Revised 12-16-11

TOWN OF MANSFIELD
SPECIAL TOWN COUNCIL MEETING

Monday, December 19, 2011
6:00 pm
Buchanan Auditorium
Mansfield Public Library

AGENDA

CALL TO ORDER

OLD BUSINESS
1. Regional Performance Incentive Program Application

NEW BUSINESS
2. Capital Improvement Program
    a. Development Process
    b. Sources of Revenue
    c. Debt Issuance
    d. Expenditures
    e. Annual Capital Improvement Program

OPPORTUNITY FOR THE PUBLIC TO ADDRESS THE COUNCIL

EXECUTIVE SESSION
3. Sale or purchase of real property, in accordance with CGS §1-200(6)(D)

ADJOURNMENT

Town of Mansfield
Agenda Item Summary

To:	Town Council
From:	Matt Hart, Town Manager MWH
CC:	Maria Capriola, Assistant to Town Manager; Linda Painter, Director of Planning and Development
Date:	December 19, 2011
Re:	Regional Performance Incentive Program Application

Subject Matter/Background

The towns of Coventry and Tolland have requested that Mansfield join them in applying for $100,000 in funding from the Regional Performance Incentive Program administered by the Office of Policy and Management (OPM). The proposal involves the hiring of a contractual staff person to conduct regional economic development duties for the three towns, as well as funds for market research, branding and marketing activities. A governing body of existing staff from each of the three towns would serve to manage and guide the contractual staff.

This project would achieve a number of economies of scale and when compared to each municipality hiring an individual staff person or contractor. There are times when an individual town may be idle and in between development projects and the regional contractor can focus his/her efforts on the needs of the other town(s). It can be difficult form some small towns to justify the hiring of a dedicated economic development staff person or consultant based upon the off-set of tax base and other revenue growth. This regional proposal is designed to serve as a cooperative, cost saving method to provide economic development services.

The participating municipalities recognize that the Regional Performance Incentive Program is a one-year grant for services. Consequently, the proposal is designed to provide for a number of deliverables such as a regional brand, market research, mapping and web development activities that would create a base program or platform from which the member towns could operate following the expiration of the one-year grant period.

In addition to the regional cooperation promoted through this project, the hiring of a regional economic development coordinator would offer Mansfield the opportunity to expand its business retention and recruitment efforts. These activities will become even more essential with the long-term development of the

UConn Technology Park. The technology park will serve as a long term commitment to the region and Mansfield along with Coventry and Tolland needs to establish a marketing and economic development plan that can run parallel to university's initiative. The towns are hopeful that the three municipalities can work cooperatively with UConn's economic development staff as part of a regional strategy and approach.

Financial Impact
If awarded, Mansfield would share the services of the economic development coordinator with Coventry and Tolland for a period of one year. No additional financial impacts are anticipated.

Legal Review
No legal review is required at this time. If the grant is awarded, staff will consult with the Town Attorney if needed to review any memorandum of agreement (MOA) or other legal documents.

Recommendation
Staff recommends that the Council authorize the submission of the Regional Performance Incentive Program Application on behalf of the Town based on the fact that it will provide resources to assist the Town in developing a more comprehensive economic development approach in advance of the development of the UConn Technology Park. The proposal will also offer regional benefits as we work with our neighboring communities to ensure a coordinated economic development approach. A final draft of the proposal is attached for your review; minor changes may be made before the submission date of December 22, 2011 as it is being circulated to the partner communities for their final approval as well.

Council is respectfully requested to enact the following resolution endorsing the proposal and authorizing the Mayor to sign the application on behalf of the Town:

Move, effective December 19, 2011, to authorize the submission of the Regional Performance Incentive Program proposal referenced in Section 5 of Public Act 11-61 (An Act Concerning Responsible Growth). Such proposal is attached to and made a part of this record.

Attachments
1) Regional Performance Incentive Program Application
2) Sample Resolution

Regional Performance Incentive Program

Pursuant to Public Act 11-61, Section 5

Form RPI-2
Rev. 10/2011

Proposal for Joint Provision of Service(s) or Study to be filed with the Secretary of the Office of Policy and Management

Submit to: Office of Policy and Management,
450 Capitol Ave. MS #54 SLP
Hartford, CT 06108-1379,
Att: RPI Program

Attach additional pages if necessary; identify project and related proposal element at the top of page.

Applicant Entity (RPOs, Two or more Municipalities, and/or Economic Development Districts):		
Name: Town of Coventry	Town of Mansfield	Town of Tolland
Address: 1712 Main Street	4 South Eagleville Road	21 Tolland Green
City/State/Zip: Coventry, CT	Mansfield, CT 06268-2599	Tolland, CT 06084
Contact Person(s):		
Name: Eric Trott	Linda M. Painter, AICP	Steven Werbner
Title: Director of Planning and Development	Director of Planning and Development	Town Manager
Telephone: 860-742-4062	860.429.3330	860.871.3600
Fax: 860.742.8911	860.429.6863	860.871.3663
E-mail: etrott@coventryct.org	painterlm@mansfieldct.org	swerbner@tolland.org
Amount of Regional Performance Incentive Funding Requested: $100,000		
Short Descriptive Title of Project: Shared Economic Development Service Proposal for the Towns of Coventry, Mansfield and Tolland		
REQUIRED PROPOSAL ELEMENTS Items (1) through (15):		

(1.) Proposed Shared Service(s) or related Study: Describe at least one service currently provided by a participating municipality or municipalities or study of the provision of such service, which is not currently provided on a regional basis, for which this proposal is being submitted (attach additional pages as necessary):

Contractual Economic Development Staff services are currently being provided in the Town of Coventry on an interim time-frame and by Planning staff in Tolland and Mansfield. The proposal involves establishing a regional economic development consultant position to serve the towns of Coventry, Mansfield and Tolland on a shared basis.

The staff will work on several tasks that include the following: create a 'brand' for the three towns emphasizing their unique qualities and resources that is a positive image to encourage appropriate development and incorporate it into a marketing plan; focus on collaborating with the new UCONN Technology Park and attract relative services for the towns; conduct business

retention efforts (ex: business visitation) in the towns; assist Town Staff with existing economic development related projects; assist with grant writing to procure funds for relative projects and efforts to support economic development; conduct site and market analyses for the towns on target properties or areas to encourage appropriate development.

(2.) Describe the need for such service (attach additional pages as necessary):

Currently, each town has one or more staff that performs some economic development duties, but there is insufficient capacity and a lack of time to perform the necessary tasks adequately in order to promote responsible growth in each town. The towns have a desire to more proactively promote and attract appropriate economic development in the respective towns as opposed to simply be reactive to development. This effort will serve to reduce sprawl and inspire smart growth strategies. It is also recognized that there is too much emphasis on residential property tax revenue and the respective towns wish to better diversify the tax bases, provide the necessary services and inspire job growth in the communities.

The development of the UCONN Technology Park will provide an opportunity for the towns to attract and retain relative development in the area that can support the Park. A concerted marketing and planning effort would be extremely beneficial in order to map the proper course to best achieve this goal.

(3.) Describe the method of delivering such service on a regional basis and the organization responsible for delivering such regional service or study:

The proposal involves the hiring of a contractual staff person to conduct the regional economic development duties for the three towns. A governing body of existing staff from each of the three towns will serve to manage and guide the contractual staff. For example, the Town Managers, Town Planners, Chairs of the respective Economic Development Commissions could serve as town representatives. No new legal mechanism is required to create or manage such a contractual staff person, aside from the creation of a binding service agreement between the individual and the towns.

The contractual staff will work cooperatively and coordinate projects with the existing town staff from the respective towns, based upon the agreed upon goals and tasks assigned by the governing body.

(4.) Describe the population that will be served:

The individual towns of Coventry, Mansfield and Tolland will be served by the regional economic development staff person. The following is a brief review of the populations that are to be served (data obtained from the 2010 Census, May 2011 CERC Town Profiles, State of CT Department of Labor website, and Town Hall Offices):

COVENTRY:
Population (2010) – 12,485
Land area – 38 square miles
Households (2010) – 4,738
Median Household Income (2010) - $80, 308.00

Labor Force (2011) – 7,208
Unemployment Rate (2011) – 6.8%
Places of Work Units (2009) – 186
Total Revenue (2010) - $35,167,354.00
% of Grand List Commercial/Industrial (2010) – 3.6%

MANSFIELD:
Population (2010) – 26,543
Land area – 44 square miles
Households (2010) – 5,586
Median Household Income (2010) - $71,017
Labor Force (2011) – 13,613
Unemployment Rate (2011) – 6.9%
Places of Work Units (2009) – 345
Total Revenue (2011) - $56,696,637
% of Grand List Commercial/Industrial (2010) – 8.5%

TOLLAND:
Population (2010) – 15,071
Land area – 40 square miles
Households (2010) – 5,902 (including apartments)
Median Household Income (2010) - $100,636
Labor Force (2011) – 8,585
Unemployment Rate (2011) – 6.9%
Places of Work Units (2009) – 342
Total Revenue (2009) - $53,950,725.00
% of Grand List Commercial/Industrial (2007) – 6.9%

(5) Describe the manner in which regional service delivery will achieve economies of scale:

The hiring of a regional economic development staff person will achieve a number of economies of scale. For example, the proposal will serve as a more efficient use of time when compared to each town hiring an individual staff person. There are situations when an individual town may be idle and in between projects and the regional staff person can focus the efforts on the needs of the other town(s). It is very difficult to justify the hiring of an individual town economic development staff person based upon the off-set of tax base and revenue impacts created by that individual. The proposal will serve as a cooperative, cost saving method to provide such services.

It is recognized that the Regional Performance Incentive Program is a one year grant for services. The proposal provides for a number of deliverables that would offer a significant basis in which the towns can proceed with after the one year time frame elapses. For example, the creation of a 'brand' for the member towns would serve to maintain a foundational example that each town can build its economic development upon.

The execution of the UCONN Technology Park is a long term commitment to the region and the member towns require a concerted long term marketing and economic development plan that

can run parallel to it. This plan will provide a template for success by setting goals that will reflect on the development of the Park. The towns are hopeful that UCONN will at some point become a partner and member in the proposal and the member towns can work cooperatively with the University Economic Development Staff.

(6.) Provide the amount by which participating municipalities will reduce their mill rate as a result of the savings realized (*Exclude grant funds from calculations.*):

Municipality	Savings	Mill Rate Reduction
Coventry Mansfield Tolland	The individual towns expect to realize savings by allowing towns to share in the cost of an economic development staff person instead of each individual town hiring separate individual. In addition, the accessory costs (office resources, travel expenses, etc) associated with the staff would not be duplicated.	A net positive mill rate impact will be created not only by the avoidance of duplication, but also by the revenue generation that occurs from new businesses and services that locate in the respective communities.

(7.) Provide a cost benefit analysis for the provision of the service by each participating municipality and by the entity submitting the proposal:

As discussed above, the proposal will provide a measurable benefit to the towns that will outweigh the costs required to facilitate the shared economic development staff. By sharing the cost of the staff, the proposal becomes far more affordable for the individual town and creates a smaller gap to cover between the costs and the benefits received. The proposal also allows for the creation of various deliverables that will be able to be utilized beyond the one year time-frame of the grant, such as developing a 'brand' for the communities and an associated marketing plan.

(8.) Describe a plan of implementation for the delivery of the service on a regional basis *(NOTE: The estimated time line and length of time to implement the proposal)*:

The following is an indication of the expected timeline to implement the hiring of the regional economic development staff and the implementation of the various tasks assigned:

- RFP process – 2 months
- Interviews and follow-up – 1 month
- Negotiation of contract – 1 month
- Establishment of agreed upon tasks for staff by governing body – 1 month
- Staff conducts various tasks assigned and final deliverables completed – 6 months
- Final evaluation of deliverables – 1 month

(9.) Provide a list of potential legal obstacles to the regional provision of the service and how these obstacles will be resolved:

No legal obstacles to the regional provision of the economic development services are expected. No labor issues are envisioned.

(10.) Describe how the proposed service will be sustained once it is established and all grant funding has bee expended:

It is the intention of the individual towns to sustain the proposed economic development services after the grant funds have been expended. The various tasks that are proposed for the staff person will also provide a significant economic development foundation for the individual towns to build upon. For example, the 'brand' concept for the member towns will be a long standing symbol that other relative economic development efforts can be based upon in the future. The preparation of marketing products for the member towns and specific market analyses for specific properties or areas will clearly serve as resources that will have longevity beyond the one year time-frame.

The establishment of the UCONN Technology Park is multi-year project and commitment to the member towns and the region at large. The creation of a long range plan that the individual member towns can execute to encourage and attract compatible and relative services that react to the needs of the Park will prove to be one that will serve the future. The member towns will seek a partnership with UCONN and potentially other towns in the region to establish a greater economy of scale and provide for an even greater value over time.

The successes that are realized during the one year time-frame are anticipated to demonstrate the value of such a proposal. A simple and effective measurement is the actual and/or future revenue realized from particular projects that are brokered by the staff as a net positive gain to the member towns. Other measurements are the various deliverables indicated above that serve as tangible resources and plans of action for the towns to administer in a cooperative fashion over time.

(11.) Provide a list of other public or private funding potentially leveraged by the project proposed herein.

Grantor	Amount of Funding	Purpose
Department of Housing and Urban Development	$610,596 (Town of Mansfield)	To proactively plan for growth anticipated as result of UConn Technology Park through the completion of a Green Building & Sustainable Design Action Plan, Housing and Economic Development Strategy, and new Zoning and Subdivision Regulations

(12.) Percent of municipalities in the applicant organization participating in the proposed regional service project: 100% (3/3). The towns will share equally in the services provided (33.3% for each town).

(13.) Attach hereto a resolution by the legislative body of each municipality affected by the proposal, endorsing such proposal.

(14.) Attach the following material:
1. **A site location map of the <u>project location</u>,** (*not* the region or EDD), if applicable
2. **A proposed Project Schedule** (Outline the Proposed Project timeline)
3. **Project cost estimates supporting the request for funding.**
4. **A list of all necessary local/state/federal permits and approvals required for the project.**
(15.) Has a copy of the proposal been sent to legislators representing the participating municipalities? Yes ☑ No ☐
If YES, please attach copies of cover letters.
(16.) <u>Certification by the CEO</u> of the Applicant Organization(s):
I do hereby certify that the information contained herein is true and accurate to the best of my knowledge.
Signature:
Name:
Title:
Date:
(Please use following certification if more than one RPO is participating.)
(16.) Certification by the CEO of the Applicant Organization(s):
I do hereby certify that the information contained herein is true and accurate to the best of my knowledge.
Signature:
Name:
Title:
Date:
(Please use following certification if more than one RPO is participating.)
(16.) Certification by the CEO of the Applicant Organization(s):
I do hereby certify that the information contained herein is true and accurate to the best of my knowledge.
Signature:
Name:
Title:
Date:

Resolution of Endorsement

(To be completed by the City or Town Clerk)

The Legislative Body* of the Town/City of _____

met on _____and adopted a resolution by the vote of

_____ to _____ which endorsed the **Regional Performance Incentive Program** proposal referenced in Section 5 of Public Act 11-61 (An Act Concerning Responsible Growth). Such proposal is attached to and made a part of this record.

Attested to by:

Name:_____

Title:_____
(City/Town Clerk)

Date:_____

*NOTE: For the purposes of the **Regional Performance Incentive Program**, "legislative body" means the board of selectmen, town council, city council, board of alderman, board of directors, board of representatives or board of the mayor and burgesses of a municipality.