new zoning approaches emerged, including performance zoning and form-based (also called design-based) zoning. Conventional zoning remains the basis of most zoning systems today, but many jurisdictions, including Mansfield, have added aspects of performance zoning and form-based zoning.

Zoning Approaches

Conventional Zoning. Conventional zoning was originally created to separate industrial and other noxious land uses from residential areas, and particularly to preserve quality of life and property values in single-family home neighborhoods. Conventional zoning separates land uses deemed to be incompatible and is prescriptive. It regulates the uses and dimensions of development, for example, type and mix of land uses; size and dimension of lots; type, size and height of buildings; distance of front, side and rear setbacks; width and length of streets and sidewalks; amount and size of off-street parking. This focus on dimensions makes it easy to implement both by governments and by property owners because there are no

judgment calls when the zoning says, for example, that a building must be ten feet from the front lot line.

One of the main drawbacks to conventional zoning is that it focuses on what is not allowed rather than articulating what is actually desired, both in terms of use and design. Conventional zoning provides some certainty about development outcomes and, because it is long-established, it is familiar to everyone. However, it is inflexible and inhibits design creativity. It is one, though not the only, source of the “Anywhere, USA” sprawl landscape that has produced a modern built environment lacking in distinctiveness.

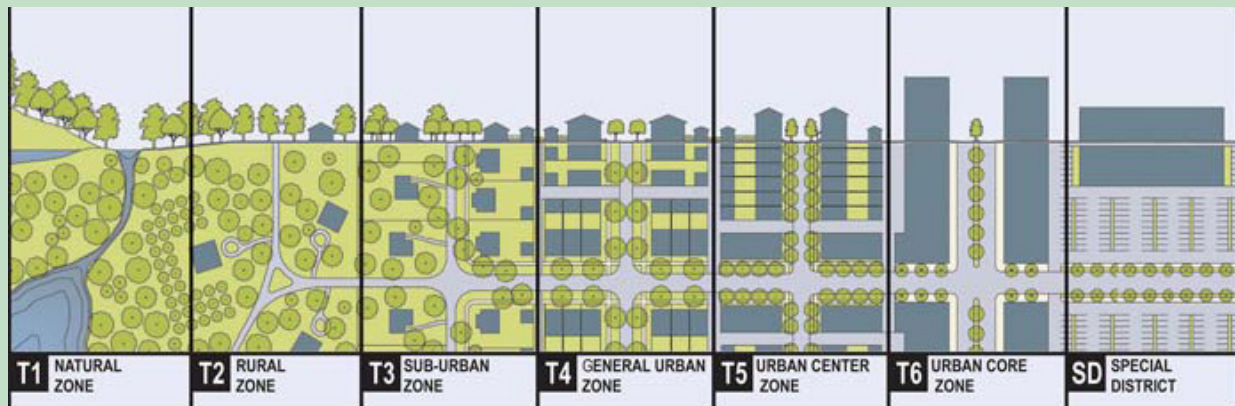
The homogenizing and inflexible outcomes of conventional zoning have led to the establishment of an array of strategies to get around that inflexibility. Variances, conditional uses, special exceptions, bonuses and incentives, planned unit developments, design review, and similar devices are intended to allow development to be more closely tailored to particular conditions and desired results. These approaches can also have drawbacks. For example, design review processes are sometimes criticized as too unpredictable and capricious. In Connecticut, recent case law has also raised questions about the ability of communities to incorporate flexibility in zoning regulations.

Performance Zoning. Performance zoning has its origins in industrial performance standards that identified limits on measurable industrial impacts such as noise, vibration, light, dust, smells, and so on, and that were incorporated into zoning codes for industrial land uses. This idea was expanded in performance zoning to regulation of the impacts and effects of the built environment. Unlike conventional zoning, which assumes certain uses are incompatible and separates them, pure performance zoning assumes virtually any uses can be made compatible if impacts are properly managed. Because it can provide flexibility to developers and designers to present their own solutions to mitigate impacts for administrative review, the specific outcomes are not always predictable. Generally speaking, performance zoning requires highly

trained administrators who have the confidence of residents, property owners, and developers. There are few places with a pure performance zoning system, but some aspects of performance zoning are incorporated into many communities' zoning codes.

Form-Based Zoning. Form-based zoning focuses more on building form—the physical character of the building and how it addresses the public realm—than on land uses. Form-based codes are based on the concept of a transition from low densities at the periphery to high densities at the center (called a “transect”)—of a town, a district or a neighborhood. These codes are a reaction to conventional zoning’s separation of land uses, which made it impossible to build mixed-use neighborhoods and districts, and its neglect of the public realm, which resulted in visually- and functionally-impoverished environments that are often unattractive and functional for only one type of user. Form-based codes are very detailed and prescriptive about certain aspects of design and use many visuals to give a positive vision of what is desired, rather than focusing on what should be excluded. They require a design-focused community process in advance of writing the zoning.

Hybrid Zoning. Conventional, performance, and form based zoning codes all have advantages and disadvantages. Because of its familiarity and long institutional history, conventional zoning is likely to remain the



The Rural to Urban Transect, as illustrated by Duany, Plater-Zyberk & Company.

foundation of most zoning codes. However, performance standards and form-based elements are valuable to increase the flexibility of conventional zoning. For example, conventional zoning is organized in separate-use districts on a town wide basis and is not effective in mediating impacts at the edges of districts—which is precisely the strong point of performance zoning. Form-based codes are organized around the street and the neighborhood and are particularly good for mixing uses and about conveying

what is desired in terms of the relationship between private buildings and the public street. A type of hybrid zoning known as “place-based” zoning focuses on the desired characteristics of types of places, such as residential areas, walkable mixed-use centers, or industrial areas. In this type of zoning, many design standards are included in the zoning district requirements.

B) MANSFIELD'S ZONING AND SUBDIVISION REGULATIONS

Zoning and development regulations need reorganizing and updating from time to time. Incremental amendments can introduce inconsistencies, ambiguity, and confusion—and produce disappointing outcomes. As communities change, so do land use goals. Unanticipated consequences of previous decisions need to be corrected.

Mansfield's regulations were first adopted in 1959 and have been incrementally updated over time to reflect new approaches in zoning. However, the structure of the regulations has remained largely the same since initial adoption, resulting in a document that is difficult to use. As part of the Mansfield Tomorrow project, Mansfield has an unprecedented opportunity to prepare a thorough update to its zoning and subdivision regulations using the best combination of approaches that will help the community achieve its goals. New regulations will be more user-friendly in organization and include more charts and illustrations to provide visual guidance to users.

Integrating Design Standards into Zoning Regulations. As previously noted, design standards are an essential component of the regulatory framework. Regulations should give clear direction to project proponents about the type of design approach desired. Form based zoning is one way to integrate desired design elements. Another is to provide a set of desired outcomes and guidelines and give project proponents the flexibility to choose design solutions. Project proponents must explain how their solutions meet the letter and spirit of the desired design outcomes.

Sustainable Development. As part of the Mansfield Tomorrow project, the consultant team evaluated the existing Zoning and Subdivision Regulations for effectiveness in promoting sustainable development principles with specific emphasis on the following three themes that reflect the community's vision and goals:

- Preservation of the environmental and historic community character of the town as expressed in a series of villages among farms, forests, wetlands, streams, and hills

- Reduction of greenhouse gas emissions as part of efforts to reduce the effects of climate change
- Limiting of conventional, auto-dependent, sprawling suburban development that does not respect ecological boundaries or rural character.

The assessment found that the Town had addressed these sustainability issues in some way, either within the development regulations or by the creation of a committee or commission focused on the topic, such as sustainability, historic preservation, agriculture, or conservation. One deficiency identified in the assessment was that while many issues are mentioned in the development regulations, in many cases this is limited to soft intent statements with no specific, enforceable requirements to back up the intent.

The assessment included key strategies for strengthening land use regulations, particularly in areas where new growth will be directed and accommodated; these strategies formed the basis for changes recommended in each chapter of the Plan. The assessment also included a detailed audit of existing regulations; this audit will be used to help guide specific changes to the regulations following adoption of the Plan.

Table 8.1 Regulatory Strategies for Sustainability

TOPIC AREA	KEY STRATEGIES
Buildings and Neighborhood Form	<ul style="list-style-type: none"> Focus development in appropriate areas Require appropriate density for each area Encourage walkability with street connectivity and walkable block sizes Minimize pedestrian-vehicle conflicts Provide a mix of scales and types of open space Provide a variety of housing types
Land Uses	<ul style="list-style-type: none"> Permit mixed-use in all commercial districts. Make daily uses accessible with a mix of uses. Permit home occupations. Require active ground floor commercial uses on edges of parking garages.
Complete Streets*	<ul style="list-style-type: none"> Ensure new streets in new developments are complete. Accommodate multiple modes of transportation on each street. Create continuous, comfortable sidewalks for all users.
Parking	<ul style="list-style-type: none"> Limiting requirements for off-street parking Reducing the off-street parking footprint Parking credits for parking reductions

Table 8.1 Regulatory Strategies for Sustainability (continued)	
TOPIC AREA	KEY STRATEGIES
Heat Island	<ul style="list-style-type: none"> Require reflective pavement/hardscape surfaces as appropriate Encourage reflective surfaces on roofs or vegetated roofs as appropriate Limit impervious surface footprint
Energy	<ul style="list-style-type: none"> Permitting and encouraging renewable energy production as either permitted uses or with a renewable energy ordinance Ensuring building energy codes are current
Outdoor Lighting	<ul style="list-style-type: none"> Establish lighting zones within each compact development area Set standards based on each of these areas
Tree Canopy	<ul style="list-style-type: none"> Establish tree protection regulations that limit tree removal and begin a replanting program Requiring new trees as an element of new development Providing an environment that fosters healthy trees, including the selection of native species
Stormwater	<ul style="list-style-type: none"> Requiring a percentage of stormwater infiltration on site Requiring parking lot landscape requirements Encouraging stormwater reuse for irrigation and other non-potable uses
Water	<ul style="list-style-type: none"> Encourage use of native landscape plants and materials or xeriscape plants Permit graywater systems for non-potable building and outdoor uses
Waste	<ul style="list-style-type: none"> De-couple demolition and building permits. Require reuse/recycling of demolition materials
Food Production	<ul style="list-style-type: none"> Permit the raising of animals Permit beekeeping Permit community gardens Permit roadside produce stands and farmer's markets.

**See Chapter 9 for more information.*

Development Review Process. The process through which proposed developments, both large and small, are reviewed can either help or hinder a community's ability to achieve its broader goals. For example, a community can encourage certain uses to locate in specific areas by providing a streamlined review process in those zones and requiring a more extensive process (such as a Special Permit approval) in other zones. On the flip side, the development review process can also serve as a disincentive for desired uses. For example, the timeframe, cost and unpredictability of the Special Permit process can discourage small businesses from opening in a community.

Mansfield's Development Review Process

The development renew process should provide for:

- Clear information on how the permitting process works, including steps, required information, time-frames and fees for each application/permit type.
- Consolidation of application forms to reduce redundancy where multiple approvals/permits are needed.
- Clarity in zoning and subdivision regulations.
- Enforcement of deadlines to submit comments/complete reviews of application materials.
- Communication and coordination between the various staff and agencies involved in the permitting process.
- A single point-of-contact that can facilitate interactions between applicants, staff, boards and commissions.
- Reduction in the number of uses that require Special Permit approval.
- Clear explanations when applications are denied.

As part this planning process, the consultant team conducted an assessment of the current development review process, including approvals needed from various land use regulatory agencies such as the Planning and Zoning Commission, Inland Wetlands Agency, Zoning Board of Appeals and Historic District Commission, as well as the process of obtaining a building permit. A variety of stakeholders including residents, business owners, builders, the Planning and Zoning Commission, members of Town Advisory Committees and staff involved in the permitting process were interviewed for their perspectives on how the process currently functions.

General Recommendations for Regulatory and Process Improvements. Basic principles to guide updates to the Mansfield Zoning and Subdivision Regulations include:

- Ensuring development standards reflect desired pattern and scale of development;
- Making clear connections between the land use policies of the Plan, the text of the zoning regulations and the zoning map;
- Making regulations clear and concise;
- Simplifying the review process for routine matters; and
- Including design and other standards to make the regulations consistent and predictable.

Updates to regulations should incorporate best practices of modern zoning, such as:

- **User-friendliness and clarity in organization and expression:** Clear organization and language, tables for rapid understanding of regulations, and illustrations (drawings and photographs) that show what is and what is not permitted.
- **A limited number of zoning districts and grouping of land uses.** As a general rule of thumb, the fewer the zoning districts in an ordinance, the easier the regulations will be to understand and administer. Many codes now group land uses, providing defini-

tions for those groups, and often further create land use categories based on common characteristics such as type of products, site conditions and impacts, amount of activity, and so on. The table of uses allows a rapid review of which use categories are allowed by right or by special permit in which zoning districts. The advantage of this system is that it eliminates the “laundry list” approach to uses and the need to amend the zoning code as land use types change over time.

- **Robust Development Standards.** More robust development standards attached to by-right zoning can provide confidence to project proponents and the community that quality development will result and simplify development approvals for smaller projects, while allowing Town staff and the PZC to concentrate on more complex development approvals and area planning projects. Zoning that reflects the Plan’s Future Land Use Map should also be less subject to rezoning, particularly changes in use. This will reassure residents, who will be able to count on stability in land use designations.
- **Incentives for desired outcomes.** Many communities allow greater density or other types of regulatory relief in return for provision of public benefits, such as affordable housing or open space, by the developer—as long as certain criteria are met. Such mechanisms are usually confined to particular zoning districts, types of development, and geographic areas. Examples of other incentives include streamlined development review for infill and redevelopment sites as compared to greenfield sites.
- **Design standards that reflect the community’s vision.** The zoning regulations should communicate a community design vision for the different character areas. Development standards should also incorporate and encourage sustainable development practices—for example, allowing for natural drainage systems, pervious pavement, green roofs and solar panels.
- **Subdivision design characteristics that promote connectivity, multimodal travel, access to open space, and sustainability.** Issues that need consideration in updating subdivision regulations include:
 - > Review of street and right-of-way widths to avoid overcapacity and excessive impervious surfaces, to provide flexibility in subdivision design.
 - > Review of maximum block size, cul-de-sac length and similar measures with an eye toward promoting pedestrian friendliness and future road network connections.

CHAPTER 2: Natural Systems

Goal 2.6

Mansfield’s land use regulations promote the protection and enhancement of natural systems.

Measures of Effectiveness:

- Acres of land preserved in natural state or in agricultural use as part of development approval process
- Increase in amount of impervious cover connected to green infrastructure/low impact development stormwater practices
- Increase in number of developers having pre-application meetings with the Conservation Commission and Open Space Preservation Committee

Strategy A | Identify potential issues related to natural resource protection prior to application submission.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Encourage developers to identify natural resource protection goals specific to the subject property as part of the pre-application process.</p> <p>Site evaluations should prioritize key features such as groundwater and surface water resources, large areas of interior forest, forest edges, and productive soils with a goal of maintaining connectivity between natural systems. Town data and resources such as the Open Space Acquisition Criteria should be used as part of this process. <i>See related actions under Goal 3.4, Strategy B and Goal 8.2, Strategy B.</i></p>	<p>Planning PZC Open Space Preservation Committee Conservation Commission Agriculture Committee Parks Advisory Committee</p>	<p>Ongoing</p>	<p>Staff Time Volunteer Time</p>
<p>2. Update regulations to require documentation related to existing or potential contamination of water and soils both on and in the vicinity of the proposed development site.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Inclusion of the subject property or properties in the immediate vicinity on the most recent CT DEEP Contaminated or Potentially Contaminated Sites listing • Documentation of water quality in addition to quantity • Research on past uses that could have resulted in contamination, including agriculture • Requiring soil/water testing for contaminants based on past use (pesticides, fertilizers, Volatile Organic Compounds [VOCs], etc.) 	<p>PZC</p>	<p>Short Term</p>	<p>Staff Time Community Challenge Grant</p>

SHORT TERM = 2015–2019

MEDIUM TERM = 2020–2024

LONG TERM = 2025–2035

ACTIONS	WHO	WHEN	RESOURCES
<p>3. Update regulations to require evaluation of potential impacts of proposed development on nearby resources.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Wells • Farmland • Forests • Aquatic and wildlife habitats 	PZC	Short Term	Staff Time Community Challenge Grant

Strategy B | Strengthen land use regulations that promote protection of natural systems and habitats. Where appropriate, regulations should include flexibility in requirements to allow for the unique characteristics of the land and proposed use.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Adopt innovative regulations that provide for protection of natural resources by avoiding fragmentation of large forest tracts.</p> <p><i>See Goal 3.4, Strategy A, Action 2 and Goal 4.2, Strategy B, Actions 1 and 2.</i></p>	PZC	Short Term	Staff Time Volunteer Time Grants
<p>2. Strengthen regulations protecting critical natural resource areas including water recharge areas, wetlands, water bodies, interior forest tracts, soils and steep slopes.</p> <p>Updates to Zoning and Subdivision Regulations should identify incentives and requirements for development practices that promote protection of critical natural resource areas such as wetlands and water bodies through strong buffer requirements; discourage designs that directly impact resources such as steep slopes, wetlands and water bodies; encourage the use of native vegetation and minimize impacts of erosion. Regulations should meet the minimum requirements established by CT DEEP.</p>	PZC IWA	Short Term	Staff Time Community Challenge Grant
<p>3. Update Flood Hazard Area regulations based on practices recommended by the National Flood Insurance Program.</p> <p>Regulations that exceed minimum requirements are eligible for credits through the Community Rating System program. <i>See related action under Goal 2.5, Strategy C.</i></p>	PZC	Short Term	Staff Time Community Challenge Grant

SHORT TERM = 2015-2019	MEDIUM TERM = 2020-2024	LONG TERM = 2025-2035
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ACTIONS	WHO	WHEN	RESOURCES
<p>4. Identify and evaluate options for expanding protection of stratified drift aquifers and other drinking water resources such as community wells from contamination.</p> <p>Examples include expansion of current Aquifer Protection Agency regulations to additional areas and establishment of a regulated area surrounding stratified drift aquifers similar to the regulated area surrounding wetlands.</p>	<p>Planning Conservation Commission PZC</p>	<p>Short Term</p>	<p>Staff Time Volunteer Time</p>
<p>5. Establish green infrastructure standards that maximize infiltration of stormwater and natural drainage.</p> <p>Regulations should be tailored to the area context; approaches in compact development areas would differ from those in more rural areas. Standards should be consistent with CT DEEP requirements for municipal stormwater management plans. Examples include:</p> <ul style="list-style-type: none"> • <i>Adopting site development and stormwater management regulations based on the Eagleville Brook Watershed Management Plan recommendations</i> • <i>Requiring new developments to manage stormwater through a district stormwater system</i> • <i>Treating the first inch of stormwater on-site</i> • <i>Reducing need for additional pavement by right-sizing parking (both number and size of spaces)</i> • <i>Encouraging the use of permeable pavement for parking lots, driveways and patios</i> • <i>Limiting the amount of impervious cover as a percentage of lot area</i> • <i>Requiring retrofits of existing sites to reduce effective impervious cover based on extent of redevelopment and location—sites in water supply or impaired water body watersheds could have more stringent requirements</i> • <i>Requiring or incentivizing the use of infiltration methods such as bioswales, permeable pavement, rain gardens, disconnected roof drains, green roofs, etc. to meet water runoff volume and quality requirements</i> • <i>Prohibiting stormwater facilities that are single-use, walled/fenced, or excessively deep</i> • <i>Incorporating stormwater facilities into the design of civic and open spaces</i> 	<p>PZC</p>	<p>Short Term</p>	<p>Staff Time Community Challenge Grant</p>

SHORT TERM = 2015–2019	MEDIUM TERM = 2020–2024	LONG TERM = 2025–2035
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ACTIONS	WHO	WHEN	RESOURCES
<p>6. Strengthen regulations related to prevention of light pollution and preservation of dark skies.</p> <p>The International Dark Sky Association (IDA) has developed model regulations that can be used as a resource. The IDA also maintains a list of dark-sky compliant fixtures.</p>	PZC Conservation Commission	Short Term	Staff Time Community Challenge Grant
<p>7. Update Zoning and Subdivision regulations to reflect changes due to climate change, such as setbacks in relation to flood zones, etc. <i>Additional research will be needed to identify specific changes.</i></p>	PZC	Short Term	Staff Time Volunteer Time

Strategy C | Mitigate the effects of heat islands created by hardscape surfaces.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Adopt standards to minimize impacts of heat islands in areas with more intense development and large expanses of surface parking.</p> <p>Potential strategies include use of green roofs and identifying appropriate solar reflective index ratings for hardscape materials.</p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>2. Establish shade requirements for large parking and hardscape areas.</p>	PZC	Short Term	Staff Time Community Challenge Grant

SHORT TERM = 2015-2019	MEDIUM TERM = 2020-2024	LONG TERM = 2025-2035
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CHAPTER 3: OPEN SPACE, PARKS AND AGRICULTURAL LANDS

Goal 3.4

Mansfield’s land use policies and regulations for public and private open spaces protect natural resources, preserve scenic views, and expand opportunities for agriculture and active recreation.

Measures of Effectiveness:

- Increase in number of developers having pre-application meetings with Town advisory committees
- Increase in percentage of open space preserved through subdivision process

Strategy A | Strengthen land use regulations that promote protection of open space and scenic resources.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Consider an “Open Space” or “Conservation” zoning district for municipal properties.</p> <p>While permanent conservation easements (see Goal 3.1, Strategy B) provide the most protection for open space, an open space or conservation zoning district applied to public or semi-public open spaces can provide some protection for open space resources by limiting development to structures that serve a recreation or public preserve purpose. Proposals to use the property for other uses would require a zoning change, providing a formal mechanism for public discussion of the proposed change.</p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>2. Update Zoning and Subdivision Regulations to promote preservation of natural resources and provision of open space and recreational features.</p> <p>Regulations should address both rural areas and areas designated for more intense development such as Mixed-Use Centers and Compact Residential areas. Tools that should be considered include:</p> <ul style="list-style-type: none"> • <i>Natural Resource Protection Zoning (See Chapter 4 for more information and related actions)</i> • <i>Requiring conservation/cluster development</i> • <i>Encouraging use of community septic systems to promote clustering</i> 	PZC Open Space Preservation Committee Conservation Commission	Short Term	Staff Time Community Challenge Grant
<p>3. Protect scenic views by requiring developers to identify scenic resources and protection measures as part of the subdivision and development review process.</p> <p><i>See Map 3.3: Scenic Resources and Classifications.</i></p>	PZC Open Space Preservation Committee Conservation Commission	Short Term	Staff Time Community Challenge Grant

SHORT TERM = 2015–2019

MEDIUM TERM = 2020–2024

LONG TERM = 2025–2035

ACTIONS	WHO	WHEN	RESOURCES
<p>4. Revise common driveway regulations to strengthen protection of interior forest tracts and other sensitive natural resources.</p> <p>Common driveways offer many benefits, including preserving views of natural areas from the public roads rather than encouraging more building along road frontage and reducing land disturbance and impervious surfaces if sized to accommodate one car at a time. However, common driveways can also be an inexpensive way for developers to develop back acreage which could otherwise only be accessed by a new road, thereby allowing development of land that previously would not have been economically feasible.</p>	<p>PZC</p> <p>Open Space Preservation Committee</p> <p>Conservation Commission</p>	<p>Short Term</p>	<p>Staff Time</p> <p>Community Challenge Grant</p>

Strategy B | Integrate open space planning into the beginning of the development process.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Encourage developers to meet with relevant advisory committees as part of the pre-application process to identify open space priorities and objectives.</p> <p>Information on natural resources as well as surrounding land uses and potential connections should be included in the pre-application discussions (<i>see related actions under Goal 2.6, Strategy A</i>).</p>	<p>Planning</p> <p>PZC</p> <p>Open Space Preservation Committee</p> <p>Conservation Commission</p> <p>Parks Advisory Committee</p> <p>Agriculture Committee</p>	<p>Ongoing</p>	<p>Staff Time</p> <p>Volunteer Time</p>
<p>2. Update Zoning and Subdivision regulations to include specific objectives for design of parks and open spaces that are part of development proposals.</p> <p>In addition to protection of natural resources, regulations should identify specific design objectives to help create a sense of place and increase sustainability, such as integration of stormwater facilities into the landscape, use of common greens as a focal point and multi-functional landscaping such as harvestable nut and fruit-bearing trees.</p>	<p>PZC</p> <p>Open Space Preservation Committee</p> <p>Sustainability Committee</p>	<p>Short Term</p>	<p>Staff Time</p> <p>Community Challenge Grant</p>

SHORT TERM = 2015-2019	MEDIUM TERM = 2020-2024	LONG TERM = 2025-2035
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ACTIONS	WHO	WHEN	RESOURCES
<p>3. Update Zoning Regulations to include requirements for provision of parks and open spaces in areas designated as Mixed Use Centers and Compact Residential Areas.</p> <p>Examples include mandatory open space requirements for multi-family developments, thresholds for provision of active recreation amenities and design guidelines for open spaces provided as part of commercial and mixed-use developments.</p>	<p>PZC Open Space Preservation Committee Parks Advisory Committee</p>	Short Term	<p>Staff Time Community Challenge Grant</p>
<p>4. Provide easy access to information and resources that highlight Town priorities for protection of natural, cultural and scenic resources for use by developers in the beginning stages of project design.</p> <p>Examples include website updates and informational brochures distributed with application materials.</p>	<p>Planning PZC</p>	Short Term	<p>Staff Time Volunteer Time</p>

Strategy C | Continue to encourage agricultural use of land.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Update regulations, policies, and incentives to strengthen protections for agricultural lands and operations, including buffer requirements.</p>	<p>PZC Agriculture Committee</p>	Short Term	<p>Staff Time Community Challenge Grant</p>

SHORT TERM = 2015–2019	MEDIUM TERM = 2020–2024	LONG TERM = 2025–2035
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CHAPTER 4: COMMUNITY AND SENSE OF PLACE

Goal 4.2

Mansfield’s land use regulations maintain rural character in the majority of town, protect historic resources and accommodate future growth in smart growth, compact patterns in designated Mixed Use Centers and Compact Residential areas.

Measures of Effectiveness:

- At least 75% of new residential development is located within areas designated as Compact Residential and Mixed Use Centers.
- Increase in percentage of open space preserved through subdivision process.
- New residential subdivisions maintain rural character and include neighborhood place-making elements.

Strategy A | Strengthen regulations in rural areas to maintain rural character and densities in areas traversed by public utility lines. *See related strategies and actions under Goal 9.5, Strategy B.*

ACTIONS	WHO	WHEN	RESOURCES
1. Update Zoning and Subdivision Regulations in areas designated as Conservation/Recreation/Managed Resource Areas, Rural Residential/Agriculture/ Forestry, Rural Commercial, Rural Residential Village and Village Center to establish overlay zones within 1,000 feet of new water/sewer lines that limit the number of service connections to prevent sprawl and retain low-density character. Connections in these areas should be limited to what could be supported by an on-site well.	PZC	Short Term	Staff Time Community Challenge Grant

SHORT TERM = 2015–2019

MEDIUM TERM = 2020–2024

LONG TERM = 2025–2035

Strategy B | Update zoning and subdivision regulations for general rural districts to promote preservation of natural resources and landscape values. *See Goals 2.6, 3.4 and 9.5 for related strategies and actions.*

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Explore establishment of Natural Resources Protection Zoning as mandatory or with significant incentives for all rural parcels or groups of parcels assembled for a single development.</p> <p>Issues to take into account include identification of a set of natural resource values; a size threshold, such as 10 acres for establishment of mandatory NRPZ; locations appropriate for NRPZ and appropriate densities and formulas, including potential bonuses to off-set costs of designing and permitting community water and wastewater systems. In addition to open space, NRPZ regulations should address preservation of agricultural lands and soils, stone walls and historic structures and ruins as appropriate. Consideration should also be given to requiring NRPZ where it can be supported by the land and only allowing deviations by Special Permit. <i>(See Appendix D for examples of NRPZ formulas).</i></p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>2. Update subdivision regulations to require cluster development and only allow for conventional design if specific criteria are met.</p> <p>Examples of possible exceptions to mandatory clustering could include soil limitations and small infill subdivisions.</p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>3. Work with CT DPH, CT DEEP and the Eastern Highlands Health District to provide clear information on the permitting process for community water and septic systems and model examples.</p> <p>To adopt mandatory NRPZ or incentivize its use in areas with limited infrastructure, the Town should work with CT DPH, CT DEEP and the Health District to provide models and approval procedures for acceptable community systems that can be made available to potential developers.</p>	PZC Planning Eastern Highlands Heath District CT DEEP CT DPH WPCA	Short–Medium Term	Staff Time

SHORT TERM = 2015–2019	MEDIUM TERM = 2020–2024	LONG TERM = 2025–2035
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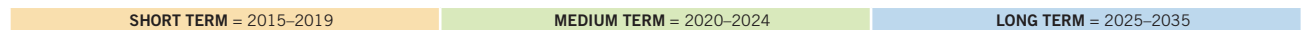
Strategy C | Create regulations for historic villages that distinguish them from Rural Residential/Agriculture/Forestry areas.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Identify average district lot sizes and road frontages in Rural Residential Villages and Village Centers designated on the Future Land Use Map to determine a model for an appropriate minimum lot size.</p> <p>For example, infill and subdivision development adjacent to clusters of housing in existing villages can include provisions to encourage deep lots with relatively short frontages, setbacks similar to the existing average, and compatible facades through inclusion of form-based zoning techniques, which emphasize the physical form of development rather than its use. Lot sizes in rural villages may be smaller than other rural areas to be consistent with existing character provided water and wastewater needs can be met.</p>	<p>PZC Planning</p>	<p>Short Term</p>	<p>Staff Time Community Challenge Grant</p>
<p>2. Identify key form-based characteristics to include in Zoning Regulations and update Historic Village design criteria.</p> <p>These could include site and dimensional considerations such as height and setbacks from the road and architectural characteristics such as roof type, porches, scale relative to other buildings, etc.</p>	<p>PZC Planning</p>	<p>Short Term</p>	<p>Staff Time Community Challenge Grant</p>
<p>3. Consider use of Village Zoning Districts for portions of historic village areas where historic features are relatively intact such as Atwoodville, Eagleville, Gurleyville, Hanks Hill, Mansfield Center, Mansfield City, Mansfield Hollow, Mansfield Depot, Mansfield Four Corners, Mount Hope, Spring Hill and Wormwood Hill.</p> <p>Each area needs to be evaluated in collaboration with property owners in terms of key characteristics, desired level of protection, staff and commission capacity to handle additional reviews, etc.</p>	<p>PZC Historic District Commission Planning</p>	<p>Short–Medium Term</p>	<p>Staff Time Volunteer Time</p>

SHORT TERM = 2015–2019	MEDIUM TERM = 2020–2024	LONG TERM = 2025–2035
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Strategy D | Strengthen protections for historic and cultural features.

ACTIONS	WHO	WHEN	RESOURCES
1. Update Zoning Regulations to include protections for stone walls similar to those contained in the Subdivision Regulations.	PZC	Short Term	Staff Time Community Challenge Grant
2. Update Subdivision Regulations to include design standards for new subdivisions in or adjacent to historic districts and villages to ensure development is compatible with the historic development pattern and reduce impacts on historic resources.	PZC	Short Term	Staff Time Community Challenge Grant
3. Update Zoning Regulations to allow for adaptive reuse of historic buildings. <i>See Chapter 8 for more detail.</i>	PZC	Short Term	Staff Time Community Challenge Grant



Strategy E | Establish regulations that encourage compact, village style development in designated Mixed-Use Center and Compact Residential areas with public water and sewer. See *Future Land Use Map (Map 8.3)* and related goals/strategies in Chapter 8.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Update Zoning Regulations for the Four Corners (Route 195/Route 44) and East Brook Mall (Route 195/Route 6) Mixed Use Center areas to allow for business, residential and mixed-use development and include form-based development standards to ensure desired character and connectivity.</p> <p>Expansion of allowable uses may be contingent on access to public water and sewer infrastructure based on existing soil constraints. Regulations in the Pleasant Valley area should continue to include preservation of at least 35% of prime agricultural land, and provision of a buffer for adjacent agricultural land.</p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>2. Create Zoning Regulations for Compact Residential areas that provide for village style, walkable developments and include form-based development standards (standards that focus on the physical form development should take) to ensure desired character and connectivity.</p> <p>Examples of possible design guidelines/standards include centering of new development around common open spaces and use of lanes/alleys to focus on pedestrians and bicyclists.</p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>3. Consider allowing expansion of the Storrs Center Special Design District.</p> <p>Any proposed expansion of the district would need to meet the criteria established in the Zoning District for application of the SC-SDD zone. It is expected that any expansion would be initiated by property owners and/or the Mansfield Downtown Partnership (MDP), not the Commission.</p>	PZC Mansfield Downtown Partnership	Short–Medium Term	Staff Time
<p>4. Consider the creation of Special Design Districts for the East Brook Mall commercial area (Route 195/Route 6) and Four Corners to allow for mixed-use redevelopment.</p> <p>Districts should include a master plan and design guidelines specific to that area. Cooperation between multiple property owners would be needed.</p>	PZC	Medium Term	Staff Time

SHORT TERM = 2015–2019

MEDIUM TERM = 2020–2024

LONG TERM = 2025–2035

CHAPTER 5: COMMUNITY LIFE

Goal 5.6

Mansfield’s policies, programs and land use regulations support community service and health/wellness goals.

Measures of Effectiveness:

- Increase in number of community gardens
- Increase in number of outdoor recreation facilities in developed areas
- Increase in miles of sidewalks, bikeways and walking trails

Strategy A | Strengthen regulations related to provision of community recreation and amenities to support community service and health objectives.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Require new age-restricted and assisted living communities to include community meeting space for senior programs/services.</p>	PZC	Short Term	Staff Time Community Challenge Planning Grant
<p>2. Require new developments to address opportunities for active living.</p> <p>In addition to current minimum open/recreation space for multi-family housing, regulations should encourage active recreation opportunities both on-site and through connections to existing town trails, sidewalks and parks.</p>	PZC	Short Term	Staff Time Community Challenge Planning Grant
<p>3. Encourage creation of community gardens in multi-family and small lot single-family developments.</p> <p>Update zoning and subdivision regulations to encourage creation of community gardens in new developments where lot sizes would not accommodate private gardens.</p>	PZC	Short Term	Staff Time Community Challenge Planning Grant
<p>4. Consider impacts of proposed regulation changes, policies and significant development projects on community health.</p> <p>Policies and regulations that influence how and where various uses are built can impact overall community health. As the key health concerns identified in Mansfield are incidence of liver disease, lung disease and alcohol-related deaths, consideration of health impacts could be targeted to how policies, regulations and new developments can have a positive impact on these community health issues. For instance, by increasing access to healthy food and opportunities for physical activity, by reducing potential impacts of air pollution and proximity/concentration of package stores.</p>	PZC Town Council	Ongoing	Staff Time Community Challenge Planning Grant

SHORT TERM = 2015-2019	MEDIUM TERM = 2020-2024	LONG TERM = 2025-2035
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CHAPTER 6: DIVERSIFYING THE ECONOMY

Goal 6.5

Mansfield’s land use regulations are farm-friendly and support business retention and expansion efforts while protecting community character.

Measures of Effectiveness:

- Increase in non-residential grand list
- Increase in number of new businesses
- Increase in agricultural production and distribution
- Increase in number and square footage of new office, R&D and light industry businesses on redeveloped sites

Strategy A | Reduce barriers to business growth in Zoning and Subdivision Regulations.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Revise subdivision process and requirements to distinguish between single-family subdivisions and non-residential/multi-family residential subdivisions.</p> <p>As the subdivision process is the sole opportunity to review single-family subdivisions, the standards and requirements are extensive. However, many of these requirements are duplicative or not applicable to multi-family residential and non-residential projects as these are either located in developed areas, are subject to another review process such as site plan review or special permit, or have detailed design and performance standards identified in the Zoning Regulations.</p>	PZC	Short Term	Staff Time Community Challenge Planning Grant
<p>2. Reduce the number of business uses needing special permit approval by including more robust development standards for specific uses to ensure quality development.</p> <p>Development review processes can also be a tool to direct businesses and uses to the four business target areas identified in <i>Goal 6.1, Strategy B</i>. Items to be considered include:</p> <ul style="list-style-type: none"> • <i>Locations—approvals through site plan and/or zoning permit review may be more appropriate in major commercial areas than smaller neighborhood/village business areas which have residential neighborhoods in close proximity</i> • <i>Areas/situations where certain uses may not be appropriate in all locations, necessitating special permit review</i> • <i>Thresholds for requiring PZC site plan approval</i> • <i>Thresholds for administrative review and approval through zoning permit process</i> • <i>Specific standards and requirements for uses, site and building development</i> 	PZC	Short Term	Staff Time Community Challenge Grant

SHORT TERM = 2015-2019	MEDIUM TERM = 2020-2024	LONG TERM = 2025-2035
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ACTIONS	WHO	WHEN	RESOURCES
<p>3. Refine existing provisions regarding non-conforming uses.</p> <p>Regulations for non-conforming uses, particularly commercial and higher density residential uses, should allow for continuation and potential limited expansions. Significant intensification inconsistent with the goals of this plan should be discouraged.</p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>4. Update sign regulations to improve usability and allow for adequate business marketing while minimizing sign clutter and maintaining high aesthetic standards.</p>	PZC	Short Term	Staff Time Community Challenge Grant

Strategy B | Support growth of agriculture and agri-tourism through changes to regulations.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Update Zoning and Subdivision Regulations to remove barriers to farm viability.</p> <p>Issues to be reviewed/addressed include but are not limited to:</p> <ul style="list-style-type: none"> • <i>Keeping of livestock</i> • <i>Compatible farm businesses</i> • <i>Signage</i> • <i>Parking</i> • <i>Farm worker housing</i> • <i>Hoop houses or other growing structures</i> • <i>Horticulture</i> • <i>Farm-energy opportunities</i> • <i>Agricultural activities on small residential lots</i> • <i>Buffers as part of new residential developments locating next to existing farms</i> <p>Potential resources for model regulations include: Eastern RC&D's Guidance and Recommendations for Connecticut Municipal Zoning Regulations and Ordinances for Livestock (2012) and RIDEM's Community Guidance for Maintaining Working Farms and Forests (2012).</p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>2. Review and revise Zoning Regulations to reduce barriers to agri-tourism activities.</p> <p>Agri-tourism can include pick-your-own programs, mazes and hayrides, farm-to-table events, weddings, fishing events, and other types of agriculture and natural resource tourism. Issues to be reviewed/addressed include design standards, signage, parking and review procedures.</p>	PZC	Short Term	Staff Time Community Challenge Grant

SHORT TERM = 2015-2019	MEDIUM TERM = 2020-2024	LONG TERM = 2025-2035
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ACTIONS	WHO	WHEN	RESOURCES
<p>3. Update Zoning Regulations to enable development of infrastructure that would support agriculture-related businesses, such as inputs, food waste, aggregation, processing, distribution, etc.</p> <p>Some of these activities may be water/wastewater intensive, requiring a location with access to public water and sewers.</p>	PZC	Short Term	Staff Time Community Challenge Grant

Strategy C | Support expansion of Research and Development (R&D) and light industrial uses in appropriate locations. See *Map 8.3: Future Land Use for locations of proposed Mixed Use Centers and Commercial areas.*

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Update zoning regulations for areas designated as Mixed Use Centers and Commercial in the Future Land Use Plan to allow R&D uses.</p> <p>There are many different types of R&D uses, some of which require dry lab space (such as computers, electronics, robotics labs), wet lab space (where chemicals, drugs, other materials are handled), and biolabs (labs dealing with biological materials). Regulations should be updated to identify development standards and review procedures specific to R&D uses. Appropriate areas for consideration include Four Corners, Storrs Center, Route 6/Route 195/Pleasant Valley area in southern Mansfield and Perkins Corner. Issues to consider include:</p> <ul style="list-style-type: none"> • <i>Areas/situations where certain uses may not be appropriate in all locations, necessitating special permit review</i> • <i>Thresholds for requiring PZC site plan approval</i> • <i>Thresholds for administrative review and approval through zoning permit process</i> • <i>Specific standards and requirements for uses, site and building development (See Goal 6.5, Strategy C, Action 4).</i> • <i>Environmental performance standards</i> • <i>Transportation connections</i> • <i>Wastewater disposal</i> 	PZC	Short Term	Staff Time Community Challenge Grant

SHORT TERM = 2015–2019	MEDIUM TERM = 2020–2024	LONG TERM = 2025–2035
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ACTIONS	WHO	WHEN	RESOURCES
<p>2. Limit R&D businesses with biological laboratories to labs that meet the Centers for Disease Control (CDC) criteria for Biosafety Levels 1 and 2 until additional research is done to determine whether there are any areas where a Biosafety Level 3 lab could be located with appropriate safeguards and review procedures. Biosafety Level 4 labs should not be allowed.</p> <p>R&D businesses with biolabs should only be allowed with special permit approval; review criteria should include requirements for monitoring procedures to ensure conformance with federal safety standards.</p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>3. Update zoning regulations for areas designated as Mixed Use Center and Commercial to allow light industrial uses.</p> <p>Light industrial uses include uses such as warehouses, wholesale facilities, and limited assembly production activities. Regulations should identify appropriate locations where such uses could be allowed. Areas and items to be considered include those identified above under <i>Goal 6.5, Strategy C, Action 1</i> as well as appropriate size/scale. Some areas may need size limitations to ensure compatibility with surrounding development.</p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>4. Develop design standards and guidelines for R&D and light industrial uses, as well as appropriate industrial performance standards.</p> <p>Performance standards for industry involve measurable limits on noise, lighting, emissions and similar issues. Modern R&D and light industrial uses often have no external impacts. Design standards and guidelines will ensure compatibility with surrounding areas in terms of heights, massing, landscaping, character visible from the road, location of parking and similar issues.</p>	PZC	Short Term	Staff Time Community Challenge Grant

SHORT TERM = 2015-2019	MEDIUM TERM = 2020-2024	LONG TERM = 2025-2035
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Mansfield's land use regulations support development of a wide range of housing options to meet the needs of residents at all ages of the life cycle, including singles, families, seniors and students.

Measures of Effectiveness:

- Percentage of new housing units developed that meet state affordability criteria
- Decrease in number of single-family homes on rental registry
- Increase in diversity of housing types available (lot and building sizes, building types)

Strategy A | Update regulations to provide housing options for residents of all ages, incomes and physical abilities.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Adopt inclusionary zoning regulations to require that developers provide a minimum number of affordable units as part of new developments.</p> <p>The narrative section of this chapter includes a description of how inclusionary zoning regulations work and the types of standards that should be included.</p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>2. Consider providing incentives such as additional units for development of affordable units in projects that are not subject to inclusionary zoning requirements.</p> <p>These units would need to be subject to deed restrictions (see <i>Strategy 7.1, Strategy A</i>).</p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>3. Consider establishing Incentive Housing Zones (IHZ) in areas with access to public utilities and transit, such as areas in Storrs near the UConn campus, Four Corners and Route 195/Route 6 area.</p> <p>To preserve mixed-income character, the number of affordable units in the zone should be between 20 and 25% to avoid creating a concentration of low income units. The zone should also include design and other standards specific enough for the Town to be comfortable with streamlined permitting (IHZs cannot require special permit processes) while not creating disincentives for use of the zone.</p> <p>The Connecticut Department of Housing provides grants for development of IHZ regulations and financial incentives for both adoption of regulations and issuance of building permits for new housing units in the IHZ. Incentives received can be used for any purpose.</p>	PZC	Short Term	Staff Time Grants

SHORT TERM – 2015–2019

MEDIUM TERM – 2020–2024

ACTIONS	WHO	WHEN	RESOURCES
4. Update Zoning and Subdivision Regulations to encourage provision of accessible units and features, particularly in residential developments targeted to seniors.	PZC	Short Term	Staff Time Community Challenge Grant
5. Update Zoning Regulations to include provisions for various types of senior housing including assisted living and Continuing Care Retirement Communities (CCRCs).	PZC	Short Term	Staff Time Community Challenge Grant
6. Update Zoning and Subdivision regulations to allow for co-housing and other alternative housing models. Depending on the extent of activities, a co-housing development could require the creation of a Special Design District. The Zoning Regulations should establish a framework for how such a district would be created. Ithaca, NY's EcoVillage could serve as a model.	PZC	Short Term	Staff Time Community Challenge Grant

Strategy B | Update regulations to encourage development of appropriately designed multi-family housing within designated Mixed Use Centers and Compact Residential Areas. (See related Goals 8.1 and 8.2)

ACTIONS	WHO	WHEN	RESOURCES
1. Update Zoning Regulations to provide design and management standards for multi-family housing.	PZC	Short Term	Staff Time Community Challenge Grant
2. Revise the Definition of Family to allow more than 3 unrelated persons to live in apartments. The current definition of family applies to all dwelling units. Allowing greater flexibility for multi-family residential developments such as apartment complexes will provide additional student housing options in an environment with more structured management. The current restrictions should continue to be applied to condominiums, single-family, two-family, and small multi-family buildings located in neighborhoods.	PZC	Short Term	Staff Time Community Challenge Grant
3. Update regulations to encourage a variety of housing types in new and redeveloped housing based on the community design objectives identified in the applicable future land use designation.	PZC	Short Term	Staff Time Community Challenge Grant



CHAPTER 8: FUTURE LAND USE AND COMMUNITY DESIGN

Mansfield’s land use regulations and development review procedures help to achieve the vision and goals identified in this Plan and promote high-quality design appropriate to the area context.

Strategy A | Rewrite the Zoning and Subdivision Regulations to be consistent with the Mansfield Tomorrow Plan. See related strategies and actions under Goals 2.6, 3.4, 4.2, 5.6, 6.5, 7.4 and 9.5.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Use best practices for modern zoning codes when re-writing the zoning regulations.</p> <p><i>See Section 8.B of this chapter for a description of recommended practices.</i></p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>2. Apply form-based and place-based zoning to appropriate locations in Mixed-Use Centers, Compact Residential areas, Village Centers and Rural Residential Villages.</p> <p>Form-based zoning focuses on the physical characteristics of buildings and development rather than uses and is most suitable for defined districts where a variety and mixture of land uses is desired. Form-based zoning may be most appropriate for Mixed-Use Center and Compact Residential designations. “Place-based” or “Context-based” zoning establishes design standards within zoning districts that are intended to create developments that are compatible with the existing or desired character of particular areas. This kind of zoning is not as prescriptive as form-based zoning but still provides site and building standards based on design principles for the zoning district. This zoning approach may be most appropriate for Village Center and Rural Residential Village designations.</p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>3. Incorporate measures to promote energy and resource conservation and general sustainability practices.</p> <p><i>See Section 8.3 in narrative for a description of key strategies identified as part of the sustainability assessment of current regulations and specific recommendations in each chapter.</i></p>	PZC	Short Term	Staff Time Community Challenge Grant

SHORT TERM – 2015-2019

MEDIUM TERM – 2020-2024

Strategy B | Revise and streamline development permitting processes consistent with goals for high-quality development.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Streamline the process by which applications are received and acted upon.</p> <p>While Connecticut General Statutes (C.G.S.) establish the formal process for receipt of applications, there are things that can be done to streamline the process for simple applications, including authorizing staff to submit advertisements for public hearing dates in advance of official receipt; holding two IWA meetings each month on the same nights as PZC meetings, and having staff prepare draft motions for consideration the same night as the hearing for straight-forward applications.</p>	<p>PZC IWA</p>	Ongoing	Staff Time
<p>2. Use permit software to streamline the review process and allow for on-line applications.</p> <p>This project was underway at the time of the writing of this Plan and is expected to be complete in 2015.</p>	<p>Planning Building & Housing Inspection Fire Information Technology</p>	Short Term	<p>CIP Operating Budget</p>
<p>3. Create a development permitting road map and associated flow charts to help applicants understand the entire process from the beginning.</p> <p>At minimum, flowcharts should be developed for the following application types: Subdivision, Special permit, Site plan, Inland Wetlands license, Zoning Permit, Certificate of Zoning Compliance, and Certificate of Appropriateness. Each flowchart should include an estimate of the time necessary to complete each step or phase of the process.</p>	<p>Planning</p>	Short Term	Staff Time
<p>4. Develop and publish a permitting process guidebook with tutorial texts and checklists.</p> <p>This should include information describing each permit and related process, checklists of information and materials required for submission, and a schedule of fees for each permit. The guidebook should be available on-line, at various offices involved in the permitting process and distributed to applicants at pre-application consultations with staff.</p>	<p>Planning Building and Housing Inspection Fire EHHD</p>	Short Term	<p>Staff Time Operating Budget</p>



ACTIONS	WHO	WHEN	RESOURCES
<p>5. Create consistency in publishing information on permit processes and fees.</p> <p>This would involve reviewing all media from different departments involved in the permitting process to create a consistent format for publishing information and fees. A single listing of fees from all departments should also be considered.</p>	Planning	Short Term	Staff Time
<p>6. Consider consolidating applications where possible to streamline the process and reduce redundancy in information collection.</p> <p>Examples include joint zoning/building permit applications where both approvals are needed and special permits or subdivisions where an Inland Wetlands License is also needed. This may be able to be partially addressed with the introduction of on-line applications as information will populate a common database.</p>	Planning	Short Term	Staff Time
<p>7. Establish one point of entry into the permitting process.</p> <p>For projects that need approvals from multiple departments or agencies, one department should be identified as the gateway for entry and coordination of permitting for each project to ensure an efficient review process. The Department of Planning and Development may fill this function for projects that need zoning approval; Building and Housing Inspection would be the logical choice for projects that do not require zoning approval.</p>	Planning Building & Housing Inspection	Short Term	Staff Time
<p>8. Include review by advisory committees early in the design process.</p> <p>Applicants should be encouraged to meet with advisory committees before their pre-application meeting with Planning staff. Advisory committees should forward any recommendations to the Planning Department.</p>	Conservation Commission Open Space Preservation Committee Sustainability Transportation Advisory Committee Agriculture Committee	Short Term	Staff Time Volunteer Time
<p>9. Establish clear and stringent deadlines for return of review comments and documents.</p> <p>Deadlines for comments and recommendations to permitting authorities, town staff and applicants should be established and enforced.</p>	Planning Building & Housing Inspection	Short Term	Staff Time



ACTIONS	WHO	WHEN	RESOURCES
<p>10. Improve communications among the various development review bodies.</p> <p>For complex applications, a working committee of representatives from each department should be convened to identify potential issues and identify responsibilities for communicating and coordinating review between the different departments and the applicant. This will help to avoid difficulties that arise when applicants change plans to address one department's issues and those changes ultimately impact the review and approval process for another department.</p>	<p>Planning Building & Housing Inspection Fire EHHD</p>	Short Term	Staff Time
<p>11. Designate a staff member to lead applicants through the permitting process.</p> <p>The Town should designate one staff member to be responsible for assisting applicants in understanding the permitting process, serve as a source of information and a point of contact with the Town for the applicant, and help facilitate the interaction between Town staff, boards and commissions and the applicant.</p>	Town Manager	Short Term	Staff Time
<p>12. Improve each commission's collective knowledge through additional education.</p> <p>The permitting guidebook previously referenced would help keep commissioners up-to-date on the different permitting processes and their role. Commissioners should continue to be encouraged to participate in regional events and workshops related to land use issues and regulation.</p>	<p>Planning PZC IWA Conservation Commission Zoning Board of Appeals Historic District Commission</p>	Short Term	<p>Staff Time Volunteer Time Operating Budget</p>



CHAPTER 9: TRANSPORTATION AND INFRASTRUCTURE

Mansfield’s land use policies and regulations ensure that infrastructure systems support smart growth, protect rural character and promote resource conservation.

Measures of Effectiveness:

- Number of sidewalk/bikeway miles increases 20% by 2020
- New development includes Complete Streets
- Increase in number of renewable energy systems installed
- Increase in amount of open space preserved as part of new development

Strategy A | Strengthen land use regulations to promote multiple transportation modes.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Focus development in Mixed Use Centers and Compact Residential Areas to create densities that support transit.</p> <p>See Chapter 8 for locations of these areas. New multi-family development should be directed to areas with existing transit access.</p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>2. Update parking regulations to promote alternative transportation.</p> <p>Potential revisions include:</p> <ul style="list-style-type: none"> • <i>Revisions to minimum parking requirements based on current research</i> • <i>Providing for alternative standards based on parking demand studies</i> • <i>Establishing maximum parking ratios in Mixed Use Centers and Compact Residential areas with transit service</i> • <i>Bicycle parking requirements, including minimum number and location</i> • <i>Requiring location of parking areas to the side and rear of buildings</i> 	PZC	Short Term	Staff Time Community Challenge Grant
<p>3. Strengthen requirements for installation of sidewalks and bikeways as part of new and redevelopment projects.</p> <p>Revisions to Zoning and Subdivision Regulations should include specific criteria for when sidewalks and bikeways are required.</p>	PZC	Short Term	Staff Time Community Challenge Grant



Strategy B | Strengthen land use regulations to prevent sprawl and support development consistent with the Future Land Use Strategy and Community Design Goals. *See Goals 4.2 and 8.1 for related strategies and actions.*

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Update regulations to protect low-density residential areas from inappropriate development along water and sewer mains.</p> <p>Extensions of water and sewer mains to designated service areas may traverse areas designated on Map 8.3: Future Land Use as Rural Residential/Agricultural/Forestry, Rural Residential Village and Village Center. The presence of water and sewer mains should not be used as justification for higher density development in these areas. Regulations should be updated to maintain rural character and densities and limit the number of service connections to water and sewer infrastructure in these areas. Regulations should address the extent to which water and sewer infrastructure could be used to support cluster developments that preserve larger amounts of open space while maintaining low residential densities, such as Natural Resource Protection Zoning.</p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>2. Consider providing incentives such as density bonuses for subdivisions that preserve larger amounts of open space through use of community wells and innovative wastewater treatment approaches.</p> <p>Use of community systems and other innovative approaches increases design flexibility and allows for smaller lots and preservation of more open space. However, these systems require permits from state agencies. The permitting process currently acts as a disincentive for use of such systems. Providing a density bonus in exchange for preserving larger amounts of open space could help to offset the increased permitting costs.</p>	PZC	Short Term	Staff Time Community Challenge Grant
<p>3. Strengthen open space dedication requirements for new developments and redevelopment to encourage the creation of networks of public space for recreation, habitat connectivity, water quality, and active transportation.</p> <p>The character and nature of spaces to be created will depend on the context of the development area. For example, the Town Square at Storrs Center represents a potential model for how to incorporate public open space in the more urbanized areas of town. <i>See Goal 3.4, Strategy B, Actions 2 and 3 for related actions.</i></p>	PZC	Short Term	Staff Time Community Challenge Grant



Strategy C | Strengthen regulations to support resource conservation, reuse and recycling efforts.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Update Zoning and Subdivision Regulations to incorporate requirements and incentives for water conservation into site design and development.</p> <p>Examples of possible regulations include: individual meters for multi-family developments; use of native plants; using stormwater for irrigation; and allowing cisterns and rain barrels as accessory structures in side and rear yard, and possibly in front yards with appropriate screening.</p>	PZC	Short Term	Staff Time Volunteer Time Community Challenge Grant
<p>2. Update Zoning Regulations to include requirements for recycling.</p> <p>In addition to requiring sufficient space for recycling dumpsters/containers, consideration should be given to requiring new multi-family residential developments to establish a recycling program as part of the permitting process.</p>	PZC	Short Term	Staff Time Volunteer Time Community Challenge Grant
<p>3. Work with state and local environmental regulatory agencies to develop standards for development of private greywater systems to facilitate reuse of wastewater from sinks, showers, dishwashers and washing machines for irrigation and non-potable uses within buildings.</p>	Sustainability Committee Planning PZC	Medium Term	Staff Time Volunteer Time



Strategy D | Update Zoning and Subdivision regulations to promote use of renewable energy systems and reduce reliance on the grid.

ACTIONS	WHO	WHEN	RESOURCES
<p>1. Include specific provisions related to development of solar, geothermal, wind and hydropower systems in Zoning and Subdivision Regulations.</p> <p>Factors to consider include:</p> <ul style="list-style-type: none"> • <i>Types of certifications that may be desired for various facilities such as certification from the Low Impact Hydropower Institute</i> • <i>Allowable locations for pole mounted solar panels</i> • <i>Maximum angles of roof mounted solar panel and solar thermal collector systems based on visibility from street</i> • <i>Prohibitions on shading of solar panels/collectors by new trees</i> • <i>Protection of solar access</i> • <i>Height and setbacks for wind turbines</i> • <i>Impact of solar, geothermal, wind and hydropower systems on existing farmland, particularly areas with prime agricultural soils.</i> <p>While aesthetics may be a consideration in developing standards for renewable energy systems, it should not be the overriding consideration.</p>	PZC	Short Term	Staff Time Volunteer Time Community Challenge Grant
<p>2. Consider use of district energy systems for new subdivisions and compact development projects.</p> <p>District energy systems produce steam, hot water or chilled water at a central plant, which can be a geothermal system. The steam or water is then piped underground to individual buildings for space heating, domestic hot water heating and air conditioning. Regulations could establish thresholds based on the size of the proposed development that trigger consideration of a district energy system.</p>	PZC	Short Term	Staff Time Volunteer Time Community Challenge Grant



ATTACHMENT B

Outline of Draft Regulations and Summary of Content Status

Mansfield Zoning Regulation Rewrite

Working Outline/Status Update | June 6, 2019

INTRODUCTORY/GENERAL PROVISIONS

Chapter 1: Administration & Enforcement

Draft Complete

Chapter 2: Zoning Districts

Draft substantially complete-needs updates to reflect new districts/change in approach

Chapter 3: Permitted Uses

Draft substantially complete; updates will be required to address new Zoning Districts (particularly with regard to use tables)

DISTRICT SPECIFIC REQUIREMENTS

Chapter 4: Open Space Districts

- Partial draft (Flood Hazard/Riparian Corridor district) completed– needs updates with regard to floodplain management best practices as well as potential changes/expansion of riparian corridor (streambelt zoning) based on feedback from Conservation Commission
- Need to develop new Agriculture District
- Need to develop new Open Space District

Chapter 5: Residential Neighborhood Districts

- Initial draft complete; updates to standards needed
- Recent discussions of Regulatory Review Committee (February-May 2019) have identified an interest in establishing new single-family residential zoning districts

Chapter 6: Business Districts

Partial Draft

Chapter 7: Compact Residential Districts

Partial Draft. Substantial changes are anticipated based on Regulatory Review Committee discussion in September 2018. The Committee has not revisited the topic since that meeting as other changes related to multi-family housing were pending before the PZC.

Chapter 8: Mixed Use Districts

Partial Draft

Chapter 9: Institutional Districts

Draft substantially complete with regard to current Institutional district. There may be interest in establishing one or more new districts within this category.

Chapter 10: Special Districts

Draft Complete

TECHNICAL STANDARDS

Chapter 11: General Requirements/Basic Standards

Partial draft; significant clean-up to eliminate duplication with other chapters is needed.

Chapter 12: Affordable Housing

Draft Complete

Chapter 13: Site Design and Development

Draft substantially complete

Chapter 14: Landscaping

Draft Complete

Chapter 15: Lighting

Draft Complete

Chapter 16: Parking, Loading and Access

Partial draft

Chapter 17: Design Standards

Draft partially complete; based on work of previous consultant

Chapter 18: Signs

Partial Draft

ATTACHMENT C

Forms



Request for Qualifications (RFQ)/Request for Proposals (RFP) ■ Professional Services: Preparation of Zoning and Subdivision Regulations

Acknowledgement of Addenda

Bidder acknowledges receipt of the following addenda:

No.

Date

CERTIFICATION OF NON-COLLUSION

The Undersigned certifies, under penalties of perjury:

That this Proposal has been made by the Proposer independently, and has been submitted without collusion, and without any agreement, understanding, or planned common course of action with any other vendor of materials, supplies, equipment , or services described in this procurement document, designed to limit independent bidding or competition;

That the contents of the proposal have not been communicated by the Proposer or it's employees or agents to any person not an employee or agent of the Proposer or it's surety or any bond furnished with the proposal, and will not be communicated to any such person prior to the official awarding of this procurement.

That I have fully informed myself regarding the accuracy of the statement made in the certificate.

SIGNATURE: _____

NAME: _____

FIRM: _____

TITLE: _____

DATE: _____



Request for Proposals ■ Professional Services: Preparation of Zoning and Subdivision Regulations

Fee Proposal

Element 1: Preparation of Zoning Regulations

Task	Associated Fee
Content Review and Editing	
Content Development	
Text	
Illustrations	
Map	
Document Layout, Design and Production	
Preparation of Final Regulations post-adoption	

Element 2: Preparation of Subdivision Regulations

Task	Associated Fee
Content Review	
Content Development	
Text	
Illustrations	
Document Layout, Design and Production	
Preparation of Final Regulations post-adoption	

Element 3: PZC and RRC Coordination

Task	Number of Meetings	Fee Per Meeting	Total Fee
Meetings with Regulatory Review Committee (RRC) and Planning and Zoning Commission (PZC) to review goals and objectives regarding content and approach			
Meetings with RRC to review draft content			
Meetings with PZC to review draft content			
Public Hearings (assume minimum of two evenings)			

Element 4: Advisory Committee Coordination and Public Outreach

Task	Number of Meetings	Fee Per Meeting	Total Fee
Preparation of presentation materials for use in outreach efforts			
Meetings with Advisory Committees to review draft content and respond to feedback			
Public Information Meetings			

ATTACHMENT D

Standard Professional Services Contract



TOWN OF MANSFIELD

AGREEMENT FOR PROFESSIONAL SERVICES

This agreement made on _____, 20__ between the Town of

Mansfield, a municipal corporation chartered under the laws of the State of Connecticut (hereinafter referred to as "the Town"), and _____, an Independent Contractor (hereinafter referred to as "the Independent Contractor").

The Independent Contractor is identified as follows:

Name: _____

- Type of Entity: _____ Individual
- _____ Sole Proprietorship
- _____ Partnership
- _____ Corporation

Address: _____

City/State/Zip: _____

Business Telephone: _____ Fax #: _____

Social Security Number or Employer Identification Number: _____

In consideration of the promises and mutual covenants and agreements contained herein, the parties agree as follows:

Services To Be Performed. The Independent Contractor agrees to perform the following services for the Town: _____

Term of Agreement. The services called for under this agreement will commence on _____ and terminate on _____.

Technical Direction. The Independent Contractor will receive technical direction only from _____ or his/her designee, as authorized in writing.

Terms of Payment. The Town will pay the Independent Contractor according to the following terms and conditions: _____

Invoices. The Independent Contractor will submit to the Town invoices for all services performed.

Reimbursement of Expenses. The Town will not be liable to the Independent Contractor for any expenses paid or incurred by the Independent Contractor unless otherwise agreed to in writing.

Assistants. The Independent Contractor, at the Independent Contractor's expense, may employ such assistants as the Independent Contractor deems appropriate to carry out this Agreement. The Independent Contractor will be responsible for paying such assistants, as well as any expense attributable to such assistants, including income taxes, Social Security taxes, Unemployment Insurance and Workers' Compensation insurance.

Federal, State and Local Payroll Taxes. Federal, state, and local income and payroll taxes of any kind will not be withheld or paid by the Town on behalf of the Independent Contractor or the employees of the Independent Contractor. The Independent Contractor will not be treated as an employee with respect to the services performed here for federal, state or local tax purposes.

Notice to Independent Contractor About Its Tax Duties and Liabilities. The Independent Contractor understands that he/she is responsible to pay, according to the law, the Independent Contractor's income taxes. If the Independent Contractor is not a corporation, the Independent contractor further understands that the Independent Contractor may be liable for self-employment (Social Security) tax, to be paid by the Independent Contractor according to the law.

Insurance Coverage. The Independent Contractor shall supply the Town with a Certificate of Insurance naming the Town as an additional insured on all applicable insurance policies; excluding workers compensation and professional liability. The following minimum types and coverages of insurance are required:

General Liability:	1 million / 2 million aggregate
Professional Liability:	1 million
Auto:	1 million
Workers Compensation:	Statutory

Coverage shall be primary and noncontributory.

Independent Contractor Status. The Town does not provide General Liability, Auto, Workers Compensation or any insurance coverage for the Independent Contractor or Independent Contractor employees. There is no employment relationship between the parties.

Hold Harmless Agreement. To the fullest extent permitted by law, Independent Contractor will defend, indemnify and hold the Town and all of the Town's officers, agents and employees harmless from and against all liability, claims, loss, damage to person and property, judgments and expenses, including attorney fees, that arise from or are alleged to arise from the negligence or willful misconduct of Independent Contractor and any of its employees and agents, unless such claim is the result of the sole negligence or willful misconduct of the Town or any of the Town's

officers, agents, or employees. This provision shall survive termination of this Agreement.

Assignability. This Agreement will not be transferred or assigned, in whole or in part, by the Independent Contractor without the prior written consent of the Town.

Choice of Law. Any dispute under this Agreement, or related to this Agreement, will be decided in accordance with the laws of the State of Connecticut.

Independent Contractor Status. The Independent Contractor expressly represents and warrants to the Town that: 1) the Independent Contractor is not and will not be construed to be an employee of the Town and that his/her status will be that of an independent contractor in which the Independent Contractor is solely responsible for his/her actions and omissions; and 2) the Independent Contractor will act solely as an independent contractor and not as an employee or agent of the Town; and 3) the Independent Contractor is not authorized to enter into contracts or agreements on behalf of the Town or to otherwise create obligations of the Town to third parties.

Other Clients. The Independent Contractor retains the right to perform services for other clients.

Termination of Agreement. This Agreement may be terminated at any time by the Town or the Independent Contractor, upon the giving of ____ days notice to the other party. Notice will be deemed to have been sufficiently given either when served personally or when sent by first-class mail addressed to the parties at the addresses set forth in this Agreement. The Town will not be liable for, nor will the Independent Contractor be liable to perform, any services or expenses incurred after the receipt of notice of termination.

Agreement. This Agreement supersedes all prior oral or written agreements, if any, between the parties and constitutes the entire agreement between the parties. The Agreement cannot be changed or modified orally. This Agreement may be supplemented, amended or revised only in writing by agreement of the parties.

ACKNOWLEDGED AND ACCEPTED

INDEPENDENT CONTRACTOR:

THE TOWN OF MANSFIELD:

Signature

Signature

Printed name and title

Printed name and title

Date

Date