



MANSFIELD MASTER PLAN UPDATE

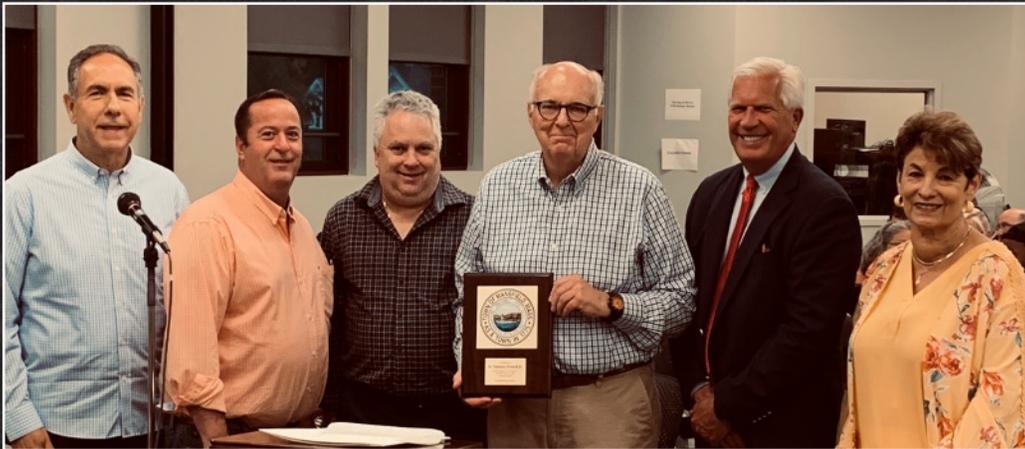
ADOPTED 6/24/2020



MANSFIELD , 1910

DEDICATION

This Master Plan is dedicated to H. Thomas French, who retired from the Planning Board in 2019 after more than thirty years. Mr. French, always a gentleman, shared his knowledge, common sense and wisdom with his colleagues and the public, and always worked in the Town's best interest.



July 17, 2019 - The Select Board honors Tom French's years of service. (l-r Select Board members Frank DelVecchio, Michael Trowbridge and Jess Aptowitz; H. Thomas French; Rep. Jay Barrows; Rep. Betty Poirier)

CONTENTS

| | |
|--|------------|
| ACKNOWLEDGEMENTS | 5 |
| INTRODUCTION | 6 |
| PLANNING PROCESS | 8 |
| MANSFIELD IN 2030 - <i>Vision, Goals, and Strategies</i> | 14 |
| Community-Wide Vision Statement | 15 |
| Plan Framework | 16 |
| Map of Mansfield in 2030 | 18 |
| 1. Bringing People Together | 22 |
| 2. Accessible, Connected, and Well-Publicized Green Space | 36 |
| 3. Downtown as Destination | 46 |
| 4. Integrated and Connected Transportation Network | 56 |
| 5. Industrial Parks as Economic Engines | 68 |
| 6. Sustainable and Strong Services and Infrastructure | 78 |
| MANSFIELD TODAY AND YESTERDAY - <i>Existing Conditions Analysis</i> | 88 |
| IMPLEMENTATION - <i>Action Plan</i> | 210 |

THANK YOU!

Thank you to all the community members who gave their time and insights to this project.

MASTER PLAN STEERING COMMITTEE

Planning Board:

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Beth Ashman Collins
Joseph Cerretani
Michael Feck
Sharon Friedman
Richard LeBlanc
Adrian LeCesne
Michael McClanahan Jr.
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Finance Committee: Sara Walsh

Industrial Development Corporation: Julie Jones

Mansfield Housing Corporation: Lou Amoruso

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Bill Clemmey
Mark Tartlon
Judy Foley
Ryan Maxwell
Allen Bryer
Matt List
Walter Jenkins
Peter Kortright
Brendan Roche

Town Manager's Office:

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Barry LaCasse, Assistant Town Manager/
Finance Director
Nancy L. Griffin, Executive Assistant
Carrie Champagne, Executive Secretary
to Select Board

Department of Planning and Development:

Shaun Burke, Director of Planning &
Development
Jennifer Crotty Davis, Administrative
Secretary

TOWN STAFF

Amy Donovan-Palmer, Board of Health
Agent
Catherine Coyne, Library Director
Chris Rositer, Wastewater Operations
Manager
James Puleo, Deputy Fire Chief
Joseph Sollecito, Mansfield Municipal
Electric Department (MMED) Manager
Josephine Madrazo, Council on Aging
Director
Katelyn Gonyer, Conservation and
Environmental Planner
Kurt Gaffney, Water Operations Manager
Lee Azinheira, DPW Director
Mark Cook, DPW Highway Manager
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Director
Robert Blackman, Inspector of Buildings/
Zoning Enforcement Officer
Ronald Sellon, Chief of Police
Sacha Z. Zlatkova, Management
Information Services (MIS) Director
Sherri Gurnon, Recreation Director
Teresa Murphy, Superintendent of Schools

LOCAL REPRESENTATIVES AND ORGANIZATIONS

Select Board
Finance Committee
Industrial Development Committee
School Committee
Mansfield Housing Corporation
Airport Commission
Conservation Commission
Downtown Committee
Fair Housing Committee
GATRA
Keep Mansfield Beautiful
Mansfield Cultural Council
Mansfield Historical Society
Mansfield Historical Commission
Mansfield Housing Authority
Mass. Music and Arts Society
Municipal Building Committee
National Black Doll Museum

Natural Resources Trust (NRT)
Recreation Commission
Southeastern Regional Planning
& Economic Development District
(SRPEDD)
Tri-Town Chamber of Commerce

PROJECT TEAM:

JM Goldson LLC (*Project Lead; Housing
and Demographics; Historic and
Cultural Resources; Land Use*)
Jennifer M. Goldson, AICP, Founder
and Managing Director
Anna Callahan, Community
Planner, Project Manager
Barry Fradkin, Community
Planning Analyst
Avery Wolfe, Community Planning
Associate

BETA Group Inc. (*Transportation;
Public Facilities and Services; Open
Space, Natural Resources, and
Recreation*)
Jeff Maxtutis, AICP, Principal

RKG Associates Inc. (*Economic
Development*)
Eric Halvorsen, AICP, Vice
President and Principal
Jahangir Akbar, Senior Planner and
Analyst

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Historical documents and images
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Inc, or María Fernanda De La Fuente,
Planning Department's Master Plan
Intern

INTRODUCTION

Mansfield is a developing community located 35 miles southwest of Boston at the nexus of many major transportation connections—including a bustling commuter rail station, a municipal airport and four major roadways (I-95, I-495, and state routes 140 and 106). It is part of the Southeastern Regional Planning and Economic Development District (SRPEDD), which is a regional planning agency that serves 27 cities and towns in Southeastern Massachusetts. Mansfield's relative affordability, transportation access, diverse employment opportunities in its business parks and commercial areas, and high quality-of-life have made it an attractive place to live, work, and visit.

A master plan is a way to respond to change over time. It is a long-term (ten-year) visionary plan for the community's physical evolution. When the Town's last Master Plan was completed in 2008, Mansfield aspired to be a more sustainable community—one which implemented holistic development and intentionally allocated its resources.

The 2008 Master Plan was concerned with meeting the needs of its young family-oriented community. In 2019, Mansfield will be challenged to bring in new residents of all ages and also meet the needs of its aging community—as its older adult population (those 65 or older) is growing at a more rapid rate than the state or county.

What forces have shaped the community over time? What makes Mansfield unique? How should the Town move forward into the next ten years?

The Town's Master Plan seeks to answer key questions like these. It guides local policy-makers forward, prepared to shape future development, and preserve key aspects of the community—paying particular attention to areas that could be opportunities for growth.

COMPONENTS OF A MASTER PLAN

1. an analysis of existing conditions that builds on past and current plans with the most current available data
2. a ten-year community vision with measurable goals to support the vision
3. specific regulatory, programming, and physical improvement strategies
4. a five-year implementation action plan

MASTER PLAN STATUTORY ELEMENTS¹



Land Use



Housing and Demographics



Economic Development



Historic and Cultural Resources



Open Space, Natural Resources and Recreation



Transportation



Public Facilities and Services



¹ Mansfield's Master Plan will comply with all statutory requirements per MGL c.41 s.81D.





Mansfield
TOWN HALL

NOT
ENTER

PROCESS

2019

Phase I: Mansfield Yesterday and Today

May - September

Phase I: Mansfield Yesterday and Today

The 12-month Mansfield Master Plan process began in early May with a public meeting with the Planning Board and new members of the Master Plan Steering Committee (MPSC). In June, the project's consultant team, led by JM Goldson LLC, began their factfinding by reviewing relevant plans, studies, and current data; touring the community; and interviewing key community stakeholders to gain a better understanding of the community's key issues and opportunities. This information was used to craft an existing conditions analysis and to lay the foundation for a community vision and goals developed during Phase II.

Phase II: Mansfield Tomorrow

September - December

Phase II: Mansfield Tomorrow

In Phase II, community members shared their values, sentiments, and priorities for Mansfield's future at an interactive open house workshop in October 2019. Over 200 residents weighed in on the community's key assets, concerns, and challenges—and how they envision Mansfield over the next ten years. The consultant team and Master Plan Steering Committee (MPSC) shared findings from Phase I's *Existing Conditions Analysis* and fielded questions from community members. This led to a draft vision statement (a town-wide statement with six key components) and a set of supporting goals.

2020

Phase III: Mansfield's Plan for Action

December - February

Phase III: Mansfield's Plan for Action

Phase III kicked off at the beginning of the new year and wrapped up in mid-February. This phase focused on developing specific strategies and creating an action plan to achieve the vision and goals identified in Phase II. The project team consulted with town department managers, community leaders, and other interest groups to develop a realistic and implementable plan.

Phase IV - Plan Adoption and Finalization

March - April

Phase IV: Plan Adoption and Finalization

A draft master plan was released for public comment in early April and the Master Plan Steering Committee (MPSC) and town leadership, including key boards and committees continued vetting the plan. The plan was locally approved by the Planning Board in late April, presented at Town Meeting in early May, and filed with the Massachusetts Department of Housing and Community Development (DHCD).

WHAT WE HEARD

Focus Groups | June 2019

In June 2019, the Master Plan consultant team held six focus group discussions with department managers, community leaders, and key stakeholders. Each covered a specific Master Plan element. These initial discussions with key stakeholders identified the following key issues, challenges, and needs in the community.

Key Issues, Challenges, and Needs in Mansfield:

- Need a cohesive downtown identity to improve vibrancy and economic activity
- Challenge in retaining and inviting diverse residents of all ages
- Need for affordable and senior housing
- Increasing development pressure
- Lack of awareness and communication with residents about issues
- Limited connections and accessibility
- Auto-dependent; lacking infrastructure and services for alternative transportation
- Threat of tear downs and lack of protections for historic structures
- Lack of collaboration and political will (working in silos)
- Aging school facilities
- Lack of public gathering spaces

Open House | October 2019

The Town of Mansfield Master Plan Steering Committee (MPSC) and project consultant team, led by JM Goldson LLC, hosted an open house event to solicit feedback from community members and inform the public about the master planning process, including key findings from the existing conditions analysis. The meeting was designed to gather input from the public regarding key concerns, hopes, and assets as the community envisions the future of Mansfield over the next ten years.

The open house was held for three hours on a Saturday morning. JM Goldson LLC gave two presentations and informational and interactive stations were set up around the room, providing participants the opportunity to learn about the project and share feedback. Members from the project consultant team and MPSC members were available throughout the event to answer questions and engage in conversation with participants. The event had over 200 attendees.

Key Town Assets:

- Many of the Town's key assets are located downtown, including its businesses, the train station, and the Fulton Pond/South Common area.
- Town Services such as Mansfield Electric, Police, and Fire; Mansfield's Schools; and the library
- Bike path and other recreation areas

Top Concerns for the Future:

- Traffic management and parking availability
- Lack of alternate modes of transportation such as walking, biking, and local public transit
- Age and condition of current facilities for municipal services, recreation, and schools
- Need for more community spaces, events, and activities to bring the community together
- Scale and character of development
- Affordability of housing

Top Hopes and Opportunities for the Future include:

- Continue to maintain and innovate the Town's high-quality educational services and municipal services
- Desire for new and improved recreational facilities, including walking and hiking trails, playgrounds, and a dog park
- A more vibrant downtown activated by diversity businesses and community events/activities
- Robust economic development strategy and support for Mansfield's industrial and business parks
- Safe and expanded infrastructure that supports alternate modes of transportation such as walking, biking, and local public transit
- Increased diversity and community cohesion
- More housing options that allow seniors to stay in place and attract and retain more young people and families
- A cohesive small-town identity and character
- More sustainability efforts/green initiatives
- More regional collaboration

Master Plan Steering Committee Meetings | Fall 2019 to Spring 2020

Throughout the process, the ten Master Plan Steering Committee meetings were structured with interactive exercises to solicit feedback from committee members and interested residents at each step of the process. Community members were invited and encouraged to attend and participate in the meetings. Breakout groups, worksheets, post-it note brainstorming, and polling exercises were some of the activities.

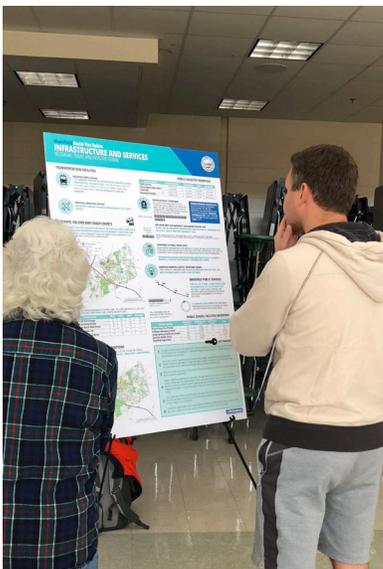
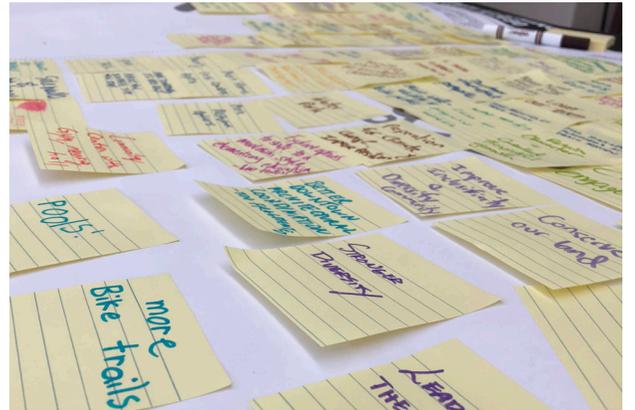
Goal Prioritization Exercise | November 2019

Committee members were asked to review and rank which goals were their priorities and preferences for the next 10 years. The responses provided useful information on the community's values.

Note: the wording of some goals may have changed and/or been combined with other similar goals.

Top Five Goals Prioritized:

1. Promote and integrate smaller housing units, such as starter homes and cottages, to allow older adults to stay in place and to welcome young families to town.
2. Activate empty retail and restaurant storefronts by working with property owners to identify barriers to filling vacant spaces.
3. Create opportunities such as community spaces, events, programs and other initiatives that foster residents of all ages, socioeconomic, and interest groups to interact and collaborate with one another.
4. Maintain fiscal stability and self-sufficiency.
5. Encourage and pursue desirable development in Downtown to achieve economic vitality.



MANSFIELD IN 2030

VISION, GOALS, AND STRATEGIES

IN 2030, MANSFIELD IS A VIBRANT, SUSTAINABLE, AND AFFORDABLE MIXED-USE COMMUNITY WITH STRONG TRANSIT AND PEDESTRIAN CONNECTIONS TO ADJACENT COMMUNITIES, GREEN SPACES, AND NEIGHBORHOODS. NEW DEVELOPMENT AND BUSINESSES ARE INTEGRATED INTO MANSFIELD'S EXISTING FABRIC THROUGH HARMONIOUS DESIGN AND APPROPRIATE SCALE. NEW, YOUNG, AND OLD RESIDENTS ARE BROUGHT TOGETHER THROUGH EVENTS, PROGRAMS, AND A SHARED SENSE OF COMMUNITY IDENTITY.

VISION 2030

FRAMEWORK

VISION:

An aspirational view of what residents hope the community will be like in the future, at its very best. Before a meaningful plan can be created, the community needs to imagine the future it is aiming for. The vision statement then becomes the driving force behind the plan. An overarching vision statement is shown on Page 16.

VISION PILLARS THEMES:

Six themes emerged through the planning process based on the community's values and emerging issues: 1) Bringing People Together; 2) Accessible, Connected, and Well-Publicized Green Space, 3) Downtown as Destination, 4) Integrated and Connected Transportation Network, 5) Industrial Parks as Economic Engines and 6) Sustainable and Strong Services and Infrastructure.

STATUTORY ELEMENTS:

Massachusetts master plans, per MGL c.41 s.81D, require seven statutory elements to be included. The Existing Conditions Analysis on Page 88 is organized by these statutory elements. To accurately represent the community's values and priorities—and highlight the synergies and connections between elements, the vision, goals, and strategies are not organized by the statutory elements. However, all elements are covered in the substance of the plan and the report includes these icons to indicate where they are addressed.



Land Use



Economic Development



Open Space,
Natural Resources
and Recreation



Public Facilities and
Services



Housing and
Demographics



Historic and
Cultural Resources



Transportation

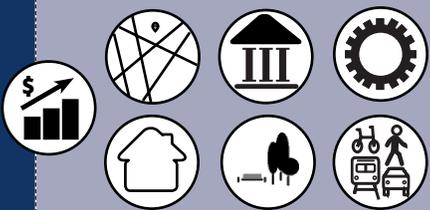
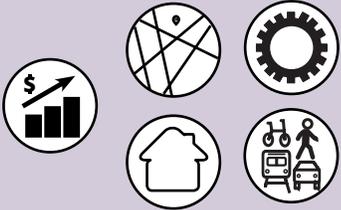
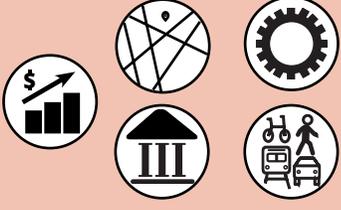
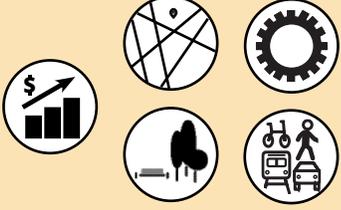
GOALS:

Goals are conditions to aim for that help the community achieve its vision over time. Goals are often measurable.

STRATEGIES:

Strategies are ways that the town will work to achieve one or more of the goals. They are actionable and will involve funding, regulations, programs, and/or use of other town resources, such as staff or volunteer time.

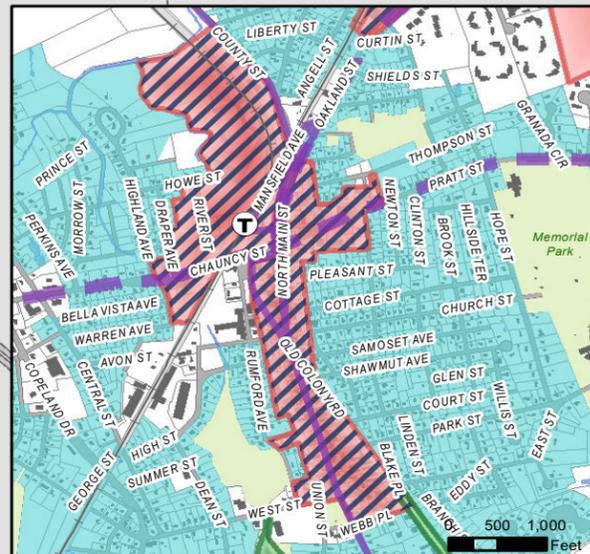
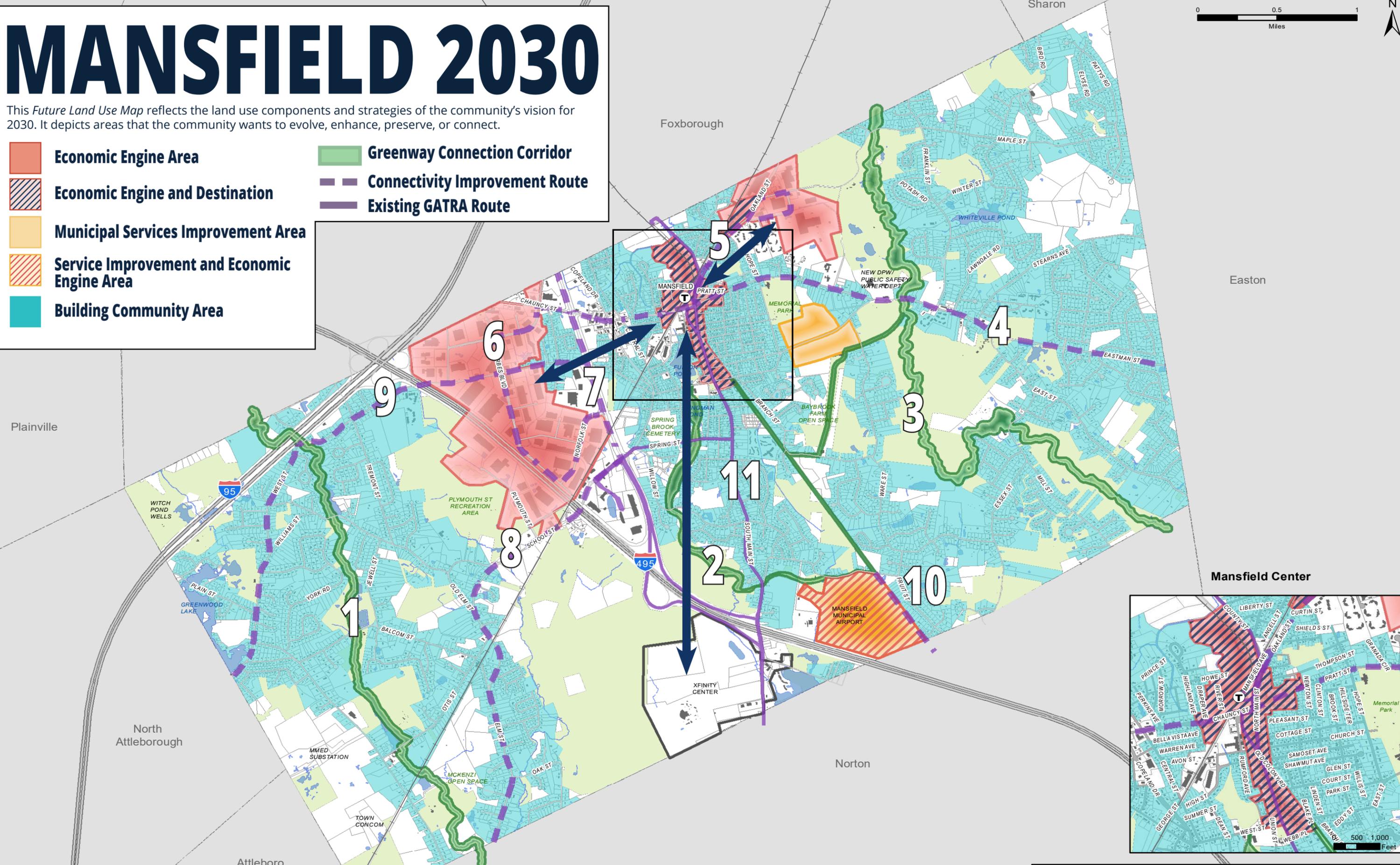
To create a meaningful and effective Master Plan, the elements of the plan are not planned in silos, but rather integrated systematically so that they consider and reinforce one another—and support the regional planning framework. The structure—and flexibility—of the planning process is critical to reaching a substantive understanding of the system as a whole.

| VISION PILLARS | STATUTORY ELEMENTS | GOALS | STRATEGIES |
|---|--|-------|------------|
| <p>BRINGING PEOPLE TOGETHER</p> <p>This pillar focuses on preserving what makes Mansfield Mansfield—the people, the community, and its history.</p> |  | 3 | 17 |
| <p>ACCESSIBLE, CONNECTED, AND WELL-PUBLICIZED GREEN SPACES</p> <p>This pillar celebrates Mansfield's parks, conservation areas, and natural resources.</p> |  | 3 | 11 |
| <p>DOWNTOWN AS DESTINATION</p> <p>This pillar seeks to transform Mansfield's downtown into a desirable place for people to live, work, play, and visit.</p> |  | 4 | 12 |
| <p>INTEGRATED AND CONNECTED TRANSPORTATION NETWORK</p> <p>This pillar looks to improve Mansfield's transportation network, particularly integrating alternative modes into the existing network.</p> |  | 5 | 19 |
| <p>INDUSTRIAL PARKS AS ECONOMIC ENGINES</p> <p>This pillar focuses on elevating Mansfield's industrial parks to their highest and best use to better support their businesses and employees.</p> |  | 4 | 14 |
| <p>SUSTAINABLE AND STRONG SERVICES AND INFRASTRUCTURE</p> <p>This pillar prioritizes keeping Mansfield's services and infrastructure strong and looking for ways to make them sustainable.</p> |  | 4 | 13 |

MANSFIELD 2030

This *Future Land Use Map* reflects the land use components and strategies of the community's vision for 2030. It depicts areas that the community wants to evolve, enhance, preserve, or connect.

- Economic Engine Area**
- Economic Engine and Destination**
- Municipal Services Improvement Area**
- Service Improvement and Economic Engine Area**
- Building Community Area**
- Greenway Connection Corridor**
- Connectivity Improvement Route**
- Existing GATRA Route**



Sources: MassGIS, GIS data supplied by the Town of Mansfield. The Town of Mansfield makes no claims, representations or warranties, expressed or implied, concerning the validity, reliability or the accuracy of the GIS data and GIS data products furnished by the Town, specifically including the implied or expressed validity of any uses of such data.

MANSFIELD 2030

Economic Engine Area

These areas—the Cabot Business Park and Ryan-Elliott Industrial Park—are the Town’s key economic assets and represent opportunities to increase commercial development and the Town’s non-residential tax base. Strategies for these areas aim to ensure they support businesses to operate at their highest and best uses—and to promote greater integration within the broader Mansfield community.

Economic Enhancement and Destination

Some areas of Mansfield’s downtown, particularly around the Train Station, offer opportunities for contextual infill and mixed-use development that incorporates commercial and residential uses. Any new development should be guided by sensitive design and site planning. Strategies for this area foster a sense of place and seek to transform the area into a vibrant area that attracts visitors.

Municipal Services Improvement Areas

Mansfield’s school buildings are municipal facilities that can be enhanced and prioritized to better support other town initiatives. They attract people to live in Mansfield—and serve as a key community building resource.

Service Improvement and Economic Enhancement Areas

Mansfield Municipal Airport is a unique community resource that could be further enhanced to support other town initiatives, particularly in the Economic Enhancement Areas. The airport could also offer further small-scale opportunities to increase the Town’s non-residential tax base.

Building Community Areas

These areas include existing Mansfield’s neighborhoods. Strategies for these neighborhoods foster cohesive and stable communities through the construction of affordable new housing development, redevelopment, and contextual infill. New development is guided by sensitive design and site planning.

Greenway Corridors

These corridors connect Mansfield’s parks, conservation areas, and other open space through bike and pedestrian infrastructure to create a series of interconnected greenways.

1 WEST MANSFIELD - This follows the Wading River and connects William Street Conservation Area; Wading River Reservoir; Sweet Kaling Conservation Area; Mackenzie Open Space; and other smaller parcels. It could also connect to open spaces to the north in Foxborough and to the south in Norton.

2 SOUTH COMMON - This begins Downtown at Kingman Pond, Fulton Pond, and South Common, and follows the Rumford River south along Cabot Pond to the Great Woods Conservation Area and Hall Street Conservation Area, before relinking with the Old Colony Way bikepath.

3 EAST MANSFIELD - This follows the Canoe River and connects Maple Park Conservation Area; Marie Streese Conservation Area; and Canoe River Greenbelt. One branch of the greenway also connects back to the Old Colony Way bikepath while the other continues past Mill Pond and south to Norton.

Connectivity Improvement Routes

These are bike and pedestrian routes—and/or expanded GATRA bus routes—that run along Mansfield’s arterials and main streets that help connect residents and employees to key destinations in and out of town, such as the Cabot Business Park, Ryan Elliot Industrial Park, and Downtown.

4 ROUTE 106/PRATT STREET/EASTMAN STREET-

Links East Mansfield with Downtown and the Train Station with potential connection into Easton.

5 RYAN ELLIOT INDUSTRIAL PARK LOOP -

Links Ryan-Elliot with Downtown and Train Station. The loop could also link up with Cabot Business Park Loop. Depending on demand, this can also be a GATRA route.

6 CABOT BUSINESS PARK LOOP -

Links Cabot Business Park with Downtown and Train Station. The loop could also link up with Ryan-Elliot Loop. Depending on demand, this could also be a GATRA route.

7 ROUTE 140 -

Links users with School Street, West Street, and Route 106.

8 SCHOOL STREET/ELM STREET -

Links West Mansfield and Attleboro with Mansfield Crossing and to Downtown and the Train Station via Route 140—and connects to an existing GATRA bus route.

9 WEST STREET -

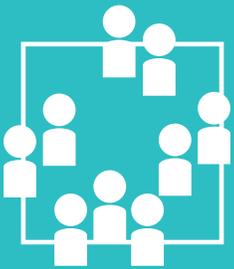
Links West Mansfield with Downtown and the Train Station through the Cabot Business Park, with potential connection into North Attleborough.

10 OLD COLONY WAY EXTENSION -

Extend the existing bike path south along the airport to Mansfield’s border with Norton.

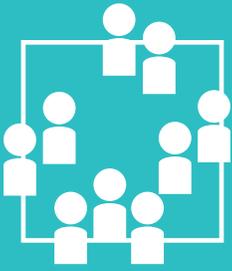
11 NORTH MAIN STREET -

Expand connectivity on this corridor following the existing GATRA route into Downtown and the Train Station by improving the bicycle and pedestrian infrastructure along the main north-south corridor.



1. BRINGING PEOPLE TOGETHER





IN 2030,

MANSFIELD CONTINUES TO ATTRACT AND WELCOME NEW PEOPLE—INTEGRATING THEM INTO THE COMMUNITY'S FABRIC through various multigenerational community events, such as the Fall Festival; Family Fun Day and other celebrations. There are new community gathering spaces for all residents and community groups to use for meetings, events, and programs for community members of all ages.

Mansfield's new cultural district centered on North Main Street in downtown, and its music and arts district south of downtown, continues to attract visitors from the region. In 2030, Mansfield's housing stock remains affordable and accommodates a variety of household types, including large families, young adults, older adults, and people with disabilities.

GOALS

- 1A.** Maintain the small-town character and affordability of Mansfield's built environment to cultivate a community that reflects the region's robust socioeconomic diversity.
- 1B.** Create opportunities—such as community spaces, events, programs, and other initiatives—that encourage residents of all ages, socioeconomic, and interest groups to interact and collaborate with one another—and for citizens to engage more closely with town governance and their local leaders.
- 1C.** Enhance, promote, and protect Mansfield's cultural and historic assets.

GOAL 1A.

Maintain the small-town character and affordability of Mansfield’s built environment to cultivate a community that reflects the region’s robust socioeconomic diversity.

| # | STRATEGY |
|------|---|
| i | Amend residential zoning to allow more flexible conversion of existing buildings to create smaller and more financially attainable housing options, where possible, without increasing building density or significantly altering the appearance of existing buildings and neighborhoods, including by-right options for accessory dwelling units (ADUs). |
| ii | Expand areas that zoning allows for new construction and the adaptation of existing structures to enable more diverse housing types—especially those for smaller households such as young professionals and older adults. |
| iii | Pursue new sources of funding for community activities and initiatives. |
| iv | Strengthen the existing Inclusionary Housing Requirements per Article VI of the Mansfield Zoning Bylaw. |
| v | Amend the zoning bylaw to include affordable housing as a community benefit for purposes of residential density bonuses in the Mansfield Station Revitalization Overlay District per section 230-5.12I(1) and elsewhere as appropriate. |
| vi | If warranted based on an analysis identifying the extent to which eligible tracts of undeveloped land are extant, consider amendments to the Cluster Residential Special Permit and Residential Compounds zoning provisions. |
| vii | Consider zoning amendments so that new construction better reflects the character of the existing residential neighborhoods. |
| viii | Strengthen the design review standards and regulations to encourage desired development and redevelopment and to protect neighborhood character. |
| ix | Consider creating a local first-time homebuyer assistance program to convert existing homes to affordable, deed-restricted homes. |

i. Amend residential zoning to allow more flexible conversion of existing buildings to create smaller and more financially attainable housing options, where possible without increasing building density or significantly altering the appearance of existing buildings and neighborhoods, including by-right options for accessory dwelling units (ADUs).

Consider allowing conversions to two-family and the creation of ADU's with more flexibility to encourage sensitive conversions of larger single-family houses to provide additional housing options.

Per Section 230-3.9 of Mansfield’s Zoning Bylaw, conversion of single-family houses is allowed by special permit in Mansfield’s residential districts. However, at least one of the two units must be occupied by a person(s) 55 years or older and the gross floor area of the dwelling must have been at least 2,000 square feet as of January 1, 1989. Enlargements or extensions of the single-family house are not permitted except for minimal additions to comply with building, safety, or health codes. Consider allowing a smaller unit square footage and easing or eliminating the enlargement/extension restriction. Consider incentivizing owners to create affordable units for low- or moderate-income households.

ii. Expand areas that zoning allows for new construction and the adaptation of existing structures to enable more diverse housing types—especially those for smaller households such as young professionals and older adults.

Alternative housing options to single-family houses offer moderate- and small-sized units that may be desirable for smaller households, such as young professionals and seniors. Moderate-to-middle-income households may also be interested in townhouses, two-family houses, and multifamily housing as they tend to be more moderately priced homeownership and rental options compared to single-family homes. The relatively compact design of these housing types can also make them more efficient and environmentally sustainable than single-family homes.

MORE INFORMATION

THE COMMUNITY PRESERVATION ACT (CPA)

The Community Preservation Act (CPA) is a local-option tool that allows communities to put aside and spend funds dedicated for open space conservation, outdoor recreation, historic preservation, and community housing projects. It generates funds through a local property tax surcharge (up to 3 percent) that is matched by a variable annual distribution from the state's Community Preservation Trust Fund. Some communities also adopt exemptions, including the first \$100,000 of taxable property value for residential and/or commercial/industrial properties and low-income households or low/moderate-income senior households. Although previous attempts to adopt CPA have failed, it is not uncommon for communities to attempt to adopt CPA multiple times before acceptance.

THE CERTIFIED LOCAL GOVERNMENT PROGRAM (CLG)

The CLG Program, as outlined in the National Historic Preservation Act of 1980, 36 CFR Part 61, is another option to expand funding specifically for historic preservation initiatives. CLG communities are eligible to compete for at least 10 percent of the federal funds allocated to MHC which can be used for historic resource surveys, National Register nominations, rehabilitation work, and educational programs, among others. Communities that have enacted historic preservation legislation, such as establishing a Local Historic District, are eligible to apply to the Massachusetts Historic Commission for certification.

These housing alternatives can include accessory dwelling units (ADUs), tiny homes, townhouses (single-family attached), two-family houses, and multi-family houses. Two-family houses are currently allowed in the R3 district but not in the R1 (low density) or R2 (medium density) districts. The Town can consider allowing these uses by-right in certain zoning districts and can consider amending the zoning map to adjust the location and boundaries of residential zoning districts.

iii. Pursue new sources of funding for community activities and initiatives.

Adequate funding is a common challenge for many communities, groups, and initiatives—particularly for capital improvements that would benefit the community-at-large. Existing funding opportunities through Mansfield's Local Cultural Council offer grants, scholarships, and other funding to support events and other cultural initiatives. There are several options that could expand funding for more substantive community projects.

iv. Strengthen the existing Inclusionary Housing Requirements per Article VI of the Mansfield Zoning Bylaw.

Mansfield adopted the Inclusionary Housing Requirement (Article VI of Mansfield's Zoning Bylaw) in 2004 to create affordable housing. Under the bylaw, the sixth housing unit and every seventh unit after must be affordable (roughly 14-16 percent). Consider incentivizing developers to provide additional affordable units through a density bonus or other incentives and/or requiring a greater percentage of units be affordable. Developers can also provide in lieu payments which fund the Town's Affordable Housing Trust Fund.

v. Amend the zoning bylaw to include affordable housing as a community benefit for purposes of residential density bonuses in the Mansfield Station Revitalization Overlay District per section 230-5.12I(1) and elsewhere as appropriate.

The existing provisions allow zoning incentives for certain community benefits such as parks, open space, active and passive recreational opportunities, and other physical, social or cultural benefits or amenities. The allowable benefits listed do not include affordable housing. They do include: [a] Permanent conservation of natural areas or agricultural lands; [b] Provision of passive or active open space and related improvements; [c] Permanent protection of scenic views; [d] Parks and recreational facilities; [e] Trails and trail linkages; and [f] Cultural or historic museum or arts facilities.

Amending the list to community benefits to include affordable housing could help promote the creation of more affordable housing units in the Mansfield Station Revitalization Overlay District.

vi. If warranted based on an analysis identifying the extent to which eligible tracts of undeveloped land are extant, consider amendments to the Cluster Residential Special Permit and Residential Compounds zoning provisions.

Section 230-5.6 of Mansfield's Zoning Bylaw allows the Planning Board to grant special permits to construct cluster residential development in the Town's residential districts. Cluster housing developments group residences together to allow the remaining land to be preserved for open space, recreational, or agricultural use. Consider removing sewer requirements to allow cluster development or other alternative development concepts in areas of Mansfield with larger lots, such as the R1 district.

Consider increasing the allowed density to permit and promote cottage-style housing development or other alternative development concepts such as cohousing. Similar to cluster housing development, cottage-style housing clusters units around a common open space and may have other shared amenities. This layout coupled with their smaller square footage can introduce greater density that still fits the character of single-family residential areas.

vii. Consider zoning amendments so that new construction better reflects the character of the existing residential neighborhoods.

Some of Mansfield's neighborhoods were created before the town imposed zoning regulations. What this means is that many of the properties in those older neighborhoods wouldn't be allowed to be built under today's zoning requirements because the lot size requirements are too large. The zoning in these cases doesn't reflect the neighborhood's historic development pattern.

For vacant undersized properties, the Zoning Board of Appeals (ZBA) is often able to grant a variance. But for residents seeking to subdivide their parcel into two non-conforming lots, the ZBA has to deny the variance—even though the non-conforming lots may be consistent with other lots in the neighborhood. One area where this may be occurring is in portions of the R2 district that border the R3 district. Under the town's zoning bylaw, R2 district requires 20,000 sq ft, but lots in the neighborhood average around 10,000 sq ft. Consider rezoning these areas to zones that reflect the actual density.

viii. Strengthen the design review standards and regulations to encourage desired development and redevelopment and to protect neighborhood character.

Create design guidelines for new development that will help encourage development that reinforces existing residential neighborhood character. Construction should be appropriately scaled and could simultaneously incorporate context-sensitive street network designs that provide dedicated space for all users, including pedestrians and cyclists.

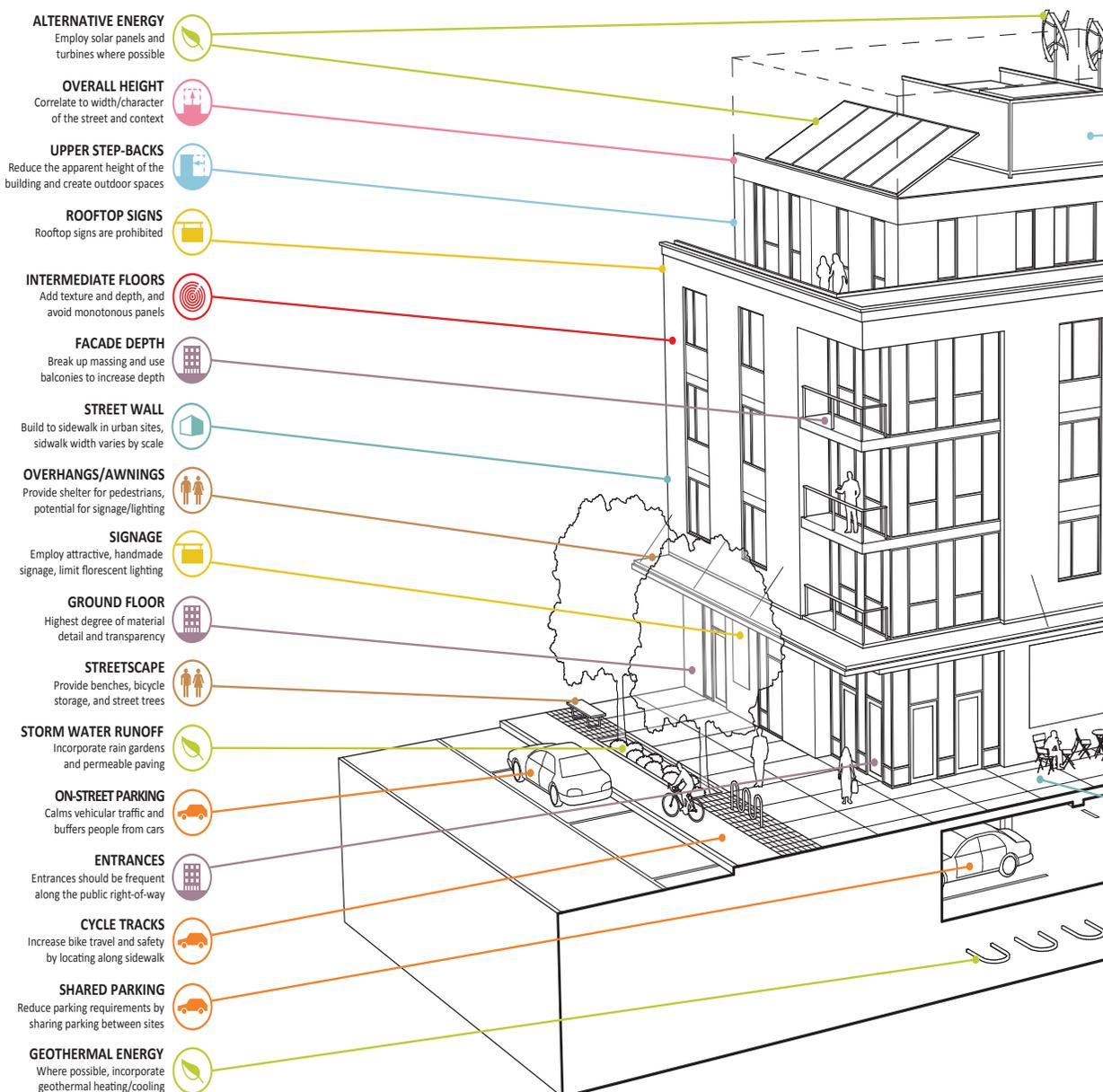
CASE STUDY

WATERTOWN DESIGN GUIDELINES, WATERTOWN, MA

After completing a Comprehensive Master Plan in 2015, the Watertown Community realized there was a need for specific design guidelines to address infill development and preserve character in its residential neighborhoods. In 2016, Watertown staff worked with the community to create a new set of guidelines for this purpose.

The Town created a set of Design Guidelines that establishes expectations about what is permitted (and why) in order to maintain a cohesive neighborhood character. The guidelines include building massing, height, materials, and setbacks; facades; public realm improvements, such as sidewalks; signage, parking and access; and integrating sustainable design elements.

Learn more: <https://www.watertown-ma.gov/831/Design-Standards-Guidelines-2014-15>



ix. Consider creating a local first-time homebuyer assistance program to convert existing market-rate homes to affordable, deed-restricted homes.

A homebuyer assistance program provides funding to eligible first-time low- and moderate-income homebuyers to subsidize the purchase of market rate homes. These homes have a permanent affordability deed restriction as a condition of the program. Typically, this program is run through a community's Affordable Housing Trust and can be funded by Community Preservation Act (CPA) funds or other state grant programs. This program could also be run by the Mansfield Housing Corporation.

Similarly, Mansfield could also consider implementing a homeowner rehabilitation program which provides assistance to eligible low- and moderate-income homeowners for repairs and upgrades to convert their existing market-rate home into an affordable home. These homes would also have a permanent affordability deed restriction. Affordable units created through these programs also qualify for the Subsidized Housing Inventory (SHI) through the Local Initiative Program (LIP) as Local Action Units (LAUs).

MORE INFORMATION

LOCAL INITIATIVE PROGRAM (LIP)

Created in 1990, the local initiative program encourages municipalities to create affordable housing by providing technical assistance to communities and developers who are working together. Local Action Units (LAUs) are created through local municipal actions such as special permits, inclusionary zoning, and utilization of Community Preservation Act (CPA) funds or other sources.

More information: <https://www.mass.gov/service-details/local-initiative-program>

CASE STUDY

HOME BUYER ASSISTANCE PROGRAM, EASTON, MA

Easton's Affordable Housing Trust offers down-payment grants for income- and asset-eligible first-time homebuyers to purchase market-rate homes or condos. The unit becomes permanently affordable as a condition of the grant through a pre-approval letter for a 30-year fixed-interest-rate mortgage with an affordability restriction. The program is funded through Easton's Community Preservation Act Funds.

More Information: https://www.easton.ma.us/boards_and_committees/affordable_housing_trust/index.php



RUMFORD AVENUE

GOAL 1B.

Create opportunities—such as community spaces, events, programs, and other initiatives—that encourage residents of all ages, socioeconomic, and interest groups to interact and collaborate with one another—and for citizens to engage more closely with town governance and their local leaders.

| # | STRATEGY |
|-----|--|
| i | Develop a multigenerational community center near downtown, such as the old police station, to bring all residents and community groups together to interact and collaborate with one another. |
| ii | Evaluate and improve current methods for engaging with town governance. |
| iii | Host more community events that celebrate Mansfield's history, arts, and culture. |

i. Develop a multigenerational community center near downtown, such as the old police station, to bring all residents and community groups together to interact and collaborate with one another.

Many local groups try to use space available at the National Black Doll Museum; the Public Library/Council on Aging (COA); or the Elks Lodge—and once completed, there could be additional smaller community gathering spaces available at the Chocolate Factory development or in the new MMAS facility near Xfinity Center. A challenge will be in locating a large-enough site to accommodate a multi-generational community center.

Through this process, community members identified the old Police Station or North Main Street Fire Station as desirable sites.¹ While looking for a permanent facility, the recreation department and other town departments could expand their multigenerational programming, offering book clubs, dance nights, or bike rides among other activities, at existing sites.

ii. Evaluate and improve current methods for engaging with town governance.

Two ongoing challenges in Mansfield are (1) engaging and integrating residents—particularly recent residents—into town affairs and (2) coordinating opportunities, volunteers, and community events between Mansfield's community groups. Improving communications between the Town and its residents can help address both of these challenges by helping form a network of participants who can share resources and knowledge.

The Select Board has begun to explore ways to improve Town Meeting attendance. Suggestions have included moving Town Meeting to a Saturday, offering childcare, and hosting an interactive open house event prior to the meeting. Offering food is another way to encourage people to attend evening and weekend meetings.

One way to improve engagement is through mobile integration—ensuring the Town's website, emails, and other communications are easy to access on a mobile phone. It could even include creating a Town App, similar to the Library's recent app, "Burbio," that lists events going on about town. Right now, the "Burbio" network only lists events and programs held by the library, Mansfield schools, and the Town. This could be easily repurposed and broadened to include other online engagement opportunities, including quick polls or advertising vacant seats for boards/committees.

The Town could also consider hosting more informal and interactive "listening sessions" annually to collect feedback from residents on how the Town is providing services—and share information on the need for prospective capital projects.

¹In early 2020, the Town issued an RFP for the private development of the North Main Street Fire Station.

iii. Host more community events that celebrate Mansfield's history, arts, and culture.

Big and small community events, including art walks, block parties, and merchant-sponsored events, provide reasons for residents and visitors to frequent downtown—and offer opportunities to celebrate Mansfield and bring residents together.

Residents already flock downtown to attend “Family Fun Night” each summer and now, in the fall, for “Family Fun Festival”—both hosted by Mansfield’s Downtown Business Association. Other community-wide events offered in Mansfield include the Mansfield Downtown Business Association’s Christmas Parade; Abolitionist Day organized by the National Black Doll Museum; and the Halloween Parade organized by the Town’s Recreation Department.

In addition to their standard programs, the Recreation Department is working to offer a signature community event every month. As part of a cultural district, the recreation department could host more arts-centered events such as an annual juried art festival or public art installations. Other events and activities could include: outdoor performances; winter festivals; more multicultural festivals; pop-up galleries, stores, and dining; celebration/reenactments of historic events; historic walks/tours; and school-related events.

The North Main Street Business Overlay District is designed to promote pedestrian activity by providing density bonuses for public space incentives, including public art and support for off-site downtown events (such as farmers market or arts show).



GOAL 1C.

Enhance, promote, and protect Mansfield's cultural and historic assets.

| # | STRATEGY |
|-----|--|
| i | Create a cultural district around downtown to bring together Mansfield's arts, business, and historic organizations. |
| ii | Continue to identify historical sites and structures absent from the Town's inventory of historical assets and update the Town's inventory of historical assets to lay the foundation for additional historic designations, the creation of historic districts, and other potential preservation activities. |
| iii | Consider the creation of local historic districts, a neighborhood conservation district, or other local preservation mechanisms to protect historic resources from development or deterioration and to preserve neighborhood-level character. |
| iv | Showcase Mansfield's historic artifacts and documents by digitizing and creating permanent facilities to house and display these resources. |
| v | Work with the arts community in Mansfield to install public art to provide a unique experience and showcase local artists. |

i. Create a cultural district around downtown to bring together Mansfield's arts, business, and historic organizations.

A Cultural District is a walkable, compact, and easily-identifiable geographic area with a concentration of cultural facilities, activities, and assets. Cultural Districts have four main goals—attracting artists and cultural enterprises, encouraging economic development and enhancing property values, establishing the district for tourism purposes, and fostering local cultural development and historic preservation.

The group can help share resources and knowledge, foster collaboration, host events and programs, and pursue funding. Once approved, municipalities are eligible for funding from the Massachusetts Cultural Council. Designations are in effect for five years and require an annual progress report.

In 2017, Mansfield's Cultural Council discussed forming a cultural district centered on the North Main Street corridor in Downtown. It would span North-South from the train station and current Mass Music and Arts Society (MMAS) location to Town Hall and East-West from Fulton Pond to the bike path on Old Colony Way. Discussions about the proposed district also highlight that there is potential for a second cultural district—potentially in the South Mansfield area surrounding the Xfinity Center, Mockingbird Music, and the proposed new location for the MMAS Arts Center.

As part of the formation of the cultural district, consider incorporating coordinated design and streetscape improvements, such as wayfinding, banners, and other branding. These elements would help create and communicate an identity for the downtown area. It can also amplify current beautification efforts of Keep Mansfield Beautiful and the Downtown Business Association. Integrate with the town-wide branding of "Discover Mansfield" around economic development opportunities. Signage will not only help publicize the district and its boundaries but could also serve to connect visitors to other nearby town assets and destinations, such as Fulton Pond and South Common.

CASE STUDY

SALISBURY CULTURAL DISTRICT, WORCESTER, MA

Worcester's Salisbury Cultural District takes its name from one of the city's prominent historic families and benefactors. The District, located near I-190 and I-290, is next to the City's Main Street and historic Lincoln Square.

Today, the district hosts over 1,000 community events and is home to multiple historic sites, including the Salisbury Mansion, and a number of arts and performance spaces, including the Worcester Art Museum and the Sprinkler Factory, a multiuse space with artist studios, galleries, and a performance space. It also includes picturesque landscapes such as Salisbury Pond and Institute Park, and Worcester Polytechnical Institute's campus. Over 50 adaptively re-used properties and 10 National Historic Register buildings are also in the district.

More information: <http://www.salisburyculturaldistrict.org/>

ii. Continue to identify historical sites and structures absent from the Town's inventory of historical assets and update the Town's inventory of historical assets to lay the foundation for additional historic designations, the creation of historic districts, and other potential preservation activities.

A historic resource inventory is the cornerstone of sound preservation planning in a community. Only 3 percent of Mansfield's 8,799 buildings are surveyed, listed, or protected in some way, according to the Massachusetts' Historical Commission's (MHC) Cultural Resource Information System (MACRIS) data.

To appropriately protect Mansfield's historic resources, it is critical to first identify which are important to Mansfield's history, where they are located, and what resources are missing from the Town's current inventories.

A Historic Survey Plan would assess Mansfield's current resources and help prioritize areas for future Historic Resource Surveys. This work is often funded by MHC. This is a critical first step before undertaking Historic Resource Surveys to update the Town's historic inventory.

The second step—Historic Resource Surveys—systematically locate, document, and evaluate a community's historic resources to determine their importance. Surveys can be organized by geographic location, time period, or historic theme (such as Mansfield's historic school buildings or pre-1800).

Surveys provide a crucial foundation for preservation priorities, including historic register nominations and historic district formation. The baseline data also informs future project and demolition review and guide long-range planning decisions and priorities. Survey work can also be funded by MHC or through the Community Preservation Act (CPA).



NORTH MAIN STREET FIRE STATION

iii. Consider the creation of local historic districts, a neighborhood conservation district, or other local preservation mechanisms to protect historic resources from development or deterioration and to preserve neighborhood-level character.

Mansfield has four historic areas listed on MACRIS, Massachusetts' Historical Commission's Cultural Resource Information System, including the Spring Brook Cemetery, the Lowney Chocolate Factory; East Mansfield Village; and the North Reservoir Pre-Historic District. Two are National Register Historic Districts and one is a State Register Historic District.

Mansfield has no local historic district to offer local-level protection—the level with the most teeth. Local preservation protections offer the strongest mechanisms to preserve historic resources and neighborhood-character from demolition and deterioration. The Fisher-Richardson House is the only structure in Mansfield with a Preservation Restriction. Mansfield's Adaptive Reuse of Historic Structures Bylaw does incentivize reuse of large-scale vacant or underutilized nonresidential buildings in all zoning districts.

Local historic districts, neighborhood conservation districts, design review, and demolition delay are some examples of local preservation mechanisms. For areas that might not qualify for a Local Historic District, Neighborhood Conservation Districts (NCDs) may be an appropriate alternative. Established by a group of residents seeking to preserve their neighborhood's architecturally-distinctive character and heritage, NCDs are governed by a set of design-oriented review standards for exterior architectural features. Alterations, construction, or demolitions must be approved by the commission.

MORE INFORMATION

ESTABLISHING A LOCAL HISTORIC DISTRICT

Local Historic Districts differ from National Register Historic Districts by providing regulatory review for historic resources and their architectural features. Establishing a Local Historic District would allow the Town to qualify for Certified Local Government (CLG) status with MHC and make more funding available for preservation planning and programs. Appropriate areas for local historic districts can be identified as part of a Historic Survey Plan process.

More information: <https://www.sec.state.ma.us/mhc/mhcpdf/establishinglocalhistoricdistricts.pdf>

iv. Showcase Mansfield's historic artifacts and documents by digitizing and creating permanent facilities to house and display these resources.

Mansfield's Historical Commission (MHC), Public Library (MPL), and Historical Society (MHS) collaborate to maintain the Town's historical records and ephemera. Various historical collections are housed in the Mansfield Historical Society's building and in the Fisher-Richardson House that it has now reopened. There have been some initiatives to improve access and maintenance of the Town's historic collections, including a \$2,000 grant for MPL to digitize and index reels of the Mansfield News, the local paper dating back to 1873. Although there are a few display opportunities, including at the library, Town Hall, and at the Fisher-Richardson House, residents expressed a desire for a permanent facility to house and display resources. Providing dedicated accessible spaces can grow public awareness and appreciation for the Town's history.

CASE STUDY

NORTON CENTER HISTORIC DISTRICT

Norton's historic district encompasses its town center, including its triangular town common, and adjacent Wheaton College campus. It includes the Town's significant civic buildings and its oldest surviving house, located at the junction of Routes 123 and 140.

The district is overseen by a Historic District Commission who reviews applications for construction, landscaping, additions, demolition, or alterations within the district to determine appropriateness of the proposed work. Interior work, routine maintenance, or exterior work that is not visible from the public way may be exempt from their review.

More information: <https://www.nortonma.org/town-clerk/agenda/historic-district-commission>

v. Work with the arts community in Mansfield to install public art to provide a unique experience and showcase local artists.

Public art not only beautifies a community's landscape—it can be a crucial economic development and community building tool. As part of a new Cultural District, consider hosting more arts-centered events, such as an annual juried art festival, and installing public art to attract people to downtown. Public art could include more traditional ideas like memorials, murals, or outdoor sculptures. It could also include events and performance art.

Art could also be functional and integrated into wayfinding signage; benches and other street furniture; or transportation sites, such as bus stops or bike racks. Pop-up galleries or an annual juried art festival also offer opportunities to showcase and celebrate local artists.

Consider developing a Public Art Plan to catalyze and prioritize projects. Work with local galleries such as Next Door Gallery and the gallery at MMAS, and/or with local school children to develop pieces. Public art projects can be funded through local Cultural Council funding and art solicited through a “call for artists” to ensure a fair and transparent selection process.

The North Main Street Business Overlay District is designed to promote pedestrian activity by providing density bonuses for public space incentives, including public art and support for off-site downtown events (such as farmers markets or art shows). Public Art is also encouraged in the Mansfield Station Revitalization Overlay District.

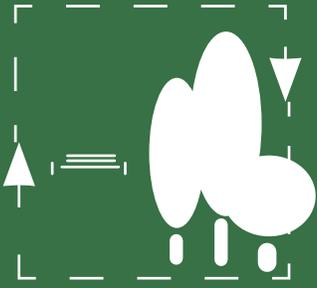


CASE STUDY

PLYMOUTH, MA ANNUAL JURIED ART SHOW & FESTIVAL, PLYMOUTH, MA

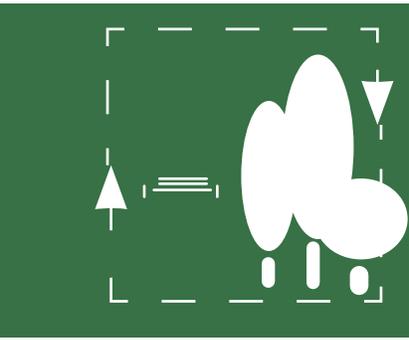
Hosted by the Plymouth Center for the Arts, the Annual Art Show and Festival began as a festival focused solely on art, it has expanded to include music, theater, and other arts. Its 2019 event schedule included an opening gala, a theater performance on Walt Whitman, an open studios art stroll; presentation on Plymouth's history, and a show of floral arrangements inspired by art pieces. There were also events dedicated for youth, including a “Young@ Art Exhibition” and haunted gingerbread house workshop.

More information: <https://www.seeplymouth.com/events/52nd-annual-juried-art-show-festival>; <https://plymouthguild.org/>



2. ACCESSIBLE, CONNECTED, AND WELL-PUBLICIZED GREEN SPACES





IN 2030,

MANSFIELD'S OPEN SPACES ARE CELEBRATED AND USED BY RESIDENTS OF ALL AGES AND ABILITIES. Residents easily access them using walkable connections and multiple transportation modes. Mansfield's existing open spaces, natural habitats, and conservation areas are adequately preserved and maintained. The Town actively seeks to expand its open space network as opportunities arise to preserve natural habitat, protect watersheds, and link resource areas.

GOALS

- 2A.** Publicize and expand access through parking, multi-modal connections, and wayfinding, to Mansfield's conservation areas, parks, playgrounds, and athletic fields as well as other green spaces.
- 2B.** Expand and diversify existing open space and recreation facilities.
- 2C.** Preserve Mansfield's natural resources, wildlife habitats and remaining agricultural lands.

GOAL 2A.

Publicize and expand access through parking, multi-modal connections, and wayfinding, to Mansfield’s conservation areas, parks, playgrounds, and athletic fields as well as other green spaces.

| # | STRATEGY |
|-----|--|
| i | Create cohesive greenway corridors of Mansfield’s open spaces and recreation areas that is connected by bike and pedestrian infrastructure, including accessible trails and connected to downtown. |
| ii | Expand the Town’s recreation website and social media presence to highlight each of Mansfield’s unique natural resources and sites. |
| iii | Host more on-site events and programs, such as bird walks, guided hikes, and other nature walks to increase awareness of Mansfield’s conservation areas and appreciation of its natural resources. |
| iv | Install wayfinding signs throughout town to direct people to open spaces, athletic fields, and conservation areas. |
| v | Create and improve access to the Canoe River and other water bodies. |

i. Create cohesive greenway corridors of Mansfield’s open spaces and recreation areas that is connected by bike and pedestrian infrastructure, including accessible trails, and connected to downtown.

An over-arching objective should be to create a cohesive greenway corridors of Mansfield’s open spaces and recreation areas, beginning with South Common, Fulton Pond, and Kingman Pond and expanding to connect to other green spaces where possible—such as in West Mansfield. The conservation network should allow users to bike, walk, and/or run between sites, neighborhoods, and downtown businesses, industrial parks, and greenspace through the creation of bike/ped infrastructure and accessible trails.

ii. Expand the Town’s recreation website and social media presence to highlight each of Mansfield’s unique natural resources and sites.

Integrate mapping of Mansfield’s conservation areas into the Town’s webpages, in addition to providing individual downloadable maps for public use. As part of this process, update the Town’s conservation maps to appear the same and create an interactive and easy-to-use online map that directs users to Mansfield’s open spaces, natural habitats, and conservation areas. Where possible, coordinate website and graphic materials with those of local conservation partners to afford a more cohesive representation of the conservation areas within the town and adjoining communities. Consider integrating social media marketing techniques, such as through hashtags, photo contests, or other ways to promote sites.

iii. Host more on-site events and programs, such as bird walks, guided hikes, and other nature walks to increase awareness of Mansfield’s conservation areas and appreciation of its natural resources.

Coordinate with environmental and conservation groups to host free events to make residents more aware of the open space and natural resource amenities in town. Create knowledge-building and introductory events or programs to mesh with and build on educational opportunities that may draw participants and widen the volunteer base that makes access to these resources possible. Improving visitor access for users of all abilities gives future generations expanded opportunities to experience and appreciate the natural world.

iv. Install wayfinding signs throughout town to direct people to open spaces, athletic fields, and conservation areas.

Develop a wayfinding signage program uniquely branded for Mansfield to link and direct users to disconnected open space and recreation areas and downtown. Link the wayfinding signs with the Town’s conservation department maps that show the locations and access points of Mansfield’s open spaces, natural habitats, conservations areas, and new greenway corridors. Display maps in public parks and spaces, such as Downtown, the industrial parks, and near the train station—as well as related bus and bike facilities—to promote awareness and expand usage. Utilize guidance from NACTO (National Association of City Transportation Officials) for best practices for bike routes and wayfinding.

CASE STUDY

EAST BAY BIKE PATH, RHODE ISLAND

Rhode Island's East Bay Bike Path is a 14.5 off-road bike path that connects five communities along the East Bay peninsula. It originates in India Point Park in Providence, RI, passes through the communities of East Providence, Barrington, and Warren before ending in Independence Park in Bristol, RI. It connects many different parks, recreation areas, and other open spaces. As shown below, safety measures have also been put in place where the bike path intersects with roads to make bikers highly-visible to cars.

Learn More: <http://www.dot.ri.gov/community/bikeri/eastbay.php>

TAUNTON RIVER TRAIL, TAUNTON, MA

The Friends of Taunton's Pathways, a 501 (c) 3, has been working on a proposed 22 mile bike and multimodal path connecting the towns of Taunton, Dighton, and Somerset along the Taunton River. There are plans to connect the bikeway to the South Coast Bike Way, which travels down to Fall River, and potentially extend the path north to Mansfield and Norton. In 2019, the state approved half a million in design funding for a segment of the path. The project is still in the early stages but Mansfield's green corridors could connect to this larger regional bike network.

Learn More: <http://www.tauntonpathways.org/taunton-river-trail.html>

Several Massachusetts communities have recently developed hierarchical wayfinding signage addressing district edges, district center and sub-districts within the town. Improvements should include informational kiosks or signs with route identification, nearby parking locations, interconnected non-motorized routes and clear directions. Increasingly, the approximate time required to reach specific destinations is also included on these types of signs. Evaluate the need to improve or expand parking areas for vehicles and bicycles at conservation and open space areas and, where needed, increase capacity for access. In anticipation of increased usage, plan and provide infrastructure improvements at trail heads, and along trails and paths.

v. Create and improve access to the Canoe River and other water bodies.

The Canoe River, a winding river that originates in Sharon, and flows through Mansfield into Norton, attracts medium to high intensity recreational uses in certain locations, such as the privately-owned Canoe River Campground. Some canoeing is also available at Mill Pond. Continue to expand access to Mansfield's waterways, including the Canoe, Rumford, and Wading Rivers. Explore the potential for kayak and canoe launch sites, where appropriate, to improve water recreation opportunities and access points. Incorporate accessibility and ADA standards so that all users can enjoy and access them. If adopted, Community Preservation Act (CPA) funds could be used to acquire open space and recreation land to create accessible areas near Mansfield's waterbodies.



East Bay Bike Path, Rhode Island Image: GoogleEarth 2020

GOAL 2B.

Expand and diversify existing open space and recreation facilities.

| # | STRATEGY |
|----|--|
| i | Introduce interactive playgrounds, circuit training facilities, and modular play structures that encourage inclusive play for users of all abilities and generations throughout the community. |
| ii | Evaluate possible locations for an off-leash dog park. |

i. Introduce interactive playgrounds, circuit training facilities, and modular play structures that encourage inclusive play for users of all abilities and generations throughout the community.

Nature-inspired play and adult playgrounds have become increasingly important as the population ages and requires activities that are more age appropriate, including stretching and balance exercises. New facilities should be focused in areas that currently have limited access to public space. Ensure that all areas of the Town's public playgrounds have adaptations to ensure universal access, and are within a short distance of residential areas.

ii. Evaluate possible locations for an off-leash dog park.

According to a national poll conducted in 2018 by the National Recreation and Park Association (NRPA), over ninety percent of Americans believe dog parks provide benefits to the communities they serve. In addition to providing dogs a safe place to socialize, roam and exercise, dog parks allow the owners to be physically active. The owners often meet, exercise, and socialize with one another—fostering broader community benefits.

Dog parks can reduce pet waste issues in other greenspace areas by consolidating much waste collection in a single location. Proper waste control is frequently managed by a professional pet waste removal service.

Dog parks should be designed with considerable open space, varied terrain, surfaces, vegetation and perimeter fencing. Amenities for people are important and should include parking, trash receptacles, benches, high-low watering stations, and shade trees.

CASE STUDY

FITNESS ZONE® PROGRAM, TRUST FOR PUBLIC LAND, MULTIPLE LOCATIONS

The Trust for Public Land Fitness Zones® program provides free outdoor permanent and weather-resistant exercise equipment for local parks. These are tailored for all ages, including both teens and older adults. They are designed to encourage healthy and affordable exercise options—and are a unique opportunity to bring community members together. There are currently 68 Fitness Zones® located throughout the country.

More Information: <https://www.tpl.org/our-work/fitness-zone-area>



Photo by Miami-Dade County Parks Recreation & Open Spaces



KINGMAN POND

GOAL 2C.

Preserve Mansfield's natural resources, wildlife habitats and remaining agricultural lands.

| # | STRATEGY |
|-----|---|
| i | Continue to pursue land acquisition and conservation easements to protect forest, farmland, and other open space. |
| ii | Protect the Canoe River Aquifer and associated town wellheads. |
| iii | Create a broader land protection and stewardship agenda that fosters engaged and informed residents. |
| iv | Establish a robust maintenance and land management plan for Mansfield's conservation sites overseen by a dedicated conservation and parks maintenance staff position. |
| v | Prioritize the protection of remaining farmland and continue to promote locally-sourced foods. |

i. Continue to pursue land acquisition and conservation easements to protect forest, farmland, and other open space.

Even in times of limited population growth, scattered development often eliminates farmland and wooded areas. Past sprawled development patterns fracture habitats, consume land, and extend town infrastructure. Consider concepts such as agricultural protection zoning, agricultural buffers, farmland mitigation requirements, and enhanced conservation development regulations.

Over-arching policies and objectives should emphasize opportunities for contiguous land protection where possible, and the pursuit of the interconnection of conserved and protected lands. For example, the Conservation Commission currently does not accept "gift" lands that do not touch other conservation lands. Establishing connections between larger conservation areas creates trail system opportunities, as suggested elsewhere in this section, and has potential wildlife and habitat benefits.

The approach should recognize a wide array of techniques to meet community land and water protection goals such as Fee Ownership/Public Access; Restricted Uses/Easement Landowner Gifts; Partial Conservation/Protection with limited development. Land acquisition could be funded through Community Preservation Act funds or state grants, such as the the Local Acquisition for Natural Diversity (LAND) program.

ii. Protect the Canoe River Aquifer and associated town wellheads.

In addition to land conservation initiatives, follow the EPA's Source Water Assessment Program guidance to inventory existing and potential sources of contamination, determine and rank the susceptibility of each drinking water (well head) system to contamination.

This could be funded through Municipal Vulnerability Preparedness (MVP) Action Grants which provide resources to municipalities seeking to advance priority climate adaptation actions that address climate change impacts. Other related potential MVP projects could include nature-based techniques to improve water quality and stormwater management—and to reduce vulnerabilities to extreme heat and other extreme weather events and/or acquisition of land to improve Mansfield's resiliency.

MORE INFORMATION

LOCAL ACQUISITION FOR NATURAL DIVERSITY (LAND) GRANT PROGRAM

The state's LAND grant program provides reimbursements to municipalities for the purchase of land to conserve as open space or passive recreation uses. It can also support the purchase of conservation restrictions. Eligible parcels include forestland, fields, wetlands, wildlife habitats, and cultural, natural, and historic resources. It can also include some agricultural lands. Grant awards can be up to \$400,000.

More Information: <https://www.mass.gov/service-details/local-acquisitions-for-natural-diversity-land-grant-program>

iii. Create a broader land protection and stewardship agenda that fosters engaged and informed residents.

This could include communications such as improving language on the Town website that describes conservation accomplishments and techniques. It could also include policy changes such as exploring local tax abatements for citizens who permanently conserve or donate their land, or the creation of a system to annually coordinate with landowners to understand if property currently enrolled in Chapter 61 Programs is anticipated for sale within the upcoming fiscal year.

As part of this effort, continue—and expand—collaboration with the Mansfield Natural Resources Trust (NRT) to proactively identify common conservation goals, land management issues, on-site wayfinding, accessibility and trail management needs.

Established in 1971, the Natural Resources Trust of Mansfield Inc. (NRT)—a 501(c)3—leads the conservation efforts in the community with a strong base of members, donors and volunteers. This legacy of land protection and the stewardship of the Town’s natural resources has served the community well and has led to conservation of large tracts of land dispersed across Mansfield. Some land is owned by the NRT, some by the Town, and some protected by conservation easements or tax incentives.

iv. Establish a robust maintenance and land management plan for Mansfield’s conservation sites overseen by a dedicated conservation and parks maintenance staff position.

Formalization of site inventories, prioritization of necessary work and the development of projections for both regular (trail maintenance and invasive plant management) and on-demand (treefalls and debris accumulation) maintenance activities are important to establish a baseline of effort for managing multiple properties that offer public access. Planning work should identify and categorize the needs and determine how best to address the issues associated with each property. A study of past effort and realistic projections will lead to measurable knowledge of what the Town’s needs are and subsequent prioritization of future maintenance projects. As the population increases and the user demographics

broaden, trailhead parking, ADA accessible trails, and an interconnected trail network appear to be increasingly important to the broader community.

The Town should explore formalizing and shifting responsibility for maintenance needs in public open space areas to the Department of Public Works (DPW) or the Recreation Department. In the past, the management of Town-owned lands with public access has been performed by other parties. Many of the nature trails in town have been maintained largely by NRT volunteers, which makes consistency and accountability difficult. Traditionally, the DPW has serviced both the Town’s open space properties as well as the active recreation fields and park land. The expansion of Recreation Department offerings and the creation of new programs, coupled with more intense usage of existing facilities, may justify new and shared staffing that can serve the operational needs of both regarding maintenance of open space and active recreation properties.

Initial conversations with town departments indicate a staff position dedicated to addressing maintenance needs occurring on the bike path, parks, athletic facilities and in naturalized open space lands that would allow issues to be addressed more directly. Such a position could free up DPW staff for other activities, participating as ‘support’ rather than the ‘lead’ in maintenance activities.

MORE INFORMATION

MGL CHAPTER 61

MGL Chapter 61 provides tax relief to owners with land in the various specified uses included in the law. Under Chapter 61, use is classified as Forest Land (61), Agricultural Land (61A), or Open Space or Recreational Land (61B). In total there are 497 acres protected under Chapter 61 and 112.5 acres under Chapter 61B. This program does not constitute permanent protection. Owners can withdraw from the programs which results in a tax penalty. The Town does have right of first refusal if the land is put up for sale.

More Information: <https://masswoods.org/sites/masswoods.net/files/Ch61-v2.pdf>

v. Prioritize the protection of remaining farmland and continue to promote locally-sourced foods.

Locally-sourced foods can be integral to creating sustainable protections for agricultural land in town. This could include continuing to support and expand the Downtown Farmers Market or creating policies to support locally-sourced foods and small-scale local farms. It could also include developing qualifying criteria to allow the formalization and recognition of small, urban and non-conventional farming operations in town and even establishing a town-sponsored plan for strategic farmland identification, in conjunction with Mansfield Natural Resources Trust (NRT), to create an approach to land acquisition targeting. An easy first step should include engaging in active dialogues with landowners, owner/operator farmers and tenant farmers regarding the future disposition of lands in concert with Mansfield NRT.

Other substantive steps could include working with landowners to place their property under Chapter 61A or with an agricultural deed restriction. Under Chapter 61, use is classified as Forest Land (61), Agricultural Land (61A), or Open Space or Recreational Land (61B). There are 497 acres protected under Chapter 61 and 112.5 acres under Chapter 61B but there are no private agricultural land protected under Chapter 61A. Property is not permanently protected as landowners can withdraw (but it results in a tax penalty). Community Preservation Act (CPA) funding could assist with purchasing land or with placing a permanent deed restriction on the property (if the landowner elects to withdraw from Chapter 61A).



STREAM COMING FROM FULTON POND



3. DOWNTOWN AS DESTINATION





IN 2030,

DOWNTOWN MANSFIELD IS A VIBRANT, WALKABLE DESTINATION FOR RESIDENTS AND VISITORS ALIKE. Families and individuals frequent the area multiple times a week to enjoy and explore the various options for entertainment, eateries, services, and shopping.

Well-designed and appropriately-scaled mixed-use development is integrated into the existing fabric—bringing new amenities, entertainment, and residents; and attracting visitors to spend more time downtown.

Transit-oriented mixed-use development near the train station is connected to downtown and provides residents with seamless commutes. In 2030, Mansfield has created a strong identity that integrates its existing assets and new residents and amenities—centered around Downtown and its cultural district.

GOALS

- 3A.** Leverage current assets, such as bike paths, open spaces, and community events, to draw residents, neighboring communities, and other visitors to downtown.
- 3B.** Encourage and pursue desirable development—consistent with the community's vision—in Downtown and near the train station to achieve economic vitality.
- 3C.** Activate empty storefronts by working with property owners to identify barriers to filling vacant spaces.
- 3D.** Create mixed-use transit-oriented development (TOD) near the train station and other transit nodes.

GOAL 3A.

Leverage current assets, such as bike paths, open spaces, and community events, to draw residents, neighboring communities, and other visitors to downtown.

| # | STRATEGY |
|----|--|
| i | Work with community partners to develop town-wide branding and wayfinding to direct people to downtown and key community spaces from surrounding streets and bike paths. |
| ii | Activate downtown spaces by easing permitting for outdoor seating, exhibiting merchandise on sidewalks, and other public realm infrastructure. |

i. Work with community partners to develop town-wide branding and wayfinding to direct people to downtown and key community spaces from surrounding streets and bike paths.

Collaborate with the Downtown Business Association, Cultural Council, Keep Mansfield Beautiful, Recreation Department, and Industrial Development Corporation (IDC), to develop a cohesive community identity centered on Downtown.

Begin by identifying broad design elements to develop wayfinding signs, banners, and window displays. Consider solidifying design guidelines to address the public realm, including design, style, and materials for sidewalks, crosswalks, light poles, planters, benches and other public space infrastructure. Integrate design concepts and branding with the town-wide economic development branding efforts.

The Town currently hosts a business directory on the Town's website, but should also consider implementing a more user-friendly and curated directory dedicated to downtown businesses.

In particular, implement wayfinding signage along Main Street and Mansfield Common to draw pedestrian traffic to downtown from the train station and surrounding streets. This will improve connections between businesses and other destinations in and near downtown, including Fulton Pond, South Common, and other community assets. Wayfinding downtown should be coordinated with conservation and bike path wayfinding.

ii. Activate downtown spaces by easing permitting for outdoor seating, exhibiting merchandise on sidewalks, and other public realm infrastructure.

The North Main Street Business Overlay District is designed to promote pedestrian activity by providing density bonuses for creating outdoor dining areas, public or private gathering places, courtyards or open spaces. Consider easing the permitting process for public space infrastructure, such as sidewalk seating or pop-up spaces. Sidewalk permits let businesses expand onto public property by allowing tables, chairs, benches and planters in the right-of-way. In turn, they help to make streets more inviting and livelier for pedestrians.

Consider implementing test-then-invest techniques—also known as tactical urbanism—that allow for temporary changes to the built environment using low-cost materials intended to improve local neighborhoods and gathering places. This could include parklets or pop-up pedestrian plazas, among other enterprises.

MORE INFORMATION

TACTICAL URBANISM

Also known as DIY urbanism or urban prototyping, tactical urbanism is short-term/temporary changes to the built environment using low-cost materials intended to improve local neighborhoods and gathering places. The experimental nature of the projects allows communities to gather input as they test-drive design changes. Examples includes pop-up pedestrian plazas, parklets, bike-lanes, and other enterprises.

Source: Tactical Urbanist's Guide to Getting it Done.
<http://tacticalurbanismguide.com/>

CASE STUDY

OUTDOOR SEATING PERMITS AND WAYFINDING, SPRINGFIELD, MA

In 2018, the City of Springfield began offering permits to local restaurants to allow for outdoor seating on public sidewalks and introduced a system of 52 wayfinding signs in their downtown.

Outdoor seating areas are only allowed on sidewalks right in front of the business and applications must demonstrate that there is room for pedestrians—including sufficient space for wheelchairs and others with mobility issues. They are not allowed between 11pm and 7 am. Restaurants serving alcohol must get approval from the appropriate departments. There is a one-time permit application fee of \$75 and an annual permit fee of \$125 for less than 30 seats and \$200 per year for 30 seats or more.

Springfield's wayfinding project began in 2016, and took over a year and a half to design the signs and determine locations for all 52 signs. Two of the main goals—apart from improving navigation in Downtown—were to promote walking and biking in downtown and highlight the City's cultural and historic resources. Grants from the Center for Disease Control and state's Department of Public Health provided initial funding for design while the City funded manufacturing and installation costs.

More Information: https://www.masslive.com/news/2018/05/springfield_seeks_to_promote_s.html; https://www.masslive.com/news/2018/08/after_2_years_of_development_n.html



Photo by Don Treeger / The Republican

GOAL 3B.

Encourage and pursue desirable development—consistent with the community’s vision—in Downtown and near the train station to achieve economic vitality.

| # | STRATEGY |
|-----|---|
| i | Adopt stronger zoning regulations, such as special permits for larger-unit buildings, to provide greater oversight over building design. |
| ii | Continue to strategically locate new residential development in downtown to enhance and grow support for local retail and restaurant establishments. |
| iii | Partner with the Mansfield Downtown Business Association to conduct regular business and customer satisfaction surveys to ensure needs and desires are being met. |
| iv | Couple new development with planned transportation and streetscape improvements to create a unique and unified commercial/mixed-use area in the downtown. |

i. Adopt stronger zoning regulations, such as special permits for larger-unit buildings, to provide greater oversight over building design.

Consider adopting special permit provisions for larger-scale developments to provide more design and massing review and ensure new construction is in character with the existing fabric downtown. To achieve the town’s vision of a vibrant mixed-use community, ensure that zoning reflects appropriate commercial uses and public access for the first-floor.

ii. Continue to strategically locate new residential development in downtown to enhance and grow support for local retail and restaurant establishments.

Mixed-use development with first floor commercial and residential above is one way to blend residential and commercial development to create active and vibrant spaces. As a development typology, the mixed-use concept has the potential to patch the fabric of Mansfield’s built environment and stitch together old and new buildings.

Mansfield has a few mixed-use developments in Downtown. However, based on community feedback and focus groups, one of the problems identified is that the first-floor retail establishments located in these buildings are not active uses that engage pedestrians and draw visitors the area.

The Town can work with developers of mixed-use projects to encourage a more favorable tenant mix and site design that meets the needs and wants of local residents. The first floors of mixed-use buildings tend to have flexibility regarding their interior design and layouts, allowing for maximum adaptability to changing market and tenant needs.

The type of housing included in mixed-use developments tends to appeal to both younger and older generations which can help diversify tenant mix and market capture. Current developments are required to dedicate a percentage of the site towards open space but the Town could work to incorporate other site design requirements.

CASE STUDY

DOWNTOWN SURVEY, BELLINGHAM, WA

The Downtown Bellingham Partnership is partnered with the City of Bellingham to conduct a survey to help the Planning Department and Downtown Bellingham Partnership prioritize projects and initiatives downtown.

In 2011, the Planning and Community Development Department conducted a similar survey to find out what residents liked best about and wanted to improve downtown. The results contributed to the development of the Downtown Bellingham Plan, which was a strategy to prioritize development and public investments in the downtown. The current survey asks respondents to rate the quality of downtown housing, amenities, landscaping, business resources, safety and more.

More information: <https://www.cob.org/gov/dept/pcd/Pages/2019-Downtown-Survey.aspx>

iii. Partner with the Mansfield Downtown Business Association to conduct regular business and customer satisfaction surveys to ensure needs and desires are being met.

Satisfaction surveys of both business owners and customers can provide data for the town to evaluate gaps in the marketplace. To identify the existing gaps, the Town should create a survey tool in conjunction with the Mansfield Downtown Business Association. The survey should be administered both via online and paper formats. A paper survey could be administered to business owners unfamiliar with online survey platforms. For the online version, a survey tool such as Survey Monkey could be used to structure detailed questions around a variety of topics.

The responses could then be analyzed by the Town, and strategies and recommendations could be created to address the identified needs and gaps of the business community and customers.

iv. Couple new development with planned transportation and streetscape improvements to create a unique and unified commercial/mixed-use area in the downtown.

By coupling new development with transportation and streetscape improvements, the commercial corridors can be unified both visually and physically for residents and visitors alike. To achieve more unified commercial/mixed-use areas, the Town will need to bring together zoning changes, transportation and infrastructure improvements, and investments in the public realm. This could result in several benefits to Mansfield, including increased visitation and spending, updated commercial and residential spaces, and improved transportation access. The Town should be proactive in seeking available state grants related to infrastructure, road and sidewalk improvements, and other enhancements that would support the stated goals of the Master Plan.

GOAL 3C.

Activate empty storefronts by working with property owners to identify barriers to filling vacant spaces.

| # | STRATEGY |
|-----|--|
| i | Develop a business tracking tool for the entirety of Downtown to monitor use types, the diversity of business types, size of each storefront, ownership patterns, and occupancy rates. |
| ii | Work with owners of vacant buildings to encourage short-term leases and temporary pop-up uses to fill vacant spaces. |
| iii | Fund a tenant improvement grant or loan program that would provide money to small businesses that need financial assistance to cover interior space improvements. |
| iv | Support existing businesses through a façade improvement program to grow or enhance their commercial presence and appeal. |

i. Develop a business tracking tool for the entirety of Downtown to monitor use types, the diversity of business types, size of each storefront, ownership patterns, and occupancy rates.

The Mansfield Downtown Business Association should work directly with the Town Manager's office to create a business tracking tool which collects data on occupied and vacant commercial buildings, as well as business mix across the entirety of the Downtown. Consider mapping applications for the data as well, particularly occupancy data for each parcel or building. The tracking tool should link to the assessor's database and parcel layer in an integrated Geographic Information Systems (GIS) platform. If the tool is connected with GIS, then the Town will have the ability to map and present data related to the downtown business environment.

ii. Work with owners of vacant buildings to encourage short-term leases and temporary pop-up uses to fill vacant spaces.

This could take the form of a guide to permitting and accommodating temporary uses in Downtown spaces and assigning a liaison to work with property owners or businesses looking to activate vacant spaces. A

completed economic development plan could provide some guidance on the appropriate uses. The Town should establish working relationships with property owners to encourage temporary uses in structures that would otherwise be vacant.

From the perspective of a property owner, vacant properties are a drain to finances because they require maintenance and upkeep but lack a revenue stream. The Town could incentivize property owners to engage in short-term leases and temporary pop-ups by modifying its zoning and land-use regulations to allow for a variety of temporary uses on downtown parcels. The flexibility afforded by such modifications to the regulations would enable property owners to experiment with different tenants while minimizing their financial risk. Additionally, a permitting guide which helps property owners navigate the new rules could be helpful in establishing a level of comfort and participation.

CASE STUDY

OPEN DOWNTOWN POP UP SHOP PROGRAM SAN ANTONIO, TX

The initiative markets both public and privately-owned vacant spaces to small businesses, often by advertising and outreach at area farmers markets, festivals, and seasonal events. The City acts as a liaison between businesses and property owners, helping shop owners to obtain temporary insurance and the required certificates of temporary occupancy, and helping property owners to vet relationships that could foster successful long-term leases in the future.

The OPEN program's typical arrangement involves low-rent or rent-free leases in which shop owners are responsible for most or all fit-out costs and all utility expenses. While the program initially required a full-time City employee to manage it, responsibilities have shifted to part-time due to arrangements that have involved less design-oriented decision making. Several of OPEN's businesses have graduated to permanent leases and are among the city's most successful and popular retailers.

More information: www.opensanantonio.com

iii. Fund a tenant improvement grant or loan program that would provide money to small businesses that need financial assistance to cover interior space improvements.

The Town can help small businesses by creating a program which provides funding (grants and loans) for interior improvements. Some downtown commercial buildings need interior updates to make them more competitive. Interior design is important for creating a unique customer experience, but many small businesses do not have the financial resources necessary to make such investments. A town-funded and -managed program to improve restaurant, retail, and commercial spaces within the downtown can help makes businesses more competitive with other localities.

iv. Support existing businesses through a façade improvement program to grow or enhance their commercial presence and appeal.

The Town can help existing businesses upgrade their storefronts and façades by creating and funding a program which provides grants or loans for exterior improvements to downtown businesses. External improvements such as new signage, lighting, windows, and paint can help refresh older buildings and attract new customers. The benefit of a façade improvement program is that over time, as more businesses participate, the entire downtown will gradually be refreshed. Additionally, property assessment values will rise and result in Mansfield receiving a financial return on its initial investment through increased property tax revenues. Mansfield Industrial Development Corporation (IDC) is currently in discussions with the Town Manager to set up the parameters for a downtown façade improvement program.

CASE STUDY

BUSINESS ASSISTANCE PROGRAM, CITY OF SOMERVILLE, MA

The City's Small Business Support program is divided into two phases, one which provides business owners with coaching, and the second which provides reimbursement grants to help strengthen businesses. The coaches help entrepreneurs with issues such as: financial planning, business plan writing, restaurant operations, marketing, and store front design. In the second phase, businesses select an initiative to implement from the list of the coach's recommendations.

Participants apply to receive a matching reimbursement grant from the City, which covers 70 percent of the implementation cost. The maximum award is \$7,000. Eligible projects include storefront improvements (windows, finishes, signage, entrance renovations); marketing (menus, website, rebranding, etc.); interior improvements (lighting, display, plumbing, electrical, gas, HVAC); point of sale or inventory management systems; and equipment (kitchen, salon, etc.).

More information: <https://www.somervillema.gov/departments/programs/assistance-businesses>

CASE STUDY

DOWNTOWN IMPROVEMENT GRANT PROGRAMS, CITY OF NEWTON, MA

The City of Newton offers micro grants for buildings in the Newton Main Street District. Eligible projects include: sign installation or sign removal (up to \$750), non-historic façade removal (\$2,000), façade rehabilitation (\$5,000), painting or paint removal (\$1,500), awning installation or awning removal (\$2,500) and architectural fees (7.5 percent of total project costs, up to \$3,750). Building owners are eligible for multiple awards, for example, one for painting and one for signage. The grant requires a 1:1 match from building owners.

More information: <https://www.newtongov.org/847/Downtown-Improvement-Grant-Program>

GOAL 3D.

Create mixed-use transit-oriented development (TOD) near the train station and other transit nodes.

| # | STRATEGY |
|----|---|
| i | Finalize the Mansfield Station Revitalization Overlay District zoning which will ultimately allow developments to be built near the train station. |
| ii | Integrate all TOD development, such as the former Lowney Chocolate Factory site, into the downtown through improved access and transportation infrastructure. |

i. Finalize the Mansfield Station Revitalization Overlay District zoning which will ultimately allow developments to be built near the train station.

The Mansfield Station Revitalization Overlay District includes modifications to allowable land uses, density, building heights, and parking ratios. It aims to create mixed-use, pedestrian-oriented, high-value development within walking distance of Mansfield’s commuter rail station—one that includes vibrant public spaces and provides a focal point for local art and culture. Continuing to prioritize TOD will encourage a variety of housing options and help create a vibrant neighborhood centered around the commuter rail. Increasing residential units and the number of residents in downtown also presents an opportunity to help increase foot traffic to local downtown businesses.

ii. Integrate all TOD development, such as the former Lowney Chocolate Factory site, into the downtown through improved access and transportation infrastructure.

The transit-oriented development projects will bring new residents and commercial enterprise—as such, care should be taken to knit the TOD with the existing downtown to create a united work, live, play community. One of the goals of the Mansfield Station Revitalization Overlay District is to establish traffic patterns that are nonintrusive on existing residential neighborhoods. Construction should simultaneously incorporate context-sensitive street network designs that provide dedicated space for all users, such as pedestrians and cyclists, to connect the area to Downtown.



LOWNEY CHOCOLATE FACTORY

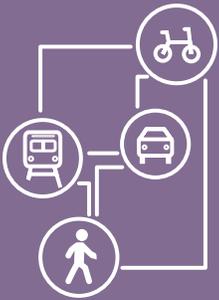


THE STATION
Barber Shop
508-261-8880
Walk-Ins Welcome

HEFEZ & SONS
JEWELERS

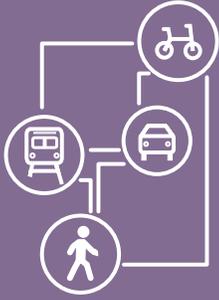
Sal
Nails & Spa

NORTH MAIN STREET, DOWNTOWN MANSFIELD



4. INTEGRATED AND CONNECTED TRANSPORTATION NETWORK





IN 2030,

RESIDENTS CAN SAFELY AND EFFICIENTLY REACH KEY DESTINATIONS USING A CONNECTED TRANSPORTATION NETWORK BUILT FOR ALL USERS AND ABILITIES. Pedestrian and bike infrastructure are integrated with the existing transportation network such that users can now reach key destinations safely and efficiently. A shuttle takes passengers to and from the train station and to performances and special events.

GOALS

- 4A.** Connect commuters and residents to their final destinations through expanded pedestrian and biking infrastructure and expanded transit service.
- 4B.** Ensure the safety and accessibility for all users and abilities.
- 4C.** Alleviate traffic congestion during morning and evening commute times.
- 4D.** Integrate multimodal connections, such as pedestrian and bike infrastructure, around and along arterial roadways, such as School Street, North/South Main Street, Route 106, and Route 140, to improve non-vehicular connections to key destinations and between all areas of town.
- 4E.** Address parking constraints in Downtown.

GOAL 4A.

Connect commuters and residents to their final destinations through expanded pedestrian and biking infrastructure and expanded transit service.

| # | STRATEGY |
|-----|---|
| i | Create a pedestrian and bicycle master plan and establish a committee to help oversee and implement it. |
| ii | Improve sidewalks and pedestrian crossings around the train station. |
| iii | Establish drop-off and pick-up zones at train station. |
| iv | Coordinate with GATRA to consider new bus routes and more frequent service, including the potential for a bus route or shuttle which connects the MBTA station and Downtown to residential areas, business parks, and the Xfinity Center. |
| v | Coordinate with transit authorities to expand service and accommodate late-night users—such as concerts at Xfinity Center; performances at MMAS; or community events in Downtown. |

i. Create a pedestrian and bicycle master plan and establish a committee to help oversee and implement it.

This would include conducting an inventory of existing pedestrian and bicycle facilities and where there are gaps in the network. Deficient conditions and non-compliant ADA facilities can also be identified. The plan can identify potential improvements which can be prioritized for implementation. The plan would include identifying ways to connect attractions, neighborhoods, and employment in town including the downtown, train station, business parks, recreation and conservation areas, and Xfinity Center. Many communities have undertaken bicycle and pedestrian plans to focus on strategies and investment. The plan can help strengthen the town's position for MassDOT funding grants such as Complete Streets, Safe Routes to School, and MassTrails.

ii. Improve sidewalks and pedestrian crossings around the train station.

Improving pedestrian safety, mobility and accessibility around the train station will encourage commuters to walk instead of driving. These measures, including a new pedestrian bridge, are being discussed as part of the Town's ongoing effort to redevelop the station as a mixed-use transit-oriented development. Increasing pedestrian activity will help to enliven the train station and downtown areas by creating a sense of place where pedestrians will want to travel and spend time. These measures will reduce the reliance on autos and parking.

iii. Establish drop-off and pick-up zones at train station.

This measure will improve vehicle access and circulation at the train station which will reduce vehicle conflicts and delay. Well-designed areas provide a direct connection to train platforms and reduce conflicts between pedestrians and vehicles. The drop-off and pick-up zones would be developed to accommodate autos, buses and Transportation Network Companies (TNC) such Lyft and Uber. The Town could consider the feasibility of locating drop-off and pick-up areas in areas away from parking lots to help alleviate some congestion. These areas are being considered as part of the Town's ongoing effort to evaluate redevelopment of the train station. MBTA stations in other communities have drop-off and pick-up areas.

iv. Coordinate with GATRA to consider new bus routes and more frequent service, including the potential for a bus route or shuttle which connects the MBTA station and Downtown to residential areas, business parks, and the Xfinity Center.

The Town should work with GATRA to identify existing and future ridership demand between these areas to determine if increasing service is warranted and feasible. As part of this collaboration, explore the feasibility of integrating fares between MBTA and GATRA service. Several communities have been considering transit and micro-transit alternatives to serve residents and employees who do not own a vehicle or who do not drive.

MORE INFORMATION

GATRA REGIONAL TRANSIT

GATRA (Greater Attleboro Taunton Regional Transit Authority) offers various mass transit options for 28 communities in southeastern Massachusetts, including Mansfield. GATRA service includes a fixed route (140) from the Mansfield MBTA station south to Norton; weekday shuttle service between Foxborough's commuter parking lot and the Mansfield MBTA station; on-demand curbside T Connector shuttle service; and now a weekday focused regional microtransit service that allows residents of Mansfield to request pick-up and drop-off on demand within a specified service area that includes portions of Mansfield, Foxborough, and Plainville.



Photo by Maria Fernanda De La Fuente, Town of Mansfield, 2020

CASE STUDY

PATRIOT PLACE, FOXBORO, MA

Patriot Place and Gillette Stadium attract a lot of activity and thus, traffic. The MBTA recently launched a year-long pilot program, providing regular weekday commuter rail service between Boston and Foxboro Station, which is nestled right next to this commercial and activity hub. In addition, Patriot Place is now included on GATRA's TriTown Connector Line, and is included in GATRA's on-demand microtransit service area. While Mansfield's commuter rail station is not as geographically close to the Xfinity Center and other key destinations, such as the industrial parks, Mansfield should consider lessons learned from Foxboro's efforts to improve connectivity and manage transportation at Patriot Place.

The following transit programs and grants are available:

- **COMMUNITY TRANSIT GRANT.** The Community Transit Grant Program awards funds to help meet the transportation and mobility needs of seniors and people with disabilities.
- **WORKFORCE TRANSPORTATION PROGRAM.** MassDOT seeks to award up to \$4,580,000 of Federal and State funds to new and/or existing projects that will provide workforce transportation service.
- **DISTRICT LOCAL TECHNICAL ASSISTANCE FUND.** Technical assistance services funded by these grants shall be provided at the request of a municipality in any subject within regional planning expertise, including but not limited to: zoning and permitting; economic development; land use planning, conservation planning, and water resources; municipal management; public safety planning and emergency response; transportation; data management, information technology, geographic information systems, statistical trends and modeling; and other land use and smart growth issues.

v. Coordinate with transit authorities to expand service and accommodate late-night users—such as concerts at Xfinity Center; performances at MMAS; or community events in Downtown.

The Xfinity Center, a 5,900-seat outdoor amphitheater in South Mansfield, hosts events beginning in mid-May through September. Attendees tend to drive to the venue and seek food and beverage options on-site or in surrounding communities. Local traffic impacts is one of the greatest issues with the venue—road closures on Route 140 during events impacts the ability of residents and visitors to get to downtown.

Mass Music & Arts Society also plans to open a new facility adjacent to the concert venue to capitalize on this late-night music and performance hub. The Town should coordinate with transit authorities, such as GATRA or the MBTA, to accommodate these late-night users—particularly in an effort to increase spending in downtown restaurants and other businesses.

This could take the form of a shuttle between satellite parking sites near downtown and the train station—or offering a special late-night train for concert goers, similar to what the MBTA offers at Foxboro's Patriot Place during NFL games.

GOAL 4B.

Ensure the safety and accessibility for all users and abilities.

| # | STRATEGY |
|-----|--|
| i | Evaluate all transportation infrastructure, maintenance projects, and critical intersections for ADA compliance in order to serve all users. |
| ii | Develop a <i>Traffic Calming Policy</i> to guide implementation of measures to improve safety and reduce vehicle speeds. |
| iii | Advance projects identified in the Town's <i>Complete Streets Prioritization Plan</i> , such as School Street corridor improvements and East Street pedestrian improvements. |

i. Evaluate all transportation infrastructure, maintenance projects, and critical intersections for ADA compliance in order to serve all users.

The Town will need to review all projects to ensure adequate transportation for all users and abilities focusing on youth, older residents and those with disabilities. This will need to include conforming to ADA standards for sidewalks, accessible ramps, parking spaces, trails, walkways, bus stops, and bicycle facilities and parking.

ii. Develop a *Traffic Calming Policy* to guide implementation of measures to improve safety and reduce vehicle speeds.

A *Traffic Calming Policy* can guide both the Town and residents through a documented process on how to apply for traffic calming improvements and set priorities. The Policy will identify traffic thresholds such as volume, speeds, and safety that must be met to qualify for consideration. The Policy will outline the public process and schedule of reviews and approvals. The Policy may include a provision to conduct temporary pilot studies before permanent installation of traffic calming devices. Several communities in the area have adopted a *Traffic Calming Policy*.

iii. Advance projects identified in the Town's *Complete Streets Prioritization Plan*, such as School Street corridor improvements and East Street pedestrian improvements.

Complete Streets are designed to allow users of all ages and abilities to safely move through a community's transportation network, including pedestrians, bicyclists, motorists and transit riders. The Town will need to prioritize which *Complete Streets* project(s) to advance. Funding for these projects will need to be identified, including MassDOT's *Complete Streets Tier 3 Infrastructure* grant, town funding, and private development mitigation. The Town will need to fund the design of these projects. These projects will focus on improving mobility, connectivity and safety for all users and transportation modes.



Photo from Google Maps, 2020

MEDIAN REFUGE ISLAND, MANSFIELD, MA

Medians allow bicyclists and pedestrians to navigate one lane of traffic at a time—and provide necessary refuge and pause points for users across wide streets.

Complete Streets



| | | | | | |
|---|---|--|---|---|--|
|  <p>People on Foot and Universal Access</p> <p>Streets must be designed to accommodate safe, accessible, and comfortable use by everyone. Streets with active storefronts, foot traffic, and human scale contribute to an active and economically vibrant community. Public safety, adequate sidewalk width, visual variety, protection from rain, and shade from the sun make a successful street.</p> |  <p>People on Cycles</p> <p>Cyclists include users of bicycles, cycle-rickshaws, and cargo bikes. Facilities should be direct, safe, intuitive, clearly delineated, and part of a cohesive network to encourage use by people of all ages and confidence levels. Cycle tracks that create an effective division from traffic and are well coordinated with signal timing and intersection design form the basis of an accessible cycle network.</p> |  <p>People Using Collective Transport</p> <p>Dedicated space on the street for people using collective transit supports safe, convenient, reliable, and frequent service. Whether using rail, bus, or small collective vehicles, transit service dramatically increases the overall capacity of the street and should have safe and easily accessible boarding areas. The overall level of access and scope of a transit network should be aligned with demand, meeting service needs without sacrificing streetscape quality.</p> |  <p>People in Personal Motorized Vehicles</p> <p>Personal motorized vehicles provide on-demand, point-to-point transportation and include automobiles, for-hire vehicles and motorized two- and three-wheelers. Streets and intersections should be designed to facilitate safe movement and manage interactions between motorized vehicles and people walking and cycling.</p> |  <p>People Moving Goods and City Services</p> <p>Freight operators benefit from dedicated curb access or docks for easy loading and unloading and rigorous management of space and movement throughout the traffic system. Emergency responders and cleaning vehicles need adequate space to operate, which can be accommodated while ensuring the safety of all other street users.</p> |  <p>People Doing Business</p> <p>Vendors, street stalls, and commercial activity connected to storefronts provide important services that support vibrant, active and engaging street environments. Adequate space in appropriate places on the street should be allocated to these uses. Providing regular cleaning, maintenance schedules, power, and water can support commercial activity and improve local quality of life.</p> |
|---|---|--|---|---|--|

Image from bikewindsorsex.com, 2019

Traffic Calming

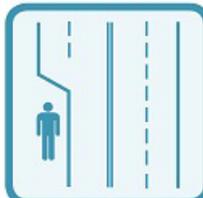
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|---|---|---|
|  <p>Speed Humps</p> |  <p>Raised Crosswalks</p> |  <p>Traffic Circles</p> |
|  <p>Reduced Lane Widths</p> |  <p>Median Islands</p> |  <p>Lane Shifting</p> |

Image from <https://www.sfmta.com/blog/calming-effect-apply-calm-your-residential-street>
 Article by Benjamin Barnett, June 14, 2018

GOAL 4C.

Alleviate traffic congestion during morning and evening commute times.

| # | STRATEGY |
|-----|---|
| i | Optimize signal timing and coordination along major arterials. |
| ii | Work with employers to implement Transportation Demand Management Plans (TDMPs) to reduce the number of single-occupancy vehicles (SOVs). |
| iii | Continue participating in MassDOT's Safe Routes to School program to encourage students to safely walk and bike to school. |
| iv | Coordinate with MBTA, local employers, and other transit partners to develop a reverse commute fare for people who live in Boston but commute to work in Mansfield. |

i. Optimize signal timing and coordination along major arterials.

The capacity of signalized intersections to accommodate vehicles can be increased by optimizing timing and phasing, and coordinating adjacent locations. This can be done by improving vehicle detection and queue lengths (with cameras), optimizing timing and phasing plans for multiple intersections, and employing Smart operation techniques such as Adaptive Signal Control. Signals under state jurisdiction will need to be coordinated with MassDOT. These measures have been provided at many intersections by MassDOT in several cities and towns. As part of this analysis, ensure that signal changes coordinate with any changes to crosswalk timing (as mentioned elsewhere in this section).

ii. Work with employers to implement Transportation Demand Management Plans (TDMPs) to reduce the number of single-occupancy vehicles (SOVs).

Transportation Demand Management Plans (TDMPs) are a method used to encourage alternative transportation modes such as bus, carpools, walking, and biking; and thereby reduce SOVs and traffic congestion. This could include carpooling programs, commuter coach buses, flexible work hours, and subsidizing transit passes. The Town and state agencies can help improve TDM techniques by providing infrastructure to better serve buses, pedestrian and bicyclists. The Town can identify annual TDM goals for employers to meet. A Transportation Management Association can implement TDM measures for business/industrial parks (Ryan-Elliott Industrial Park, Cabot Business Park), mixed-use developments, or a cluster of businesses. Goals for SOVs and encouraging alternate transportation modes are typically developed between the town and businesses with employers monitoring results and reporting to the town.

CASE STUDY

COMMUTER COACH BUSES

Coach Company (Coachco) is one of several charter bus companies providing regular commuter transportation to and from Boston. Coachco offers two morning and evening schedules, providing service for Georgetown, Boxford, Topsfield, and Peabody. These types of supplemental service providers can offer essential alternative commuter options for residents of Mansfield who work in Boston or people who work in Mansfield but live elsewhere. Similar service providers include Boston Express and C&J.

More Information: <https://coachco.com/boston-commuting/>



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FOXBORO - BOSTON
T COMMUTER RAIL
FREE PARKING
SAVE OVER
\$400 PER YEAR
RESOLVE TO LOVE YOUR
COMMUTE IN 2020!
Commuter parking is general parking & March
15th thru 31st 2020

MANSFIELD COMMUTER RAIL STATION



iii. Continue participating in MassDOT’s Safe Routes to School program to encourage students to safely walk and bike to school.

The Jordan/Jackson and Robinson Elementary Schools are participants in this program. Through this program MassDOT provides education and encouragement programs and funding for infrastructure construction to improve the walking and biking environment for students. The Town can identify improvements needed near the schools and submit an application for funding. The Town will need to coordinate with residents and businesses to make sure sidewalks are kept clear of snow.

iv. Coordinate with MBTA, local employers, and other transit partners to develop a reverse commute fare for people who live in Boston but commute to work in Mansfield.

The MBTA is offering a special half-priced reverse commuter fare as part of the Foxboro commuter rail pilot program. The Town can approach the MBTA to develop a similar program to benefit employees at the business parks, downtown and future employment at the planned mixed-use redevelopment of the Train Station.

CASE STUDY

REVERSE COMMUTE: BOSTON - FOXBORO, MA

As described earlier in this section, the MBTA launched a year-long pilot program in October of 2019, providing new service between Boston and Foxboro Station near Patriot Place and Gillette Stadium. This pilot program provides reduced fares and increased morning and evening peak schedules for passengers traveling from Boston to Foxboro. Otherwise known as “reverse commuting,” most people travel from surrounding suburbs into Boston for the day, while some remote areas offering a high concentration of job opportunities and activities can create a reverse travel pattern.

Reverse Commuter Fares

| | |
|---|--|
|  Interzone 4 One-Way \$4.25 <small>with CharlieTicket, Cash, or mTicket App</small> |  Interzone 4 Round Trip \$8.50 <small>with CharlieTicket, Cash, or mTicket App</small> |
|  Interzone 4 Monthly Pass \$139.00 <small>with CharlieTicket</small> |  Interzone 4 Monthly Pass \$129.00 <small>with mTicket App</small> |

Regular Commuter Fares

| | |
|--|--|
|  Zone 4 One-Way \$8.75 <small>with CharlieTicket, Cash, or mTicket App</small> |  Zone 4 Round Trip \$17.50 <small>with CharlieTicket, Cash, or mTicket App</small> |
|  Zone 4 Monthly Pass \$281.00 <small>with CharlieTicket</small> |  Zone 4 Monthly Pass \$271.00 <small>with mTicket App</small> |

GOAL 4D.

Integrate multimodal connections, such as pedestrian and bike infrastructure, around and along arterial roadways, such as School Street, North/South Main Street, Route 106, and Route 140, to improve non-vehicular connections to key destinations and between all areas of town.

| # | STRATEGY |
|----|---|
| i | Construct bicycle facilities on arterial roadways, such as School Street, North/South Main Street, Route 106, and Route 140. |
| ii | Evaluate and improve pedestrian and bicycle safety and ADA compliance at critical intersections, using pedestrian desire paths to guide installation of new crosswalks and sidewalks. |

i. Construct bicycle facilities on arterial roadways, such as School Street, North/South Main Street, Route 106, and Route 140.

Providing bicycle facilities along arterial roadways will improve mobility, access and safety for bicyclists that is missing today. Bicycle facilities will encourage residents and commuters to shift from automobiles. The MassDOT Complete Streets program provides funding for new bicycle facilities as an incentive to communities to improve facilities for alternative modes of transportation. Projects on state roadways under MassDOT jurisdiction include consideration of bicycle facilities.

CASE STUDY

SEPARATED BICYCLE LANES ON COMMONWEALTH AVE, BOSTON, MA

In response to a fatal incident and data showing a high concentration of bicycle crashes on Commonwealth Avenue in Boston, MassDOT, the City of Boston, and Boston University partnered to implement protected bike lanes in a particularly vulnerable area. Although Commonwealth Ave. has had painted bike lanes for some time, adding a protective buffer between cyclists and vehicles (both moving and parked) is essential for cycling comfort and safety. Not only does this improve conditions for people who currently cycle, but it also increases the likelihood that other people will choose to cycle.

ii. Evaluate and improve pedestrian and bicycle safety and ADA compliance at critical intersections, using pedestrian desire paths to guide installation of new crosswalks and sidewalks.

Roadway Safety Audits and Walk Audits can be performed at critical intersections to identify current safety and accessibility deficiencies and improvement alternatives. Road Safety Audits (RSAs) can be funded by MassDOT as part of the Highway Safety Improvement Program (HSIP). Typical improvements include pedestrian ramps, countdown and accessible pedestrian signals (APS), rectangular rapid flash beacons, curb extensions and refuge islands, retroreflective signage and pavement markings, lighting, speed feedback signs, and sight distance improvements. As part of this work, study current crosswalk times to ensure sufficient crossing time for pedestrians of all speeds—particularly along major arterials such as Route 106, Route 140, West Street, and School Street. Improvements are developed to accommodate people of all ages and abilities. These improvements could be implemented separately or as part of a larger Complete Streets project.

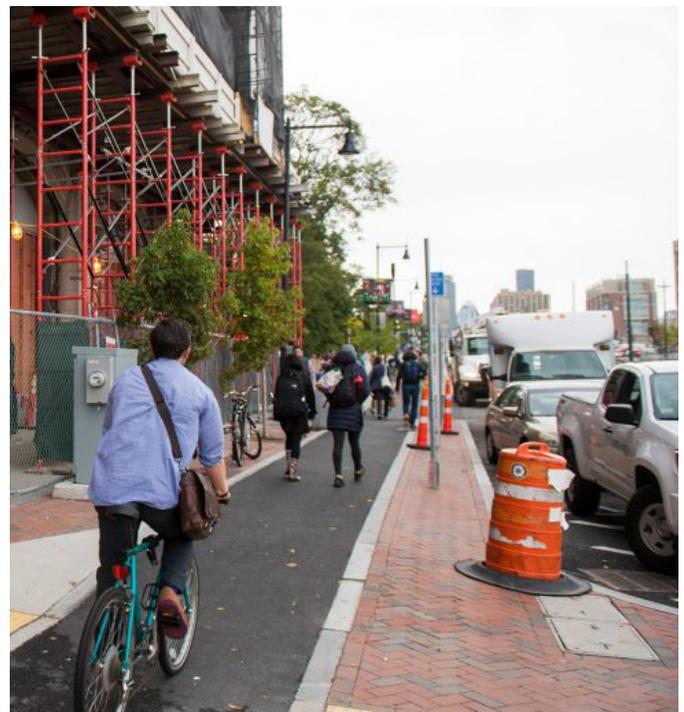


Photo by Cydney Scott, BU Today article published October 15, 2019

GOAL 4E.

Address parking constraints in Downtown.

| # | STRATEGY |
|-----|---|
| i | Develop a parking ordinance to regulate public parking time restrictions and paid parking during daytime hours. |
| ii | Improve parking-related signage and communications around locations, rates, and regulations. |
| iii | Lead public-private collaboration to refine plans for the transit-oriented development around Mansfield Station including circulation, parking capacity, and development. |
| iv | Allocate sufficient, secure, and properly located priority parking spaces for electric vehicles, bicycles, and motorcycles at the Mansfield Train Station and throughout Downtown. |
| v | Resolve the remaining parking issues near the train station in partnership with the MBTA and private property owners to create a parking solution that allows for shared parking resources and the redevelopment of key parcels near the station. |

i. Develop a parking ordinance to regulate public parking time restrictions and paid parking during daytime hours.

Regulated parking times and limits help to improve vehicle turnover and enforcement. Without regulations and enforcement, parkers will often park all day which reduces the parking supply for other motorists and may discourage them from visiting the area. This could be done through metered parking or by placing hourly limits on spaces. Parking rates can be developed so as not to discourage patrons and visitors. For example, if there are metered spaces, many communities provide 15 minutes of free parking. Revenues from paid parking or enforcing parking limits can be used to fund transportation improvements in the area.

ii. Improve parking-related signage and communications around locations, rates, and regulations.

Uniform signage should cover all public and privately owned pay-to-park lots and on-street parking. Signage will make regulations and rates easy to read and understand. Clear regulations and signage will benefit both users and enforcement and will increase the collection rate for violators. Consider integrating with a mobile app, such as ParkMobile or ParkMe, that allows users to find available parking spots, understand parking regulations, and even pay for parking using their phones.

CASE STUDY

DOWNTOWN ON-STREET PARKING, ARLINGTON, MA

In 2014, the Town of Arlington adopted the *Arlington Center Parking Management Plan* to improve parking options in the downtown area. Through the Plan's implementation, Arlington Center now features new single space parking meters for on-street parking as well as new multi-space meters in certain areas.

Single space meters offer free 15 minute "errand parking" and have a four hour limit. Off-street multi-space meters are cheaper and have no time limit, while on-street multi-space meters have a four hour time limit.

PARKING MADE EASY, BROOKLINE, MA

In 2017 Brookline implemented mobile-pay parking, allowing people to pay for street parking using their mobile devices and credit cards, and extending hours of operation, as well as increasing rates to \$1.25 per hour. Brookline enforces a two hour parking limit.

iii. Lead public-private collaboration to refine plans for the transit-oriented development around Mansfield Station including circulation, parking capacity, and development.

As an ongoing effort at the train station, transit-oriented development (TOD) concepts are being evaluated to encourage mixed-use development and improve transportation access and circulation for all modes, and increase parking capacity. This will include lower parking ratios for residential units, shared parking spaces, and improved pedestrian, bicycle and bus access. MassDOT and MBTA have developed parking ratio guidelines for TOD projects. Several communities have recently developed TOD projects, including Somerville and Newton.

iv. Allocate sufficient, secure, and properly located priority parking spaces for electric vehicles, bicycles, and motorcycles at the Mansfield Train Station and throughout Downtown.

Providing priority parking spaces at the train station for electric vehicles with chargers and non-single-occupant auto modes will help to encourage travel by walking, biking, motorcycles, carpools, and electric vehicles. These spaces are typically located closer to the front door access.

Commuters are more inclined to bike to the train station if they can park their bicycle in a secure, safe and weather-proof area. Maintenance supplies can also be provided such as an air pump and tools. Safe and secure bicycle parking is typically required at TOD projects and could include protected bike racks or pedal and park facilities. This measure is considered a Transportation Demand Management technique.

v. Resolve the remaining parking issues near the train station in partnership with the MBTA and private property owners to create a parking solution that allows for shared parking resources and the redevelopment of key parcels near the station.

These issues are currently being discussed as part of the Town's ongoing process. Shared parking works best with a mixed-use development with residents, employees and commuters. Shared parking allows different users at different times to share parking spaces. One example is on-site spaces for multi-unit residential use are used by residents before and after work and used by commuters and employees during the day. Valet parking can be used to maximize parking capacity when needed. Shared parking is being implemented in TOD projects in Newton.



Photo from MassBikes via a Boston Magazine article published April 12, 2013

CASE STUDY

MBTA SECURE BIKE LOCKERS

Over the last decade or so, the MBTA has added both covered bike racks and high-tech secure bike cages (Pedal and Park Facilities) at several T, Commuter Rail, and bus stations. These lockers provide ample and secure storage space that is only accessible with an official MBTA issued and registered CharlieCard. Providing secure bike storage at transit stations improves opportunities for commuters to use bicycles as their last-mile transportation mode.

More Information: <https://www.mbta.com/bikes/bike-parking#1>



5. INDUSTRIAL PARKS AS ECONOMIC ENGINES





IN 2030,

MANSFIELD'S BUSINESS AND INDUSTRIAL PARKS CONTINUE TO THRIVE AND ADAPT TO CHANGING MARKET DEMANDS. As the fields of biotech, advanced manufacturing, and logistics continue to evolve, Mansfield's industrial parks support a creative cluster of established companies and entrepreneurs. Streamlined permitting, flexible zoning, transportation connectivity, and robust marketing come together to give Mansfield a competitive edge in business attraction and retention.

GOALS

- 5A.** Stimulate new private investment in the industrial and business parks by supporting regulatory initiatives that enable property owners to meet the demands of today's industrial market.
- 5B.** Ensure the continued success of Mansfield's industrial and business parks through outreach efforts.
- 5C.** Strengthen transportation connections between the Mansfield Commuter Rail station and the Town's industrial parks to encourage reverse commuting and bring employees of the parks to Downtown for lunch and evening events.
- 5D.** Explore ways to integrate the Mansfield community into the industrial and business parks.

GOAL 5A.

Stimulate new private investment in the industrial and business parks by supporting regulatory initiatives that enable property owners to meet the demands of today's industrial market.

| # | STRATEGY |
|-----|---|
| i | Undertake a strategic economic development plan, conducted either in-house or by an external consultant, which looks at potential and future opportunities within the industrial parks. |
| ii | Review existing zoning and allowable uses in the business parks to ensure maximum flexibility on the part of the Town to allow property owners to adapt to changing market demands. |
| iii | Examine the market potential for commercial, lab/office, and residential market for the Ryan-Elliot Industrial Park area. |
| iv | Support, market, and grow the burgeoning biotech and entrepreneurial cluster in the Ryan-Elliot Industrial Park. |

i. Undertake a strategic economic development plan, conducted either in-house or by an external consultant, which looks at potential and future opportunities within the industrial parks.

Conducting a strategic economic development plan would help solidify a vision for both the industrial parks and the Town as a whole. The vision and future implementation steps would need to incorporate business, resident, and stakeholder input. The industrial parks are located close to residential areas and conducting a study could help Mansfield determine what types of development in the industrial parks are palatable and viable. The study should include an analysis of and recommendations for land use and zoning changes, massing and design guidelines, a market analysis, and transportation, parking, and infrastructure improvements. The Town should consider hiring a consulting team with the necessary expertise to conduct the study.

ii. Review existing zoning and allowable uses in the business parks to ensure maximum flexibility on the part of the Town to allow property owners to adapt to changing market demands.

As part of a strategic economic development plan to understand current and future demand for commercial space, Mansfield should ask both business and property owners about their space needs. After determining their potential space requirements, the Town should review the underlying zoning within the business parks to determine if the space requirements and uses are attainable under the existing zoning bylaw. If the current zoning is not sufficiently flexible to meet future business needs, then changes to the zoning bylaw and associated use tables would need to occur to ensure Mansfield is prepared to adapt to a changing business environment. Any changes to the zoning bylaw would require passage at town meeting.

Changes in regulations could enable denser development on small parcels, resulting in multi-story commercial/industrial buildings which are competitive in today's marketplace. This could include lab or office spaces for biotech companies which provide space for product conceptualization, development, and testing. For larger parcels and buildings geared toward traditional industrial uses, updated zoning could provide greater flexibility with regard to building height and dimensions, and parking requirements.

CASE STUDY

HAVERHILL MASTER PLAN, HAVERHILL, MA

As part of the City of Haverhill's Master Plan, an analysis of the City's industrial areas was conducted to determine if land use and zoning regulations need to be updated. Based on the results of the analysis some recommendations were given which would help increase density through innovative floor plate adjustments, and techniques such as stacking different use types within the same building, to create a more consistent streetscape.

More Information: <http://www.visionhaverhill2035.org/wp-content/uploads/2020/01/2020-01-08-Vision-Haverhill-2035-Master-Plan-Update-PAGES.pdf>

After completing a Strategic Economic Development Plan, an analysis of the existing zoning bylaw, either in-house or with the help of an external consultant, could help Mansfield understand its regulatory environment. The goal of the examination should be to determine whether the current zoning encourages or hinders the type of development the Town desires, particularly regarding commercial development. The process to evaluate and change zoning should rely on objective data and community input. The changes should encourage and enable companies to be more dynamic in using their space.

iii. Examine the market potential for commercial, lab/office, and residential market for the Ryan-Elliott Industrial Park area.

The Town should conduct a market study, either in-house or by hiring an external consultant, to examine the potential of the Ryan-Elliott Industrial Park. The current owners of the industrial park have created a biotech incubator on site which has proven successful thus far. A detailed market study can help both the Town and current owners assess the potential of the industrial park. The market study can assess the supply and demand for different commercial uses and provide recommendations regarding the regulatory environment. Zoning changes are a lever which can help actualize change within the Ryan-Elliott Industrial Park. To achieve certain development goals, the Town will have to examine the zoning bylaw to understand what limitations presently exist and why the market alone is not producing desired development outcomes. The goal would be to review the table of uses and determine what uses are permissible and whether any should be as-of-right or by Special Permit.

Dimensional regulations should also be a consideration for any zoning changes in the industrial park. As the cost of construction, labor, and materials continues to rise and as business space demands change, dimensional regulations must remain flexible. The Town should examine dimensional standards such as minimum lot size, building heights, front and rear setbacks, and any density restrictions on residential development to ensure there is a balance between local control and financial viability.

iv. Support, market, and grow the burgeoning biotech and entrepreneurial cluster in the Ryan-Elliott Industrial Park.

Mansfield is a gold-level certified BioReady community. Through active marketing and leveraging of the Town's BioReady Community gold-level certification, Mansfield should be able to attract additional companies to cluster at the Ryan-Elliott Park. To make Mansfield more attractive to biotech industries, consider becoming a platinum-level BioReady Community.

As part of the market study mentioned previously, the Town, in coordination with property owners across the various business parks, should conduct an inventory of existing spaces suitable for biotech activity. The Town will need to ensure it has sufficient commercial space necessary to retain companies which are growing rapidly. The success of the biotech incubator in the Ryan-Elliott Park warrants an examination into the market potential of additional biotech space within Mansfield. Once spaces or suitable sites are identified, the Town should formulate a strategy with specific action steps to increase the biotech footprint in Mansfield.

CASE STUDY

ABI-LAB, NATICK, MA

ABI-LAB is an accelerator and bio-incubator established in Natick to support startups, including life science, biotech, medical technology, and medical data companies. Their mission is to facilitate the growth and success of the next generation of entrepreneurs by fostering a vibrant collaborative environment and offering state-of-the-art lab space, best-in-class infrastructure, and the resources to help accelerate their scientific discoveries. The campus is comprised of two first-class buildings that offer best-in-class infrastructure and state-of-the-art lab space that range in size from 500 to 4,000 square feet, as well as the option to configure larger lab spaces.

More Information: <https://abi-lab.com/about-us/>

GOAL 5B.

Ensure the continued success of Mansfield's industrial and business parks through increased outreach efforts.

| # | STRATEGY |
|-----|--|
| i | Undertake a process to create a cohesive business ecosystem by knitting together the commercial areas of Mansfield (Main Street/Downtown, Mansfield Crossing, Chauncy St./Copeland Drive and Rt. 140) so that they are attractive to new businesses and patrons. |
| ii | Expand the Town's capacity for economic development initiatives, such as hiring an Economic Development Director/Planner to specialize in long-term planning and business attraction efforts. |
| iii | Strategically market and use Tax Increment Finance (TIF) agreements and other economic development tools to attract and retain large commercial and industrial businesses to Mansfield. |

i. Undertake a process to create a cohesive business ecosystem by knitting together the commercial areas of Mansfield (Main Street/Downtown, Mansfield Crossing, Chauncy St./Copeland Drive and Rt. 140) so that they are attractive to new businesses and patrons.

Creating a cohesive business ecosystem will require the Town to engage and align various stakeholder interests toward achieving a vision based on community goals. As part of a town-wide strategic economic development plan, clarify the community vision around the desired business ecosystem. An economic development plan can also help identify likely industry clusters and businesses that may be at an advantage by locating in Mansfield. By looking at the potential of each development node individually and in a larger commercial context, the Town can begin to identify and address the gaps within the existing ecosystem. Knitting commercial areas, jobs, housing, transportation, infrastructure, and regulations together will need to be supported by zoning changes, traffic considerations, and transportation and infrastructure improvements, and investments in the public realm.

ii. Expand the Town's capacity for economic development initiatives, such as hiring an Economic Development Director/Planner to specialize in long-term planning and business attraction efforts.

To advance economic development ideas and initiatives at a faster pace, the Town should consider funding a position focused solely on economic development. This staff position would be responsible for coordinating economic development activities across the Town's various commercial and industrial nodes and could serve as a point person for Downtown business coordination and activities. This position would also be responsible for fielding calls from prospective businesses, brokers, and site selectors looking for space and property in Mansfield. Having a staff person in Town Hall serving as a direct liaison to Mansfield's existing businesses and future prospects could help boost business friendliness and response times to specific requests.

An alternative to funding a new staff-level position is to empower the existing Industrial Development Commission and make them the Town's ombudsman. Members of the commission have the requisite experience and knowledge to actively engage in economic development issues. It is important to recognize these are volunteer positions and the members of the IDC will change over time.

iii. Strategically market and use Tax Increment Finance (TIF) agreements and other economic development tools to attract and retain large commercial and industrial businesses to Mansfield.

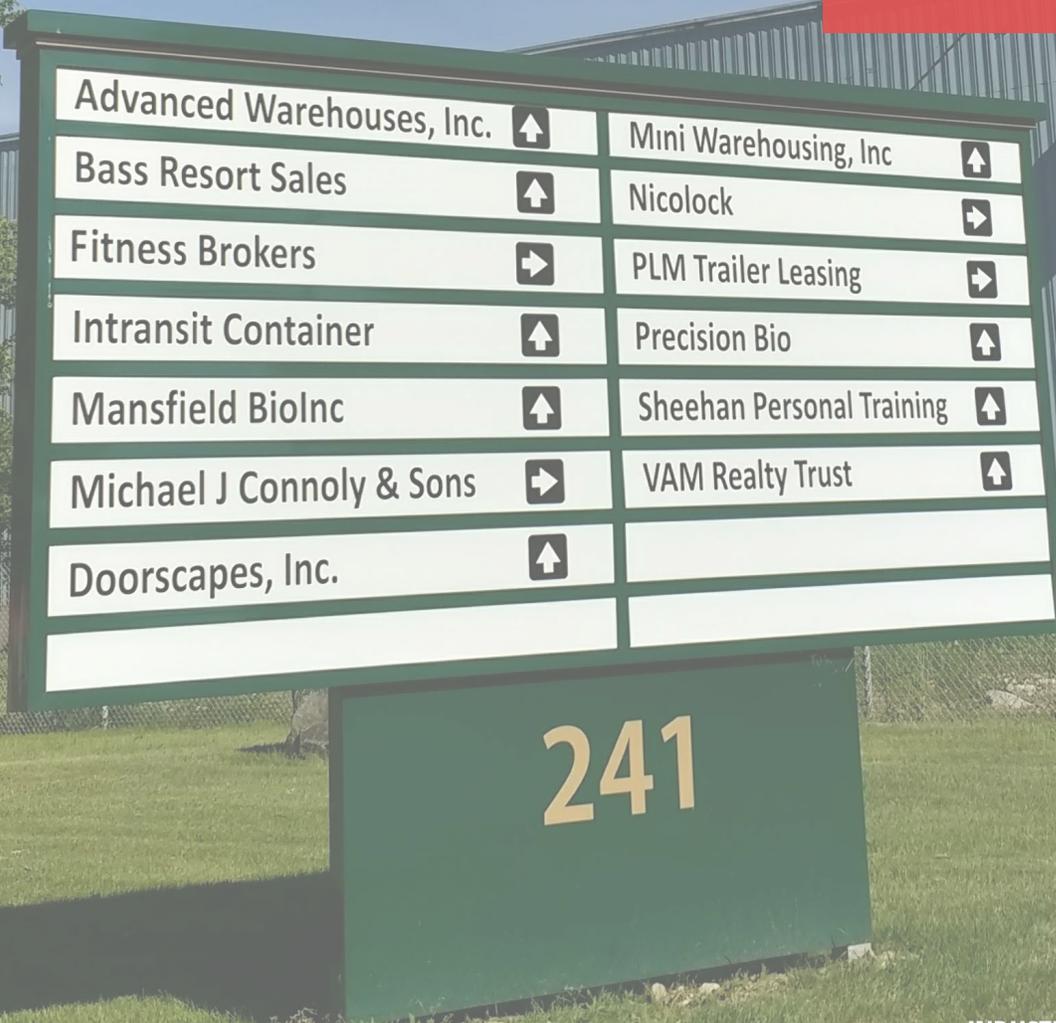
TIF agreements provide a property tax reduction to companies as an incentive to locate in an area. Mansfield currently has four active TIF agreements. The TIF Advisory Committee should work in a coordinated manner with the town to negotiate and monitor the agreements to ensure compliance. Even though corporations make their own strategic decisions and Mansfield has no control over them, an active and collaborative TIF Advisory Committee can help Mansfield maintain and grow its industrial base. By actively overseeing the agreements, the Town can help maintain the long-term presence of large companies in Mansfield, with the associated benefit of smaller companies potentially co-locating to Mansfield without the need of a TIF.

HIGHLIGHTED FOCUS AREA

Ryan-Elliot Industrial Park

The Ryan-Elliot Industrial Park is a particular area of opportunity in Mansfield for strategic economic growth. With a successful biotech foundation and opportunities for new business, including proximity to downtown and regional transit, several strategies focus on this area specifically:

- 5a (iii) Better understand market potential for the area through a market study.
- 5a (iv) Building on the biotech success in this area, better understand the potential and capacity for biotech expansion at this site and supplemented in other commercial and industrial hubs.
- 5c (ii) and 5c (iii) Invest in infrastructure and work proactively to enhance connectivity and commuter experience through District Increment Financing (DIF) and a Transportation Management Association (TMA).



GOAL 5C.

Strengthen transportation connections between the Mansfield Commuter Rail station and the Town's industrial parks to encourage reverse commuting and bring employees of the parks to Downtown for lunch and evening events.

| # | STRATEGY |
|-----|--|
| i | Install wayfinding signs within industrial parks to balance traffic volume between School Street and Forbes Boulevard to access Route 140. |
| ii | Consider establishing District Improvement Financing (DIF) around the Ryan-Elliott Park to fund public infrastructure projects needed to facilitate connectivity to the MBTA station. |
| iii | Form a Transportation Management Association (TMA) that includes the Ryan-Elliott Industrial Park and Cabot Business Park to leverage the density of employees and take advantage of transit and carpooling opportunities. |

i. Install wayfinding signs within industrial parks to balance traffic volume between School Street and Forbes Boulevard to access Route 140.

Adequate wayfinding can help improve navigation and mitigate traffic issues. The Town can invest in overhauling and unifying the existing wayfinding within the business parks to improve usability. Particular attention can be paid to the Cabot Business Park where issues have been reported around School Street and Forbes Boulevard when trying to access Route 140. The Town Manager's office could work with the business park owners to overhaul the exiting wayfinding in the various parks around town.

ii. Consider establishing District Improvement Financing (DIF) around the Ryan-Elliott Park to fund public infrastructure projects needed to facilitate connectivity to the MBTA station.

The creation of a DIF district can help unlock financial resources to fund critical infrastructure projects within Mansfield. A DIF works by allowing a community to issue general obligation bonds backed by future property taxes which would result from new development within the DIF district. From a financing standpoint, the debt service on the bonds is paid for via the tax increase realized in the DIF district; money not used for debt service reverts to the General Fund. By securing funding upfront, the community can direct investments in infrastructure projects which ultimately serve to unlock new development.

Example communities which have successfully implemented a DIF include the Town of Easton, and the cities of Amesbury, Somerville, and Quincy. These communities took neighborhood visions and then worked with developers to create the necessary conditions, from an infrastructure standpoint, to ensure the envisioned development could take place.

CASE STUDY

WAYFINDING FOR THE SOUTH BOSTON WATERFRONT, CITY OF BOSTON, MA

The City of Boston, the Commonwealth of Massachusetts and several partners have implemented a new pedestrian wayfinding signage program in the South Boston Waterfront neighborhood. The new signs are expected to improve mobility by making walking to destinations in the area easier and more pleasurable. The wayfinding signs are an outcome of the 2015 South Boston Waterfront Sustainable Transportation Plan, and they expand upon a one-year 2015 pilot program of pedestrian wayfinding signs developed to guide visitors to and from the Boston Convention & Exhibition Center.

More Information: <https://www.boston.gov/news/new-pedestrian-wayfinding-signs-coming-south-boston-waterfront>

iii. Form a Transportation Management Association (TMA) that includes the Ryan-Elliott Industrial Park and Cabot Business Park to leverage the density of employees and take advantage of transit and carpooling opportunities.

A Transportation Management Association (TMA) is a non-profit membership organization made up of employers, developers, and property managers working together to address transportation, air quality, and commuter issues in a defined geographic area. Mansfield has an opportunity to leverage the density of employees, particularly those from the business parks, and change the way individuals commute. Most workers in Mansfield come from outside the town, with about 11 percent of Mansfield residents living and working in the community. As a net importer of labor, Mansfield has an opportunity to improve its transportation access and minimize traffic congestion. Projects could include a shuttle route between industrial/business parks, the downtown area, and train station and/or a pedestrian and bicycle network with the parks which connect to adjacent areas. They could also consider working with the MBTA on implementing reverse commuter fares.

CASE STUDY

METROWEST/495 TMA, METROWEST COMMUNITIES, MA

Established as a partnership between the MetroWest Chamber of Commerce and the Marlborough Area Chamber of Commerce, the MetroWest/495 Transportation Management Association is a membership organization that provides sustainable transportation options for MetroWest commuters and supports its member organizations by offering alternative modes of transportation to help attract and retain employees in the MetroWest communities where they are based. Examples of some of the TMA's services include:

- Form carpools, vanpools
- Identify safe bike routes
- Connect with existing transit, including local MWRTA (bus) and MBTA (Commuter Rail)
- Coordinate shuttle connections
- Administer the "Guaranteed Ride Home" Program

More Information: <http://www.metrowest.org/mw495-tma>



MEDLINE OFFICES IN CABOT BUSINESS PARK

GOAL 5D.

Explore ways to integrate the Mansfield community into the industrial and business parks.

| # | STRATEGY |
|-----|--|
| i | Explore ways to encourage employees of park properties to access the Towns green spaces for pre/post work hours as well as breaks. |
| ii | Evaluate regulations on temporary or mobile food services operations within the parks. |
| iii | Create and fund a frequent bus route that ties together employment nodes including Cabot Business Park, Mansfield Crossing, the Route 140 corridor, Chauncey St./Copeland Drive, and Main St./Downtown to connect local employees to Downtown. |
| iv | Evaluate zoning concerning parking minimums and changes that would allow commercial property owners in the parks to explore alternative options for parking areas. |

i. Explore ways to encourage employees of park properties to access the Towns green spaces for pre/post work hours as well as breaks.

Improving mobility for business park employees could help drive visitors to town green spaces such as the Mansfield Common. This strategy can be aligned with the potential bus route connecting the Town's employment nodes. The route could include stops at various town green spaces. By maintaining a steady frequency of bus service throughout the day, employees in the business park would have a reliable and timely means of transportation to town green spaces. To make green spaces more attractive, the Town can invest in community programming by activating spaces and encouraging people to visit downtown during the evening. Improve bicycle and pedestrian connections on West Street at Rt 140 to better connect the Cabot Business Park to Main Street and Copeland Drive. Consider exploring the feasibility of connecting vehicle connections on West Street that cross over the railroad tracks.

ii. Evaluate regulations on temporary or mobile food services operations within the parks.

Mobile food establishments are a way to bring a diversity of food options to underserved areas. Within Mansfield's business parks, there are limited dining options for workers which don't require driving. While there are many restaurants on School, Commercial, Chauncey Streets, these tend to be away from major employment centers. To address this issue, Mansfield should establish a committee to investigate the feasibility of allowing mobile food establishments. The committee should be composed of community stakeholders, including business and restaurant owners. The goal of the committee should be to accept or reject mobile food establishments in Mansfield, and if accepted, the committee can help craft and codify the rules and regulations for such businesses.

CASE STUDY

MOBILE FOOD TRUCK PERMITTING/ LICENSING, CITY OF CAMBRIDGE, MA

The City of Cambridge has instituted a robust permitting and licensing system to ensure mobile food truck operators are regulated and follow all health and safety rules. The City maintains an online application form for potential vendors, and then has a series of requirements related to inspections, food safety, locations, timing, etc. Vendors can only sell food once all city requirements are satisfied.

More Information: <https://www.cambridgema.gov/inspection/foodandsanitarypermits/mobilefoodtruck>

iii. Create and fund a frequent bus route that ties together employment nodes including Cabot Business Park, Mansfield Crossing, the Route 140 corridor, Chauncey St./Copeland Drive, and Main St./Downtown to connect local employees to Downtown.

The Greater Attleboro Taunton Regional Transit Authority (GATRA) runs a bus service which connects Mansfield to Wheaton College in Norton, MA. The route has four stops, the Mansfield MBTA station, Mansfield Crossing, Great Woods Plaza, and Wheaton College. The frequency of this service ranges between every half hour to one hour. To improve connectivity, Mansfield can work with GATRA to expand the route, number of stops, and frequency. This would require a continued financial investment on the part of the Town but would ultimately benefit the community long-term by improving cross-town connectivity. Early stages should focus on commuter connections to and from the MBTA station and lunch time routes to connect local employees to the Downtown area.

iv. Evaluate zoning concerning parking minimums and changes that would allow commercial property owners in the parks to explore alternative options for parking areas.

The Cabot Business Park began construction in the 1970s and over time has been built out to suit the needs of companies locating to the area. Since then, changes in technology have affected how industrial businesses operate—shifting from a high number of low-wage jobs to fewer higher-paying jobs. Coupled with improvements to pedestrian and bike connections to the business park, this could reduce the need for large parking lots. Consider evaluating zoning to allow property owners to explore alternative options for parking areas, including new construction, parklets/green space, or activation through events or pop-up markets.

CASE STUDY

GLOUCESTER INDUSTRIAL PARKS, CITY OF GLOUCESTER, MA

The Gloucester Economic Development and Industrial Corporation (EDIC) commissioned a study conducted by the University of Massachusetts Boston's School for the Environment, which found that occupants of the Blackburn and Cape Ann industrial parks are generally satisfied with their locations, but had concerns including the need for a "last mile" transportation connection between the parks and the City's two MBTA stations. The two parks together encompass more than 130 businesses that employ 2,339 people, or about 15 percent of Gloucester's workforce. An outcome of the study is that the EDIC has supported a pending state grant application by the Cape Ann Transportation Authority to initiate the shuttle bus service on a pilot basis.

More Information: <http://gloucesteredic.com/gloucesters-industrial-parks-to-get-a-boost/>



6. SUSTAINABLE AND STRONG SERVICES AND INFRASTRUCTURE





IN 2030,

MANSFIELD'S MUNICIPAL DEPARTMENTS, STAFF, AND ELECTED LEADERS CONTINUE TO SHARE RESOURCES AND WORK COLLABORATIVELY TO ACHIEVE THE COMMUNITY'S VISION AND GOALS. Departments are supported by adequate resources and facilities are updated as needed.

Mansfield continues to be an educational innovator and maintains its high-quality educational services. Expanded municipal services and programs buoy Mansfield's most vulnerable residents, including youth, older adults, low-income, and non-English speakers.

The Town has prioritized sustainability initiatives leading to energy-efficient buildings, self-sufficient utilities, and other services. Through a Community Health Improvement Plan the town is a leader in promoting health equity and healthy aging, supporting better health and welfare for all members of the community.

GOALS

- 6A.** Proactively address the deteriorating physical conditions of Mansfield's school facilities and other public buildings.
- 6B.** Continue to be proactive rather than reactive in municipal services, infrastructure, schools, and capital planning.
- 6C.** Promote energy-efficient buildings and adopt more sustainable practices town-wide.
- 6D.** Continue to grow Mansfield's fiscal sustainability and self-sufficiency.

GOAL 6A.

Proactively address the deteriorating physical conditions of Mansfield's school facilities and other public buildings.

| # | STRATEGY |
|----|--|
| i | Assess the physical conditions of Mansfield's school facilities in relation to projected needs, through a School Facilities and Utilization and Needs Study. |
| ii | Coordinate with other departments to understand probable town growth and build-out scenarios to plan for future school enrollment. |

i. Assess the physical conditions of Mansfield's school facilities in relation to projected needs, through a School Facilities and Utilization and Needs Study.

Despite recent declining enrollment trends, current enrollment (January 2020) reflects a jump in Kindergarten enrollment levels compared to January in other years. It should be recognized that the school buildings and facilities may have a more rapid rate of wear due to regular use regardless of the profile of the student population. Sheer volume of users and 'youthful energy' can accelerate wear in comparison to a similar public buildings utilized primarily by adults.

A Schools Facilities Utilization and Needs Analysis will help leaders better understand the capacity of Mansfield's existing school buildings, assess upcoming student educational needs, and determine whether the existing facilities can effectively meet projected needs. A detailed study could determine whether it is still feasible to consolidate Roland Green Pre-School into a proposed new wing of the Robinson Elementary School (Grades K-2) School, as suggested by previous architectural studies.

Review potential site access and safety improvements and necessary building equipment upgrades (Tel/Data and HVAC in particular) to accommodate anticipated operational needs under this consolidation scenario. Similarly, the aging Qualters Middle School and Mansfield High school buildings should be reviewed. In 2019, the Mansfield School District recorded over 250 open work-orders to address problems and deficiencies dating back ten years. Focused and renewed attention has resolved many of the problems, but ongoing needs remain.

The school buildings and operations should be closely assessed in the context of current and future student needs as classroom environments and conditions for learning change over time. For example, specialized classes may involve smaller groups of students and higher student-teacher ratios, triggering additional space needs—which often cannot be met in the same room. Specialized classrooms such as laboratories may no longer function efficiently within the current curriculum structure. As part of the study, consider involving the public to build support and understanding about each school's needs.

An integrated review of previously developed studies and ideas regarding the options for maintaining and upgrading the schools should be conducted. Beyond the long standing goal of migration of Roland Green Pre-K students to become a part of the East Street Campus, concepts related to the other school buildings worth exploration include 1) Investing in targeted building and systems upgrades and renovation, and 2) Construction of new modern facilities such as a) new middle school or b) new high school. A new high school facility would result in shifting of student populations from existing presently-occupied building, if the Middle School were to move to the existing High School. These options and more are interconnected with the current and future needs of the students in Mansfield and a detailed analysis should be formally conducted.

Additionally, trailers or modular classrooms (four currently in use) are—by design—lightweight temporary structures and are generally less durable than buildings. In cases where school operations rely on the use of such temporary structures, care should be exercised in assessing conditions and forecasting useful life, and in developing a more accurate perspective on operational spatial requirements and building needs.

ii. Coordinate with other departments to understand probable town growth and build-out scenarios to plan for future school enrollment.

In recent years, English and Language Arts (ELA) instruction needs have expanded due to increasing diversification of the student population, triggering increases of Full Time Equivalent (FTE) positions. Such situations often result in small class sizes and may be best suited to smaller classroom spaces. There is an ongoing need to forecast and calibrate building space, school staffing, and curriculum demands as related to traditional student needs as well as high needs student populations.

This will help leadership better understand trends, anomalies, and anticipated fluctuations in student enrollment and staffing demands, especially as related to the expanding high needs student populations. Student population needs are increasingly diverse and educational needs vary. Investments in these areas may position the Mansfield School District to assess participation in the state's School Choice Program in the future. As part of this work, explore opportunities to collaborate regionally, particularly for vocational and other specialized programs.



GOAL 6B.

Continue to be proactive rather than reactive in municipal services, infrastructure, schools, and capital planning.

| # | STRATEGY |
|-----|---|
| i | Regularly Update Facility Conditions Assessments (FCAs). |
| ii | Formally assess bridges and dams. |
| iii | Further develop a more comprehensive plan for emergencies and address specific needs before a crisis strikes. |

i. Regularly Update Facility Conditions Assessments (FCAs).

Facility Condition Assessments create a baseline for establishing accurate levels of preventive maintenance for buildings, facilities, systems and components. Developing and maintaining current condition assessments for all school and town municipal structures and facilities is critical to creating accurate budgets and meeting future financial obligations. Assessments evaluate a facility's ability to support and enable activities and meet both current and projected purposes. Utilizing a Facilities Condition Index (FCI) creates a regular and systematic approach with uniform evaluation and cost projection data, which will afford the town an enhanced perspective and understanding for predicting the useful life of buildings and facilities. This is of great value when planning for expenditures. In addition, FCAs help focus preventive maintenance programs and direct resources to where they are needed most.

As with other town buildings and facilities, conduct a full conditions assessment of the Mansfield Housing Authority's (MHA) needs. The MHA is responsible for over 150 units of housing spread across ten locations. In addition to the condition of the housing stock, the Housing Authority should assess susceptibility to severe weather and storm events. As part of this, they should review and update plans for emergency services and evacuation strategies for the elderly and disabled. This was identified as a key action item in the Town's *Municipal Vulnerability Preparedness (MVP) Plan and Community Resiliency Building Workshop Findings Report (2019)*.

ii. Formally assess bridges and dams.

Inspections are required to be performed on a regular basis by a Commonwealth of Massachusetts Registered Professional Engineer with appropriate related experience. Utilize standardized Phase I inspection reports to ensure evaluations are consistent and contain the same assessment steps and recommendations format. Dam inspections are required to be filed with the Department of Conservation and Recreation Office of Dam Safety. This was identified as a key action item in the Town's *Municipal Vulnerability Preparedness (MVP) Plan and Community Resiliency Building Workshop Findings Report (2019)*. Create a formal assessment, identify sites in need of immediate attention and create an action plan to address.

These projects could be funded through a Municipal Vulnerability Preparedness (MVP) Action Grant which provides resources to municipalities seeking to advance priority climate adaption actions to address climate change impacts resulting from extreme weather, sea level rise, inland and coastal flooding, severe heat, and other climate impacts. In 2019, the Town applied for grant funding and was denied.



iii. Further develop a more comprehensive plan for emergencies and address specific needs before a crisis strikes.

The Town already has an emergency plan in place but the Town's recent Municipal Vulnerability Preparedness (MVP) and Community Resiliency Building Workshop identified additional key components to add, such as updating local and regional evacuation routes and the town's municipal communication equipment. SRPEDD's Homeland Security Department offers administrative and financial support to the Southeast Regional Advisory Council (SRAC)—a group that can assist the Town in developing an evacuation plan.

The implementation of a reverse 911 system (also known as Code-Red) would provide Town officials with the ability to quickly deliver messages to targeted areas or the entire town in the event of an emergency. The mass notification system would be used to notify residents of emergency situations or important municipal announcements via mass phone calls, texts, and e-mails. As part of this system, the Town should update its municipal emergency communication equipment, including updating devices such as cell phones, text messaging devices, paging systems, satellite phones, radios, antennas and towers, video teleconferencing, and related equipment as needed.

Related prioritized needs arising from the MVP planning work should be addressed, including the acquisition of portable water pumps (severe storm and flood events) and portable generators as back-up power sources. Much of the identified equipment will be utilized at set locations and require on-site fueling; fuel tank trailers may be equally important to supply fuel to power the equipment during an emergency.

Vector-borne diseases are the result of infections transmitted to humans by blood feeding insects. In 2019 Eastern Equine Encephalitis (EEE) re-appeared in Massachusetts. Mansfield was noted in the Fall of 2019 to have a moderate EEE risk.¹ The virus is spread through the bite of an infected mosquito. It is often identified in mosquitoes found in and around freshwater and hardwood swamps, such as those found in Mansfield.

The creation of a plan would address human illnesses caused by parasites, viruses and bacteria that are transmitted by mosquitoes, sandflies, triatomine bugs, blackflies, ticks, tsetse flies, mites, snails and lice. The Massachusetts State Reclamation and Mosquito Control Board has developed the *Massachusetts Emergency Operations Response Plan for Mosquito-Borne Illness* (August 2019).

¹ <https://www.cdc.gov>; <https://www.mass.gov/orgs/departments-of-public-health>

GOAL 6C.

Promote energy-efficient buildings and adopt more sustainable practices town-wide.

| # | STRATEGY |
|-----|---|
| i | Establish an Energy Reduction Plan with specific actions/ goals for each municipal site/building within a larger, more comprehensive Energy Reduction Plan. |
| ii | Continue to pursue <i>Green Community</i> designation with the Massachusetts Green Communities Division. |
| iii | Explore ways to reduce food waste. |
| iv | Explore ways to shift the community's trash/waste management burden onto market forces. |

i. Establish an Energy Reduction Plan with specific actions/ goals for each municipal site/building within a larger, more comprehensive Energy Reduction Plan.

The Town could develop and apply uniform prioritization of facility betterment based on established energy reduction goals and comprehensive *Life Cycle Costing* analysis. They could consider utilizing tools, such as the EPA's *Sustainable Design & Green Building Tool Kit* and the LEED certification program from the US Green Building Council to advance green construction objectives. The Energy Reduction Plan is a requirement for seeking *Green Community* designation. As part of this plan, identify and adopt the most viable/feasible alternative energy options across the largest number and various types of facilities.

ii. Continue to pursue *Green Community* designation with the Massachusetts Green Communities Division.

A Green Community designation would allow Mansfield to apply for grants, technical assistance and support to develop initiatives to reduce local energy use and costs by implementing clean energy projects in buildings, facilities, and schools. At this time, 271 Massachusetts municipalities have become Green Communities. To become designated as a Green Community, Mansfield must adopt an Energy Reduction Plan outlining how to reduce energy use by 20 percent. The plan includes an energy-use baseline; goals for a five-year period as well as beyond five years; and a management plan for implementation, monitoring progress and oversight of the program.

iii. Explore ways to reduce food waste.

Food waste is the largest (almost 25 percent) component of most household trash. The US Environmental Protection Agency (EPA) notes, "Reducing food waste and re-directing excess food to people, animals or energy production provide[s] immediate benefits to both public health and the environment." Diverting food waste from landfills can save money and—when done strategically—can reduce food insecurity for in-need populations. Recent trends reflect that some of the populations most challenged by food access are less related to poverty. Instead, it is most commonly seen in single mothers and their families, the elderly, as well as African Americans and non-Hispanic adults.

Mansfield's Green Recycling Park and Compost Area primarily collects yard waste and bulky recycling materials not accepted through regular recycling pick-up, such as glass, tires, large electronics, and textiles. Black Earth Compost started compost collection in Mansfield on July 8th, 2019—but the Town could consider expanding its municipal program to include food waste and a municipal composting program. Such a program could also be integrated into Mansfield schools and other municipal buildings.

Identifying potential generators of excess food is an initial action in developing a plan. In 2014, MassDEP established a solid waste disposal ban for organizations that dispose of one ton or more of food waste per week. Re-directing food to Food Banks works to offset local food insecurity. Communities are exploring forward-looking approaches, such as diverting food that cannot be consumed to anaerobic digestion facilities, which allow the capture of bio-gas fuels, such as methane and bio-solid fertilizers, from the food decomposition process.²

² US EPA A winning formula: Making connections to turn food waste into energy, May 2019

MORE INFORMATION

PAY-AS-YOU-THROW

Neighboring communities, such as Attleboro, North Attleboro, Plainville and Sharon, have implemented “Pay-As-You-Throw” (PAYT) programs. These may be structured with standard issue receptacles and any waste beyond that is considered PAYT. Other communities have further restricted disposal and require all bags to be pay-as-you-throw (PAYT). These programs are typically structured in concert with regular recycling collection, bulky waste and yard waste collection/disposal.

There are 153 communities in the Commonwealth that have adopted variants of this program. In each of these municipalities, solid waste tonnage has been shown to be reduced by 25-50 percent through a combination of increased recycling, diversion to reuse, repair, donation, composting, and other methods of disposal. The Massachusetts DEP provides a community implementation guide to Pay-As-You-Throw Programs and offers grants of up to \$200,000 to help towns begin a PAYT program.

More Information: www.mass.gov/lists/pay-as-you-throw-paytsave-money-and-reduce-trash-smart
www.mass.gov/lists/pay-as-you-throw-paytsave-money-and-reduce-trash-smart

iv. Explore ways to shift the community's trash/waste management burden onto market forces.

Currently, Mansfield’s DPW oversees contracting with a waste management company to provide residents with weekly curbside trash and recycling pick-up. The Town also operates Mansfield Green Recycling Center, a recycling park to collect materials such as cardboard, glass, metals, white goods, with and without Freon, e-waste, plastic items #1 - #7 and yard waste that do not qualify for standard collection. Mansfield commercial operations have to make their own arrangements for trash (and recycling if possible) collections.

The town may want to explore alternatives to create a cost-effective and sustainable solution. This could include implementing a pay-as-you-throw program or collaborating with neighboring communities, such as the Towns of Norton and Easton, to create a regional waste management program. The Town of Norton does not provide trash services—instead residents must individually coordinate with a private provider.

GOAL 6D.

Continue to grow Mansfield’s fiscal sustainability and self-sufficiency.

| # | STRATEGY |
|-----|--|
| i | Continue to institutionalize and formalize protocols to allow for consistent asset assessment, decision making and project prioritization. |
| ii | Expand interdepartmental collaboration and resource sharing to further develop efficiencies and maximize value and services offered to the public. |
| iii | Continue to explore opportunities for regional consolidation of municipal services, using the Mansfield-Foxboro-Norton model. |
| iv | Continue to support and look for opportunities to support broader economic development goals at Mansfield’s Municipal Airport site. |

i. Continue to institutionalize and formalize protocols to allow for consistent asset assessment, decision making and project prioritization.

Continue to conduct asset inventory operations to advance accurate inventories, needs and demand forecasting. Expand the existing data base regularly to address more assets and develop more informed understanding of the Town’s short as well as long-term needs. Standardize and formalize protocols to allow for consistent municipal asset assessment, decision making, and project prioritization based on a clear approach and methodology.

Life Cycle and Operations and Management forecasting is a standardized tool for making “Approve/Deny” decisions on all projects that require capital investment. Assess building equipment as part of the process, evaluating performance, age and current observed conditions. Continue to develop Municipal Buildings Baseline data followed by a full Conditions Assessment and evaluations of Demand and Usage. Develop and apply a uniform prioritization of betterments based on comprehensive Life Cycle Costing analysis.

ii. Expand interdepartmental collaboration and resource sharing to further develop efficiencies and maximize value and services offered to the public.

In recent years, Mansfield’s departments have fostered a culture of interdepartmental collaboration and teamwork—focusing on serving residents efficiently and proactively. Support expanding Town programming and services by ensuring that departments have adequate staffing and resources. Recognize that regular investment in human (staff) and fiscal resources in the near-term to inventory, assess and update data regarding town assets greatly improves the ability of the Town to make sound, long-term decisions on programs and investment in the future. This could also include providing more regular opportunities for department managers to come together and share knowledge and concerns—and problem-solve solutions together.

iii. Continue to explore opportunities for regional consolidation of municipal services, using the Mansfield-Foxboro-Norton model.

Building on the town’s recent successful regional collaborations, such as the Mansfield-Foxboro-Norton Wastewater Regional District and Treatment Facility and Southeastern Massachusetts Regional 911 District (also referred to as the Primary Public Safety Answering Point), look for other opportunities to consolidate and collaborate with regional partners on service provision.

iv. Continue to support and look for opportunities to support broader economic development goals at Mansfield’s Municipal Airport site.

Mansfield has one of 37 public-use airports located in Massachusetts. According to AirNav, flight data released by the Federal Aviation Administration (FAA), Mansfield’s airport averages approximately 131 flights per day—accommodating business flights, chartered and recreational flights, and law enforcement among others. It is overseen by the Mansfield Airport Commission. The primary runway is paved and stretches 3,500 linear feet long—prohibiting larger, but quieter, corporate jets from flying into the airport when visiting businesses in the industrial park.

While general aviation is the primary use of the airport, there is a popular breakfast/lunch restaurant in the hanger and AeroVenture, a private company, provides training and lessons to prospective pilots as well as certifications for drone pilots. As a center of business, the airport helps contribute to the overall tax base of Mansfield. Mansfield should continue to look for opportunities to capitalize on this unique economic and transportation asset.



MANSFIELD TODAY AND YESTERDAY

PHASE I - EXISTING CONDITIONS ANALYSIS

Chapter 1: Housing and Demographics

Introduction

The characteristics of a town's residents, such as their life stage, wealth, household size, and race/ethnicity, are closely linked to the characteristics of a town's housing stock. The characteristics of a town's housing stock are affected by historical development patterns; the regional and local housing market; physical and environmental factors; the regulatory environment; and the availability of land for development or redevelopment. To understand local housing needs and demand, one must also understand local and regional demographic characteristics and trends. This section of the Master Plan will identify Mansfield's issues and opportunities with the preservation and development of housing in the community. The analysis of existing conditions draws from the recently completed *2016 Mansfield Housing Production Plan*.

Trends and Challenges

- While Mansfield experienced rapid population growth in the decades prior to 2000, since that time, growth has largely leveled off.
- About 1,752 people live alone in Mansfield, about 522 who are 65 years or older.
- Mansfield's older adult population is growing at a more rapid rate compared with county and state-wide trends. An aging population often will need more accessible housing options.
- Although Mansfield permitted more multi-family units than any other neighboring community between 2000 and 2014—and between 2015-2017 permitted an additional 93 multi-family units, the majority of its housing (about 63 percent) was single-family detached houses, according to the 2013-2017 ACS estimates.
- Mansfield's rental housing is spread over many housing types. A greater share of Mansfield's renter housing stock is single-family houses (10 percent) compared to multi-family buildings with 50 or more units (8 percent).
- About 27.5 percent (651) of renter householders in Mansfield are estimated to be 25-34 years old, followed by about 20.5 percent (484) are 55-65 years old. About 33.1 percent (2,022) of homeowners are estimated to be 45-54 years old, followed by about 21.2 percent (1,295) to be 55-64 years old.
- Over half of 65 years or older living alone rent their home and about 44 percent of this population own their home.
- There is a mismatch between household composition/size and unit size indicating a need for more smaller, more financially-attainable housing options including one-bedroom and studio options. About 22 percent of Mansfield's households are single people living alone and about 35 percent of households are couples with no children—almost 57 percent of Mansfield's total households. Yet, less than an estimated 15 percent of Mansfield's housing stock is built with studios or one-bedroom units. About 65 percent (5,697 units) of the housing stock has three bedrooms or more.
- While Mansfield is a relatively affordable community compared to other communities in the region, many households with limited means including seniors on fixed-income continue to struggle with housing costs. In Mansfield, between 2000 and 2017, median income increased roughly 67 percent, whereas median sales prices for all units rose about 79 percent in the same period.
- Mansfield's percentage of subsidized housing is likely to fall below the state's 40B goal of 10 percent in the next few years without successful efforts to preserve expiring affordability restrictions Mansfield Meadows and Village at Mansfield Depot and/or development of new affordable housing units.

Inventory of Existing Conditions

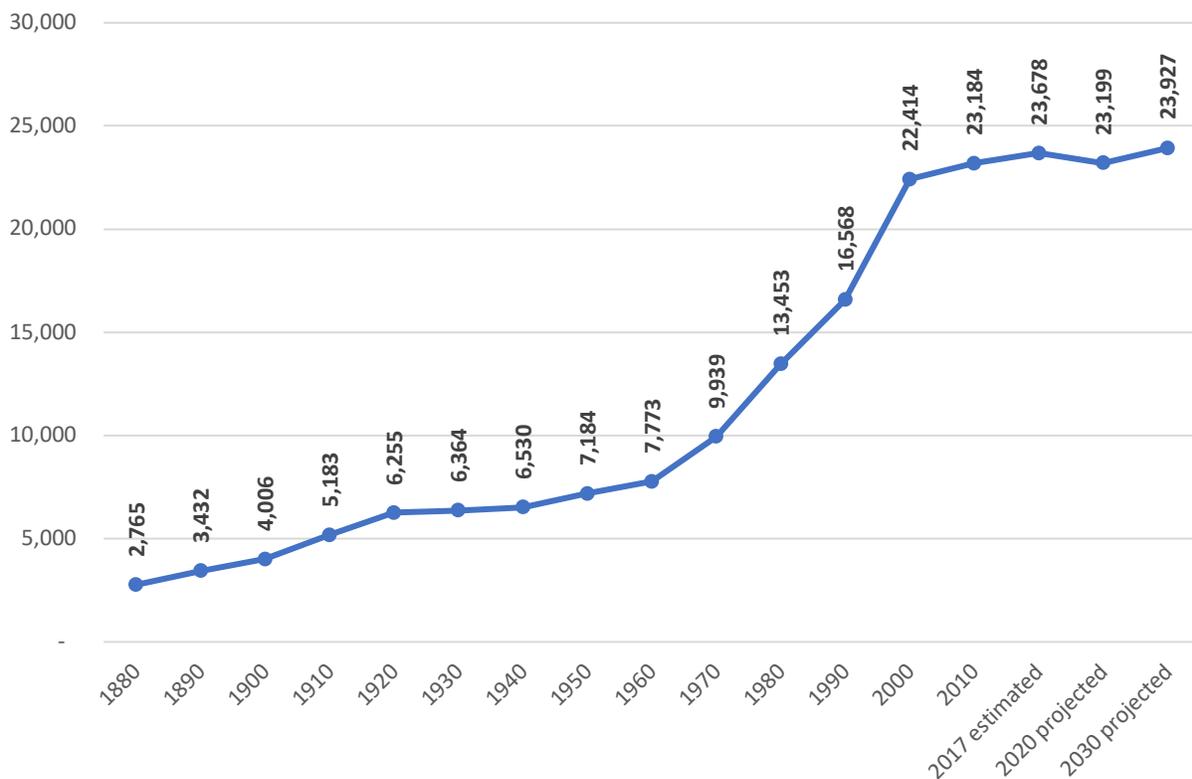
DEMOGRAPHICS

Mansfield’s population grew from about 16,500 residents in 1990 to almost 23,700 per the 2017 ACS estimates—increasing about 44 percent.¹ The most rapid growth occurred between 1990 and 2010 then leveled off—between 2010 and 2017, the population grew only 2 percent roughly. This is comparable to growth trends in Bristol County, which grew about 1.6 percent in the same period.

Population and housing growth is a two-sided, albeit complex, relationship. Population change leads to changing demand for housing while the amount and type of housing supply influences the opportunities for change in population and household composition. In Mansfield, population growth has been slower than housing growth in the period between 1970-2017. In this period, population grew roughly 138 percent while net new housing units grew about 189 percent. However, between 1990 and 2000 population growth exceeded housing growth—the population grew about 35 percent while housing units grew about 28 percent. More recently, between 2010 and 2017, population is estimated to have grown about 2 percent while housing units grew about 4.5 percent.

Graph 1.1. Mansfield Population, 1880-2030

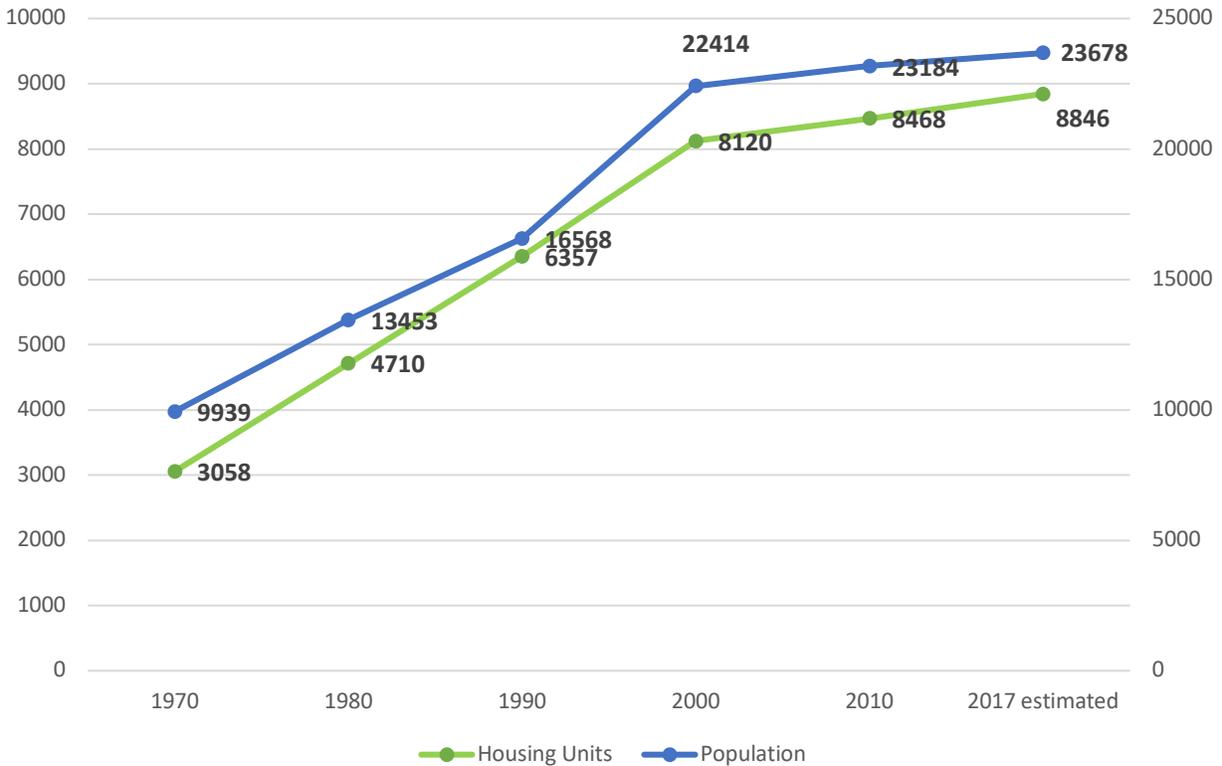
Source: 2013-2017 ACS Table DP05; US Census; 2016 HPP; MassDOT/UMDI 2018 Projections



¹ 2013-2017 American Community Survey 5-Year Estimates (2017 ACS), Table DP05.

Graph 1.2. Mansfield Housing Units and Population 2000-2017

Sources: 2013-2017 ACS Table DP04, 2006-2010 ACS Table DP04, 2000 Census Table DP-1, 1990 Census of Population and Housing



HOUSEHOLD GROWTH AND COMPOSITION

The US Census defines a “family” as a group of two people or more (one of whom is the householder) related by birth, marriage, or adoption and residing together; all such people (including related subfamily members) are considered as members of one family. The term “non-family households” includes individuals living alone and those living with roommates who are not related by birth, marriage, or adoption.

Per 2017 American Community Survey (ACS) estimates, Mansfield has about 8,471 households, an increase of less than 1 percent from 8,399 in 2010. The estimated average household size for all households was 2.79 persons per household (pph) - 3.26pph for families and 1.24 pph for non-family households.

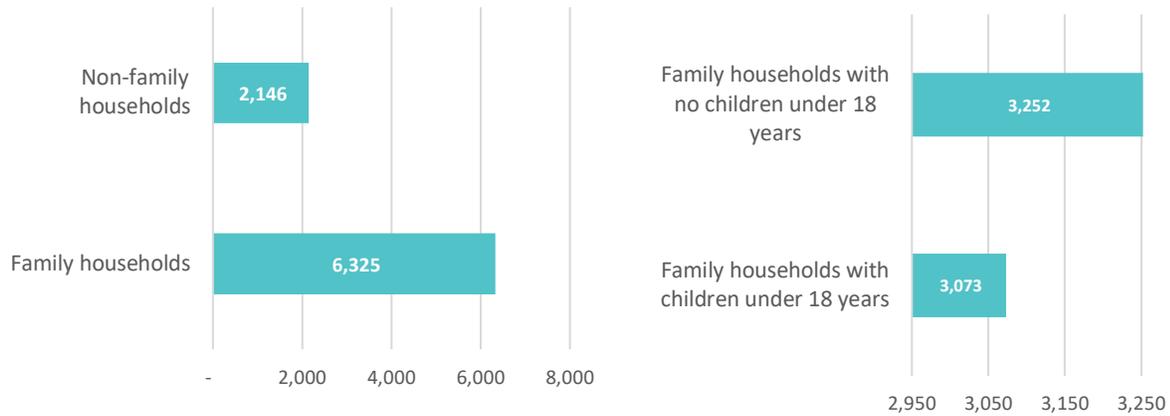
Mansfield’s households were estimated to be primarily family households (almost 75 percent or about 6,325 households).² This is a slight increase in family households from 5,859 (74 percent) in 2000 and 6,021 (72 percent) in 2010. Per the 2017 ACS, about 49 percent of family households have children under 18 years old. Mansfield has about 552 households with single-parents (a householder, no spouse present, with children under 18 years)-about 18 percent of all family households with children.

Per 2017 ACS estimates, about 1,752 (82 percent of nonfamily households) live alone and about 522 people who are living alone are 65 years or older (18 percent of total people living alone). In Bristol County, about 82 percent of nonfamily households also live alone and about 39 percent are 65 years old and over. Since the

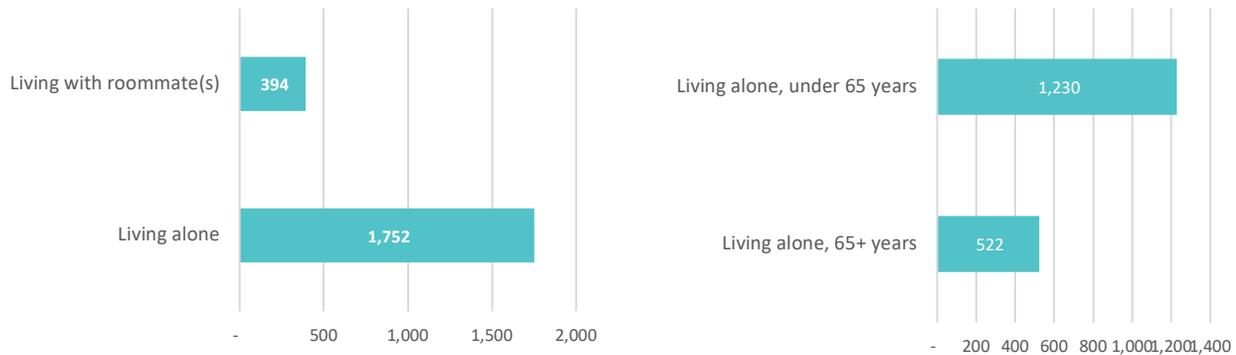
² 2013-2017 ACS Table S1101

2010 Census, the number of people living alone in Mansfield is estimated to have declined about 9.4 percent with less 65 years or older.³

Graph 1.3. Mansfield Household Composition, 2017⁴



Graph 1.4. Mansfield Nonfamily Household Composition, 2017⁵



AGE OF POPULATION

As explained in the *2016 HPP*, between 2000 and 2010, Mansfield’s median age rose by nearly five years. The share of Mansfield’s population older than 64 years old grew at a rate of nearly 34 percent—approximately ten times faster than the working-age population (20-64 years old).⁶ Mansfield’s population is also aging at a greater rate than the county or state. During the same ten-year period, the population older than 64 increased about 3.1 percent in the region and 4.9 percent in the state.

More recently, between the 2010 Census counts and the 2017 estimates, the population older than 64 years old grew from about 8 percent of Mansfield’s total population to about 9.6 percent in 2017. This older

³ Per the 2010 Census, there were 1,934 people living alone (81 percent of nonfamily households) and 592 people living alone were 65 years or older (31 percent of total people living alone).

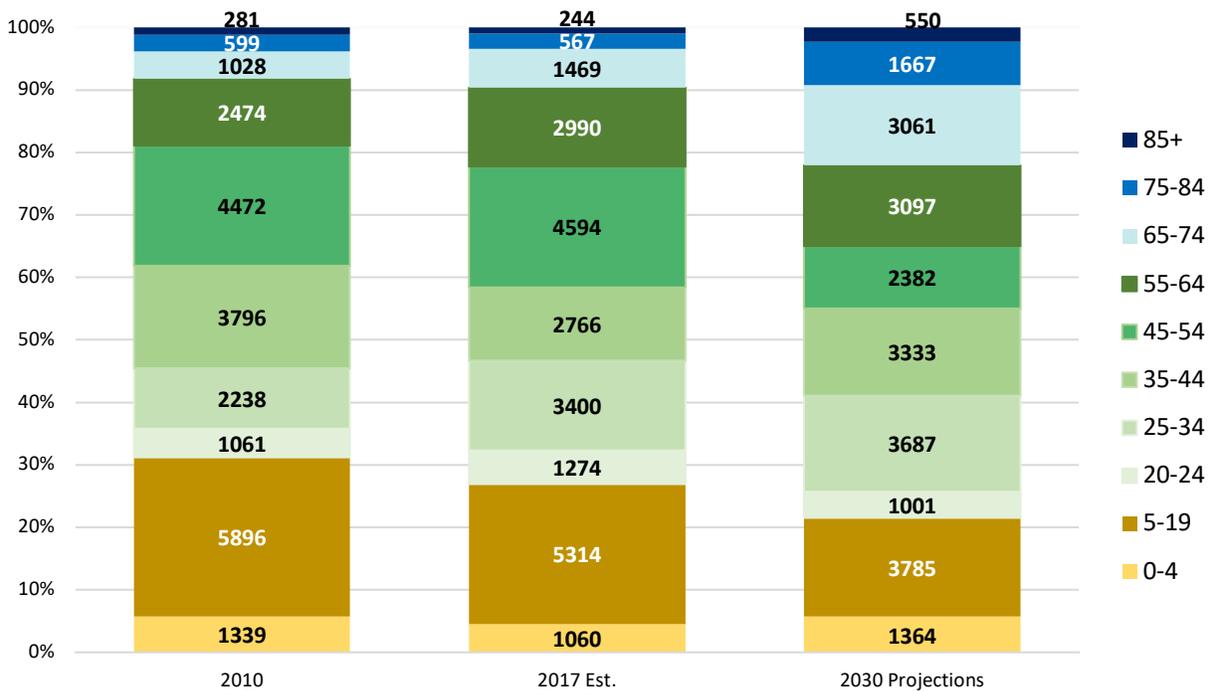
⁴ 2013-2017 ACS Table S1101

⁵ 2013-2017 ACS Table S1101

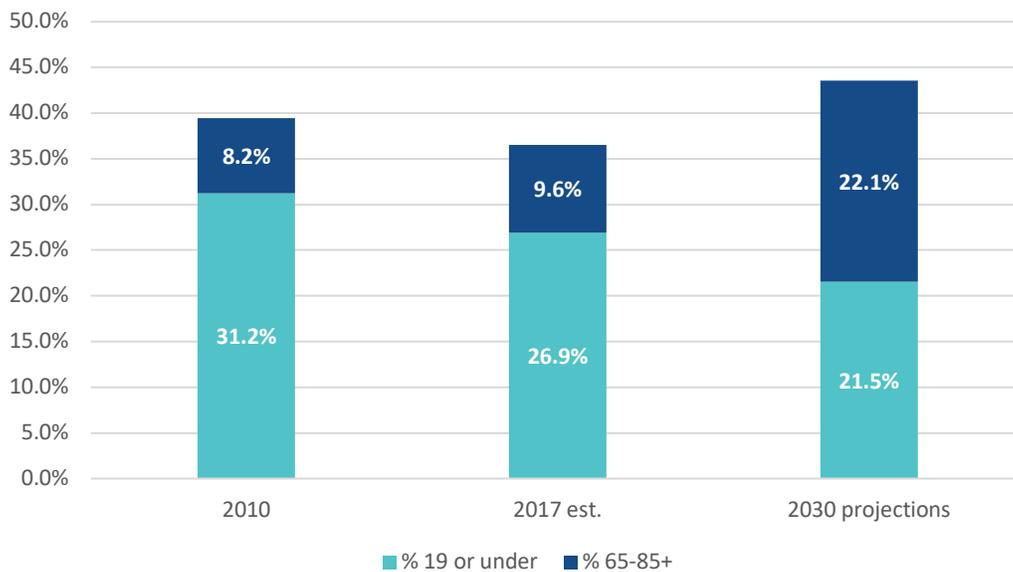
⁶ During this same time period, Mansfield’s school age population declined.

population segment is expected to continue to increase. Projections indicate that the population older than 64 years old could grow to be about 22 percent of the total town population by 2030.

Graph 1.5. Mansfield Population by Age, 2010-2030⁷



Graph 1.6. Mansfield Population by Share of Older and Younger Population, 2010-2030⁸



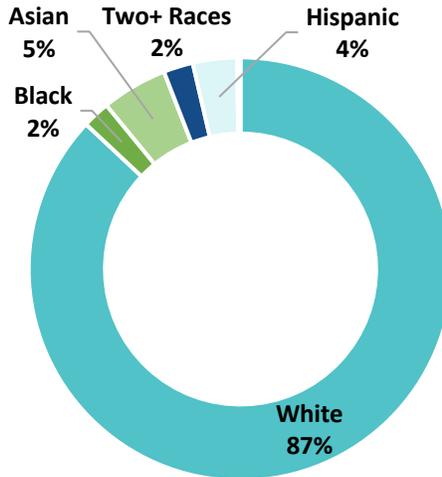
⁷ 2013-2017 ACS, and MassDOT/UMDI 2018 Population Projections

⁸ 2013-2017 ACS, and MassDOT/UMDI 2018 Population Projections

RACE AND ETHNICITY OF POPULATION

As the 2016 HPP explains, the racial and ethnic composition of Mansfield has changed over the past decade. Although the majority of Mansfield residents identify as White (87 percent of the population), there are more residents today who identify as non-white when compared to 2010.⁹ Of the population that identifies as a race or ethnicity other than white (13 percent of the total population), Asian and Black/African American are the two groups which have grown the most since 2010.

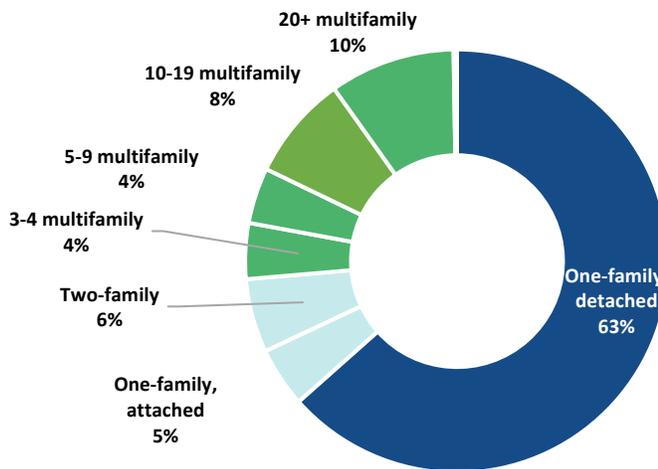
Graph 1.7. Mansfield Population by Racial Identity/Ethnicity, 2017¹⁰



HOUSING STOCK BY HOUSING TYPE AND TENURE

Based on the 2017 ACS estimates, single-family detached houses continue to make up the majority (63 percent) of the town's housing stock.

Graph 1.8. Mansfield Housing Units by Type, 2017¹¹



⁹ In 2010, about 93 percent of the population identified as White.

¹⁰ 2013-2017 ACE Table DP05

¹¹ 2013-2017 ACS, Table B25024

Between 2000 and 2014, Mansfield permitted more multi-family units (563 units) than any other neighboring community, and between 2015-2017 permitted an additional 93 multi-family units.¹² However, other neighboring communities, such as Plainville, Attleboro, and North Attleboro, have a smaller share of their housing stock in single-family detached houses (and thus have greater housing options) than Mansfield. Single-family detached houses make up a greater share of the housing stock in Foxborough, Easton, Norton, and Sharon.

Table 1.1. Mansfield and Surrounding Municipalities Single Family Houses as Percent of Total Housing Stock, 2017

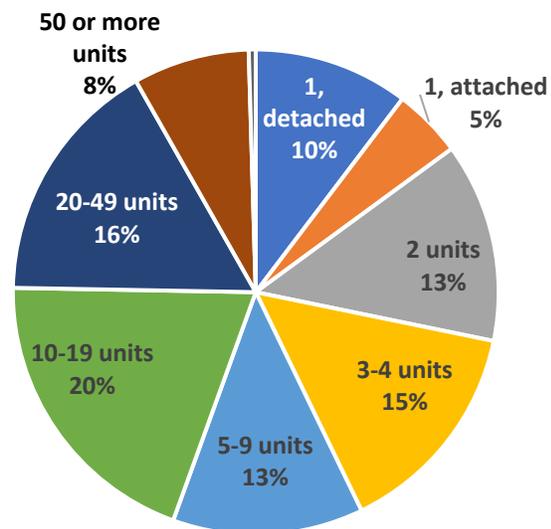
| Town/City | % Single-Family Detached |
|--------------------|--------------------------|
| Plainville | 55% |
| Attleboro | 56% |
| North Attleborough | 59% |
| Mansfield | 63% |
| Foxborough | 64% |
| Easton | 69% |
| Norton | 70% |
| Sharon | 81% |

Source: 2013-2017 ACS, Table B25024

About 28 percent (2,363 units) of Mansfield’s housing units are rentals – in 2010, about 27.6 percent of housing units were rentals. Mansfield’s rental housing is spread over many housing types. Most are in 10-19-unit multifamily buildings (20 percent or 467). A greater share of Mansfield’s renter housing stock is single-family houses (10 percent) compared to multi-family buildings with 50 or more units (8 percent).

Unsurprisingly, as rental housing is often located in multifamily buildings, Mansfield is also in the middle when comparing its percentage of rental housing with surrounding municipalities. Plainville, Easton, Norton, and Sharon have a smaller share of rental housing stock and North Attleborough, Attleboro, and Foxborough have a greater share.

Graph 1.9. Mansfield Rental Units by Housing Type¹³



¹² SRPEDD *Mansfield Housing Production Plan*, 2016, page 22 for 2000-2014 building permit data and Mansfield Building Department for 2015-2017 data.

¹³ 2013-2017 ACS, Table B25032

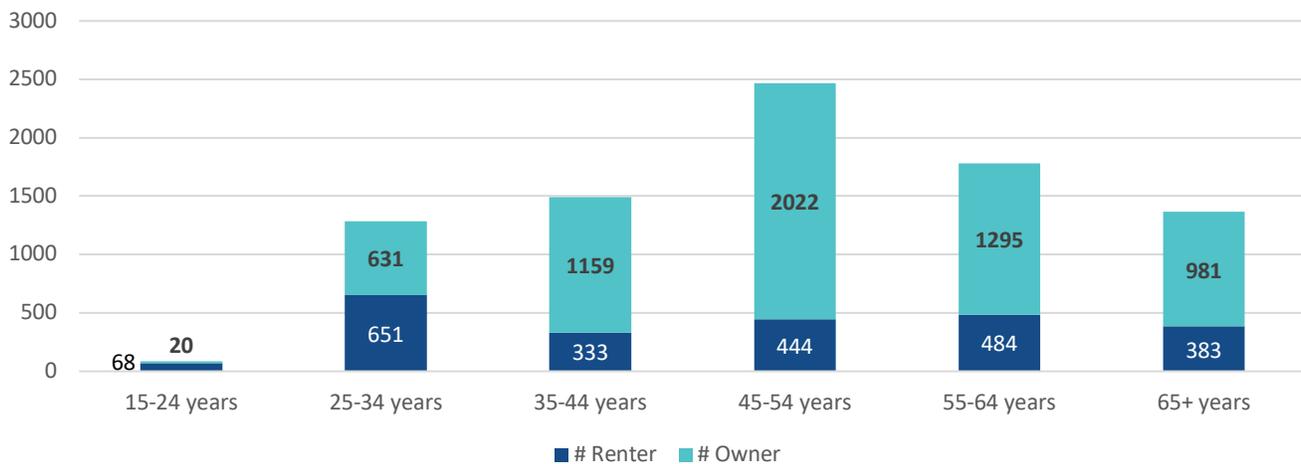
Table 1.2 Mansfield and Surrounding Municipalities Percentage of Rental Units , 2017

| Town/City | %Rental |
|--------------------|------------|
| Sharon | 14% |
| Norton | 16% |
| Easton | 18% |
| Plainville | 26% |
| Mansfield | 28% |
| North Attleborough | 30% |
| Attleboro | 34% |
| Foxborough | 35% |

Source: 2013-2017 ACS, Table B25024

Renter householders in Mansfield tend to be younger while owner householders tend to be middle-aged. About 27.5 percent (651) of renter householders in Mansfield are estimated to be 25-34 years old, followed by about 20.5 percent (484) are 55-65 years old. About 33.1 percent (2,022) of homeowners are estimated to be 45-54 years old, followed by about 21.2 percent (1,295) to be 55-64 years old. Of the estimated 522 householders 65 years or older living alone, over half (56 percent or about 292 older adults) rent and about 44 percent (230 older adults) own their housing unit.

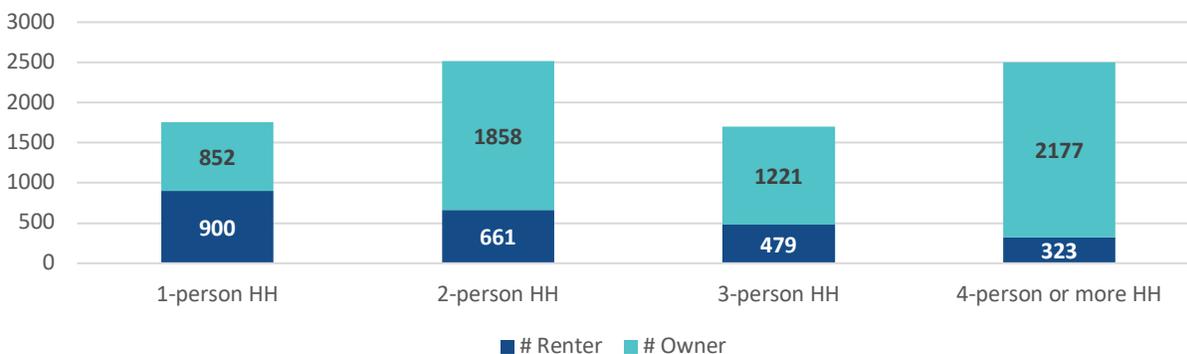
Graph 1.10. Mansfield Age of Householder by Tenure, 2017¹⁴



About 38 percent of renter households in Mansfield are estimated to be one-person households and 28 percent are two-person households. About 36 percent of owner households are estimated to have four or more people and about 30 percent are two-person households.

¹⁴ 2013-2017 ACS, Table B25007

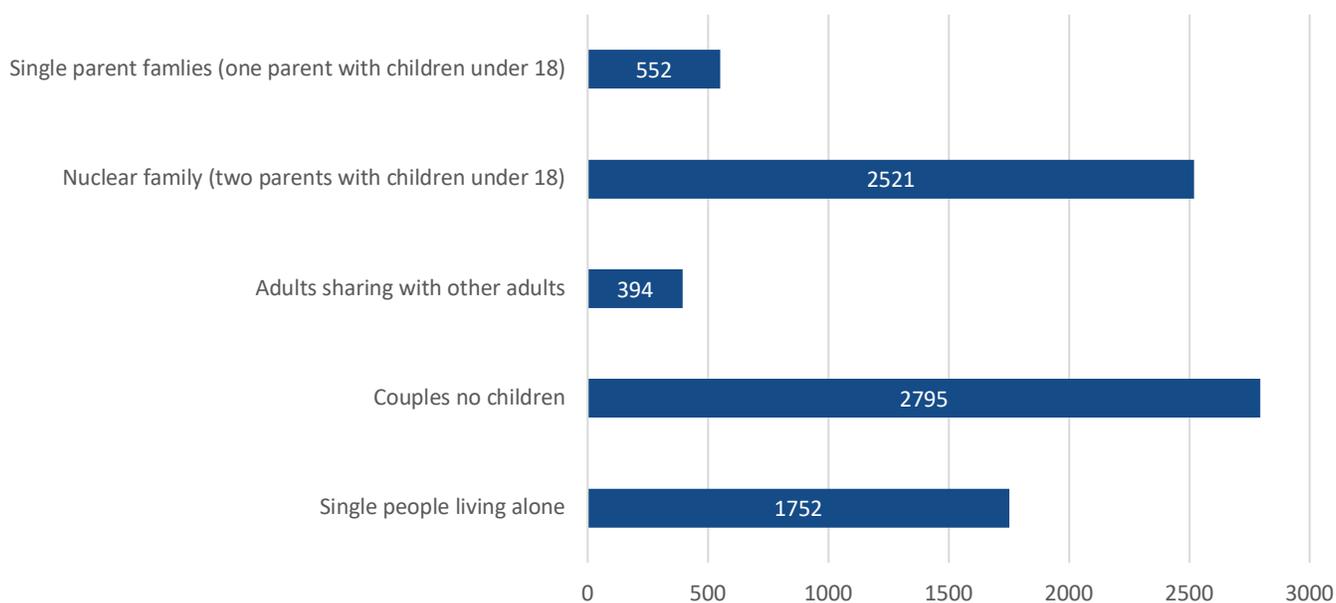
Graph 1.11. Mansfield Household Size by Tenure, 2017¹⁵



HOUSING STOCK BY NUMBER OF BEDROOMS

As illustrated in AARP's *Making Room: Housing for a Changing America*, America's household compositions and residential preferences are changing. In addition to the country's population aging, living arrangements are also changing.¹⁶ Many people are living alone or with roommates (both young and old), many are delaying marriage or starting a family. Many are raising their children on their own. However, the housing stock in many communities is not keeping up with these changes in household compositions.

Graph 1.12. Mansfield Household Types, 2017¹⁷



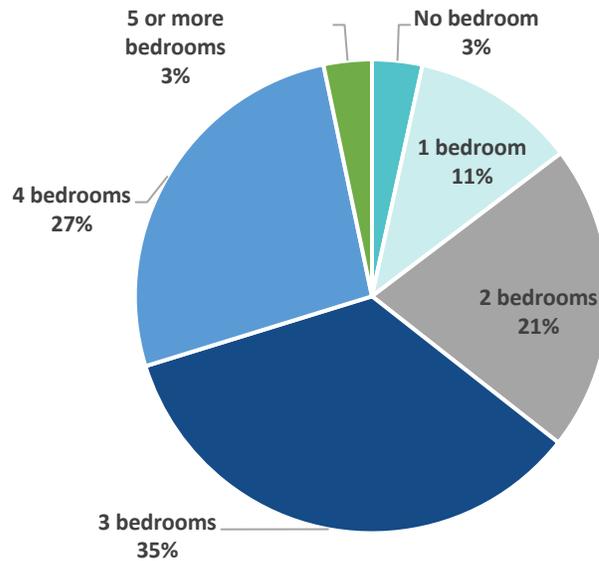
Yet, less than an estimated 15 percent of Mansfield's housing stock is built with studios or one-bedroom units. About 65 percent (5,697 units) of the housing stock has three bedrooms or more. There is a mismatch between the types of units available in Mansfield and the types and size of its households.

¹⁵ 2013-2017 ACS, Table S2501

¹⁶ AARP, *Making Room: Housing for a Changing America*, 2019.

¹⁷ 2013-2017 ACS, Table S2501

Graph 1.13. Mansfield Housing Units by Number of Bedrooms, 2017¹⁸



HOUSEHOLD INCOME

Mansfield has become more affluent and is affluent compared to many of its surrounding communities. Mansfield’s estimated median household income is \$111,141 per the 2017 ACS. Mansfield has the second highest median income when compared to its neighbors. Only the Town of Sharon has a higher median household income at about \$132,734.

Similarly, Mansfield’s estimated median family income is among the highest in the immediate region at \$125,876. For non-family households—which includes single-person households who report lower incomes than households with multiple earners, the estimated median income is \$60,633. The estimated median income for owner households is \$130,211 compared to \$64,336 for renter households.

Table 1.3. Mansfield and Surrounding Municipalities Median Income , 2017

| Town/City | Median HH Income | Median Family Income | Median Non-Family Income |
|--------------------|------------------|----------------------|--------------------------|
| Attleboro | \$70,136 | \$89,918 | \$36,716 |
| North Attleborough | \$87,093 | \$106,772 | \$42,891 |
| Plainville | \$93,889 | \$107,939 | \$51,321 |
| Easton | \$105,380 | \$117,582 | \$54,363 |
| Foxborough | \$98,199 | \$117,976 | \$61,198 |
| Norton | \$102,869 | \$118,291 | \$49,944 |
| Mansfield | \$111,141 | \$125,876 | \$60,633 |
| Sharon | \$132,734 | \$144,286 | \$61,190 |

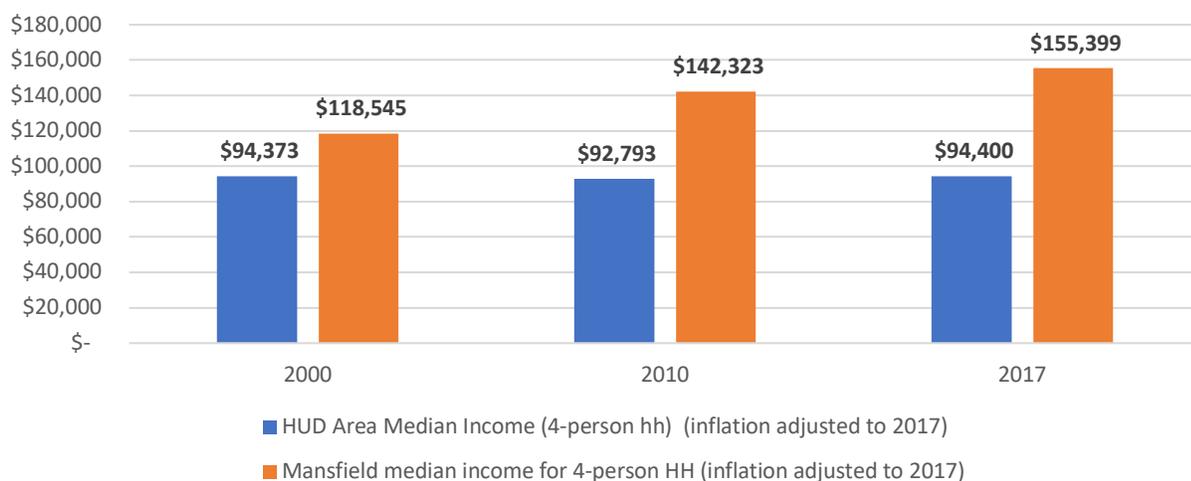
Source: 2013-2017 ACS, Table S1903

¹⁸ 2013-2017 ACS, Table B25041

Some residents and town officials have reported that they perceive that newer town residents have higher incomes than in the past.¹⁹ This community perception may be supported by income analysis from the census. Comparing Mansfield’s median household income to the median income of the region between 2000-2017, indicates that, although the median income of Mansfield households have been higher than in the region in the past, more recently the income gap is increasing.

As illustrated in the figure below, per 2000 US Census sample data, the median income for a four-person household in Mansfield was \$118,545 (adjusted for inflation to 2017 dollars) whereas the Area Median Income (AMI) for a four-person household in the HUD Metropolitan Statistical Area (MSA) was \$94,373 (inflation-adjusted) – a gap of just over \$24,000. In 2010, Mansfield’s median income for a four-person household was \$142,323 (inflation-adjusted) and the AMI was \$92,793 – a gap of close to \$50,000. In 2017, this gap increased to almost \$61,000. Mansfield’s median income for a four-person household was \$155,399 and the AMI was \$94,400.

Graph 1.14. Median Family Income for Four-Person Household by Town and HUD Metropolitan Statistical Area, 2000-2017 (Inflation-Adjusted to 2017 dollars)²⁰



HOUSING COSTS

Nationally, the cost of housing has risen dramatically in recent decades, but median household income has not.²¹ This has led to many households struggling to afford housing. This trend is reflected in Mansfield’s sales prices but not with its rents. In Mansfield, between 2000 and 2017, median income increased roughly 67 percent (or 16 percent as adjusted for inflation), whereas median sales prices for all units rose about 79 percent in the same period (or 24 percent as adjusted for inflation). Meanwhile, in the same period, estimated median rent prices in Mansfield increased at a comparable rate to median household income, with an increase of about 66 percent (or 15 percent as adjusted for inflation.)

Ownership Housing Costs

Mansfield’s 2018 median sales price (for both single-family houses and condominiums) are considered moderate housing prices when compared with its neighbors. Mansfield’s 2018 median sales was \$389,450.

¹⁹ Mansfield Master Plan Housing Focus Group, June 12 2019.

²⁰ HUDUSER Income Limits Database; 2017 and 2010 ACS Table B19019; 2000 US Census SF4 Sample Data, Table PCT118; CPI Inflation Calculator, US Bureau of Labor Statistics.

²¹ AARP, Making Room: Housing for a Changing America, 2019

The lowest median sales price was Attleboro’s with \$305,000. Sharon has the highest median sales price (\$520,000)—almost \$150,000 more than Mansfield.

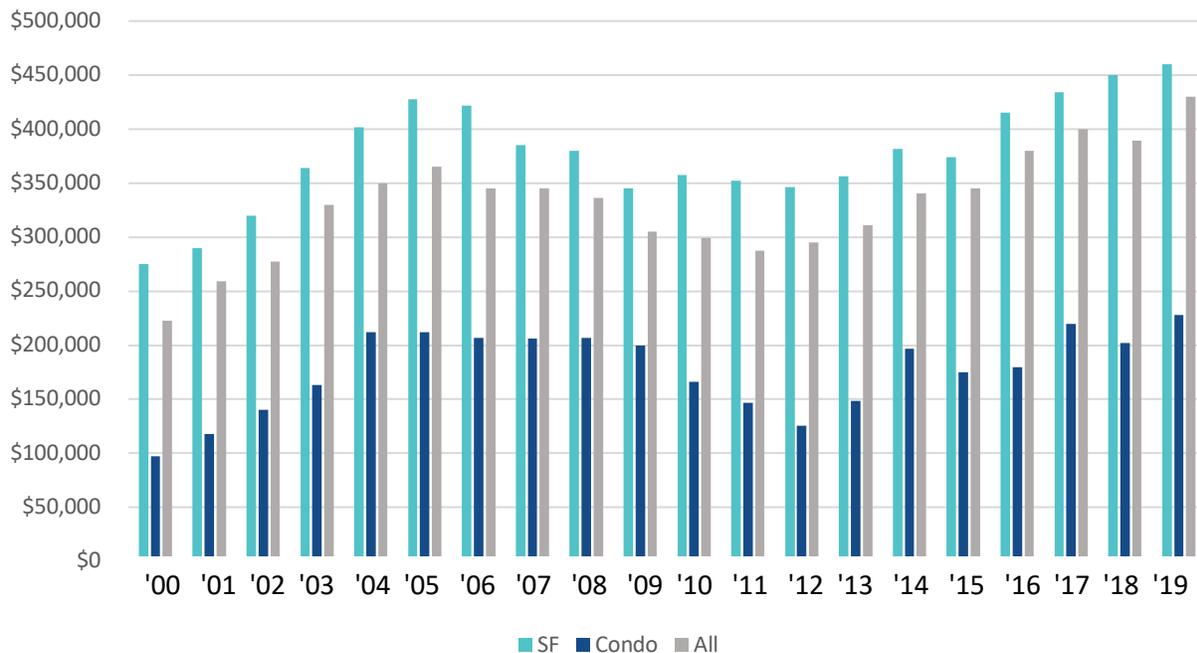
Table 1.4. Mansfield and Surrounding Municipalities Median Sales Price, 2018

| Town/City | | Median Sales Price (all) 2018 |
|-----------|--------------------|-------------------------------|
| 1 | Sharon | \$520,000 |
| 2 | Foxborough | \$429,000 |
| 3 | Easton | \$392,000 |
| 4 | Mansfield | \$389,450 |
| 5 | Plainville | \$357,400 |
| 6 | Norton | \$355,000 |
| 7 | North Attleborough | \$335,000 |
| 8 | Attleboro | \$305,000 |

Source: The Warren Group, Town Stats, Accessed August 2019

During the Great Recession, Mansfield’s median housing prices reached a low of \$345,000 for single-family houses in 2009 and \$125,500 for condominiums in 2012. Since then, the median sales price for single-family houses in Mansfield has increased 30 percent with the 2018 median sales price at \$450,000 (about 5 percent higher than 2005 peak of \$427,450). While the median sales price for condominiums increased about 75 percent with the 2018 median sales price at \$202,000 (about 5 percent lower than the 2005 peak of \$212,000).

Graph 1.15. Mansfield Sales Price by Year, 2000-2019²²



²² The Warren Group, Town Stats, accessed August 2019.

Rental Housing Costs

Estimated median monthly rents increased about 15 percent between 2000 and 2017—increasing from about \$679 in 2000 to about \$999 in 2010 and to \$1,129 in 2017. Note this data reflects estimates from samples and are, therefore, often lower than actual rents.

Mansfield’s 2017 median contract rent price are moderate in comparison to other neighboring communities. Mansfield’s estimated 2017 median contract rent was \$1,129. The lowest median rent of surrounding communities was in Attleboro (\$885) and the highest was in Sharon (\$1,611).

Table 1.5. Mansfield and Surrounding Municipalities Median Contract Rent, 2018

| Town/City | | Median Contract Rent Price (all) 2017 |
|-----------|--------------------|---------------------------------------|
| 1 | Sharon | \$1,611 |
| 2 | Foxborough | \$1,271 |
| 3 | Easton | \$1,180 |
| 4 | Plainville | \$1,165 |
| 5 | Mansfield | \$1,129 |
| 6 | Norton | \$989 |
| 7 | North Attleborough | \$910 |
| 8 | Attleboro | \$885 |

Source: 2013-2017 ACS, Table B25058

AFFORDABILITY

Mansfield is a relatively affordable community - the sales price that a household with Mansfield’s median household income could afford is comparable to the median sales price in the town. A household with Mansfield’s estimated median household income of \$112,141 could afford to purchase a house priced at roughly \$410,000 and the median sales price for all sales in Mansfield in 2019 (Jan-June) was \$429,950 - a gap of less than \$20,000. However, Mansfield households have higher incomes compared with the region. The FY19 area median income (AMI)²³ is \$106,500. A household with this income could afford to purchase a house of roughly \$389,000. With 80 percent AMI²⁴, a four-person household could afford to purchase a house of roughly \$265,000. A four-person households with 80 percent AMI has an income at or below \$75,500 (per FY2019 HUD Income Limits).

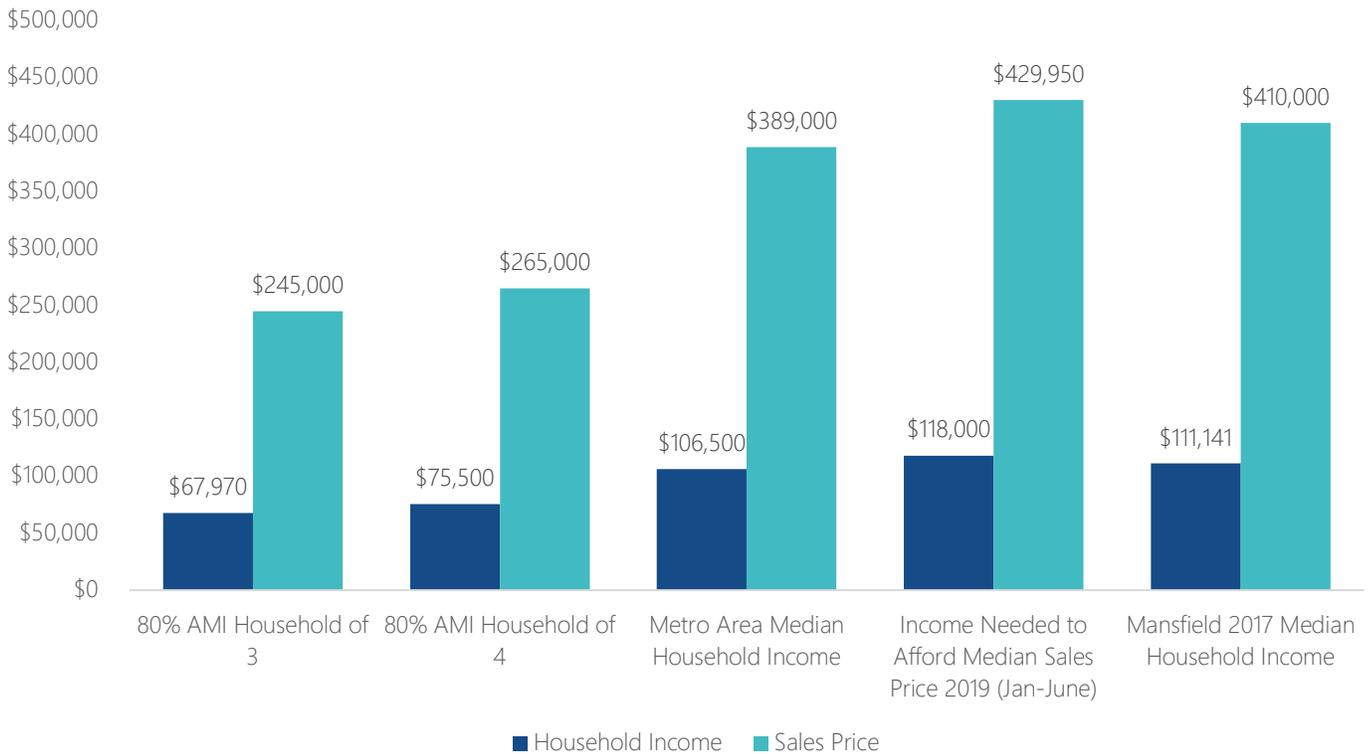
While Mansfield is a relatively affordable community compared to other communities in the region, many households with limited means including seniors on fixed-income continue to struggle with housing costs.

²³ Mansfield is part of the Taunton-Mansfield-Norton, MA HUD Metro FMR for purposes of determining the area median income.

²⁴ Eighty percent AMI is the maximum income to qualify for affordable housing that counts on the state’s Subsidized Housing Inventory under MGL c.40B, as described more in the following pages.

Graph 1.16. Affording Housing in Mansfield at Various Prices and Incomes

Source: DHCD Sales Price Calculator, JM Goldson calculations using FY2019 tax rate, assumes 30-year fixed mortgage, 10 percent down payment, 3.80 percent interest rate, and housing costs at or below 30 percent gross



VACANCY RATES

Vacancies are an essential measure of the state of the housing market. Vacant units represent the supply of homes that exceeds demand, which is related to economic trends. Vacancy rates are measured as a percent of total housing units. A low vacancy rate is one of many factors that can result in upward pressure on housing prices. Vacancy rates above 2 percent for ownership units and 5.5 percent for rental units are the approximate thresholds that statistical models tell us is needed to stabilize housing prices in the region.²⁵

Ownership vacancy rates in Mansfield are below the two-percent-threshold for stabilized prices. Between 2000 and 2017, the vacancy rate for ownership units ranged from 0.3 percent in 2000 to 1.0 percent in 2010 and back to about 0.2 percent in 2017. There are also many other factors that beyond vacancy rates that can put upward pressure on ownership housing prices including a strong economy, rising household income, population growth, and low mortgage rates.²⁶

Rental vacancy rate estimates for Mansfield varied from 2.9 percent in 2000, 6.6 percent in 2010, 1.7 percent in 2016, and 1.8 percent in 2017.²⁷ All but the estimated 2010 vacancy rate for rental units were well below the healthy 5.5 percent vacancy threshold. Other factors beyond supply can also put upward pressure on rents including a strong economy, increased income inequality, and changing household compositions—such as an increase in households delaying marriage or having children.

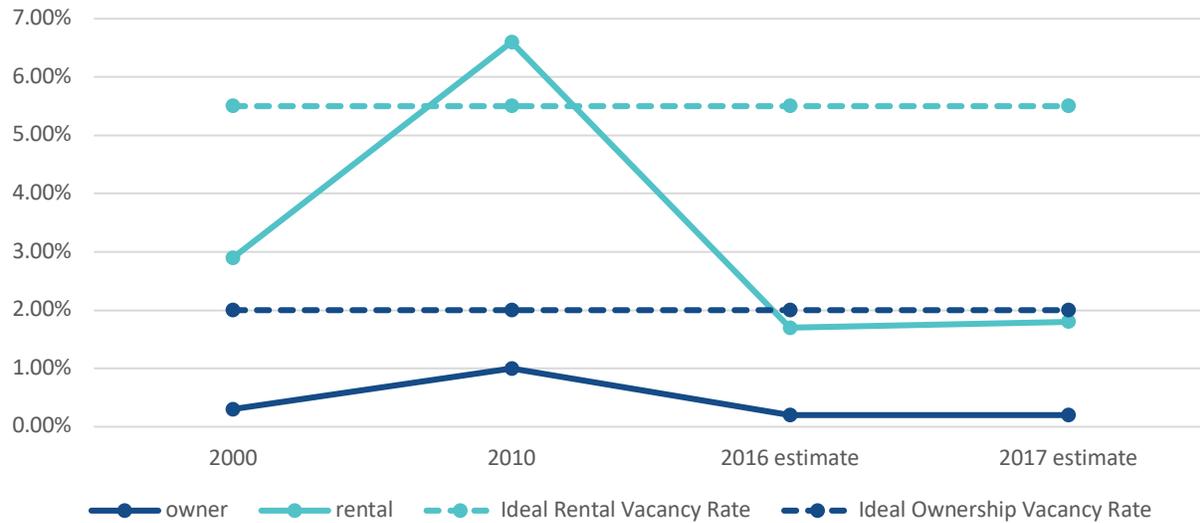
²⁵ The Greater Boston Housing Report Card 2017, November 2017, pages 38 and 46.

²⁶ Ibid. page 37

²⁷ 2000 Census, DP-1 ; 2006-2010, 2012-2016 ACS, 2013-2017 ACS, Table DP04

Graph 1.17. Mansfield Vacancy Rate by Tenure, 2000-2017²⁸

Source: 2000 and 2010 Census Table DP-1; 2012-2016 ACS Table DP04



AFFORDABLE HOUSING STOCK AND THE SUBSIDIZED HOUSING INVENTORY (SHI)

In Massachusetts, the term “Affordable Housing” has a specific meaning—it is housing that is listed on the state’s Subsidized Housing Inventory (SHI). These units must meet four criteria:

- 1) Restricted as affordable for households earning at or below 80 percent of the area median income (AMI)
For Mansfield, the AMI is the median income of households in the Taunton-Mansfield-Norton HUD Metro FMR Area.
- 2) Protected as affordable for a term of not less than 30 years (or 15 years for units created through a home rehabilitation program)
- 3) Subsidized through one of the state’s recognized subsidizing agencies or created through the state’s Local Initiative Program (including Local Action Units)
- 4) Fairly and affirmatively marketed in accordance with the state’s requirements

In Mansfield, 10.75 percent of total year-round housing units, or 938 units, are listed on the state’s Subsidized Housing Inventory (SHI). This exceeds the 10 percent goal set by the state through MGL c. 40B. This means that the Zoning Board of Appeals has more authority to deny or impose conditions on Comprehensive Permits requests as long as the town maintains at least 10 percent of its housing stock as affordable.

It is important to note two real possibilities that could cause Mansfield’s total percentage of affordable housing stock to decrease below the state’s 10 percent goal. First, there are two affordable housing sites listed on the SHI that appear to have expiring affordability requirements. If these requirements expired, the units would be removed from the SHI. Mansfield Meadows (12 Bonney Lane) has 170 units listed on the SHI that are set to expire in 2028 and the Village at Mansfield Depot I (53-54 Francis Ave) has 150 units on the SHI that are set to expire in 2030. If these 320 units are no longer eligible, Mansfield’s percentage of affordable units would fall from 10.75 percent to 7.1 percent (assuming the 2010 counts for Year-round Housing Units). When a publicly-

²⁸ 2000 and 2010 Census Table DP-1; 2012-2016 ACS Table DP04

assisted below-market-rate loan matures, the property owner can begin to convert affordable units to market-rate units. The state actively supports affordable housing preservation through refinancing options and the state's affordable housing preservation law, MGL c.40T, which gives purchase rights for the state's Department of Housing and Community Development or its designee to acquire the housing if the owner decides to sell in addition to modest tenant protections.²⁹

The 2020 US Census is the second possibility that Mansfield's total percentage of affordable housing stock could decrease. When the 2020 US Census is released, it is likely that the total number of Year-round Housing Units will increase, thereby requiring a greater number of total SHI-units to obtain 10 percent. Mansfield's percentage of subsidized housing is likely to fall below the state's 40B goal of 10 percent in the next few years without successful efforts to preserve expiring affordability restrictions in Mansfield Meadows and in the Village at Mansfield Depot, and/or without the development of new affordable housing units.

²⁹ CEDAC, *Massachusetts is Successfully Tackling the 'Expiring Use' Housing Problem*, " March 28, 2018: <https://cedac.org/blog/massachusetts-is-successfully-tackling-the-expiring-use-housing-problem/>

Conclusion

This analysis identifies several housing issues based on observations and analysis from the *2016 Housing Production Plan*, as well as the author's data collection and analysis and housing focus group with Mansfield community stakeholders.

HOUSING UNIT SIZE

Mansfield housing stock is not keeping up with changing housing preferences and needs based on changing household composition and living arrangements. There is a mismatch between household composition/size and unit size. More households in Mansfield are living alone or couples without children—two groups which often seek out smaller housing options, such as one-bedrooms or studios. Yet, less than an estimated 15 percent of Mansfield's housing stock is built with studios or one-bedroom units.

RENTAL HOUSING

Similar to needs listed above for smaller units, there is a need in Mansfield for more rental apartments in multi-family houses. About 28 percent (2,363 units) of Mansfield's housing units are rentals—and rental units are spread over many housing types. About 10 percent of rental housing is currently found in single-family homes. As the population is rapidly aging, there will likely be an increased need for smaller rental options including accessible options to support individuals with special needs, including supportive services.

AFFORDABLE HOUSING

Mansfield's percentage of subsidized housing is likely to fall below the state's 40B goal of 10 percent in the next few years without significant efforts. Over 300 units between Mansfield Meadows and Village at Mansfield Depot have expiring affordability restrictions over the next ten years. In addition, Mansfield will likely need to develop new affordable housing units beyond its current inventory to obtain 10 percent when the 2020 US Census is released.

Chapter References

1990 U.S. Decennial Census

2000 U.S. Decennial Census

2010 U.S. Decennial Census

2013-2017 American Community Survey (ACS) Five-Year Estimates.

Southeastern Regional Planning and Economic Development Districts (SRPEDD), *Mansfield Housing Production Plan*, 2016.

Chapter 2: Economic Development

Introduction

Economic development is more than just the physical development of commercial and industrial space within a community. It also includes improving the household economics for both residents and workers. In today's competitive landscape, communities look to differentiate and specialize in employment sectors which offer the greatest direct and indirect impacts. Additionally, communities are nested in larger regional marketplaces, where cities and towns are connected by a population and employment pool, an interrelated set of industries, and somewhat similar labor and trade characteristics which provide valuable interrelationships and have complementary benefits. A shared infrastructure system of roads, bridges, waterways, and in some cases public transportation, facilitate the movement of goods and people.

The combined resources of a region coupled with specific advantages found in individual communities are key elements to business location decisions. Some of the factors which influence location decisions include: the labor force, tax structure, access to transportation, ease of doing business, housing stock, public utilities, school quality, and amenities.

Trends and Challenges

- The commercial and industrial base of Mansfield has continued to grow and adapt to changes in market conditions, with biotech becoming the newest growth sector.
- Reinvestment in downtown properties along North Main Street could help create a better sense of place and business mix in Mansfield and attract a broader customer base.
- Employment opportunities in Mansfield are robust and growing, particularly in the *Wholesale Trade* sector with growth coming from companies like Trimark, Medline, and Amerisource Bergen.
- Mixed-used development is occurring in the downtown which increases the resident population in downtown, bringing added consumer spending for local businesses.
- Tax incentives offered by the town have resulted in businesses locating, expanding, and remaining in Mansfield.

Mansfield has many qualities which make the town an attractive place to live and do business, such as a defined downtown, good schools, open space, and substantial transportation connectivity via highways and public transit. These amenities have played a major role in attracting and cultivating a large number of educated and high-income residents. Based on the town's strategic location, businesses have located to the area in a variety of commercial and industrial nodes including two industrial parks, the expansive downtown and transit-oriented district (TOD), and in pocket retail nodes near major intersections and roadway access points.

From an economic competitiveness perspective, the interstate highway system has helped Mansfield develop as both the logistics and industrial center of Bristol County, with Taunton being the other logistics and industrial center of Bristol County. Mansfield is nearly equidistant to both Boston and Providence and is strategically located at the intersection of Interstates 95 and 495. Mansfield has a heavily used MBTA Commuter Rail station located in the downtown. Riders from Mansfield and many

surrounding communities drive to the TOD district and downtown to access the MBTA station and serve as a potential captive audience for the many small businesses within close proximity. These assets have allowed Mansfield to transform itself into a hub of economic activity, with the resulting spillover effect of becoming a regional employment hub.

Inventory of Existing Conditions

LABOR FORCE

A community’s labor force includes all residents over the age of sixteen who are either currently employed or are *actively* seeking employment. In 2018, Mansfield’s labor force included 14,169 people with a low unemployment rate of 3.2 percent, a rate lower than the state at 3.4 percent.³⁰ The labor force in Mansfield is well-educated—55 percent of residents hold a bachelor’s degree or higher compared to Bristol County with 27 percent.³¹

Table 3.1. Labor Force Characteristics, 2018

| | 2018 Labor Force | 2018 Labor Force - Employed | 2018 Labor Force - Unemployed | Unemployment Rate |
|-----------------------|-------------------------|------------------------------------|--------------------------------------|--------------------------|
| Mansfield | 14,169 | 13,722 | 447 | 3.2% |
| Bristol County | 302,918 | 289,955 | 12,963 | 4.3% |
| Massachusetts | 3,804,283 | 3,676,667 | 127,583 | 3.4% |

Source: EOLWD, Labor Force and Unemployment Data, 2019

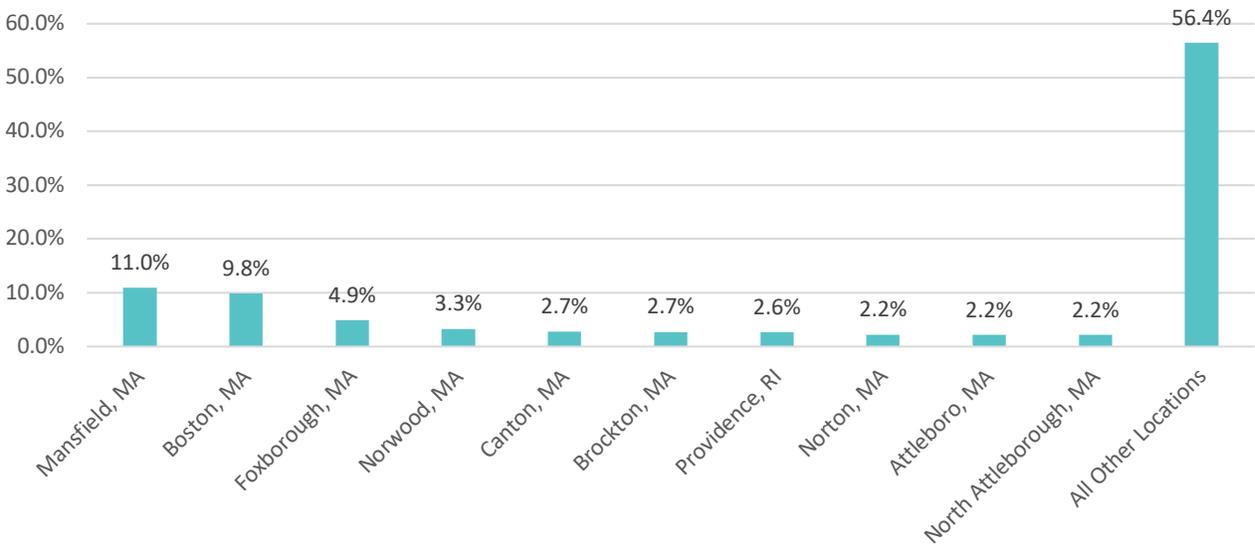
About 89 percent of Mansfield’s labor force travels outside the town for employment.³² The most popular employment destinations for residents are Boston (almost 10 percent); Foxborough (almost 5 percent); and Norwood (3.3 percent).³³ These destinations offer employment opportunities that tend to be both higher paying and higher skilled.

Of Mansfield residents, only 11 percent of workers live and work in the community. The majority of residents, about 56 percent, work in places outside of the top ten locations presented in the graph below.

³⁰ Executive Office of Workforce and Labor Development (EOWLD). “Labor Force and Unemployment Data”, July 2019.
³¹ ACS 2013-2017, Table B15003, 2019
³² U.S. Census Bureau, On the Map 2017 Data (accessed September 2019). Total labor force was 12,182 in 2017.
³³ U.S. Census Bureau, On the Map 2017 Data (accessed September 2019).

Graph 2.1. Place of Work for Mansfield Residents, 2017

Source: U.S. Census Bureau, OnTheMap, 2019



Commute times for Mansfield residents tend to be higher than those of Bristol County residents. About 52 percent of Mansfield residents spend more than 30 minutes commuting to work compared to 39 percent of Bristol County residents.³⁴ This correlates to the job location data with many working residents commuting to places further from Mansfield.

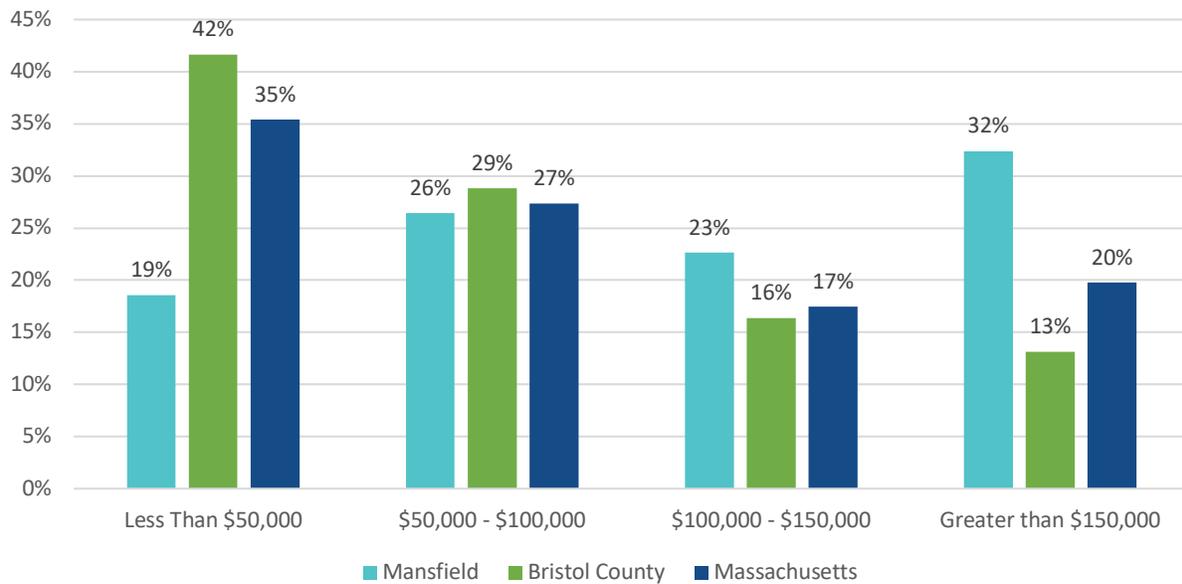
Based on the employment location data, Mansfield residents primarily work outside the community and tend to work in high paying employment sectors. Of all households in Mansfield, about 55 percent have incomes of greater than \$150,000 per year. This figure is substantially higher than Bristol County and the state which have 30 percent and 37 percent of households above this income threshold, respectively. Additionally, the median household income for Mansfield residents is significantly higher at \$111,141 and is nearly double the Bristol County median of \$62,514.³⁵

³⁴ U.S. Census Bureau, American Community Survey, 2013-2017, Table B08303, Average Journey to Work, 2019

³⁵ U.S. Census Bureau, American Community Survey, 2013-2017, Table B19013, Median Household Income in the Past 12 Months, 2019.

Graph 2.2. Household Income, 2017

Source: ACS Five-Year Estimates 2013-2017



The impact of higher household incomes in a community cannot be understated, as they influence housing affordability, transportation choice, and consumer spending power. Mansfield is not an exception to this rule as home prices have risen to reflect the purchasing power of residents.

EMPLOYMENT BASE

A community's employment base includes all wage and salary jobs reported by public and private sector employers. Mansfield's employment base is comprised of 12,150 jobs, with large representation of employment in industries such as *Wholesale Trade*, *Professional Services*, and *Retail Trade*.³⁶ Over the last ten years, the total number of jobs in Mansfield has increased by about 11 percent or 1,219 jobs.³⁷ Across Bristol County, total employment grew by 10 percent over the same period of time, which indicates Mansfield continues to maintain a robust employment market.

The industry sectors with the largest percent increases in job growth were *Wholesale Trade* (1,140 jobs or a 91 percent increase), *Professional and Technical Services* (487 jobs or an 85 percent increase), and *Administrative Services* (278 jobs or a 74 percent increase).

³⁶ US Census Bureau, Center for Economic Studies *On the Map 2017 Data* states that there are 12,868 people employed in Mansfield. This discrepancy is due to different data collection methods. This chapter relies on employment data from the Massachusetts' Executive Office of Labor and Workforce Development (EOLWD) which provides a helpful snapshot of a community's employment trends over time and can be used to compare a town with other geographic areas. However, ES-202 data only includes local jobs and wages for different industrial categories where employers pay wages to employees based on the location of the job—not the location of the employee. It does not include self-employed persons (sole proprietors) and underestimates domestic workers, real estate agents, and insurance agents. The data report also does not distinguish between part-time and full-time employment.

³⁷ Massachusetts Executive Office of Labor and Workforce Development. ES-202, 2009-2018.

The growth in many of the industrial sector jobs is due to the continued success of Mansfield's business parks which have experienced a shift in business type from traditional manufacturing to logistics, warehousing, storage, and delivery.

The growing *Wholesale Trade* industry sector includes businesses that purchase and store goods in large quantities who then sell batches of goods to retail outlets or professional groups—but not directly to consumers. Businesses such as Medline Industries and Amerisource Bergen are part of this growing industry sector.³⁸

Alternatively, the industry sectors which saw the largest decreases were *Arts and Entertainment* (178 jobs or a 100 percent decrease), *Manufacturing* (239 jobs or an 18 percent decrease), and *Retail Trade* (254 jobs or a 14 percent decrease). The steep decline in the *Retail Trade* sector is partially attributable to the closing of The Sports Authority at Mansfield Crossing in 2016.³⁹ Additionally, the Borders books closed which also contributed to the retail job losses. While job losses in these sectors were significant, they were more than offset by increases found in other sectors.

Mansfield is a net exporter of workers, meaning there are 2,730 fewer jobs than resident workers to fill them.

Some of this can be explained by looking at the sectors in which Mansfield residents work versus the employment sectors of the businesses located in Mansfield. Table 2.2 compares the industry of employment for resident workers to the types of jobs located in Mansfield. Where the ratio of jobs to workers is higher than 1.0, that employment sector is a net importer of jobs to the community. Where the ratio is less than 1.0, there are more resident workers employed by that industry than there are jobs in Mansfield. The benefit of having greater numbers of residents both working and living in Mansfield is that it creates a virtuous cycle of economic activity as money is recirculated locally.

³⁸ Massachusetts Executive Office of Labor and Workforce Development, and RKG Associates, 2019

³⁹ https://www.thesunchronicle.com/news/local_news/sports-authority-to-close-stores-including-in-mansfield/article_14a8bc31-aa41-5706-a9c5-80315d52b407.html

Table 2.2. Ratio of Jobs in Mansfield to Resident Workers in Mansfield by Industry

| Industry Sector ⁴⁰ | Jobs in Mansfield | Resident Workers in Mansfield | Ratio of Jobs to Workers |
|--|----------------------------|-------------------------------|--------------------------|
| Agriculture, forestry, fishing and hunting, and mining | 0 | 31 | 0.00 |
| Construction | 279 | 667 | 0.42 |
| Manufacturing | 1,067 | 1,205 | 0.89 |
| Wholesale trade | 2,390 | 506 | 4.72 |
| Retail trade | 1,614 | 1,758 | 0.92 |
| Transportation and warehousing, and utilities | 232 | 491 | 0.47 |
| Information | 83 | 378 | 0.22 |
| Finance and insurance, and real estate and rental and leasing | 360 | 1,349 | 0.27 |
| Professional, scientific, and management, and administrative and waste management services | 2,576 | 1,858 | 1.39 |
| Educational services | 0 | 1,599 | 0.00 |
| Health care and social assistance | 872 | 1,748 | 0.50 |
| Arts, entertainment, and recreation, and accommodation and food services | 1,243 | 1,128 | 1.10 |
| Other services, except public administration | 304 | 588 | 0.52 |
| Public administration | 0 | 444 | 0.00 |
| Total | 12,150⁴¹ | 13,750 | 0.88 |

Source: Employment and Wages (ES-202), 2018, ACS 2013-2017, C24030, and RKG Associates

Most industry sectors in Mansfield are net exporters of labor, apart from *Wholesale Trade; Arts and Entertainment; and Professional Services*. Mansfield residents tend to work in industry sectors which are higher paying and located in other communities. As noted earlier, about 89 percent of Mansfield residents work outside of the town. The *Educational Services and Health Care* sector is interesting because of how many Mansfield residents work in that sector with 3,347 workers and only 872 jobs in the town. Mansfield’s proximity to other communities with *Educational Services and Health Care* jobs is a contributing factor to the imbalance.

The mismatch between jobs in Mansfield and residents is stark given the differences in earning potential between the two groups. The median household income of Mansfield residents is \$111,141 but the median income of local workers is only \$70,462.

⁴⁰ The industry sectors do not align with traditional NAICS codes because the ACS data combines certain sectors. The comparative analysis with the ES-202 data resulted in RKG combining categories for consistency and comparability.

⁴¹ One of the challenges with employment data for Mansfield is the suppression of jobs due to individual large employers most likely found in Cabot Business Park. EOLWD suppresses data in communities where one employer comprises a bulk of the employment base in one industry sector to protect data confidentiality. In Mansfield, a total of 1,130 jobs are suppressed due to preserving the confidentiality of employers, therefore total jobs shown does not match the sum of the industry jobs in Mansfield. One such category is Agriculture where employment at Flint Farm, the only farm in Mansfield, is not shown because of confidentiality reasons.

The employers found in Mansfield are diverse in type and in scale, ranging from large national employers to small local shops. The strength of Mansfield is derived from its employment base. The five largest employers in Mansfield are⁴²:

- **Medtronic** (1,000-4,999 employees): A national medical device manufacturer.⁴³
- **National Lumber** (500-999 employees): A supplier of lumber products to commercial and residential customers.
- **Xfinity Center** (500-999 employees): A concert venue which attracts national acts.
- **Delaware North** (250-499 employees): A firm which manages and provides food and beverage concessions, premium dining, entertainment, lodging, and retail at many large venues and special places. These include sports stadiums, entertainment complexes, national and state parks, airports, and casinos.
- **Hartmann Inc.** (250-499 employees): Makers of high-end furniture.

LOCATION QUOTIENTS

Location quotients compare employment by industry in two or more geographic areas. The location quotient is a ratio of the percentage of an industry's employment in one geography to that of a larger comparison geography. If the ratio falls between 0.90 and 1.10, then the proportion of jobs is very similar in both geographies. If the ratio is less than 0.90, then the identified industry sector is thought to be under-represented in the local economy. Conversely, a ratio greater than 1.10 can show a specialty within the local economy as compared to the larger geography.

For purposes of the Master Plan, the location quotient can be useful in pointing out opportunities for certain industry sectors to gain a larger share of the employment base. It can also be used to indicate when a community may be heavily reliant on one or two industry sectors and may seek to diversify its employment base. In some cases, a high location quotient may indicate a specialty area in the local economy such as tourism and hospitality or agriculture if those industry sectors play a prominent role in the community. The comparison geography used for Mansfield was Bristol County.

In the case of Mansfield, Table 2.3 shows industry concentrations in *Wholesale Trade* (22%), *Retail Trade* (15%), *Accommodation and Food Services* (11%), and *Manufacturing* (10%). The *Wholesale Trade* industry sector contributed 2,390 jobs to Mansfield and had an average wage of \$98,020.⁴⁴ The concentration of employment in the *Wholesale Trade* sector is due to the large number of these types of businesses in Mansfield's two main business parks.

⁴² EOLWD, Labor Force Data, 2019

⁴³ Based on information obtained through interviews, Medtronic is expected to reduce its footprint in Mansfield by the end of the year.

⁴⁴ Employment and Wages Report (ES-202), 2019, and RKG Associates, Inc.

Table 2.3. Mansfield Location Quotient Compared to Bristol County, 2018

| NAICS Industries | Jobs | Percent of Jobs | Location Quotient |
|--|-------|-----------------|-------------------|
| 23 - Construction | 279 | 3% | 0.5 |
| 31-33 - Manufacturing | 1,067 | 10% | 0.9 |
| 42 - Wholesale Trade | 2,390 | 22% | 3.9 |
| 44-45 - Retail Trade | 1,614 | 15% | 1.0 |
| 48-49 - Transportation and Warehousing | 232 | 2% | 0.5 |
| 51 - Information | 83 | 1% | 0.5 |
| 52 - Finance and Insurance | 245 | 2% | 1.1 |
| 53 - Real Estate and Rental and Leasing | 115 | 1% | 1.3 |
| 54 - Professional and Technical Services | 1,058 | 10% | 2.9 |
| 55 - Management of Companies and Enterprises | 864 | 8% | 6.9 |
| 56 - Administrative and Waste Services | 654 | 6% | 1.2 |
| 61 - Educational Services | 0 | 0% | 0.0 |
| 62 - Health Care and Social Assistance | 872 | 8% | 0.4 |
| 71 - Arts, Entertainment, and Recreation | 0 | 0% | 0.0 |
| 72 - Accommodation and Food Services | 1,243 | 11% | 1.2 |
| 81 - Other Services, Except Public Administration | 304 | 3% | 0.8 |
| 92 - Public Administration | 0 | 0% | 0.0 |

Source: Employment and Wages Report (ES-202), 2019, and RKG Associates, Inc.

Based on a location quotient (LQ) analysis of Mansfield, the town has a comparative advantage over Bristol County in the industries of *Management of Companies* (6.9 LQ), *Wholesale Trade* (3.9 LQ), *Professional and Technical Services* (2.9 LQ). Some of the larger *Professional and Technical Services* firms include Pike Engineering (a consulting firm to utilities), Alpha Analytical Labs (an environmental testing laboratory), and Callahan Barraco & Inman (a law firm).⁴⁵ The business advantage found in Mansfield comes from the existing employment base which is led by commercial and industrial activity at its business parks.

Conversely, industries in Mansfield which are underrepresented include *Health Care and Social Assistance* (0.4 LQ), *Educational Services* (0.0 LQ), and *Arts and Entertainment* (0.0 LQ). Based on the resident worker data, about 24 percent of Mansfield residents work in the fields of *Educational Services* and *Health Care and Social Assistance*. While few of these jobs exist in Mansfield itself, there are several large employers in nearby communities offering employment opportunities. Educational institutions such as Bridgewater State University and Wheaton College, are both located within 20 miles of Mansfield. Similarly, employers in Health Care such as Norton Medical Center, Norwood Hospital Cancer Center, Sturdy Hospital, and Foxboro Health Center provide employment opportunities which are close to Mansfield.

⁴⁵ Employment and Wages Report (ES-202), 2019, and RKG Associates, Inc.

QUALITY OF LIFE

Quality of life measures are important when businesses select a place to locate. Fortunately, Mansfield has many positive attributes. Mansfield’s location in the region and transportation connections provide many options for workers and residents to access jobs. The community is fortunate to be located at the intersection of Interstates 495 and 95, a critical junction in the region. Mansfield has an MBTA Commuter Rail station in downtown which provides access to both Boston and Providence. The rail service also has connectivity to both T.F. Green Airport and Boston Logan Airport. Other amenities such as the excellent public schools, open space and recreational opportunities, and a defined downtown with retail and restaurants are all positive contributors to Mansfield’s overall attractiveness.

PROPERTY TAX POLICIES

In addition to the regulatory environment and quality of life measures, there are also financial implications businesses evaluate when making choices about where to locate. In Mansfield, residential property assessments account for 77 percent of the tax base, while commercial, industrial, and personal property makes up 23 percent.

Industrial property accounts for 12 percent of the total tax base which is unique. The industrial tax base in Mansfield far outpaces the Bristol County average of 4 percent indicating companies view the town as a desirable location for their businesses.

Mansfield has a split tax rate between residential and commercial/industrial properties (CIPs). Between Fiscal Year (FY) 2010 and 2019, both the commercial and residential tax rate increased. The residential tax rate increased by 14 percent while the commercial/industrial rate increased by 33 percent. Between 2014 and 2019, the total assessment value of property located in the town increased by 18 percent.⁴⁶

Even with the tax increases over the years, the property taxes for both residential and commercial property are—on average—not drastically as different than those found in other communities in Bristol County.

Table 2.4: Tax Rate and Tax Base Trends

| | Property Tax Rates | | % Change FY10-FY19 | | Avg. Single Family Home Value (FY2019) | Avg. Property Tax Bill (FY2019) | % Chg. Property Tax Bill FY10-FY19 |
|------------------------------------|--------------------|---------|--------------------|-------|--|---------------------------------|------------------------------------|
| | Res. | C/I/P | Res. | C/I/P | | | |
| Mansfield | \$15.22 | \$20.44 | 14% | 33% | \$446,300 | \$6,793 | 21% |
| Bristol County⁴⁷ | \$14.04 | \$21.82 | 35% | 34% | \$343,814 | \$4,708 | 27% |

Source: Massachusetts Department of Revenue, Division of Local Services, Municipal Databank/Local Aid Section Tax Rates by Class, 2019. RKG Associates

⁴⁶ The furthest back property assessment value data from the Massachusetts Department of Revenue goes is the year 2014.

⁴⁷ Calculated average values for the county based on each of the municipalities located in Bristol County.

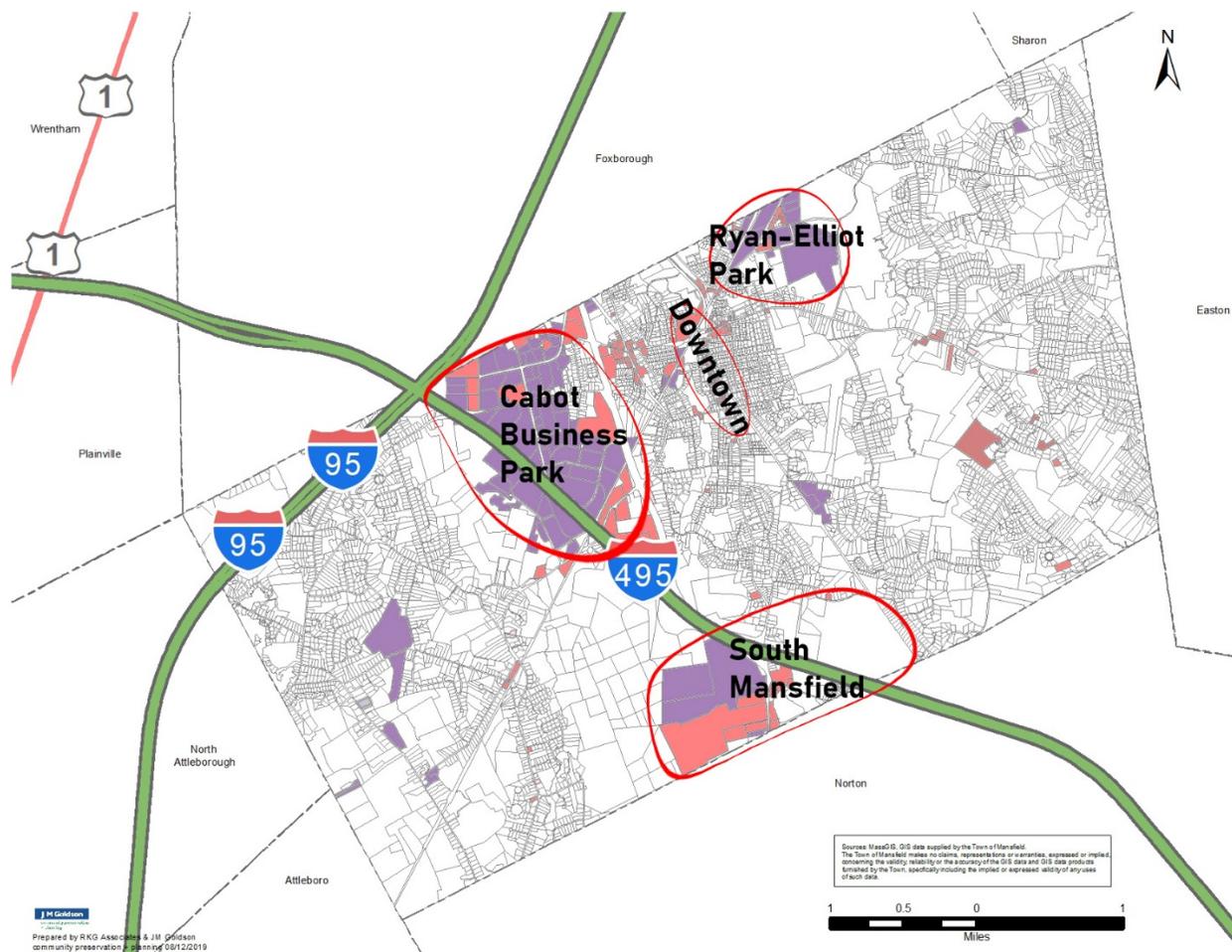
The benefit of having a higher commercial tax base is that it can help lower residential property taxes by offsetting the tax burden normally placed on residents.

Continuing to look for strategic locations to grow the town's commercial and industrial base either through new development or through redevelopment of existing structures using the Town's adaptive reuse zoning bylaw could continue to strengthen the Town's financial footing.

Additional businesses also bring new job opportunities and a boost in daytime population that may spend money locally in the Mansfield market.

Commercial and Industrial Districts

Across Mansfield there are four primary areas that can be described as centers of commercial and industrial activity which include: (1) Downtown, (2) Cabot Business Park, (3) Ryan-Elliott Industrial Park, and (4) South Mansfield. These areas have a mix of commercial, industrial, and residential uses but hold opportunities to catalyze economic activity and increase the existing tax base.



DOWNTOWN

Downtown can be defined as the corridor extending north from South Mansfield Common along North Main Street towards the MBTA Station. Along North Main Street, local businesses dominate nearly all the occupied commercial spaces. The existing business uses include restaurants, nail salons, barbershops, and a variety of professional services such as tax preparers, insurance agents, and law offices. Most businesses are housed within older single-story or two-story buildings with a few in three-story buildings. Downtown is an eclectic mix of buildings built in different eras and a variety of architectural styles. The area lacks a unifying element to identify one continuous cohesive downtown area.



Mansfield Downtown, RKG, 2019

Downtown has several popular restaurants, like Flynn's Irish Pub, Jimmy's Pub, Cheng Du, Trattoria Della Nonna, and Catman Café. These establishments provide a space for both residents and non-residents, but there is a desire among some residents for more restaurants to locate downtown and compete with restaurants found in Foxborough and Attleboro.

One of the strengths of downtown is that nearly all the businesses are local establishments. The benefit of local business is that the profits from these establishments tend to be recirculated in the local economy. Chain businesses provide minimal financial reinvestment within the community beyond providing employment.

New Development

New residential mixed-use development is taking place in parts of downtown and the TOD district, providing new housing options and first-floor commercial space. The 214 Rumford Avenue development building is a modern, loft-inspired apartment complex featuring 24 two-bedroom/one-bath apartments with luxury amenities. Units start at \$1,250 per month. The first floor of the building has 4,200 square feet of leasable retail/office space.⁴⁸ While larger-scale projects like this do stand out in a downtown with many one- and two-story buildings, these developments have the potential to introduce new customers to downtown businesses and strengthen the tax base with new investment grade properties.

⁴⁸ <http://crugnaleproperties.com/portfolio/rumford-214/>

The One Mansfield development, which includes rental apartments and a first-floor commercial component, is another new mixed-use development located adjacent to the MBTA Commuter Rail station. Rents in this development start at \$1,600 and the building's proximity to the Commuter Rail station offers an added amenity for residents. Early discussions with stakeholders and town staff suggest challenges with filling first floor space in this building, particularly a restaurant tenant. The building was not constructed with the appropriate infrastructure (e.g. grease traps) to accommodate a food and beverage tenant, thereby limiting the pool of potential businesses for the space.



214 Rumford. RKG, 2019



One Mansfield. RKG, 2019

CABOT BUSINESS PARK

The Cabot Business Park is located on the west side of Mansfield and is bounded by Interstates 495 and 95, and Route 140 and School Street. Construction of the business park started in the 1970s and over time has been built out to suit the needs of companies locating to the area. The size and scale of the business park is a testament to Mansfield's industrial capacity.

The Cabot Business Park contains 850 acres of land and is one of the largest in New England.⁴⁹



Medline. RKG, 2019

Many large national and international firms have located in the business park to take advantage of the strategic location. Some of the businesses found in the park include:

- Medtronic
- Medline
- Toyota
- TriMark
- Alpha Analytical Labs

The industrial park contributes significantly to the economic base of Mansfield, both in the form of jobs and taxes. Employers located in the industrial park draw many employees from around the region. The proximity to both Interstates 95 and 495 makes it an optimal location for getting workers in and out of the area, as well as moving inventory and equipment.



Toyota. RKG, 2019

⁴⁹ <https://www.mansfieldma.com/292/Cabot-Business-Park>

Business attraction and retention in Mansfield has been accelerated with the use of economic incentives. The town has a Tax Increment Financing (TIF) Advisory Committee which helps negotiate and oversee the agreements between the Town and corporations.⁵⁰ Many of the agreements involve tax abatements for a specific period of time. The following are a list of active TIF agreements for businesses located in the Cabot Business Park:

- **Medline** - Received a ten-year TIF on the condition of constructing a new 325,000 square foot warehouse and distribution center. The tax savings over the period of the agreement is estimated to be \$908,000.
- **Rolf C. Hagen** - Located at 305 Forbes Boulevard received a ten-year 100% personal property tax exemption.
- **Smith & Nephew** - Received a thirteen-year TIF contingent upon a \$3 million investment in a building and equipment.
- **Tyco/Flow Valve** - Received an eighteen-year TIF based on relocating the business and purchasing and renovating a building. Tax savings over the period of the agreement are estimated to be \$518,000.

These TIF agreements have enabled the Town to attract corporations looking to relocate. The downside to providing a TIF is that once the agreement is over, there is nothing to stop a company from leaving.



Medtronic. RKG, 2019

This was the case of Samsonite, which was formerly headquartered in Mansfield, but was acquired by a private equity firm which then relocated the headquarters to Luxembourg. This move resulted in a smaller employment footprint in Mansfield than what was originally envisioned. Similarly, this is what happened with Covidien when it was acquired by Medtronic in 2015, the footprint of the business diminished because of the merger.

Directly south of the Cabot Business Park, bounded by School and Route 140, is Mansfield Crossing, a lifestyle center with several retail/restaurant pads fronting School Street. This shopping center offers residents, visitors, and workers from the business park places to shop and eat. The area differs from downtown in that it offers national retailers and serves a larger retail market. Along Route 140, east of Cabot Business Park, Erin's Center shopping plaza contains national retailers like Home Depot and Staples and has an adjacent six-acre industrial parcel available for development.

⁵⁰ <https://www.mansfieldma.com/257/Tax-Increment-Financing-Advisory-Committee>

RYAN-ELLIOT INDUSTRIAL PARK

The Ryan-Elliott Industrial Park is located off Oakland Street, with primary access provided along Francis Avenue and Maple Street. This industrial park is just under a mile from downtown and the MBTA station. Today, the industrial park is dominated by warehousing and logistics companies that have large single-story buildings and large parking and storage areas for trucks, trailers, and goods. Although the acreage of the park is high, there are only a few large buildings located here. For example, National Lumber maintains a yard in the area and has much of its inventory outside the main building. Some of the businesses located in the industrial park include:

- Mansfield Bio Incubator
- Future Foam
- National Lumber
- Mini Warehousing, Inc.
- Advanced Warehouses
- DGS Retail
- Tighe Logistics Group



Ryan-Elliott Industrial Park. RKG, 2019

Parts of this industrial park are beginning to shift focus from traditional manufacturing or warehouse and logistics, to research and production-based industries.

The Mansfield Bio-Incubator is a new project within the park and currently occupies 10,000 square feet of space within a much larger building. The incubator is an open-concept laboratory and office space that can currently house up to twelve start-ups. The idea of the project is to bring biotech jobs to Mansfield by creating affordable space for start-up companies. The incubator has the potential to expand to up to 300,000 square feet and an additional 63 acres available for further expansions.⁵¹

Another major employer in the industrial park is Future Foam, a national manufacturer of foam-related products. At their Mansfield facility, they specialize in manufacturing foam bedding. As part of a business attraction and retention program, Future Foam received a ten-year TIF from the Town, contingent on a \$2.5 million facility renovation and addition, and site currently employs between 20 and 50 workers.⁵²

One of Mansfield's strengths is serving as a logistics hub for the region.

⁵¹ <https://www.bioinc.org/thefacility>

⁵² Massachusetts Executive Office of Labor and Workforce Development, 2019.

Advanced Warehouses, another company located within the industrial park, is a locally-owned business serving both international and domestic warehousing and transportation industries. The company operates as a U.S. Customs Bonded Warehouse and Container Freight Station.⁵³ This enables importers to store goods at the site duty free until sale. The storage operation is connected to the main rail line via a rail spur which leads to the facility.

The Ryan-Elliott industrial park is different from the Cabot Business Park in several ways. This park is smaller in size but offers opportunities to attract a different set of industry sectors due to proximity to downtown and the MBTA station. The fact that property owners are already realizing a market for small start-up culture in biotech and related science fields is a good indication that Mansfield's location, proximity to employees, space availability, and competitive rents are supporting this change.



Mini Warehouses, Inc. RKG, 2019

The park's large expansive buildings and parking lots provide opportunities to scale future companies, provide ample parking, and offer options for outward building expansion if needed. The proximity to the MBTA station could also help support a stronger reverse commute option for employees looking to live closer to Boston but work in Mansfield.

SOUTH MANSFIELD

South Mansfield can be classified as the Southwestern corner of the town, containing the Xfinity Center and Mansfield Municipal Airport.

The Xfinity Center

The Xfinity Center is in the southern portion of the town near the intersection of Interstate 495, Route 140, and the Norton Reservoir. The Xfinity Center (originally the Great Woods Center for the Performing Arts) is an outdoor amphitheater. The venue opened during the summer of 1986 with a capacity of 12,000. It was expanded in 1994 to 19,900; 7,000 reserved seats, 7,000 lawn seats and 5,900 general admission seats.⁵⁴ The season for the venue is typically from mid-May until late September. The musical amphitheater is surrounded by multiple surface parking lots used for event parking. There is also a 13-acre industrial parcel adjacent to the Xfinity Center which is currently underutilized.

⁵³ A customs-bonded warehouse is a building or other secured area in which imported dutiable merchandise may be stored, manipulated, or undergo manufacturing operations without payment of duty for up to 5 years from the date of importation. Authority for establishing bonded warehouses is set forth in Title 19, United States Code (U.S.C.), section 1555. The regulations covered the operation of bonded warehouses is found at 19 CFR 19.

⁵⁴ <http://www.xfinitycenter.org/directions/>

One of the biggest issues regarding the venue is the impact events have on local traffic. The increase in traffic results in road closures on Route 140, which impacts the ability of residents and visitors to get to downtown.

Based on conversations with Town staff and stakeholders, when events happen at the Xfinity Center, the economic spillover to downtown businesses is minimum. Conversations indicated attendees are not patronizing restaurants in the downtown, but rather seeking food and beverage options on site or in surrounding communities.

Long-term plans for the Xfinity Center are generally unknown. However, based on conversations from the Mansfield Master Plan Economic Development Focus Group, it is speculated that the site may be repurposed for other activities in the future. It was mentioned that the Xfinity Center is long overdue for repairs and maintenance which has yet to occur, given the competitive nature of concert venues and a direct competitor in the form of Gillette Stadium in Foxborough, the owners of the Xfinity Center have been slow to act.⁵⁵

Mansfield Municipal Airport

Close to the Xfinity Center is the Mansfield Municipal Airport, primarily used for general aviation. In 2015, a nearly \$4 million renovation created a new 5,500 square foot facility that houses the airport's flight school, administrative offices and a restaurant offering breakfast and lunch.⁵⁶ Funding for the airport upgrade came from the Massachusetts Department of Transportation's (MassDOT) Aeronautics Division, with the town providing a 5 percent match.

The airport is a unique asset to Mansfield, since many towns do not have such facilities. Based on a report by MassDOT, there are a total of 39 general aviation public-use airports in Massachusetts, with 26 publicly-owned and 11 privately-owned.⁵⁷

While general aviation is the primary use of the airport, AeroVenture, a private company, provides training and lessons to prospective pilots as well as certifications for drone pilots.⁵⁸ As a center of business the airport helps contribute to the overall tax base of Mansfield.



Mansfield Municipal Airport. RKG, 2019

⁵⁵ Mansfield Master Plan Economic Development Focus Group, June 12, 2019

⁵⁶ https://www.thesunchronicle.com/news/local_news/mansfield-airport-to-get-nearly-m-in-improvements-restaurant/article_24e827ce-e023-11e3-9724-0019bb2963f4.html

⁵⁷ https://www.mass.gov/files/documents/2018/02/08/TechnicalRpt_1_Entire.pdf

⁵⁸ <https://aeroventure.org/>

The Arts Center at Great Woods

The Arts Center at Great Woods, a new addition to South Mansfield, is owned by the Mass Music & Arts Society (MMAS) and will be located at 888 South Main Street. The organization is in the process of relocating from its current downtown location (377 North Main St). The new site will house a new state-of-the-art venue on the property that will feature a 250-seat theater—replacing the organization’s flagship Black Box Theater—a 3,000-square-foot art gallery, classrooms, and a four-season VIP rooftop bar overlooking the Norton Reservoir.⁵⁹ Staff at MMAS are also discussing the possibility of introducing programs within the Norton Reservoir, such as kayaking, as it is one of the few sites that could offer public access. MMAS is already a regional destination for arts and culture and its new space has potential to increase attendance at Arts Center programs as well as encourage patrons to visit downtown restaurants and retail shops.

⁵⁹ <https://easton.wickedlocal.com/news/20190103/mmas-buys-site-for-new-arts-center-in-mansfield>

Conclusion

INDUSTRIAL BASE DIVERSIFICATION AND GROWTH

The Cabot Business Park and Ryan-Elliott Industrial Park are key locations for industrial jobs. These two growth poles offer both employment opportunities and spaces for businesses to operate. The existing industrial base is strong and will continue to grow into the future. However, the physical footprints of some major industrial buildings are outdated for their current use. Many of the buildings in the Cabot Business Park were built in the 1970s and 1980s during a different era of industrial business with different needs. Companies engaged in industrial activities today may need modernized facilities to accommodate both industrial and office operations. Investment in the existing industrial buildings may be needed to ensure Mansfield remains a competitive place to do business. The Town is focused on communicating the recently enacted zoning changes in the Cabot Business Park outward to property and business owners.

DOWNTOWN REINVESTMENT

Recent planning efforts and zoning changes in the downtown and TOD district areas have enabled mixed-use redevelopment—bringing new residential and commercial spaces to the area, particularly more restaurants including those with outdoor spaces. However, there is a feeling among some residents that the scale of new development is out of character with Downtown’s older buildings. Further, there is a general lack of cohesiveness tying the north and south areas of downtown together. The desire for new investment in downtown and attempts to protect the existing community character are challenges many communities struggle with. New buildings can provide the town’s existing business base with new customers, added spending power, and boost the tax base. But this can be counter to the desires of community members who wish to keep their small-town character, mitigate traffic, and minimize the size and scale of redevelopment.

CAPTURING SPENDING POWER DOWNTOWN

Mansfield has a unique opportunity to boost revenue generation for businesses in the downtown by capturing a larger share of local and regional spending. Visitors come to Mansfield to see shows at the Xfinity Center, but are perceived to have a negative impact on traffic while not contributing to the local economy. Thousands of employees come to Mansfield daily and better connections between the business parks and downtown could bring more local spending with it. Mansfield’s median household income is well above the county and state median, and with it comes spending power that should be harnessed and captured supporting local businesses. There are opportunities to capture more spending to support and sustain Mansfield’s businesses and grow new businesses that may come with future downtown redevelopment particularly since there are few downtown retail businesses aside from a few restaurants.

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Mansfield Master Plan Economic Development Focus Group, RKG Associates Inc., June 2019

Chapter 3: Land Use and Zoning

Introduction

A community must accommodate a variety of activities—housing people, generating jobs and economic activity, providing recreational opportunities and public services, and preserving the community’s historic and cultural legacy. Land use and zoning can help influence—or be influenced by—changes in transportation, housing, the natural environment, economic development initiatives, new public facilities, and more. The *Land Use and Zoning* element is concerned with the management of land and how a community chooses to combine these different uses within its borders. How land is used shapes a community’s character, its economic value, and its desirability—both town-wide and in specific neighborhoods or areas. The trends and challenges from this element can be seen throughout the other elements of the Master Plan.

A community’s land use is shaped by its natural landscape, its historical settlement, and its zoning and land use regulations. Zoning is the regulatory framework for managing land and activities within a community. They determine which uses are allowable, where buildings should be placed, how tall they should be, how much parking and access is needed, and more. This chapter provides an overview of Mansfield’s current zoning and overlay districts, describes the town’s current land use composition, and details the role of permitting within developing land for various purposes.

Trends and Challenges

- Mansfield’s land use patterns reflect the community’s growth from a rural farming community to a mature suburb. Like many suburban communities in Massachusetts, residential uses have increased over time at the expense of land devoted to agriculture and natural resources.
- Mansfield’s planning efforts have been focused on revitalizing its downtown through retaining and supporting businesses on its main street or promoting transit-oriented development near the commuter rail. Continuing to prioritize mixed-use development in downtown will help increase the number of residents downtown—and hopefully increase spending at local businesses.
- Many residents have expressed that Mansfield has a lack of identity. Incentivizing reinvestment in the town’s historic properties, such as through the Town’s *Adaptive Reuse of Historic Structures Bylaw*, can help promote a sense of place and improve economic vitality in Downtown.

Inventory of Existing Conditions

CHANGING LAND USES

Mansfield’s land use patterns reflect the community’s growth from a rural farming community to a mature suburb. The change in Mansfield’s land use composition between 1971-1999 was one many communities in Eastern Massachusetts experienced. As suburban cities and towns in the region grew, they converted agricultural lands, open spaces, and forests into residential and commercial land uses. As shown in Table 3.1 below, over this twenty-eight-year period, Mansfield saw declines in its land devoted to agriculture (50 percent decline) and natural resources—forested land saw a 17.5 percent decline and freshwater wetlands an almost 13 percent decline. Over the same period, commercial land, industrial land, and all densities of residential development increased by various scales. The number of acres devoted to low-density residential development almost doubled (93.9 percent growth)—adding an additional 1,170 acres of land to this use

trend. Medium-density residential gained almost 1,065 acres while high-density residential grew from only 5 acres in 1971 to 125 in 1999.⁶⁰

Table 3.1. Land Use Change: 1971 - 1999⁶¹

| Land Use Category | Land Use Change 1971-1999 | | | | | | | |
|-----------------------------|---------------------------|-------------|---------------|-------------|---------------|-------------|---------------------------|--------------------|
| | 1971 | | 1985 | | 1999 | | Change in Acres 1971-1999 | % Change 1971-1999 |
| | Acres | Percent | Acres | Percent | Acres | Percent | | |
| Agricultural | 765.9 | 3.5% | 571.6 | 2.6% | 382.8 | 1.7% | -383.09 | -50.0% |
| Recreation | 64.9 | 0.3% | 76.6 | 0.3% | 99.3 | 0.5% | 34.46 | 53.1% |
| Open Space | 827.0 | 3.7% | 876.0 | 4.0% | 842.3 | 3.8% | 15.23 | 1.8% |
| Commercial | 103.0 | 0.5% | 114.4 | 0.5% | 145.6 | 0.7% | 42.58 | 41.3% |
| Industrial + Transportation | 546.6 | 2.5% | 1297.2 | 5.9% | 1397.9 | 6.3% | 851.26 | 155.7% |
| High Density Residential | 5.4 | 0.0% | 91.1 | 0.4% | 125.0 | 0.6% | 119.55 | 2195.4% |
| Medium Density Residential | 943.5 | 4.3% | 1212.1 | 5.5% | 2008.3 | 9.1% | 1,064.80 | 112.9% |
| Low Density Residential | 1245.2 | 5.6% | 1641.6 | 7.4% | 2415.0 | 10.9% | 1,169.79 | 93.9% |
| Fresh Water Wetland | 214.5 | 1.0% | 201.1 | 0.9% | 187.3 | 0.8% | -27.24 | -12.7% |
| Water | 663.9 | 3.0% | 683.5 | 3.1% | 696.7 | 3.2% | 32.82 | 4.9% |
| Forest | 16675.0 | 75.6% | 15289.8 | 69.3% | 13754.9 | 62.4% | -2,920.16 | -17.5% |
| Total | 22,055 | 100% | 22,055 | 100% | 22,055 | 100% | | |

⁶⁰ High-density residential includes multi-family housing and residential parcels less than ¼ acre in size. Medium-density residential are parcels between ¼ acre and ½ acre. Low-density residential are parcels more than ½ acre in size. Industrial and Transportation includes light and heavy industrial uses; mining; waste disposal; and all transportation uses, including the municipal airport, highways, railroads and freight.

⁶¹ MassGIS 1971-1999 Historical Land Use Data

Current Land Use Composition

Land use classification information from the Town's property assessment database is used to understand Mansfield's current land use composition.⁶² Current land use composition data was sourced from the state's parcel layer for Mansfield with assessment information dating from 2019. Table 3.2 shows how land is currently classified in Mansfield by total acreage and the percent of total. Much of Mansfield's land is still used for single-family housing, institutional, and industrial uses.

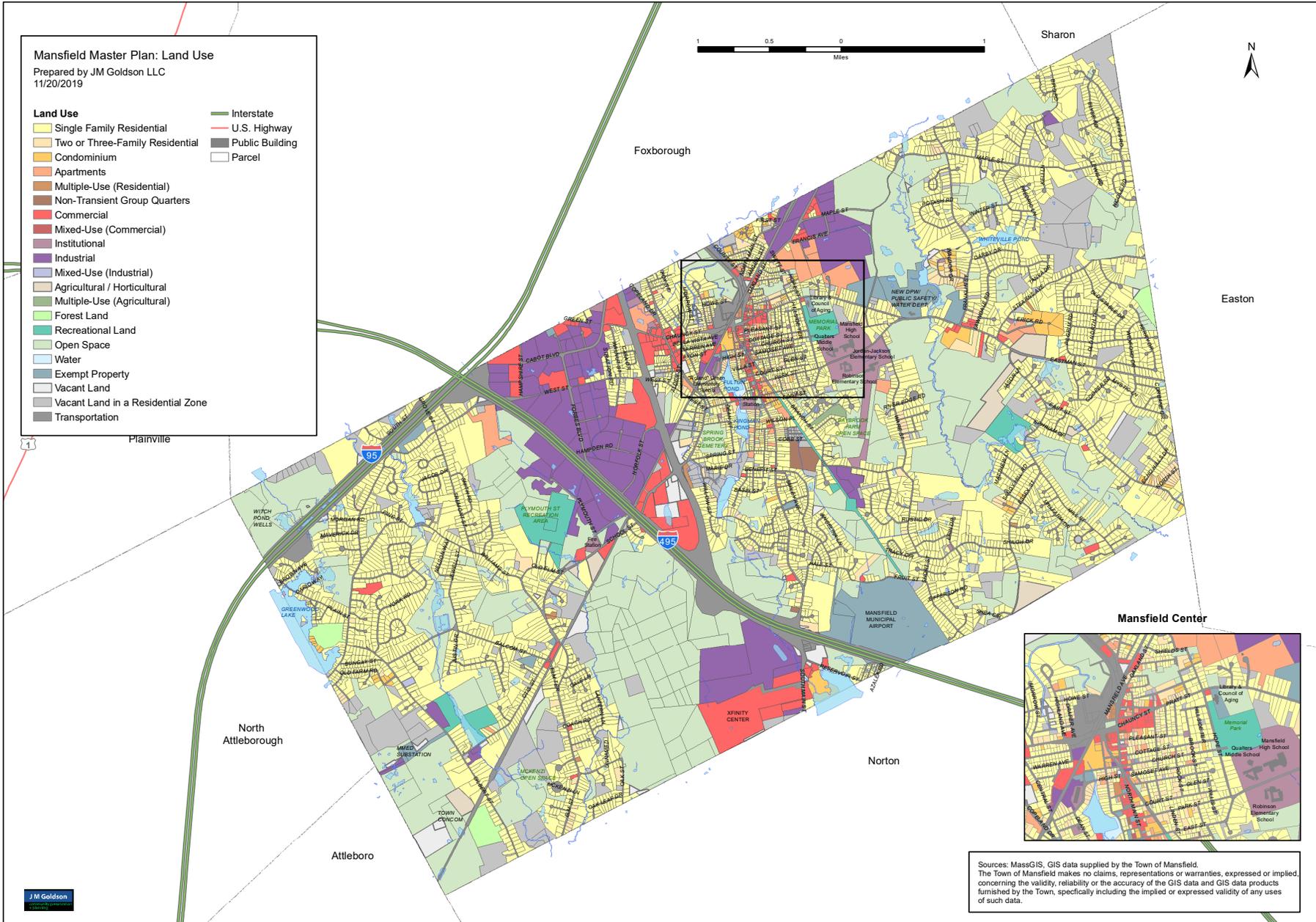
Table 3.2. Current Land Use Composition⁶³

| Land Use | Parcels | Area (Acreage) | Percentage |
|--|-------------|-------------------------------|---------------|
| Single Family Residential | 5462 | 4847.14 | 37.1% |
| Two or Three-Family Residential | 377 | 207.50 | 1.59% |
| Condominium | 113 | 108.48 | 0.83% |
| Apartments | 60 | 140.43 | 1.07% |
| Multiple-Use (Residential) | 14 | 9.87 | 0.08% |
| Non-Transient Group Quarters | 5 | 22.28 | 0.17% |
| Commercial | 186 | 410.96 | 3.14% |
| Multiple-Use (Commercial) | 1 | 0.36 | 0.00% |
| Institutional | 20 | 130.39 | 1.00% |
| Industrial | 103 | 859.78 | 6.58% |
| Multiple-Use (Industrial) | 1 | 2.65 | 0.02% |
| Forest Land (Chapter 61) | 3 | 62.86 | 0.48% |
| Multiple-Use (Agricultural) | 1 | 8.40 | 0.06% |
| Agricultural / Horticultural | 7 | 103.44 | 0.79% |
| Open Space | 294 | 3184.62 | 24.4% |
| Recreational Land | 10 | 178.88 | 1.37% |
| Water | 15 | 125.48 | 0.96% |
| Exempt Property | 28 | 331.98 | 2.54% |
| Vacant Land - Total | 415 | 1050 | 8.03% |
| <i>Vacant Land - Other</i> | 70 | 114.92 | 0.88% |
| <i>Vacant Land in a Residential Zone</i> | 330 | 911.50 | 6.97% |
| <i>Exempt Property - Vacant Land</i> | 15 | 23.67 | 0.18% |
| Transportation - Total | 185 | 1287 | 9.84% |
| <i>Right of Way</i> | 157 | 1184.23 | 9.06% |
| <i>Rail Right of Way</i> | 7 | 54.25 | 0.42% |
| <i>Exempt Property - Transportation</i> | 21 | 48.32 | 0.37% |
| Total | 7300 | 13,072.00⁶⁴ | 100.00 |

⁶² Note: the total acreage numbers from 1999 data differ from the 2018 data because MassGIS Historical Land Use is using actual land cover detected from aerial imagery whereas parcel-based land-use analysis uses one designation for each parcel.

⁶³ MassGIS, February 2018 Parcel Data.

⁶⁴ Acreage does not include roads and assessor data entries that are not coded.



ZONING REGULATIONS

Zoning is one of the key regulatory tools for implementing change and directing the future growth of a community. A Town's Zoning Bylaw describes the regulations that governs the use and development of land. These regulations shape the built environment and how we interact with it.

Since the Town of Mansfield adopted its first Zoning Bylaw in February 1953, many changes have been adopted—passing through the Zoning Board of Appeals and Planning Board until they were eventually accepted by Town Meeting. The Zoning Bylaw includes thirteen base zoning districts and five overlay districts. A description of each zoning district, including their general purpose, allowable uses, and design regulations are outlined below.

Residential Districts

Mansfield's Zoning Bylaw includes four residential zoning districts—Residence 1, 2, 3, and RD (Reservoir District). All four residential districts primarily regulate single-family housing development at different densities. Duplexes are permitted in the R3 district, but not in the other districts. The Reservoir District, which surrounds the northern tip of the Norton Reservoir, allows multi-family dwellings in townhouse or apartment style developments by special permit from the Planning Board.

Residence 1 (R1)—*Natural Resource and Scenic Residential*—has a minimum lot size of 60,000 square feet. Residence 2 (R2)—*Medium Density Residential*—has a minimum of 30,000 square feet. Residence 3 (R3)—*Higher Density Residential*—has a minimum of 10,000 square feet for single-family and 7,500 square feet for duplexes. The Reservoir District (RD) has a minimum of 30,000. R1, the residential district with the largest minimum lot size, has the largest front, side, and rear yard setbacks pushing the house further from the street and from neighboring property lines.⁶⁵ Structure heights in all four residential districts are limited to 2 stories, or thirty-five feet. All lots must have 50 percent (minimum) open space.

The minimum lot size requirements in each of the residential districts track closely with the Town's east and west development from Downtown and the Train Station. The R3 district's small lots are clustered around the train station and in Downtown Mansfield, extending down Main Street to Town Hall and Mansfield Common. Medium-sized lots of the R2 district surround Downtown and knit Mansfield Center with the Cabot Business Park (in the Planned Business District) and Municipal Airport to the south. West of interstate 495 and the Cabot Business Park, and East of the Old Colony Rail Trail and Bikeway, lot sizes increase to 60,000 sf. Larger lot sizes are needed in West Mansfield as this section of town is not connected to the Town's sewer system.

Business Districts

There are five different business districts in Mansfield—Central Business (B1) District; Downtown Mixed-Use (B2) District; Highway Business (B3) District; Gateway Business (B4) District; and the Planned Business District (PBD). The four main business districts allow a wide range of commercial businesses including retail, restaurants, offices, personal service shops and parking lots. Other auto-related uses, such as gas stations and repair shops are allowed by special permit.⁶⁶

Central Business District (B1) and Downtown Mixed-Use (B2) District make up most of Downtown Mansfield—running along North Main Street from Webb Place to the south, north to the train station, and west along the

⁶⁵ Front yard minimum setbacks are even larger (up to 75 feet on lots of over 30,000 square feet) on lots with frontage to one of Mansfield's scenic roads.

⁶⁶ Gas Stations are only allowed by special permit in the B1 and B2 districts.

north side of Route 106 to Clinton Street. The main difference between the two districts is their maximum Floor Area Ratio (FAR)—2.0 for most by-right uses under B1 and 1.0 under B2. For residential uses in the B2 district, the maximum FAR is 0.5. FAR is a measurement of a building's floor area in relation to the lot size, which helps convey the bulk or mass of a building.⁶⁷

The dimensional regulations within both commercial districts promote development on small parcels by not having a minimum lot size, lot frontage requirements, or front or side yard setback requirements. The maximum building height in this district is forty-five feet.⁶⁸ Both downtown zoning districts allow buildings to combine commercial and residential uses in the same structure (mixed-use), provided that the commercial use occupies the entire ground floor.⁶⁹ Mixed-use development is permitted in B1 by-right and in B2 by special permit. Both districts allow most residential uses by special permit. Duplexes are only allowed by special permit in B2.

The Highway Business (B3) District and the Gateway Business District (B4) allow the same commercial uses as B1 and B2 with a few exceptions.⁷⁰ Gas stations are not permitted in these districts, but they do allow for car washes and the storage and sale of bulk materials. The Highway Business (B3) District is located around State Routes 140 and 106 and west of Great Woods Conservation Area along the train tracks. The minimum lot size for B3 is 15,000 square feet with minimum frontage requirements of 100 feet. B3 also requires 50-foot minimum front yard setbacks and 20-foot side and rear setbacks. The maximum building height in this district is the same as B1 and B2—forty-five feet.⁷¹ The Floor Area Ratio for B3 is 0.25 for all uses, which promotes less dense, sprawl-like development—suitable for development situated along car-dominant corridors.

The Gateway Business District (B4) runs along the Copeland and Chauncy streets corridor east of state route 140. B4 shares the same minimum lot size, building heights, and frontage requirements as the B3 Highway Business District, but requires 30-foot minimum front, 20-foot side, and 40-foot rear yard setbacks. The FAR for this district is 0.60 for office and other non-residential uses and 0.50 for retail. The B4 district also allows buildings to combine commercial and residential uses in the same structure (mixed-use), provided that the commercial use occupies the entire ground floor—and allows a maximum FAR of 0.80.⁷²

⁶⁷ Metro Council. 2018. "How to Calculate Floor Area Ratio." metro council.org/Handbook/Files/Resources/Fact-Sheet/LAND-USE/How-to-Calculate-Floor-Area-Ratio.aspx

⁶⁸ There have been different interpretations of max building height of 45' depending on definition of roof line, particularly with mansard roofs.

⁶⁹ For Business and Residential Buildings, the maximum floor area ratio is 2.5 for B1 and 1.5 for B2.

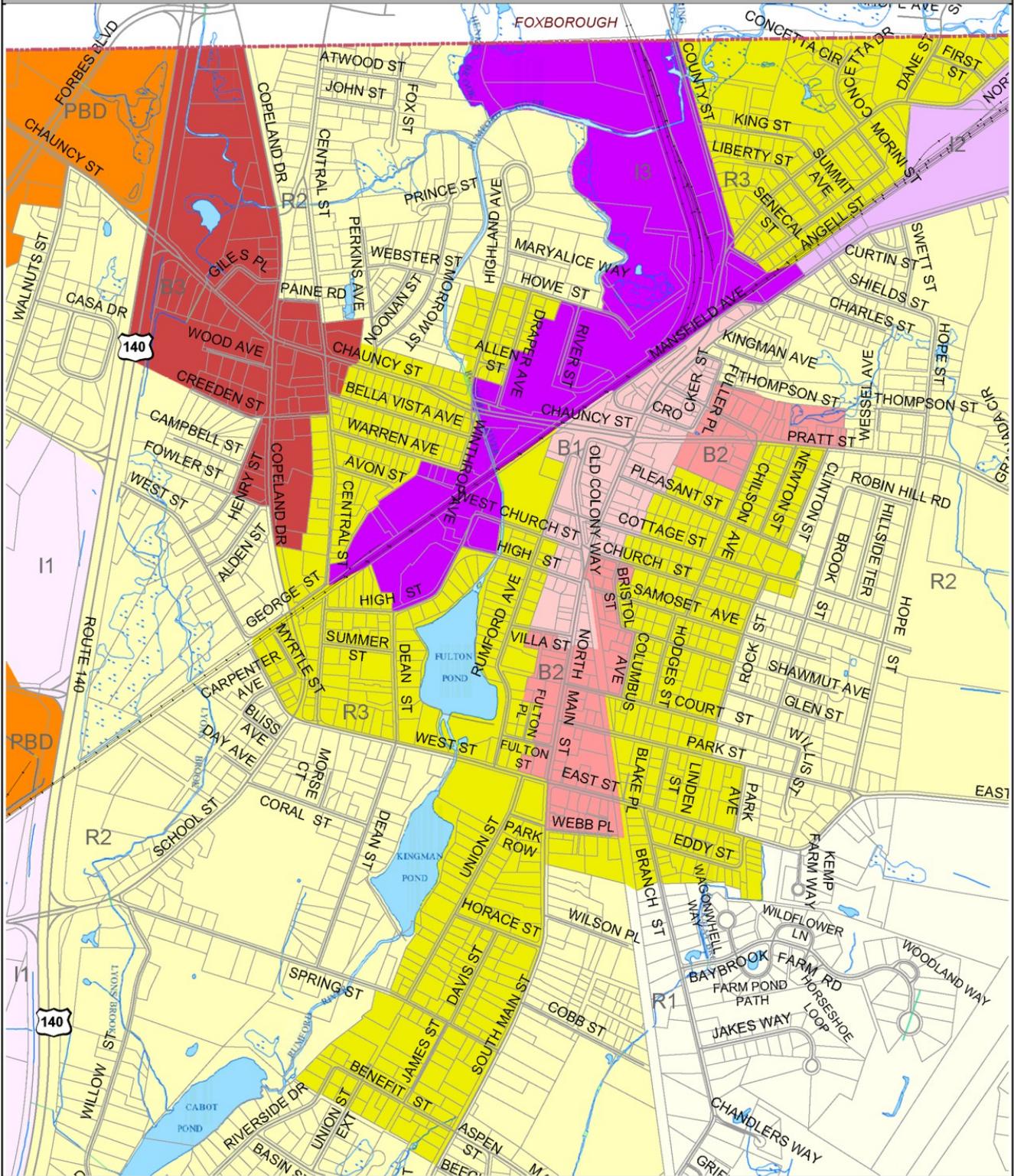
⁷⁰ The Gateway Business District was separated out from B3 Highway District several years ago at Town Meeting to focus development along Chauncy and Copeland while leaving the other remote stand-alone B3 areas alone. B3 has 4 distinct areas in Town that were pre-existing business locations when zoning was put in place.

⁷¹ There have been different interpretations of max building height of 45' depending on definition of roof line, particularly with mansard roofs.

⁷² For Business and Residential Buildings, the maximum floor area ratio is 2.5 for B1 and 1.5 for B2.

Downtown Zoning Map

Mansfield, MA



| | | | |
|---|-------------------------------|-----------------------|-------------------------|
| Property Boundary | R3 Higher Density Residential | B1 Central Business | I2 Limited Industrial |
| Zoning | RD Reservoir District | B2 Downtown Mixed Use | I3 Mixed Use Industrial |
| R1 Natural Resources & Scenic Residential | A Airport District | B3 Highway Business | |
| R2 Medium Density Residential | PBD Planned Business District | I1 Industrial Park | |

Scale: 1:12,000
1" = 1,000'

1,000 500 0 1,000 Feet
0.2 0.1 0 0.2 Miles

Printed: Aug 5, 2013 File Path = U:\GIS\Projects\Clerk Office\Maps\Downtown_Zoning_map 8x11.mxd

PLANNED BUSINESS DISTRICT

The Planned Business District (PBD) covers the Cabot Business Park. This district allows a mix of commercial and industrial businesses including professional offices, banks, trade schools and craft shops, research and development, biotechnology labs, warehouses, and light and general manufacturing. Ancillary retail stores, restaurants and personal service shops, such as barber shops or nail salons, are also allowed by-right up to a maximum of 5 percent of the total gross floor area or 2,500 square feet (1,000 square feet for restaurants), whichever is less. Goods sold at ancillary retail businesses must be related to the primary use.

In addition to these by-right uses, the district allows restaurants and adult businesses, including retail, medical marijuana, and performance spaces, by special permit—and more intensive industrial uses, such as regulated refuse incinerators (landfills) and freestanding wireless communication facilities.

The district's 40,000 square foot minimum lot size and 200-foot minimum frontage supports large industrial and manufacturing businesses. Many traditional business and industrial park districts have deep setback requirements to keep industrial buildings farther from the streets. Roof gardens and green roofs on the primary building or its parking structures can count towards the lot's thirty-five-percent open space requirement. Building heights in the PBD are limited to six stories or ninety feet—unless the lot abuts an office, business, or industrial lot or is within seventy-five feet of a residential property line or residential zone. Here, buildings are limited to sixty feet.

Industrial Districts

Mansfield has three primary industrial zoning districts—Higher Density Industrial (I1); Light Industrial (I2); and Mixed-Use Industrial (I3). These districts allows industrial businesses including storage, distribution, and manufacturing facilities; lumber yards and contractor yards; printing, packaging and processing plants; and laboratory space.

The Higher Density Industrial district (I1) includes the Xfinity Center parcels south of Interstate 495; and two parcels along Route 140—Mansfield Crossing and Erin's Center Retail Plaza. In addition to retail, office, and other nonresidential uses, the I1 district allows for research and development; biotechnology and manufacturing (general and light) by-right. The density and dimension regulations in the I1 district reflect the larger space needs of these by-right uses. The minimum lot size is 40,000 square feet, requiring a 200-foot minimum frontage, and that 35 percent of the lot be open space. Building heights in this district can go up to sixty feet or five stories.

The Light-Industrial (I2) district covers several disconnected parcels throughout Mansfield including two areas in south Mansfield which border the Old Colony Way Rail Trail and parcels in West Mansfield which contain Jordi Labs. The largest section of town contained in the I2 district is the Ryan-Elliott Industrial Park located east of downtown next to Maple Park Conservation area. The I3 district contains parcels around the commuter rail station and tracks north of downtown. Due to the existing smaller lot sizes in these industrial areas, the minimum lot size in the I2 and I3 districts are 15,000 square feet, requiring a fifty-foot minimum frontage and that the building be setback from the road fifty feet (with twenty-foot side and rear setbacks). Building heights in the I2 and I3 districts are limited to four stories or forty-five feet. The I3 district also allows buildings to combine commercial and residential uses in the same structure (mixed-use)—and allows a maximum FAR of 0.25, the smallest for districts that allow mixed-use.⁷³ Residential uses are also allowed by right in the I2 district south of Route 106.

⁷³ For Business and Residential Buildings, the maximum floor area ratio is 2.5 for B1 and 1.5 for B2.

Airport District

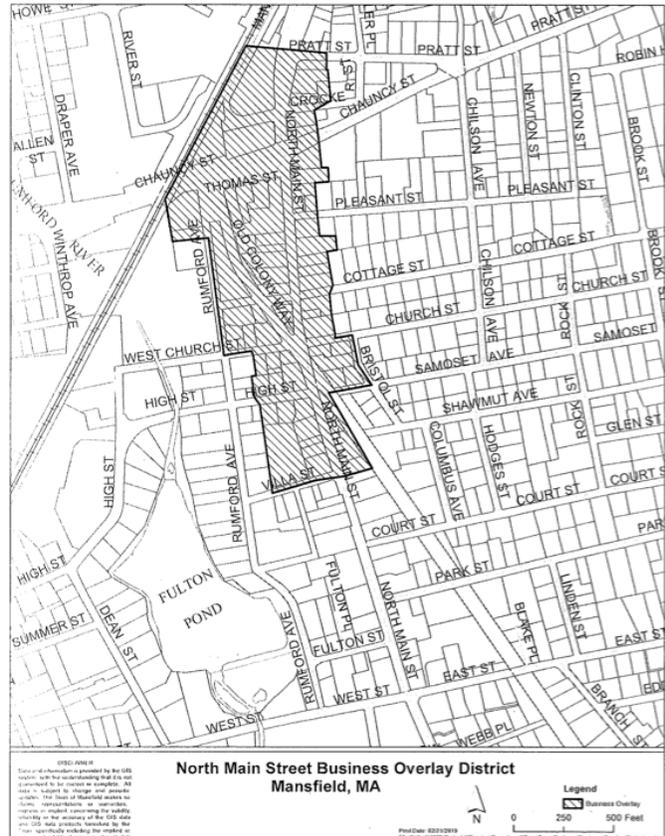
The Airport District (A) covers the land devoted to the Mansfield Municipal Airport. In addition to aviation uses, the district allows municipal use, recreation, and restaurants by right—and other commercial and industrial uses in accordance with the *2010 Aviation Master Plan* adopted by Town Meeting. These uses include retail, craft shops and trade schools, and light manufacturing.

Overlay Districts

In addition to these thirteen base zoning districts, Mansfield also has five overlay districts that regulate the use of land in town. Two districts regulate floodplain areas and protect surface and groundwater resources. Two districts are designed to incentivize mixed-use and denser development in Downtown Mansfield and in the area surrounding the train station. The fifth, and most recent overlay district adopted by Town Meeting in February 2018, allows for retail sales and cultivation of marijuana within its borders.

NORTH MAIN STREET BUSINESS OVERLAY DISTRICT

The North Main Street Business Overlay District (NMSBOD) encourages mixed-use higher-density development than is allowed in the B1 and B2 downtown zoning districts primarily through development incentives (density bonuses) for mixed-use projects (like One Mansfield) in return for enhanced streetscapes, compact parking, increased public spaces, or other amenities that promote a vibrant pedestrian-friendly downtown. Formed in 2010, the overlay district was designed to help jumpstart development along North Main Street and Downtown.⁷⁴ The district's regulations also provide stronger architectural design and performance standards.



North Main Street Business Overlay District Map - 2019 Revised Boundaries

The district's current boundaries run along North Main Street spanning Pratt Street south to Villa Street and west to Rumford Avenue. In 2019, the NMSBOD boundaries were revised—reducing the district's size by half. The district's original boundaries extended south to East Street. The revised district boundaries aim to reduce the development impact on the adjacent and less-densely developed neighborhoods—and prioritize development near the train station in the “traditional core” of downtown.⁷⁵

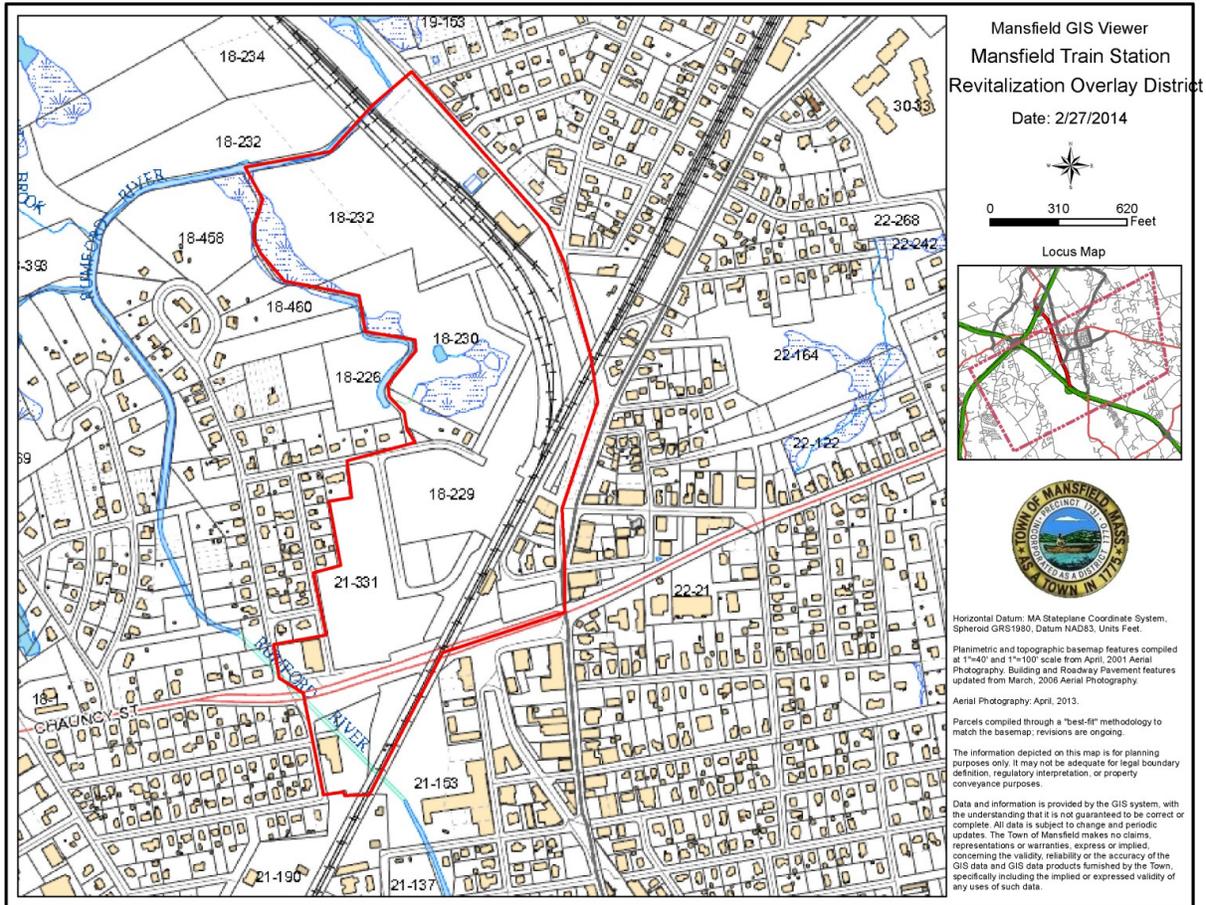
⁷⁴ Whitehead, Donna. May 8, 2019. “Petition Curbing Downtown Mansfield Building Heights Fails; Smaller Overlay District Adopted.” *WickedLocal*. mansfield.wickedlocal.com/news/20190508/petition-curbing-downtown-mansfield-building-heights-fails-smaller-overlay-district-adopted (accessed August 2019).

⁷⁵ Town of Mansfield. *FY20 Annual Town Meeting Warrant*. <https://www.mansfieldma.com/DocumentCenter/View/804/FY20-Annual-Town-Meeting-Warrant>. p 23.

MANSFIELD STATION REVITALIZATION OVERLAY DISTRICT

The Mansfield Station Revitalization Overlay District (MSROD) is an overlay that encourages transit-oriented development (TOD) around Mansfield’s commuter rail station. The minimum lot size for this district is 40,000 square feet. The purposes of this district include:

- (1) To promote mixed-use, pedestrian-oriented, high-value development within walking distance of Mansfield’s commuter rail station
- (2) To establish traffic patterns that are nonintrusive on existing residential neighborhoods
- (3) To promote safe, interesting, and varied public spaces through design standards
- (4) To provide a focal point for the arts and artists and to act as a cultural center for Mansfield

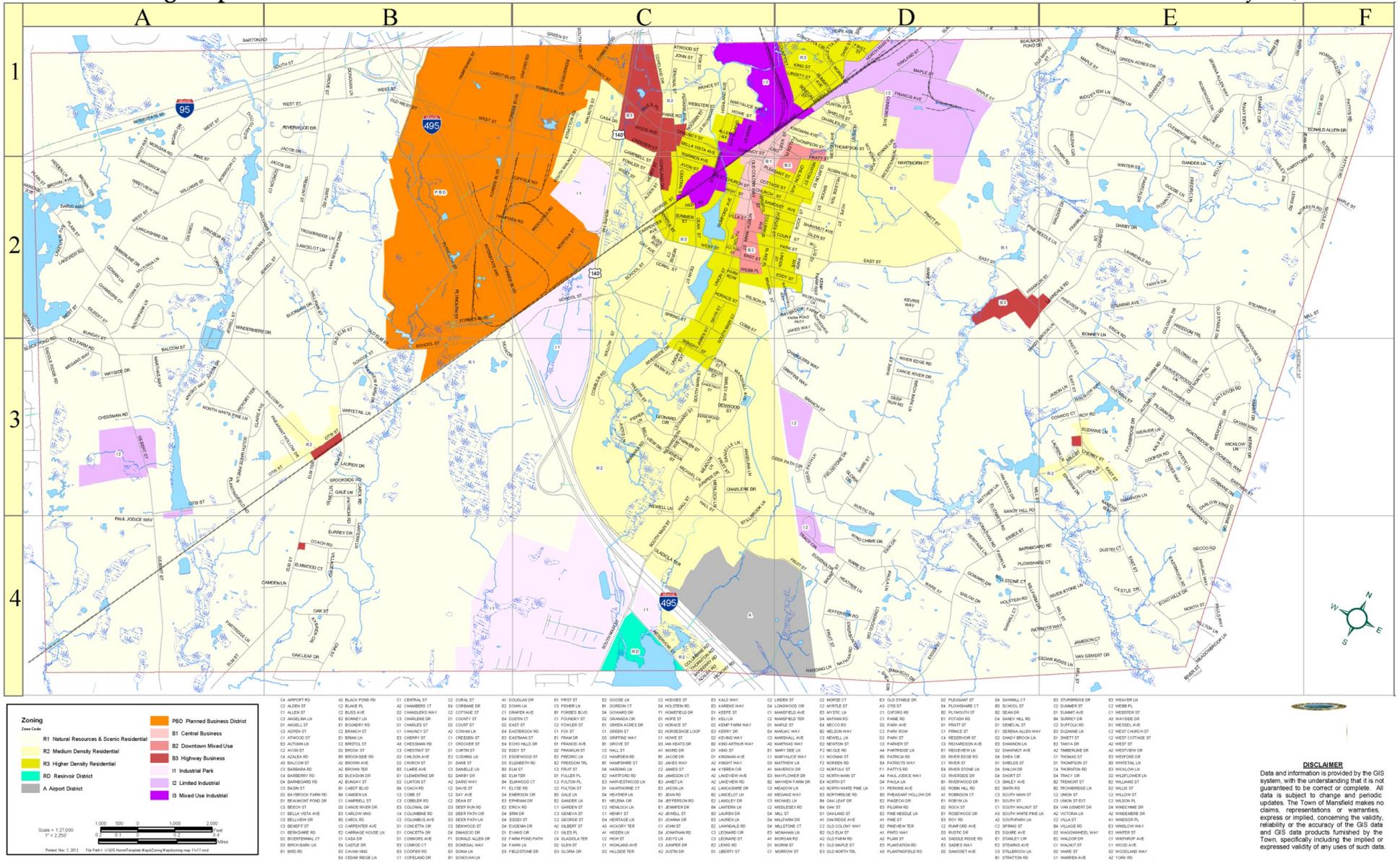


SOUTHWEST PLANNED BUSINESS DISTRICT CULTIVATION AND RETAIL MARIJUANA OVERLAY DISTRICTS

In 2019, Mansfield approved zones for the cultivation and selling of recreational marijuana through special permit at Town Meeting. The triangle-shaped *Southwest Planned Business District (PBD) Cultivation Overlay District*, the first of the approved zones, allows for businesses to grow marijuana plants in warehouse-like facilities. The district runs from Interstate 495 to east of Plymouth Street and includes parts of School Street. The second zone, *Retail Marijuana Overlay District*, regulates retail marijuana locations along two sites near Route 140—Erin’s Center Retail Plaza and Mansfield Crossing.

Zoning Map

Mansfield, MA



Conclusion

ZONING FOR ECONOMIC DEVELOPMENT AND COMMUNITY CHARACTER

Recent planning efforts and mixed-use zoning regulations in downtown and around the commuter rail station have helped the community pursue its community and economic development goal of further activating the area. New residential and commercial spaces, such as the Mansfield One or 214 Rumford Avenue, have been already developed. However, some residents feel that new development is out of scale and character with Mansfield's existing buildings—and that there is a general lack of cohesion between the north and south areas of Main Street.

CONTINUE PRIORITIZING TRANSIT-ORIENTED DEVELOPMENT (TOD)

In the *2008 Master Plan*, Mansfield sought a balanced sustainable approach between future development and conservation of resources. This played out in Mansfield's land use through reinforcing a dense and vibrant downtown and encouraging transit-oriented development (TOD) around the commuter rail station. Continuing to prioritize TOD will encourage a variety of housing options and help create a vibrant neighborhood centered around the commuter rail. Increasing residential units and the number of residents in downtown also presents an opportunity to help increase foot traffic to local downtown businesses. Some early TOD projects, such as Mansfield One, have had difficulty filling their first-floor commercial space—particularly for a restaurant. The building was not constructed with the appropriate infrastructure (e.g. grease traps) to accommodate a food and beverage tenant, thereby limiting the pool of potential businesses for the space. To better support the commercial component, mixed-use transit-oriented development could consider working closer with potential developers to ensure that they offer sufficient space for businesses to prosper and grow.

Chapter References

MassGIS Land Use Data, 1971-1999.

MassGIS Parcel and Assessment Data, February 2018.

Mansfield Zoning Bylaw, 2015

Mansfield Zoning Bylaw Amendments 2015-2019

Chapter 4: Historic and Cultural Resources

Introduction

The Historic and Cultural Resources element of the Master Plan highlights Mansfield’s prominent historic and cultural resources, town and non-profit initiatives and programs, as well as an inventory of the Town’s cultural and historic resources. This element should guide future preservation efforts and community building initiatives. In addition to addressing the Town’s physical historic and cultural assets, this element can guide the cultivation of less-tangible community assets, such as diversity, trust, and connection.

“In many ways, Mansfield’s history has followed a typical path—originally, a rural community where farming was its main occupation. Factories sprang up along the rivers to capitalize on the water’s flow. The Boston and Providence Railroad carved a path through Mansfield in 1835 making the Town a convenient location for heavy industry in the late 19th and early 20th centuries.”⁷⁷

Trends and Challenges

- Only 3 percent of Mansfield’s buildings are surveyed, inventoried, or protected, in some way. Few structures are adequately protected at the national, state, or local level. The local preservation level has the most impact.
- Mansfield’s *Adaptive Reuse Bylaw* helps incentivize developers to repurpose vacant or underutilized buildings rather than demolish them.
- Mansfield may be missing some key preservation opportunities that could offer additional funding sources for historic preservation projects and provide additional layers of protection, such as the formation of a local historic district.
- Organizations in town put on many community-wide events, such as Family Fun Night or Abolitionist Day, but lack a clear way to advertise and spread awareness about these programs.
- Many want to see more coordination and collaboration between Mansfield’s historic and cultural organizations and feel that many groups are operating in their own silos.
- Due to the lack of a formal community center, groups compete to use space at the Public Library, High School, or National Black Doll Museum. There is a need for more community gathering spaces in town.

⁷⁷ Kevin B. McNatt and Andrew J. Todesco. 2000. *Images of America: Mansfield*. Charleston, SC: Arcadia Publishing.

Inventory of Existing Conditions

HISTORIC RESOURCES

Approximately 3 percent of Mansfield's 8,799 buildings are surveyed, listed, or protected in some way.⁷⁸ The Massachusetts Cultural Resource Information System (MACRIS) data maintained by the Massachusetts Historical Commission (MHC) lists 244 historic resource records for Mansfield, of which 201 are individual buildings; 4 are multi-building areas; 5 are "structures," such as walls, ponds, pipes, bridges, etc.⁷⁹; 1 burial ground (Spring Brook Cemetery); and 17—primarily markers in Spring Brook Cemetery—are listed as an "object."⁸⁰ Objects are typically historic monuments, markers, or statues.⁸¹

Mansfield has two individual buildings and two multi-building areas listed on the National Register of Historic Places: the Fisher-Richardson House; Spring Brook Cemetery and Card Chapel; Memorial Hall; and the Lowney Chocolate Factory.⁸²

Of those resources surveyed, the majority date to the 19th century (almost 60 percent). Thirty-two resources, primarily historic houses, date to the 18th century and one, a boundary marker for Cobbler's Corner, dates to 1640.

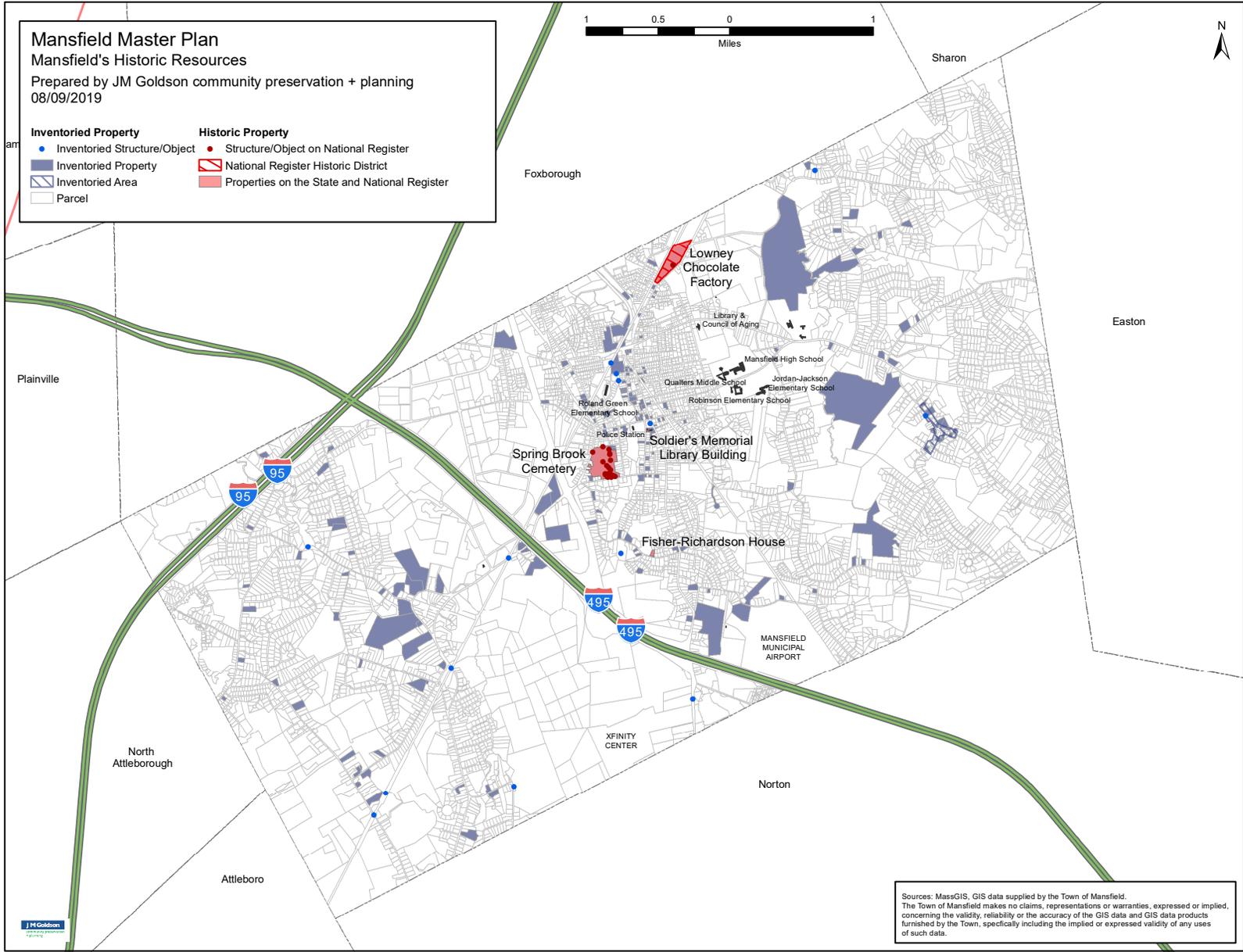
⁷⁸ Town of Mansfield, Assessors Database 2019; Massachusetts Historical Commission (MHC). Massachusetts Cultural Resource Information System (MACRIS). Town of Mansfield. Accessed August 2019.

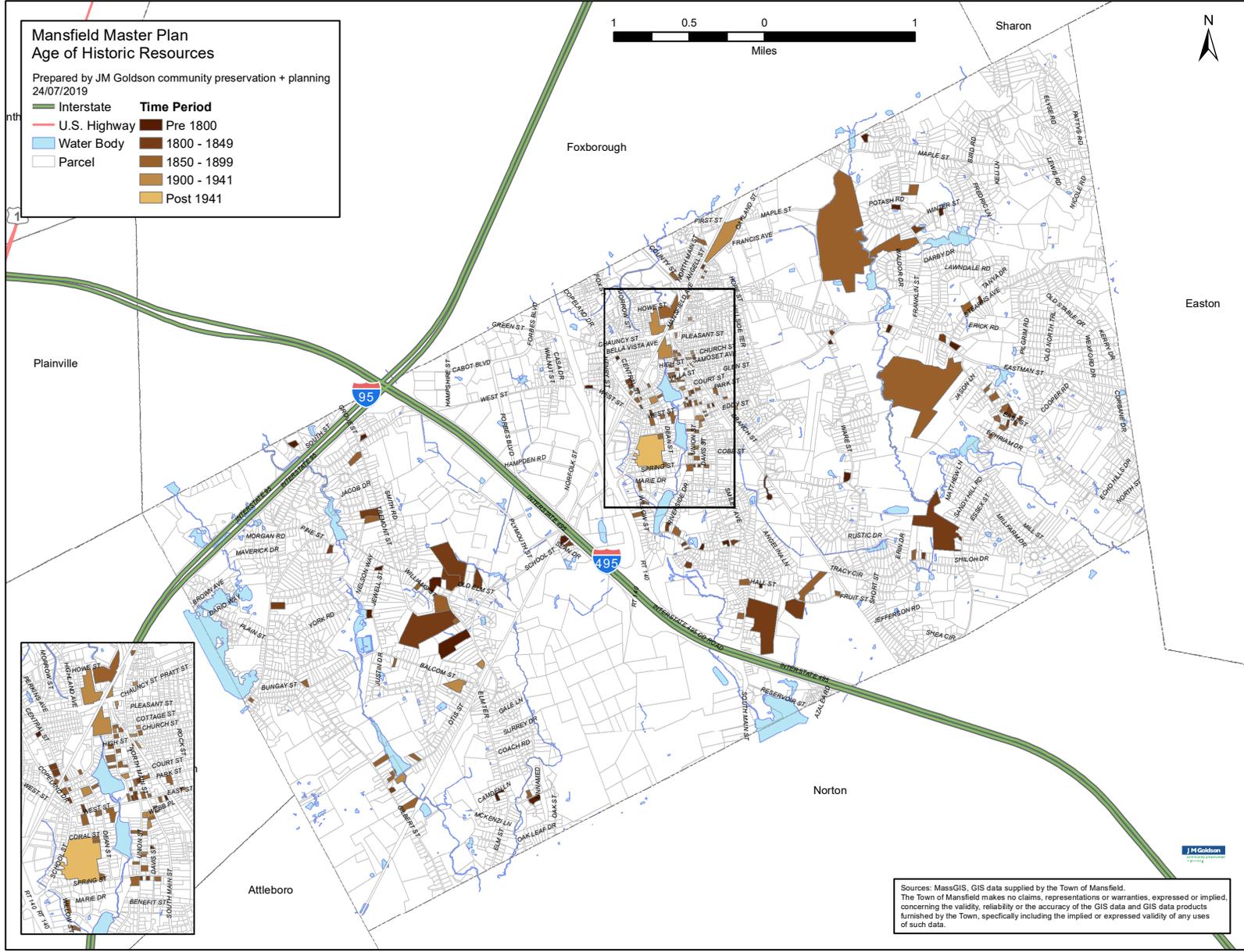
⁷⁹ Structures are all within Spring Brook Cemetery Town of Mansfield, Assessors Database 2019; Massachusetts Historical Commission (MHC). Massachusetts Cultural Resource Information System (MACRIS). Town of Mansfield. Accessed August 2019.

⁸⁰ As of August 1, 2019

⁸¹ Only two of the 17 objects are *not* markers in Spring Brook Cemetery.

⁸² Massachusetts Historical Commission (MHC). Massachusetts Cultural Resource Information System (MACRIS). Town of Mansfield. Accessed August 2019.





Historic Areas

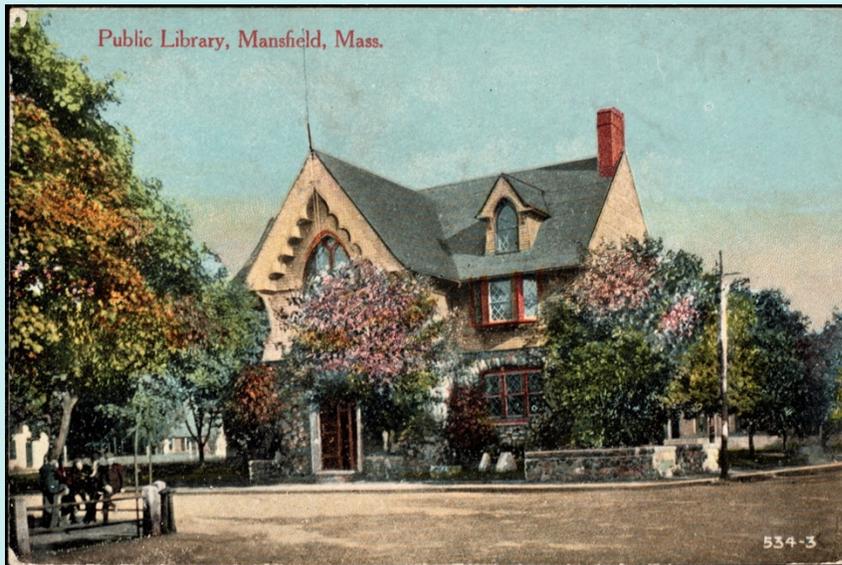
Of Mansfield's four historic areas on MACRIS, two are listed on the National Register:⁸³

- East Mansfield Village
- North Reservoir Pre-Historic District (SR)
- Spring Brook Cemetery (NR)
- Lowney Chocolate Factory (NR)

Although some of Mansfield's resources are identified in State and National inventories for their architectural or historic importance, few structures are adequately protected at the local level—the preservation level having the most teeth to ensure high-impact protection. Mansfield has no local historic district to offer local-level protection. The only structure in Mansfield with a Preservation Restriction is the Fisher-Richardson House.

Memorial Hall

Memorial Hall, built in 1899 in the Victorian-Gothic-Style, was originally used as the headquarters for Mansfield's chapter of the Grand Army of the Republic (GAR) and dedicated in honor of Mansfield's Civil War veterans. After falling into the hands of the Town, it was the Mansfield Public Library until 1989 and is now used for office space.



Mansfield Memorial Hall Building (Mansfield Public Library) in 1885

Source: "Public library, Mansfield, Mass." Card. 1885. Digital Commonwealth, <https://ark.digitalcommonwealth.org/ark:/50959/2r36v5487>

Scenic Roads

Mansfield has 16 scenic roads governed by a Scenic Road bylaw which preserves and enhances the local natural beauty and historic character. Scenic roads are determined by a Town Meeting vote per Massachusetts General Laws, Chapter 40, section 15C.

⁸³ Massachusetts Historical Commission (MHC). Massachusetts Cultural Resource Information System (MACRIS). Town of Mansfield. Accessed August 2019.

TOWN HISTORIC AND CULTURAL ORGANIZATIONS

Mansfield Historical Commission (MHC)

The seven-member Commission, formed by Town Meeting vote in 1967 per Massachusetts General Laws, Chapter 40, section 8D, protects and preserves historically significant buildings, including specific oversight and management of the Fisher Richardson House.

Fisher Richardson House (354 Willow Street)

Historically used for Mansfield's Town Meeting, this 18th century farmhouse on Willow Street is one of the oldest buildings in Mansfield. The Fisher Richardson House is listed on the State and National Registers and is the only property in Mansfield with a preservation restriction. The house is owned by the Town and overseen by the Historical Commission and Historical Society. Parts of the 18th century Willow Street farmhouse date back to 1743 when it was built by Ebenezer Wellman. For many years, it was open to the public—featuring prominently on the third-grade field trip local history circuit.

Several years ago, the property was closed due to structural issues. Town Meeting funded \$14,500 towards repairs to the historic building, including structural repairs to the basement, replacing the siding, and restoring the floors. The Historical Commission also provided some of its own funding to clean and restore the windows which date to the 1930s. The building will only be open from June to October to protect display items that cannot be left in an unheated building over the winter.



Fisher Richardson House, 2019

Photo: JM Goldson LLC

In competitive real estate markets, like Mansfield, teardowns and subdivisions become more common to maximize investment. The Historical Commission discussed implementing a demolition delay policy to protect historic structures at one point but decided not to pursue it further. Under a demolition delay policy, buildings determined to be “historically significant” are subject to special review by the Historical Commission and eligible for a one-year demolition delay. The bylaw protects historic homes by turning away developers

unwilling to wait a year. Demolition delay is one tool to encourage development that maintains the existing neighborhood character and preserves historic architecture.

ADAPTIVE REUSE OF HISTORIC STRUCTURES BYLAW⁸⁴

Passed in 2014 in response to the proposed Chocolate Factory redevelopment project, Mansfield’s Adaptive Reuse of Historic Structures Bylaw allows for the reuse of vacant or underutilized nonresidential buildings in any zoning district through a special permit from the Planning Board. Structures must contain a minimum of 2,000 square feet of gross building area; must no longer be used for its primary activity; and must have been in active use prior to February 1953—when Mansfield’s Zoning Bylaw was adopted. Proposals should include a mix of uses.

“Rather than knock down a beautiful building that’s well over 100 years old, repurpose it for residential use within walking distance to downtown and the train station.”

-Planning Director, Shaun Burke⁸⁵

The adaptive reuse bylaw has been successfully applied to the Lowney Chocolate Factory project and two historic churches—Faith Fellowship United Methodist Church (9 North Main Street) and St John’s Episcopal Church (43 High Street). All three projects were used to convert the historic structures into residential units.

Lowney Chocolate Factory (150 Oakland Street)

Constructed in 1903 for Walter M. Lowney’s Chocolate Company, the late Victorian industrial complex was used for the production and processing of chocolate and chocolate-based products until closing in 2010. Mr. Lowney was initially attracted to Mansfield’s proximity to the railroad and its relatively cheap land. He became a prominent commercial and civic figure in Mansfield—underwriting Mansfield’s water and sewer system and building the Tavern Hotel, a popular resort and business hotel and restaurant of the early twentieth century.



Lowney Chocolate Factory in 1907

Source: Images of America: Mansfield

Mansfield Public Library

Mansfield Public Library (MPL) is located at 255 Hope Street in a building they share with the Council on Aging (COA) near Mansfield’s Public School Campus. With the rise of digital content, libraries are no longer just a place to find books. They provide a wide array of services and resources and host many diverse programs and events—more often fulfilling the role of a town’s community center. For example, Mansfield Public Library offers dance lessons, music, and cooking programs in addition to more traditional lectures.

⁸⁴ Mansfield Zoning Bylaw § 230-3.7 Section B

⁸⁵ Quoted in “Hearing Slated on new use for St. John’s in Mansfield.” August 2015. *Enterprise News*. <https://www.enterprisenews.com/article/20150821/news/150829287>.

Table 4.1. Attendance at Library Programs FY16-FY20

| Year | Number of Library Programs | Attendance | Average Attendance per Program |
|------------------------|----------------------------|---------------|--------------------------------|
| FY16 | 334 | 5,721 | 17 |
| FY17 | 379 | 8,957 | 24 |
| FY18 | 403 | 6,610 | 16 |
| FY19 | 471 | 7,930 | 17 |
| FY20 | 481 | 8,545 | 18 |
| Total FY16-FY20 | 2,068 | 37,763 | 18 |

Source: Email Correspondence with Catherine Coyne, Mansfield Public Library Director, August 2019

MPL also has a meeting room available for public use that they share with the COA. One challenge that the library faces is that the room is only available at night as the Council on Aging uses the space for their extensive programming during the day.

Table 4.2. Use of Library/Council on Aging (COA) Meeting Room FY16-FY20 *(by outside groups and library)*

| Year | Number of Programs |
|------------------------|--------------------|
| FY16 | 684 |
| FY17 | 711 |
| FY18 | 1,110 |
| FY19 | 518 |
| FY20 | 545 |
| Total FY16-FY20 | 3,568 |

Source: Email Correspondence with Catherine Coyne, Mansfield Public Library Director, August 2019

HISTORICAL RECORDS AND EPHEMERA

There is significant collaboration between the Mansfield Historical Commission (MHC), Mansfield Public Library (MPL), and Mansfield Historical Society (WHS) on maintaining the Town’s historical records. There are various historical collections of the town, including books, maps, photographs, manuscripts, and ephemera, that are maintained by the Mansfield Historical Society in their building and by the Historical Commission in the Fisher-Richardson House.

According to conversations with historic stakeholders, many would like to see more opportunities for the public to engage with and access historical ephemera and documents.⁸⁶ A coordinated conservation effort between interested parties—the Town Clerk, Public Library, Historical Commission, and Historical Society—is needed to ensure that the Town’s collection of historic materials is protected in perpetuity and that the collection is more accessible to the public.

⁸⁶ Mansfield Master Plan Historic and Cultural Focus Group, June 12, 2019.

There have been some initiatives to improve access and maintenance of the Town's historic collections. The MPL was recently awarded a \$2,000 grant from Mass Humanities to digitize and index reels of the *Mansfield News*, the local paper dating back to 1873.⁸⁷ There are a limited number of display cases in Mansfield's Public Library and Memorial Hall to display these materials. The public can also view and access some materials at the Fisher-Richardson House now that the restoration is complete. There are also some historical displays in business windows downtown.

Mansfield Local Cultural Council (MLCC)

The Mansfield Local Cultural Council (MLCC) is a Town Manager-appointed board comprised of 5 to 22 area volunteers that oversee the distribution of state funding. The Massachusetts Cultural Council provides a grant of funding each year to support the arts, humanities, and interpretive sciences. The MLCC establishes guidelines for funding use and awards local individuals and groups. In FY2020, Mansfield's Cultural Council was awarded \$8,500.⁸⁸

In FY2019, the MLCC awarded \$11,815 in grants to thirty-one individuals and organizations, including Abolition Day; Mass Music & Arts Society (MMAS) "A.R.T.S. for All;" programming at the Mansfield Public Library and at the Council on Aging; and the Mansfield High School Spring Musical.⁸⁹

MANSFIELD CULTURAL DISTRICT

In 2018, the MLCC began discussions around the formation of a Mansfield Cultural District in Downtown.⁹⁰ A Cultural District is a walkable, compact, and easily-identifiable geographic area with a concentration of cultural facilities, activities, and assets. Cities or Towns in the Commonwealth of Massachusetts can apply for a cultural district designation. Once approved, municipalities are eligible for funding from the Massachusetts Cultural Council. Designations are in effect for five years and require an annual progress report. Cultural Districts have four main goals—attracting artists and cultural enterprises, encouraging economic development and enhancing property values, establishing the district for tourism purposes, and fostering local cultural development and historic preservation.

"Mansfield is at a critical juncture. With a newly formed Downtown Revitalization Committee and a new Town Manager, interest in creating a more vibrant, culturally oriented downtown is at a high."⁹¹

⁸⁷ "Mass Humanities Donates \$2K to Mansfield Public Library." July 26, 2019. <https://mansfield.wickedlocal.com/news/20190726/mass-humanities-donates-2k-to-mansfield-public-library> (accessed August 2019).

⁸⁸ Mass Cultural Council. "Local Cultural Council Allocations FY2020." <https://massculturalcouncil.org/communities/local-cultural-council-program/funding-list/> (accessed August 2019).

⁸⁹ Mansfield Local Cultural Council. FY2019 Grants. <https://www.mass-culture.org/Mansfield> (accessed July 2019).

⁹⁰ Email Correspondence with Katharine Wroth, Mansfield Local Cultural Council

⁹¹ Mansfield Local Cultural Council, March 2018, "Mansfield Cultural Assets Overview"

The proposed cultural district would focus on the North Main Street corridor. It would span North-South from the train station and current Mass Music and Arts Society (MMAS) location to Town Hall and East-West from Fulton Pond to the bike path on Old Colony Way. Discussions about the proposed district also highlight that there is potential for a second cultural district—potentially in the area of the Xfinity Center, new MMAS Arts Center, and Mockingbird Music.⁹²

The next step is the formation of a Cultural District Partnership—the first step in gaining State approval for a Cultural District Designation. The managing partnership oversees the cultural district and could include various representatives from Town Committees; leaders/members from the downtown’s cultural assets and satellite groups—such as the National Black Doll Museum, MMAS, and the Mansfield Historical Society, among others.⁹³ The MLCC anticipates submitting an application sometime in Fall 2019.



PRIVATE AND NON-PROFIT HISTORIC AND CULTURAL ORGANIZATIONS

Mansfield Historical Society (MHS)

Founded in 1951 by Jennie Copeland, the Town’s historian, the Mansfield Historical Society (MHS) is located at the Copeland House (53 Rumford Avenue), which is in turn stewarded by MHS. Built in 1909, the House was left to the Society by Jennie Copeland upon her death in 1956. The Copeland House is open on Monday evenings for lectures and other programming, and by appointment.

The MHS promotes awareness of Mansfield’s rich history and culture through its historical records and artifacts, educational programming, exhibitions, and publications. The Society has grown since 1951 but has seen a decline in membership and lecture attendance in recent years—as members have aged out or moved on.

“Historical societies have a historically bad rep. As things disappear, [we’re] trying to reinvent ourselves to be more open”⁹⁴

Kevin McNatt and Andrew Todesco, MHS president and secretary respectively, have been instrumental in continuing to foster interest in the Town’s history—particularly online and among new residents. The duo posts a weekly column—“Mansfield Memories”—in the local paper and maintains an active presence on social media.⁹⁵

⁹² Mansfield Local Cultural Council. 2018. “Mansfield Cultural District,” 2018. Presentation to the Mansfield Committees and Stakeholders.

⁹³ Mansfield Local Cultural Council. 2018. “Mansfield Cultural District,” 2018. Presentation to the Mansfield Committees and Stakeholders.

⁹⁴ Phone Interview, Kevin McNatt and Andrew Todesco (Mansfield Historical Society), July 10, 2019.

⁹⁵ Phone Interview, Kevin McNatt and Andrew Todesco (Mansfield Historical Society), July 10, 2019.

Massachusetts Music and Arts Society (MMAS)

Massachusetts Music and Arts Society (MMAS), a 501(c)3 founded by Ken Butler in 1993 to support Mansfield's arts and artists, is today a regional performance, music, and arts venue. MMAS draws artists, instructors, and ticket-holders from across New England for its award-winning theater productions in their flagship Black Box Theater, concerts, stand-up comedy shows, open mic and band nights, and art shows in its Morini Art Gallery. In addition to their evening programming, MMAS offers theater, dance, voice, improv, and other performance-based classes through their MMAS Academy—primarily summer and spring break programming for kids but they also offer classes for adults. According to staff, MMAS Academy has seen the largest growth (over 300 percent) in recent years.⁹⁶

Although MMAS is primarily still a volunteer-based organization—Ken Butler, the organization's executive director is the only full-time employee, they plan to expand to 5 to 10 employees when they move to their new location across from the Xfinity Center.⁹⁷ MMAS has grown from its initial yard-sales for the arts campaigns into a multi-million (\$4.6 million) capital campaign to relocate from its downtown location into a new complex across from the Xfinity Center (888 South Main Street).⁹⁸ Other plans for future growth include expanded programming for seniors and expanded arts scholarships for Mansfield students.

“Most of Mansfield doesn't know we are here; most of the people who come are not from Mansfield but love us” – Ken Butler, MMAS Executive Director

According to their website, MMAS donates between \$3,000 and \$5,000 worth of tickets each year to community and non-profit organizations—and free tickets to local Councils on Aging - in Mansfield and surrounding neighboring communities.⁹⁹ In 2015, the Tri-Town Chamber of Commerce recognized MMAS with its “Good Neighbor” award.

National Black Doll Museum of History & Culture

In May 2012, the National Black Doll Museum of History & Culture (National Black Doll Museum) opened its doors in Downtown Mansfield (288 North Main Street).¹⁰⁰ Founded by three sisters, the site features over 2,000 figures that tell the story of the African American experience.¹⁰¹ It is a popular field trip location for schools both locally and from out of town, and offers workshops, events, and programs throughout the year for kids and families. In addition to the physical location, Debra Britt, the Museum's Executive Director, travels the exhibition and gives lectures around the state.

The National Black Doll Museum has also been instrumental in organizing *Abolitionist Day*, an event which commemorates the 1836 riot between pro-and-anti-slavery factions at an abolitionist lecture in town. The event features a historical reenactment of the event on the South Common, a history scavenger hunt throughout town, and live demonstrations of arts and culture throughout the day.

⁹⁶ Phone Interview, Ken Butler (MMAS Founder and Executive Director) and Abigail Young (MMAS Development Director), July 9, 2019.

⁹⁷ Phone Interview, Ken Butler (MMAS Founder and Executive Director) and Abigail Young (MMAS Development Director), July 9, 2019.

⁹⁸ Phone Interview, Ken Butler (MMAS Founder and Executive Director) and Abigail Young (MMAS Development Director), July 9, 2019.

⁹⁹ Mass Music and Art Society Website. www.mmas.org/

¹⁰⁰ Prior to its downtown location, the museum was a traveling exhibition. National Black Doll Museum Website. <https://nbdmhc.org/>

¹⁰¹ Nell Porter Brown. May-June 2018. *Harvard Magazine*. <https://www.harvardmagazine.com/2018/05/national-black-doll-museum> (accessed August 2019).

*Over 300 families were registered members of the towns' local anti-slavery society. It had its own abolitionist publisher, Isaac Stearns, who was a correspondent for William Lloyd Garrison's "The Liberator."*¹⁰²

COMMUNITY EVENTS AND SPACES

Each July, Mansfield's downtown is transformed into a destination for "Family Fun Night" hosted by Mansfield's Downtown Business Association. Thousands of people attend, shutting down the streets of downtown Mansfield. There are several other community-wide events offered in Mansfield, including the Mansfield Downtown Business Association's Christmas Parade; Abolitionist Day organized by the National Black Doll Museum; and the Halloween Parade organized by the Town's Recreation Department.¹⁰³ Mansfield's Cultural Council is also in the process of planning a "Family Fun Festival" for Fall 2019.¹⁰⁴

"How do we coordinate all our interests [and] community events?"
-Mansfield Master Plan Historic and Cultural Focus Group

The Library recently created "Burbio," a new app/event listing network that lists events going on about town. Right now, the network only lists events and programs held by the library, Mansfield schools, the Town, and the YMCA. The library also plans to connect with industries doing trainings.¹⁰⁵

Mansfield does not have a community center. Many local groups try to use the space available at the National Black Doll Museum or the meeting room at the Public Library/Council on Aging (COA).¹⁰⁶ Other gathering spaces available in town include the Town Commons or the Elks Lodge. Once completed, there could be additional community gathering spaces available at the Chocolate Factory development or in the new MMAS facility near Xfinity Center. Community members have also expressed interest in potentially converting the now-empty North Main Street Fire Station into a community space.¹⁰⁷

¹⁰² Rick Foster. July 13, 2016. "Facing History in Mansfield." *Sun Chronicle*. https://www.thesunchronicle.com/news/local_news/facing-history-in-mansfield/article_36e7ea00-f137-5b09-986b-c079e139590a.html.

¹⁰³ Donna Whitehead. August 16, 2018. "Mansfield Cultural District Plan Moving Forward." *Mansfield WickedLocal*. <https://mansfield.wickedlocal.com/news/20180816/mansfield-cultural-district-plan-moving-forward>

¹⁰⁴ Email correspondence with Katharine Wroth, Mansfield Local Cultural Council

¹⁰⁵ Mansfield Master Plan Historic and Cultural Focus Group, June 12, 2019

¹⁰⁶ There is also a small meeting room at HarborOne Bank that is made available to organizations.

¹⁰⁷ Mansfield Master Plan Historic and Cultural Focus Groups, June 12, 2019.

Other Cultural Organizations/Events

In addition to those listed above, there are many community groups, non-profits, and private organizations in Mansfield dedicated to the promotion and celebration of arts and culture. These are listed below:

- Art Works
- Center for Holistic Healing and Art
- Happy Hollow Frame Shop hosts music jam sessions
- First Baptist Church
- Flint Farm creates a corn maze annually and offers hayrides and ice cream¹⁰⁸
- Flynn’s Irish Pub hosts live music events
- Le Studio Dance
- Mansfield Elks Lodge
- Mansfield Women of Today
- MockingBird Music
- Next Door Gallery
- The Rose Garden Coffeehouse presents up-and-coming and well-known folk artists (Catie Curtis, David Mallett, Cheryl Wheeler, etc.) and has been cited as a top U.S. folk venue¹⁰⁹

¹⁰⁸ Flint Farm Website. www.flintfarmstand.com/corn-maze.

¹⁰⁹ Mansfield Cultural Council.

Conclusion

Mansfield has a significant number of arts and cultural groups, as well as religious organizations and institutions. Overall, Mansfield's historic and cultural institutions are driven by a core group of non-profit organizations and involved volunteers.

LINKING ECONOMIC DEVELOPMENT TO HISTORIC AND CULTURAL RESOURCES

Downtown Mansfield's economic development has been the focus of many of the Town's planning efforts over the last decades. The Town's historic resources and cultural organizations are also clustered in and around Main Street which cuts through downtown. Placemaking studies have shown that places with a strong identity provide social benefits—contributing to individual well-being and fostering connections between community members. They also provide economic benefits—generating economic growth through heritage tourism, attracting new firms and residents, and discouraging current ones from leaving.¹¹⁰ The proposed Cultural District, led by Mansfield's Cultural Council, represents a unique opportunity for collaboration and coordination between the public and private sectors.

ENGAGING RESIDENTS IN A GROWING AND CHANGING COMMUNITY

Mansfield has long been thought of as a bedroom community. An ongoing challenge is how to engage and integrate new residents who are initially attracted to the Town's location and transit connectivity. In addition, the community's composition has changed since Mansfield's *2008 Master Plan* was completed. Today, Mansfield's population is more diverse with more residents identifying as non-white than in 2010.¹¹¹ In 2008, Mansfield was concerned about meeting the needs of its young family-oriented community—but today, the Town's population is aging at a more rapid rate than the rest of the county or state. As the community composition changes, there is a need for more diverse cultural programming and a way to bring people together.

INCREASED AWARENESS AND COORDINATION

Ensuring adequate resources is a common challenge for many historic and cultural organizations. A few arts and culture organizations, such as the Mass Music and Arts Society and Mansfield's Local Cultural Council, offer grants, scholarships, and other funding to support events and other cultural initiatives. Stakeholders have expressed difficulty in obtaining funding from the state—only one *MassHumanities* grant has been awarded to Mansfield in the last twenty years¹¹²—due to the Town's high median household income (\$112,141). Stakeholders also expressed difficulty obtaining funding locally through Town Meeting for arts and culture projects. Successful formation of a Cultural District or adoption of the Community Preservation Act are some examples of how the Town could access additional state funding to support cultural programming and historic preservation projects.

According to community stakeholders, a core group of volunteers currently operate in their own silos with few new people getting involved and minimal-to-no-collaboration. A challenge will be in coordinating interests and community events—and forming a network of participants passionate about Mansfield's history, arts, and culture who can share resources and knowledge.

¹¹⁰ Anna Callahan. 2018. "Developing Metrics for Quality-of-Place in Rhode Island." Graduate School of Cornell University. Department of City and Regional Planning.

¹¹¹ In 2010, about 93 percent of the population identified as White. Today, 87 percent of the population identifies as White (13 percent as non-white).

¹¹² MassHumanities. Past Grants Awarded Database. http://masshumanities.org/grants/past-grants/GR_062-19_00/ (Accessed August 2019). Mansfield Master Plan Historic and Cultural Focus Group, June 12, 2019.

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Chapter 5: Open Space, Natural Resources, and Recreation

Introduction

As Mansfield continues to grow and develop, land, green space, farms, open space and natural areas increasingly define the Town. These areas create a framework that shapes the pattern of development and thus impart a unique sense of place. This chapter explores the open space and natural resource network found in Mansfield as well as the recreational resources and opportunities available. The topography and rivers and ponds create a web of interconnected habitats that also serve to protect the quality of drinking water and provide recreational opportunities for residents. As many communities seek to define what makes them unique and what instills a distinct sense of place, the greenest parts of Mansfield may make the strongest contributions the way the Town views itself.

Mansfield takes great pride in the public recreation, park facilities, and open space lands found within its borders. The community has high-quality holdings of both designed spaces such as parks and recreational fields, complemented by widely distributed and diverse woodlands, wetlands, meadows, and farms. The Rumford River originates in Foxborough, flows south into Kingman and Fulton Ponds, effectively framing the western edge of Mansfield's Downtown. To the east, the Canoe River and the associated wetland complexes create an extensive natural corridor which also carry through from Foxborough, flowing beneath Route 106, eventually passing through the Marie Streesse Conservation Area and passing into Norton. At the far western edge of Mansfield, the 110-acre Greenwood (Bungay) Lake is a resource valued by residents in both Mansfield and North Attleboro. To the south, the Wading River and Hodges Brook corridors link to the Greatwoods Conservation Area, providing valued habitat corridors to the largest conserved tract of land in town.

Recently, the Town prepared a comprehensive guidance document which is an indispensable and detailed revision of the *2008 Open Space and Recreation Plan*. *The Open Space and Recreational Plan 2016 Update*, a valuable supporting document, provides additional detail and information and is appended to this Master Plan Update.

Recent trends indicate that much of new town conservation land is donated outright or otherwise receiving protection as a priority in the community. Funding reallocation for land acquisition is a key consideration, as well as an emphasis on funding to maintain properties and provide public access to open space areas currently owned by the town.

The purpose of this section is to identify and characterize the recreational lands, natural resources, and public open space assets in the community. The Inventory is organized in 2 parts, the first addressing Natural Resources and Open Space properties, while the second part focuses on Mansfield's active recreation properties.

Key Trends and Challenges

OPEN SPACE AND NATURAL RESOURCES

- People are rediscovering the value of spending time outdoors and seeking to get ‘back to nature.’
- There is a resurgence of investment in infill development and reuse of existing buildings in town. This is bringing more user activity to town without the additional development pressure that results from new housing construction.
- In 2016, the Town created the Open Space Committee tasked with clarifying public access and maintenance obligations corresponding with town-owned open spaces.
- Open space properties are often unknown or under-utilized by the public.
- Much of the open space trail network is not ADA compliant.
- Parking is in short supply at trail heads in some locations.
- Providing routine trail maintenance consistently is difficult.
- Suburban development continues to put pressure on wildlife and fragments tracts of habitat.
- In 2019, a toxic blue-green (cyanobacteria) algae bloom occurred in Fulton Pond. Water quality and Aquifer protection remain important initiatives for the town.

RECREATION

- Personal Health and Wellness is becoming an area of focus for people of all ages.
- Recreational opportunities such as biking and hiking that appeal to families are becoming increasingly popular.
- As town recreational programs expand & facilities are more highly utilized, the current staff resources are stretched thin to manage enrollment and operations.
- Increased recreational programming sometimes results in conflicts regarding host space availability.
- An objective for the Recreation Department is to offer a signature event (such as the Great Duck Race, Halloween Parade etc.) every month of the year. These events are not only recreational opportunities, they are also community-building events that engender a greater sense of place.
- The Recreation Department is presently staffed by two individuals.
- All park and conservation maintenance and improvements are performed by the Department of Public Works (DPW). Some recreation leagues perform their own maintenance on town fields.
- It has been noted that seasonal DPW employees start too late in the season and end too early in the fall to provide true support in the spring and fall seasons when high usage pressures athletic fields and turf maintenance needs are highest.
- Timely maintenance of athletic/recreational facilities is often difficult early or late in the year.
- Certain populations, notably middle school youth, lack robust recreational offerings outside of traditional sports.
- Strategic planning is increasingly important to anticipate and meet the community’s needs.

Open Space and Natural Resources Inventory of Existing Conditions

The network of open space and conservation properties found in town have been compiled through a shared conservation effort, much of it initiated by the Natural Resources Trust of Mansfield Inc. (NRT). Established in 1971, the NRT (501.c.3) leads the conservation efforts in the community with a strong base of members, donors and volunteers.

The protected land in Mansfield is conserved through various techniques such as zoning, outright ownership, and conservation easements. Not all of the conserved land is open to the public or features parking areas, trail networks, or other amenities. For the purposes of this inventory, “open space” also includes lands privately held and enrolled in Chapter 61.

In the past, the management of Town owned lands with public access has been performed by other parties. Many of the nature trails in town have been maintained largely by NRT volunteers, which makes consistency and accountability difficult. A slight trend in decreasing trail clearing and clean-up organization and participation by volunteers may signal the need for more collaboration in regard to open space maintenance and trail access.

In recent years, the Department of Public Works (DPW) has been performing trail maintenance and clean-up operations. In addition to protected Open Space properties, all recreational areas that are parks or athletic fields are maintained by the DPW. Seasonal workers add capacity to the crews in the summer season, while maintenance obligations in the fall and spring often get deferred due to lower staffing and other demands.

OPEN SPACE AND NATURAL RESOURCES INVENTORY

Mansfield is nearly 13,400 Acres (21 square miles) with less than 320 acres covered by water. However, extensive wetland complexes along the Rumford, Canoe, and Wading Rivers combine to create large tracts of forested wetland with regulatory protections. There is often protected Open Space assembled adjacent to these areas of undevelopable land, furthering habitat and aquifer protections. Generally, the conserved Open Space parcels are widely distributed across town, frequently following the waterways, drainage basins and topographic patterns of the land.

Mansfield’s parks, recreational fields and town-owned open space areas total more than 2,300 acres (approximately 17 percent of Mansfield’s total area). The maintained parks and recreational fields are localized in two main areas: Hope Street/East Street and Plymouth St. Parks generally fall within the historic village pattern, organized as town commons, or perimeter park land around Fulton and Kingman ponds.

Originally a farming community with an industrial center positioned alongside the railroad tracks, Mansfield has steadily built out from the downtown core. Much marginal land has been developed, leaving small areas of protected farmland with larger areas of wetlands. Many secondary roadways are enclosed by the tree canopies, have small stream crossings, and corresponding vegetated border wetlands which create the feel of a rural setting and a sense of closeness to the natural environment.

Table 5.1. Open Space and Recreation Resources

| Property | Size (acres) | Land Type |
|---------------------------------------|--------------|----------------------------------|
| Wading River/ Forest Park Area | 6 | Public Conservation Area |
| Sweet and Kalnins Conservation Area | 80.58 | Public Conservation Area |
| Great Woods (includes Fisher-Hallett) | 507.96 | Public Conservation Area |
| Fulton Pond Park | 15 | Public Conservation Area |
| Kingman Pond | 2.9 | Public Conservation Area |
| Maple Park/ Canoe River Watershed | 273.12 | Public Conservation Area |
| Marie Streese Memorial | 49 | Public Conservation Area |
| Canoe River Greenbelt | 192.85 | Public Conservation Area |
| Essex Street Property | 19 | Public Conservation Area |
| Great Woods (includes Fisher-Hallett) | 16 | Protected Parcel - Private (NRT) |
| Plymouth and School Streets | 89.52 | Protected Parcel - Private (NRT) |
| Parcel adjacent to Maple Park | 6.8 | Protected Parcel - Private |
| Forest | 513.24 | Chapter 61 Parcel |
| Open Space and Recreation | 109 | Chapter 61B Parcel |
| Mahana Morrison Wells | 141.19 | Water Protection Parcel |
| Albertini Wells | 42 | Water Protection Parcel |
| Walsh Well Field | 48.5 | Water Protection Parcel |
| Dustin Well | 24.8 | Water Protection Parcel |
| Memorial Park | 21 | Recreational Area |
| Hutchinson Property and Fields | 21 | Recreational Area |
| Plymouth Street Recreational Facility | 58.2 | Recreational Area |
| Pine Street Recreation Area | 6.2 | Recreational Area |

Table 5.2. Distribution of Conservation and Recreation Land

| Category | 2007 Figures | 2015 Figures | Description |
|--|--------------|--------------|--------------------------|
| Total Conservation Lands (Public + Private) | 1,791 acres | 2,054 acres | |
| Recreation | 82 acres | 96 acres | Athletic Fields |
| School | 127 acres | 127 acres | Campus / Athletic Fields |
| Town Commons | 3 acres | 3 acres | Town Setting |
| Chapter 61 Property | 545 acres | 497 acres | Farm/Forest |
| Massachusetts Commonwealth | 25 acres | 38 acres | Isolated |
| Other Lands | 126 acres | 92 acres | Miscellaneous |
| TOTAL | 2,699 acres | 2,907 acres | |

TOPOGRAPHY, GEOGRAPHY, AND SOILS

The town is within the Taunton River Watershed. The regional topography divides Mansfield into four main drainage basins (from west to east):

- 1) Bungay River Basin
- 2) Wading River/Hodges Brook Basin
- 3) Rumford River Basin
- 4) Canoe River Basin.

The Bungay River basin flows west toward North Attleboro and includes Greenwood (Bungay Lake). All other basins flow south.

WATER RESOURCES

The Department of Environmental Protection (DEP) exercises jurisdiction over water bodies and wetlands, as well as areas within 200 feet of perennial rivers and streams. Ever increasingly Mansfield's wetlands are valued as buffers in severe storm events, spaces able to accommodate excessive rainfall and runoff, in addition to offering watershed and aquifer protection. The nearly 50-acre Marie Streesse Conservation Area makes up the southwestern portion of the critical conservation lands that make up the Canoe River Greenbelt.



Marie Streesse Conservation Area

BETA Group, Inc., 2019

Fulton Pond

Fulton Pond is created by a dam on the Rumford River, centrally located just west of downtown and features a maintained park-like pond edge, with six picnic tables on the south side of the pond. The pond was once a popular swimming hole but has been plagued by toxic algae blooms in recent years.¹¹³ Non-motorized boating is sometimes permitted. There is public parking for 10-12 cars near Rumford Avenue.

Kingman Pond

This pond was also created by damming the Rumford River, downstream of Fulton Pond. The pond is surrounded by single family homes.

Greenwood Lake

Also known as Bungay Lake, this 110-acre waterbody is on the town line between Mansfield and North Attleboro. The lake is popular for recreation in the form of motorboats and fishing. The North Attleboro Fish Hatchery controls a dam that regulates the lake water level. In the past, low water levels in the lake raised concerns regarding the operation of the three public water wells on nearby West St.

¹¹³ Jimmy Bentley. August 30, 2019. "Toxic Blue-Green Algae Found in Fulton Pond in Mansfield." *Patch.com*. <https://patch.com/massachusetts/mansfield-ma/toxic-blue-green-algae-found-fulton-pond-mansfield>.

Whiteville Pond

Positioned in north-east Mansfield, this pond flows into the Canoe River. It is a small pond noted for good fishing. This waterbody is surrounded by single family homes without conserved land.

Canoe River

This winding river originates in Sharon, flows through Mansfield and continues into Norton. The Canoe River Watershed Basin is made up of an extensive network of open surface water, vegetated wetlands, and forested flood plains. Underlying the surface features is the Canoe River Aquifer, a sole source aquifer supplying over 60,000 homes with water. In 1991, the area was designated an Area of Critical Concern (ACEC). The river attracts medium to high intensity recreational uses in certain locations such as the Mansfield Fish and Game Club, adjacent to the Canoe River off Route 106, which has a clubhouse and target shooting area, and the 34-acre Canoe River Campground which frames the historic Mill Pond through which the Canoe River flows. This facility offers a total of 290 cabins and outdoor camp sites and RV facilities. Activities include fishing, swimming, and hiking on a network of walking paths adjacent to the Canoe River.

Wading River

Flowing from a small pond, the Wading River flows through the protected lands of the Sweet and Kalnins Conservation Area. The river forms the narrow, rectangular Sweets Pond and then continues to flow through Mansfield and into Norton where it joins the Rumford River. The confluence of the rivers creates the Three Mile River.

Hodges Brook

A small winding brook, this waterway flows along the western edge of the Great Woods, creating a border that frames single-family development in the area.

FLOODPLAINS

Due to the extensive wetland network in Mansfield there are numerous mapped Special Flood Hazard Areas in town. All Flood Hazard Areas are designated by FEMA, and typically these areas are associated with wetland complexes. The areas near rivers, streams, and wetlands can become challenging to occupy under severe weather conditions, and roads can become impassable. Flood Hazard mapping includes Regulated Floodway Areas (Zone AE) along the Rumford River (including Fulton and Kingman Ponds) as well as specified zones such as Zone A for overlapping areas or those found immediately adjacent to water resource, or Zone X comprising lands which less likely to flood. Areas of higher elevation are designated as Areas of Minimal Flood Hazard. Detailed information can be found at the Town's website or at the FEMA Map Service Center (MSC) website (<https://msc.fema.gov>). Past years have seen an increase in flooding in developed areas with high groundwater tables and at certain bridges and culvert crossings.



Rumford River 'Backwash'
BETA Group, Inc., 2018

VEGETATION

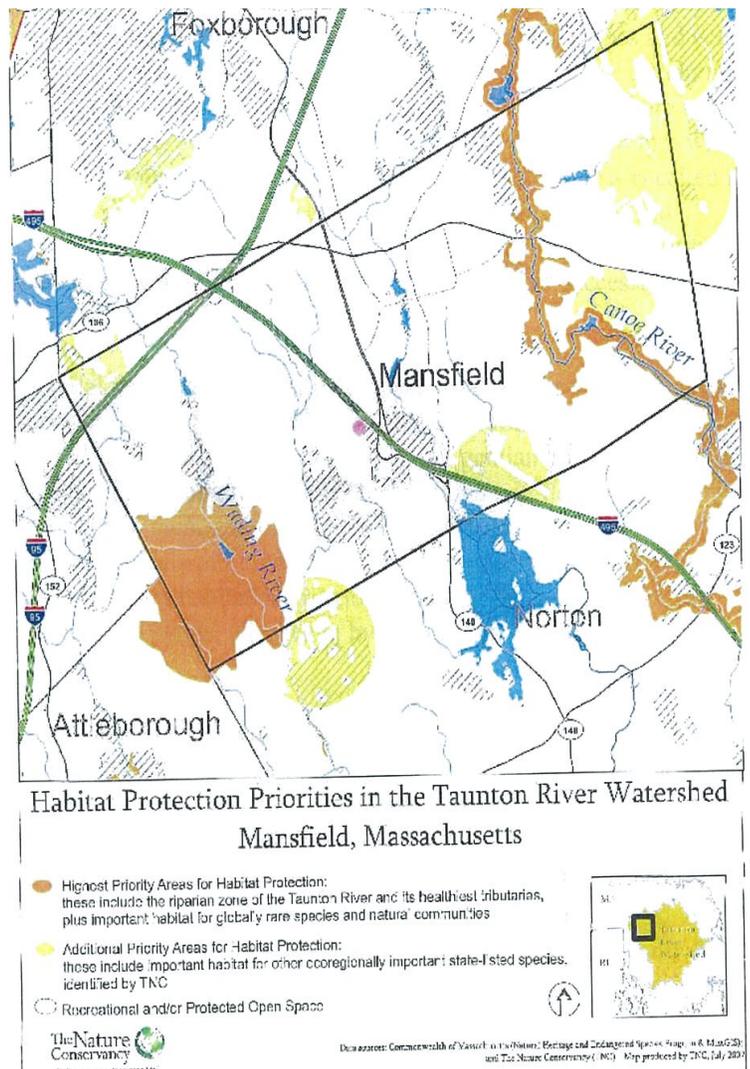
In the last decade, various publications have documented over 250 trees, shrubs, and other types of ground covers growing in Mansfield. There are three major tree community groupings: Oaks and Mixed Hardwoods, White Pine, and Red Maples with associated plant communities. There are four plant species present in town known to be endangered, threatened, or of special concern:

1. Philadelphia Panic Grass (annual grass) - Special Concern
2. Plymouth Gentain (perennial herb) - Special Concern
3. Arethusa (perennial orchid) - Threatened
4. Toothcup (annual wetland herb) - Endangered

WILDLIFE

The varied terrain vegetation and habitats in Mansfield support a diverse array of wildlife. The Great Woods Conservation Area, located west of Route 140, contains over 700 acres of open space, creating contiguous habitat and supporting some of the broadest wildlife diversity in town. The conservation area is comprised of Town and NRT owned properties. Larger animals such as white-tailed deer, grey and red fox, coyotes, and other smaller mammals are widely distributed across town, adapting to various environments. The wetlands in Mansfield attract many bird species which feed and nest in suitable areas. *The Great Woods and A Guide to Mansfield Trails* (2013) published by the Natural Resource Trust (NRT) and the Town of Mansfield both list the fisheries and wildlife known to be found in Mansfield. There are noted and unique environmental areas in town such as the Canoe River Area of Critical Environmental Concern, The Great Woods, and the Cedar Swamps at Corporal Francis Hardy (Maple Park).

Mansfield's diverse terrain, waterways and wetland complexes are part of a region with great biodiversity. Suburban development patterns pressure natural systems, displace habitat, and often compromise recharge capacity and water quality. The Nature Conservancy has created maps identifying Habitat Protection Priorities, which include southwest portions of Mansfield, including Great Woods, and portions to the east of town, including the entire corridor of the Canoe, Snake, and Mill Rivers. These areas are identified as highest priority for Habitat Protection, and within then the NRT works to clear runoff routes of vegetation and debris without harming endangered plants and animals.



PUBLIC PROTECTED LAND

There is a large amount of Town-owned conservation area in Mansfield, many with provisions for public access. There are over 2,000 acres of land protected primarily by the Town’s Conservation Commission and the Water Department. Many of these areas are substantial in size and provide not only large areas of wildlife habitat but also offer an immersive user experience in the natural environment. The table below indicates the acreage of protected land held by the town, and notable features in each location. Most of these areas allow for public access, although access may be limited in areas where wells are located. In many cases, there are additional adjacent parcels which are privately protected. There are several conserved parcels worthy of special note. Refer to the Town of Mansfield 2016 *Open Space and Recreation Plan Update* for detailed descriptions of all of the Town owned properties.

Table 5.3 Characteristics of Town-Protected Parcels

| Description of Town Protected Parcel | Characteristics | | | |
|--|----------------------|--------------------------|-------------------------------------|---------|
| | Size (acres) | Access (miles of trails) | Features | Parking |
| Sweet and Kalnins Conservation Areas | 95.1 acres | Y (0.89 miles) | Trails, boat ramp, fishing | Y |
| The Great Woods (South) | 457.3 acres | Y (over 3 miles) | Trails, Boardwalk | Y |
| The Great Woods (North) | 116.2 acres | Y | Trails, Historic Cobbler’s Corner | |
| Corporal Francis Hardy Conservation Area | 283.9 acres | Y (2.27 miles) | Cate Spring Well | Y (2) |
| Leonard F & Marydee Flynn Greenbelt (Canoe River) | 379.7 acres | Y | Substantial Wetlands | |
| Marie Streese Memorial Conservation Area | 49 acres | Y (0.91 miles) | Trails | Y |
| Essex Street Properties Other Lands | 50.21 acres | Y | Community Garden Site | Y |
| Wading River /Forest Park Area | 7.8 acres | Y | Historic Cemetery | |
| Gilbert Street Rear | 66.7 acres | N | No plans for access | |
| Plymouth Street Conservation Area | 21.5 acres | Y (1.54 miles) | Abuts Recreation Area and NRT lands | Y |
| Fulton Pond Park | 15 acres | Y | Landscaped Pond perimeter park | Y |
| Kingman Pond Area | 10.18 acres | Y (no trails) | Pond only Access from Spring St | |
| TOTAL | 1,552.6 acres | | | |

Source: Town of Mansfield OS & Recreation Plan Update, 2016

Sweet and Kalnins Conservation Area

This parcel is an important resource valued for active recreation (Otis Street Baseball Complex) as well as for passive recreation. Nearly 100 acres in size, a large portion of the site is covered with mixed forest vegetation and has a network of marked trails. The site has a boat ramp to afford fishermen access to the upper portion of Sweets Pond and the Wading River.

The Great Woods

Considered one of the most diverse areas of conserved land, the combined Great Woods holdings make up the largest protected area in town. These 700 acres in Mansfield abut additional open space acreage in Norton. The property features several miles of marked trails, with a 250-foot boardwalk providing access across areas of wetland. While considered generally flat, a series of brooks and springs help form a network of wetlands and add considerable interest to the property. The Town and NRT landholdings are augmented by 122 acres of land owned by the Tri-County Beagle club, use classified under Chapter 61. The main entrance to the site is on Oak Street where there is a gravel parking lot that abuts the historic Scott-Goyea farm.



Great Woods - a hayfield with a mature woodland edge fostering biodiversity.

BETA Group, Inc. 2019

The Corporal Francis Hardy Conservation Area (Maple Park) - Northern Canoe River Aquifer

This area is nearly 300 acres in size and serves to protect three of the Town's drinking water wells. There is a mixture of vegetative cover and several marked trails. As part of the Canoe River, there is an extensive wetland complex and two small ponds, one of which - Mill Pond - is known as a good place to paddle a canoe.

Marie Streese Memorial Conservation Area

This parcel has access located near the intersection of Branch and Ware Streets. The area is also associated with the Canoe River and is a critical part of the network of land that protects the Canoe River Aquifer. There is a network of marked, looping trails and the area is often used by scout groups for overnight camping. In addition to the lands identified in the table above, the Mansfield Water Department owns ten wells within two different river basins. There are nine gravel-packed wells and one well field. Some of this protected land is

included in the above listed conservation land parcels, however some is not. These additional water protection parcels are shown below.

Table 5.4. Water Protection Parcels not within Conservation Parcels

| Town Well | Acreage | Aquifer |
|------------------------------|---------------------|----------------------|
| Mahana Morrison Wells | 141.19 acres | Ten Mile River Basin |
| Albertini Wells | 42 acres | Ten Mile River Basin |
| Walsh Well Field | 48.5 acres | Taunton River Basin |
| Dustin Well | 24.8 acres | Canoe River Aquifer |
| TOTAL | 255.93 acres | |

PRIVATELY PROTECTED LAND

There are many other conserved areas in town which are protected through the holdings of the Natural Resources Trust of Mansfield (NRT). In 2016 the NRT owned outright approximately 349 acres and was holding conservation restrictions on another 465 acres in town. The NRT owns 135 acres in the Great Woods, bolstering the towns holdings to approach nearly 700 acres of protected land in Great Woods alone. The NRT has other substantial tracts of land owned on Plymouth Street, Branch St. and off of Rte. 106 in the Canoe River Aquifer. The land trust continues to be instrumental in securing new conservation land, in some cases transferring ownership of the land to the Town/Conservation Commission.

OTHER PROTECTED LAND

Some of the properties noted in the preceding chart about neighboring conservation areas in other towns and are part of a broader regional network of conserved lands and open space. There are some other important areas of forest and farmland enrolled under MGL Chapter 61, which provides tax relief to owners with land in the various specified uses included in the law. Under Chapter 61, use is classified as Forest Land (61), Agricultural Land (61A), or Open Space or Recreational Land (61B). In total there are 497 acres protected under these restricted use classifications. It is important to note this program does not constitute permanent protection: withdrawal from the programs will result in a tax penalty.

UNPROTECTED OPEN LAND

The Commonwealth of Massachusetts also owns various remnant wooded Right-of Way parcels along the major roadways such as Route 140, I-495 & I-95 and the corresponding highway ramps, and the railroad corridor. Many of these parcels are irregular or triangularly shaped parcels, are 'land locked' and, if protected, would then add to the permanent open space holdings and contribute greatly to establishing permanent areas of habitat, bolstering existing streams and swales, thus establishing robust wildlife corridors and in some cases connectivity between conserved parcels. Past efforts by the Town have also led to the creation of public access to some of these areas, although the long-term disposition of the land is still unknown. Currently not protected, their position and limited access make future development appear unlikely. The town has stated in the past that it is committed to obtaining control and ownership of these remnant parcels.



Stock Image Freshwater Wetlands Complex

BETA Group, Inc., 2019

In addition, there are two other parcels worth noting: The Mansfield Fish and Game Club is approximately 2.6 acres in size, located northeast of the new Municipal Complex on the west side of Mill Pond. This facility is adjacent to Town-owned conservation land that occupies both sides of the Canoe River. South and east slightly of this site on Mill St. is the Canoe River Campground. This facility is comprised of nearly 45 acres of camp sites in a natural setting flanking a small impounded, wide area of the Canoe River. This land also abuts town owned conservation land to the west.

These collective areas of protected land, rivers, waterbodies, and wetlands bring balance to Mansfield. In addition to sustained interest to amass more open land for conservation, the public increasingly seeks to explore nature and better understand the open space and natural resource assets in town.

Ongoing concern has been noted regarding the existing provisions for parking at trail heads. Use of available open space properties is limited in some cases as parking shortages and available space restrict access. It has also been noted that several conservation areas (Sweet and Kalnins, Marie Streese, Wading River) have low visitation. As land continues to be assembled and conservation protections put in place, the proactive management of these lands and the means to access them, including trail networks, becomes increasingly important.

In the last 10 years, climate change has caused changing weather patterns and more severe and damaging storms across New England. Maintaining a passable trail network on public open space now requires more frequent and lengthier investments in regard to time, materials and labor.

Recreation Inventory of Existing Conditions

There is a range of recreational opportunities available in Mansfield offered either through the Recreation Department, School Department or on conservation land open to use by the public. These facilities and program offerings are inventoried in detail on the following pages. There are also at present no less than five fitness facilities in Mansfield as well as an array of personal trainers offering their services. Additional noteworthy recreational opportunities and facilities are the Hockomock Area YMCA and Elite Sports, Inc. Performance and Physical Therapy, both located to the north of Mansfield Center in Foxboro.

RECREATIONAL PROGRAMMING

The Mansfield Parks and Recreation Department runs a variety of programs for all ages throughout the year. Programming offerings are robust and vary in response to resident interest. All sign-up and reservations for use are handled through the Recreation Commission and Recreation Department. There are currently two full-time staff members in the department. The department is frequently in need of additional staff and program directors, positions which are currently supplied by volunteers and unpaid program directors.

Last year, the Recreation Department offered over 30 specific programs to the public. Programs are diverse, multi-generational and both active and passive in nature. A sampling of recent offerings include tennis (adult and youth), softball, basketball, fishing derby, summer camps, and dog training/demonstrations. The department has developing Counselor-in-training and Leader-in-training programs to cultivate summer camp staff development. An event of special note is the Great Duck Race, now in its 27th year, held on the Rumford River; the proceeds are used to subsidize local recreation programs.

In addition to the standard program offerings, The Recreation Department is working to offer a signature event every month. Presently, nearly half of the year is programmed with long-standing traditional events such as the April Easter Egg Hunt, May Fishing Derby, June Great Duck Race, August Community Yard Sale, October Halloween Parade, and in December the annual Tree Lighting. Adding events to occur in other months (such as offering a September 5K race) is a goal, but one that is dependent on staff capacity, especially for events planned to occur in months without seasonal help.

Table 5.5: Recreation Programs & Participation (2018)

| | Program | Number of Participants |
|--------------------------|--|-------------------------------|
| Youth & Adult | H.S. Tennis Prep League | 10 |
| | Tennis Lessons | 190 |
| | Tennis Tournament | 50 |
| | 2 Adult Tennis Leagues | 14 |
| | Women’s Pick-Up Tennis | 25 |
| Youth | Junior Ski/Snowboard | 20 |
| | Pre-School - (30) 5 sessions per year | 150 |
| | Summer Camp | 810 |
| | Counselor/Leader in Training | 40 |
| | Little Kicks Pre-school Soccer | 200 |
| | Karate | 25 |
| Adult | Softball | 30 |
| | Basketball League | 90 |
| | Co-Ed Pick Up Soccer | 25 |
| | Women’s Soccer | 25 |
| | Indoor pick-up Basketball | 50 |
| | Indoor pick-up Volleyball | 30 |
| | Yoga | 100 |
| Family | Egg Hunt | 400 |
| | Fishing Derby | 100 |
| | Concerts (5) Movies (4) Performances (4) | 4,750 |
| | Halloween Costume swap | 100 |
| | Halloween Parade | 1,000 |
| | Tree Lighting Ceremony | 1,500 |
| | The GREAT Duck Race | 2,000 |
| | Arts & Crafts Show | 2,500 |
| | Community Yard Sale | 100 |
| | Cemetery Restoration Program | 200+ |
| | Dog Training Demonstration (4 per year) | 120 |
| | Recreation Scholarship | \$500 |

Source 2018 Recreation Department Enrollment Data.

RECREATIONAL FACILITIES

The Town’s primary active recreational facilities are located near the school campus core on East Street and Hope Street, or on Plymouth Street, two distinct and separate areas of town. The School Department is responsible for maintaining and operating the fields associated with the Schools. School sports groups also make use of town recreation fields. For the past 20 years there has been ongoing reinvestment and renovation with upgrades to the various facilities. A systematic and detailed assessment process such as Feature Score Average would allow the facilities to be assessed not based on age but on condition and consideration of aspects such as safety, longevity, law (ADA) and code (IBC) compliance and anticipated future maintenance costs. Based on age alone, some past upgrades to town recreational facilities may be nearing the end of their useful life.

Active Recreational Fields and Properties

There are several key recreational facilities near one another, located off Hope Street near the High School campus complex. These sites are close to downtown and include Mansfield Memorial Park and the Hutchason Property and Fields. The East Street Fields are nearby at the schools.

MEMORIAL PARK

Memorial Park, first developed in 1932, consists of 25 acres offering a multi-sport field complex, including football, soccer, baseball, and softball; a multipurpose practice field with lights; six tennis courts; one sand volleyball court with lights; one multi-age playground area; a picnic space with grills; a skate park; and Park Office offering a refreshment stand, restrooms, and storage. Many family and business celebrations are also held at the park. A heavily utilized facility, the park has been upgraded in various areas over the years, with improvements to playing fields, courts and buildings.

Notable improvements included six tennis courts with lighting in 2000, three new basketball courts in 2001, and the Skate Park in 2004. Many of these improvements are nearly 20 years old. In 2017, the playground was upgraded through citizen-led fundraising efforts to be safer with modern and fully ADA compliant play equipment.



Top: Memorial Park Skate Park

Bottom: (left to right) HS Track, Memorial Park, Library and Hutchinson Fields

BETA Group, Inc. 2019

Multiple entities utilize the fields at Memorial Park. The following provides a sample of enrollment from various programs in 2018:

- Mansfield Youth football and cheerleading: 200
- Mansfield Youth Baseball: 730
- Mansfield Girls Softball: 238
- Mansfield Flag Football: 420
- Mansfield Youth Lacrosse: 216
- Mansfield Youth Soccer: 960

It should be noted that some programs use multiple facilities. The figures above only include Mansfield teams, while opposing teams come in from other towns so the quantity of players utilizing the facilities roughly doubles on those days.

HUTCHASON PROPERTY

Set slightly to the north and adjacent to Memorial Park is the Hutchason Property and Fields. This is a multi-purpose 8.6-acre recreational field area framed by forest. Opened in 2001, the fields contain two-to-three variable size multi-purpose game and practice fields, and one softball field. The fields are most often utilized by youth softball, soccer, and high school sports programs for practices.

PLYMOUTH STREET RECREATIONAL FACILITY

Located across town, west of Route 495 is the 58-acre Plymouth Street Recreational Facility. There are four tennis courts and several large playing fields, primarily set-up to accommodate youth and adult soccer. The facility is well suited to a range of league play, tournaments, and clinics. There are over ten fields of various sizes with a concession stand and main building that includes bathrooms, a kitchen, and general storage area which houses soccer league and DPW equipment.



The Plymouth Street Recreation Facility fields are highly utilized by both youth and adult soccer leagues. The Mansfield youth soccer program is organized and played at the Plymouth Street Facility. The recreational fields are adjacent to the Plymouth Street Conservation Area. The Steve Holford Memorial Trail creates a 1.5-mile-long loop passing across several parcels of protected land. The pathway network can accommodate horseback riders, with the exception of a segment of boardwalk.



Top: Plymouth Street Recreation Facility
Bottom: Regulation Soccer Turf Field at Plymouth St. Complex

BETA Group, Inc. 2019

OTIS STREET BASEBALL COMPLEX

Located to the south and slightly west of the Plymouth Street fields is the Otis Street Baseball Complex. It is located east of Sweet Pond within the ninety-five-acre Sweet-Kalins Conservation Area. The nearly forty-acre athletic field complex consists of six baseball fields of regulation and interscholastic size, with spectator bleachers, team dugouts and a concession stand. The facility hosts instructional level (ages 5-6) to varsity division baseball. There is a looping three-quarter-mile trail through the conservation land, with trail connections to outlying land.

RECREATIONAL PROGRAMMING AT SCHOOLS

The Mansfield Public School Department provides a variety of recreational activities for its students, including both athletics and after school programs. The following athletics are available to students of Mansfield Public Schools:

Girls Athletics

- Basketball
- Cheerleading
- Field Hockey
- Gymnastics
- Ice Hockey
- Lacrosse
- Soccer
- Softball
- Swimming
- Tennis
- Track
- Volleyball

Boys Athletics

- Cross Country
- Baseball
- Basketball
- Football
- Golf
- Ice Hockey
- Lacrosse
- Soccer
- Swimming
- Tennis
- Track
- Wrestling

In addition, the Continued Hours at Mansfield Public Schools (C.H.A.M.P.S.) program is offered for children in kindergarten through fifth grade. This program provides before and after school care including fun, supervised activities. The following clubs and activities are available at Qualters Middle School and Mansfield High School:

Qualters Middle School Clubs and Activities

- Book Chat
- Math Team
- Student Council
- Yearbook
- Creative Writing Club
- *The Hive* Literary Magazine
- Intramural Sports
- Girls Running Club
- Ski Club
- Jazz Ensemble
- Percussion Ensemble
- Drama Club
- Rock Orchestra
- Show Choir
- Festival/Chamber Orchestra
- Men's Choir
- Tri-M Music Honor Society

Mansfield High School Clubs and Activities

- A Cappella Group
- After School Choir
- A World of Difference Club
- Anime Club
- Art Honor Society
- Dance Club
- MHS Democrats
- Drama Club
- Foreign Language Honor Society
- French Club
- Literary Magazine
- Mathematics Team
- Mock Trial
- Model U.N. Club
- National Honor Society
- Science Club
- Spanish Club
- Student Council
- Student Services Corp
- Tri-M Music Honor Society

- Best Buddies
- Board Game Club
- Business Club
- Color Guard
- Computer Science Club
- Gay-Straight Alliance Club
- Global Community
- Health Club
- Jazz Band
- National Resources Trust
- Percussion Ensemble
- Rise Up
- Wildlife Foundation
- World Travel Club
- Young Republicans

RECREATIONAL FACILITIES LOCATED AT SCHOOLS

Additional recreation fields are located at the school campus core on East Street. These facilities are used by the schools for students in competitive scholastic sport programs. The recreational facilities in Mansfield are well maintained and overall thought to be in good or excellent condition.

Mansfield High School

- Field Hockey, Lacrosse
- Softball Field
- Track-latex (installed 2012)
- Synthetic Turf

Qualters Middle School

- Softball Field (Varsity)

Robinson Elementary School

- Baseball Field
- Playground Area

Roland Green Elementary School

- Playground Area

Jordan/Jackson School

- Playground Area

East Street Fields¹¹⁴

- Soccer
- Baseball Field (Varsity)
- Baseball Field (Junior Varsity)
- Softball Field (Junior Varsity)
- Track-latex installed 2012

The following offers a sample of athletic sports program enrollment from 2016:

- Boys and Girls Soccer: 120
- Football: 150
- Softball: 45
- Baseball: 45
- Track and Field: 20
- Boys and Girls Tennis: 40

OTHER RECREATIONAL FACILITIES

The Town has other resources than the athletic facilities and open space areas noted on the proceeding pages. These other facilities serve to diversify further the opportunities for recreation and create a network of places and destinations suitable for a range of users and activities.

World War II Veterans Memorial Trail

The twelve-foot wide rail-trail extends from the Mansfield Municipal Airport north to Fruit Street. The trail is used by joggers, horse-back riders, walkers and bicyclists in various capacities, including as a commuter route linking outlying areas to the downtown and the commuter rail station. The existing trail is 1.9 miles in length presently. West of the paved rail-trail is the *World War II Veterans Memorial Nature Trail*, located on conserved

¹¹⁴ High School athletics primarily utilize these fields

land owned and cared for by the NRT. Several short, looping interconnected trails create more than a mile of woodland pathway adjacent to the rail-trail.

There are plans in development that will extend the bike path north from Fruit Street to Thomas Street to provide better access to the MBTA Commuter Rail Station. To the South, the town of Norton is in the process of constructing four miles of rail-trail which will connect to the Mansfield WWII Veterans Memorial Trail. The trail will match the configuration of the Mansfield Trail, consisting of a twelve-foot wide multi-use path with a separated equestrian trail. Once complete, this trail will link the Miles Standish Industrial Park in Norton to the Mansfield Airport and the MBTA station. This will become the spine of a regional trail network and is an integral component of the Southeast Region Economic Development District (SRPEDD) Regional Transportation Plan.

Pine Street Recreation Area

This small park is a heavily wooded 6.2-acre property with an outdated playground facility. This small facility predominantly serves the adjacent neighborhood homes within walking distance. The park is undeveloped and largely vegetated. The park is reported to be accepted as-is and there is little interest in upgrading the facility or expanding the user base. There is an entrance off Pine Street with no parking. The park is surrounded by private homes.

PARK AREAS

The area surrounding Fulton Pond and downstream of the dam to West Street is maintained as park space. Additionally, there are six other maintained park areas that provide greenspace areas for strolling, sitting, and other passive recreation. The majority of these spaces are distributed throughout the downtown area. They feature mature trees and ornamental plantings. Larger spaces such as North Common and South Common have gazebo pavilion structures. The larger parks host town events and gatherings especially provided close proximity to downtown.

1. North Common- North Main Street
2. South Common - West and South Main Street
3. East Mansfield Common - East Street
4. West Mansfield Common - Otis Street
5. Middle Common - North Main St.
6. Pine Needle park - Franklin Street and Pine Needle Lane



World War II Veterans Memorial Trail/Mansfield's Bike Path
BETA Group, Inc. 2019



South Common World War Memorial
BETA Group, Inc., 2019

Conclusion

OPEN SPACE & NATURAL RESOURCES

A group of conservationists formed the Mansfield Natural Resources Trust in 1971. This legacy of land protection and the stewardship of the Town's natural resources has served the community well and there are large tracts of conserved land dispersed across the Town. Some land is owned by the NRT, some by the Town, and some protected by conservation easements or tax incentives.

At the present, land acquisition and protection appears to be less of a challenge to the community than the operation and management of conservation lands with public access. Past ambiguity regarding ownership responsibilities has perhaps led to the NRT assuming obligations that should perhaps be the Town's. People in the community wish to have improved trails, access, and trailhead parking on town owned lands designated for public use. As the population increases and the user demographics broaden, trailhead parking, ADA accessible trails, and an interconnected trail network appear to be increasingly more important to the broader community. Maintaining the open space properties, creating new trails, maintaining trailheads, and keeping existing trails open, along with the management of invasive plants is already warranted, and doing so will likely expand the user base.

Traditionally the DPW has serviced both the town's open space properties as well as the active recreation fields and park land. The expansion of Recreation Department offerings and the creation of new programs coupled with more intense usage of existing facilities may justify new and shared staffing that can serve the operational needs of both regarding maintenance of open space and active recreation properties.

RECREATION

According to the Recreation Department, there is an ever-growing demand for recreational offerings, classes and programs. The Recreation Department works under time constraints during the run-up to spring and throughout peak outdoor activity season, securing space and coordinating various volunteers and instructors to lead multiple programs. Preparing a forward-looking recreational needs plan and corresponding budget is a challenge, but increasingly this 'look ahead' is needed to understand and better meet the community's needs in the future.

In general, Recreation Department programming has been well designed with offerings across a range of ages. One exception may be middle school youth offerings. Many feel that this specific group should be given renewed consideration, particularly in the design of programs for non-athletes.

The Recreation Department offices are housed in Town Hall and, as such, they have no independent facilities – all Recreation Department programming is run under a range of conditions and in various settings. Users can be subject to displacement due to other competing programming needs. School activities have 'bumped' recreation programs and inclement weather may also displace scheduled Recreation Department events or classes. Climate change is creating more violent and uncertain weather patterns so having weatherized places for recreation programs that are reliably open and available for use may become increasingly important in the future.

A stand-alone recreation facility with offices, a gym, and ancillary multi-purpose spaces has been envisioned in the past. The 2008 Master Plan put forth the concept of a community indoor pool as part of a community

center/recreation facility. The current Council on Aging (COA) building is under discussion as a potential redevelopment site if the COA is relocated to the former police station building on West Street. A recreation facility, as described above, adjacent to the Library would position the facility near the school campus and create the potential for enhanced physical activity and wellness via a connected trail network to the schools and other in-town destinations.

Community livability and maintaining a healthy and active lifestyle are increasingly understood as interconnected. Existing and potential partners and relationships should be built and/or expanded with the COA and the Department of Health, as well as the Conservation Commission, and the Natural Resources Trust of Mansfield, Inc. Open space and trail network components that exist should be maximized and used as foundational elements for a broader vision of an active transportation and recreation network.

As the town grows and the recreation facilities and programs become more highly and frequently utilized, the various program offerings and related recreation and open space lands warrant dedicated facilities and staffing to afford the town residents access to the highest quality experiences within the town's borders.

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Chapter 6: Transportation

Introduction

The Transportation chapter describes the existing transportation system in the Town of Mansfield, including roadways, sidewalks, bicycle accommodations, and public transportation. A safe, efficient, easily-accessible, and well-connected transportation system can help attract and retain residents, development, businesses, and visitors. This chapter inventories the Town of Mansfield's existing transportation system. It identifies the network's deficiencies and needs to then evaluate future conditions and plan future improvements.

A Mansfield resident will be the first to tell you about how the Town of Mansfield is located at the nexus of many multi-modal transportation options, including regional highway access via interstates I-95 and I-495 and state Routes 106 and 140. The commuter rail line which runs from North Kingstown, RI to Boston, MA offers commuters to both Providence and Boston a convenient alternative to driving. The Greater Attleboro Taunton Regional Transit Authority (GATRA) provides local shuttle service in-town and to neighboring communities. Mansfield's Municipal Airport serves business, recreation, and training flights.

Trends and Challenges

- Almost 10 percent of workers who live in Mansfield commute to Boston, indicating that many residents chose to live in Mansfield for the easy commute to Boston from the town's commuter train station. 1,339 Mansfield residents work in Mansfield—11 percent of Mansfield's total labor force.¹
- Typical of other suburbs, 82 percent of households have two or more vehicles and 79 percent of residents drive alone to work. Even if some residents use the train to commute, many still opt to drive and train-commuters likely own vehicles to use during off-peak periods and weekends.
- Although Mansfield's mean travel time to work (35.4 minutes) is typical for a commute time, more residents are commuting 60 minutes or more to work than compared the state.
- Mansfield Station has the second highest ridership on the Providence/ Stoughton line behind Providence. 1,877 inbound trips per day originated at Mansfield's MBTA commuter rail station in 2018. Many commuters drive to the station leading to off-street and on-street commuter rail parking being near capacity on weekdays. Many Mansfield residents also walk to or are dropped off at the train station.
- There is limited bus service for Mansfield residents.
- Two of the top 200 high-crash intersections in the state are in Mansfield: Route 106/Copeland Drive and Route 106/North Main Street. Two other high crash locations in the town are Route 140/School Street and Route 140/Route 106.
- Heavy traffic volumes on Route 106, Route 140, Copeland Drive, and South Main Street cause congestion and delay for Mansfield residents, employees, and through traffic.
- Although the Town's roadways are well-maintained and generally in *Good* condition, 3 of the town's 40 bridges are rated structurally deficient.
- Downtown parking demand peaks at 47 percent of available capacity on weekdays and 28 percent of available capacity on weekends.
- There are currently two shared-use paths in Mansfield and no dedicated bicycle lanes.
- As of 2015, approximately 131 flights per day departed from and arrived at Mansfield Municipal Airport.

The 2008 Mansfield Master Plan had a number of objectives around improving the overall efficiency in its network, including improving pedestrian infrastructure and encouraging pedestrian-oriented development; expanding its bicycle network; and improving circulation flow in downtown. It also sought to increase overall user-safety, including supporting “Safe Routes to Schools” bicycle connections for students, and focused on maintaining its municipal airport facility. Many of these objectives continue to be important priorities for Mansfield today.

Inventory of Existing Conditions

TRAVEL CHARACTERISTICS

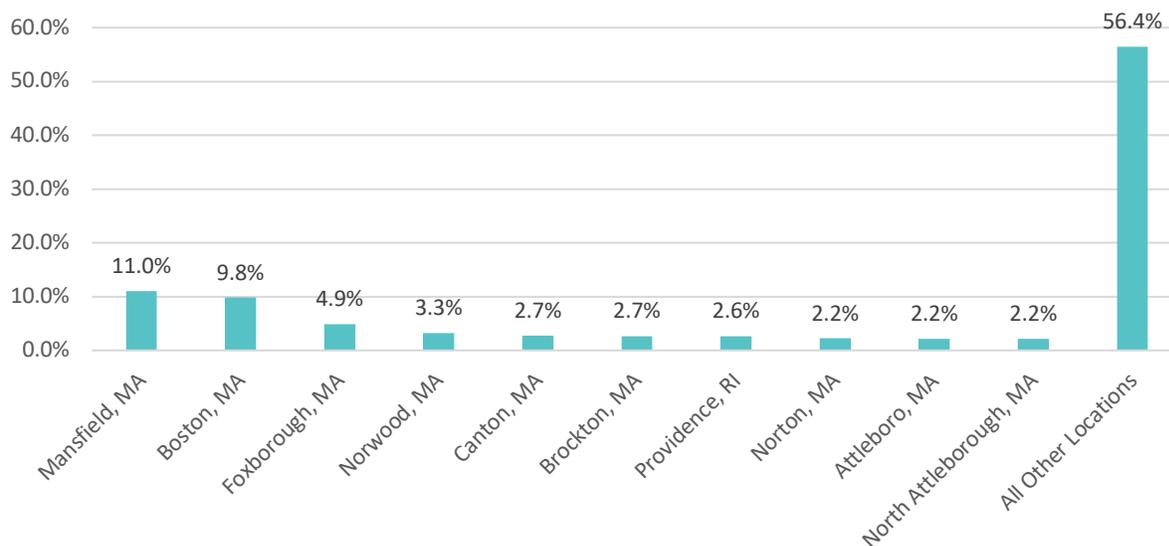
Graph 6.1 shows the most popular work destinations for Mansfield based on the US Census Bureau’s Center for Economic Studies’ *On the Map* data. As shown in the figure below, 1,339 Mansfield residents work in Mansfield—11 percent of Mansfield’s total labor force.¹¹⁵

Many Mansfield residents also work within nearby communities such as Foxboro (594), Norwood (398), and Canton (334). With Mansfield’s convenient access to I-95, 829 (almost 7 percent of workers) residents work in Rhode Island.

Due to Mansfield’s convenient commuter rail access, 1,196 residents (almost 10 percent) are employed in Boston. In comparison, only 6.5 percent of Bristol County’s labor force is employed in Boston.¹¹⁶

Graph 6.1. Place of Work for Mansfield Residents, 2017

Source: U.S. Census Bureau, *OnTheMap*, 2019



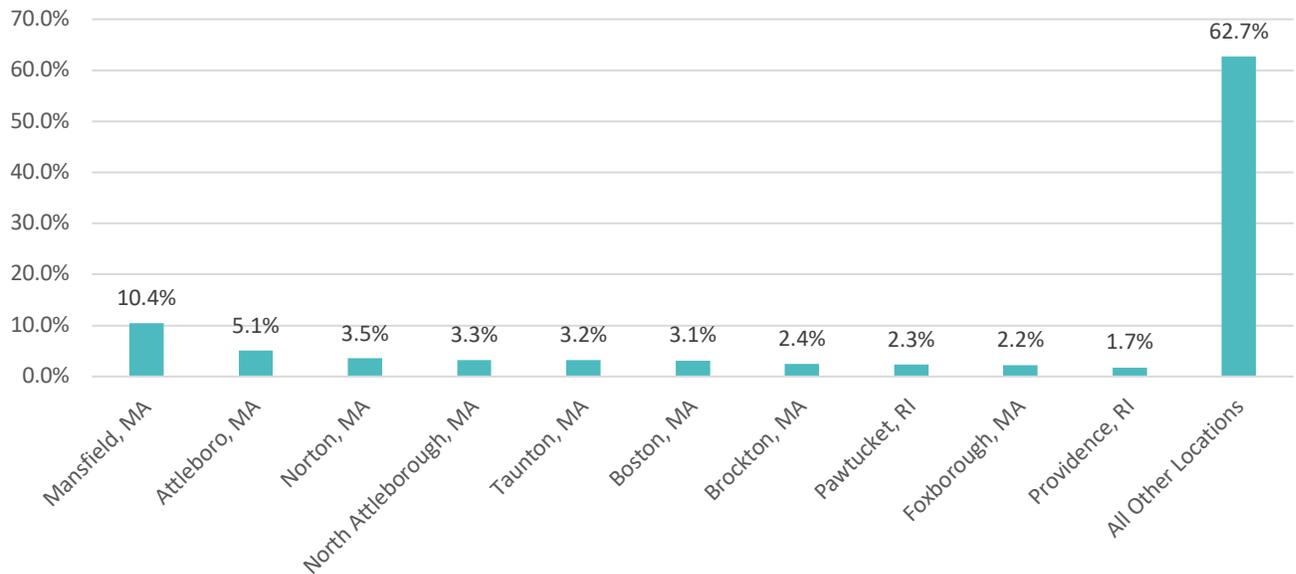
¹¹⁵ U.S. Census Bureau, *On the Map* 2017 Data (accessed September 2019). Total labor force was 12,182 in 2017. A community’s labor force is comprised of *residents* over the age of 16 who are employed, or unemployed but *actively* seeking work. It does not include discouraged workers

¹¹⁶ U.S. Census Bureau, *On the Map* 2017 Data (accessed September 2019). Bristol County’s total labor force was 18,167 in 2017.

Graph 6.2 shows the major residence locations for people working in Mansfield based on U.S. Census Bureau’s *On the Map* 2017 data. Approximately 1,339 of the 12,868 people who work in Mansfield also live in Mansfield (10.4 percent of Mansfield’s workforce¹¹⁷). Statewide, approximately 24 percent of residents work in their place of residence.¹¹⁸ In Bristol County, approximately 26 percent of residents work in their town of residence. The other community with many residents working in Mansfield is Attleboro, MA (653). Of the 12,868 people working in Mansfield, 10,864 (84.4 percent) people live in Massachusetts and 1,623 (almost 13 percent) people live in Rhode Island.

Graph 6.2. Residence Locations of People Working in Mansfield, 2017

Source: U.S. Census Bureau, OnTheMap, 2019



VEHICLES AVAILABLE

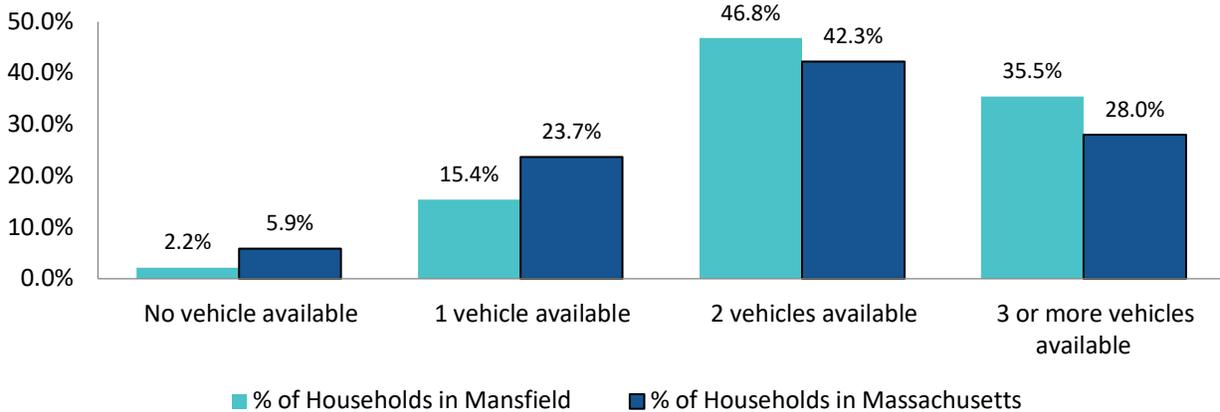
Graph 6.3 shows the number of vehicles available per household for both the Town of Mansfield and the State of Massachusetts based on the 2017 U.S. Census American Community Survey. As shown, 62 percent of households in Mansfield had one or two vehicles and 66 percent of households in Massachusetts had one or two vehicles. The percentage of households in Mansfield with three or more vehicles is 36 percent which is greater than the percentage of households in the state with three or more vehicles (28 percent).

¹¹⁷ Workforce is used here to describe those who are employed in Mansfield but do not necessarily live in Mansfield.

¹¹⁸ U.S. Census Bureau, American Community Survey Five-Year Estimates 2013-2017.

Graph 6.3. Vehicles Available Per Household

Source: U.S. Census American Community Five Year Estimates 2013-2017



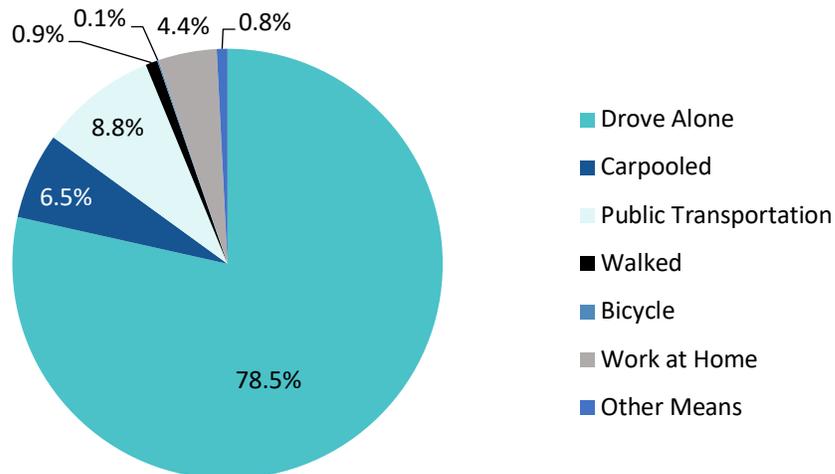
The percentage of households in Mansfield with three or more vehicles is 36 percent, which is greater than the percentage of households in the state with three or more vehicles (28 percent).

MODE SHARE AND COMMUTE TIME

Graph 6.4 shows the modes of transportation to work of Mansfield residents. As shown, 78.5 percent of residents drive alone, 8.8 percent use public transportation, and 6.5 percent carpool. Just 1 percent walk or bike to work, and 4.4 percent work from home. The percentage of Mansfield residents commuting to work via public transit is slightly lower than the statewide average of 10.2 percent and significantly higher than the Bristol County average of 2.8 percent. In neighboring Norfolk County, 14.4 percent of residents use public transit for their daily commutes.

Graph 6.4. Mode of Transportation to Work

Source: U.S. Census American Community Five Year Estimates 2013-2017

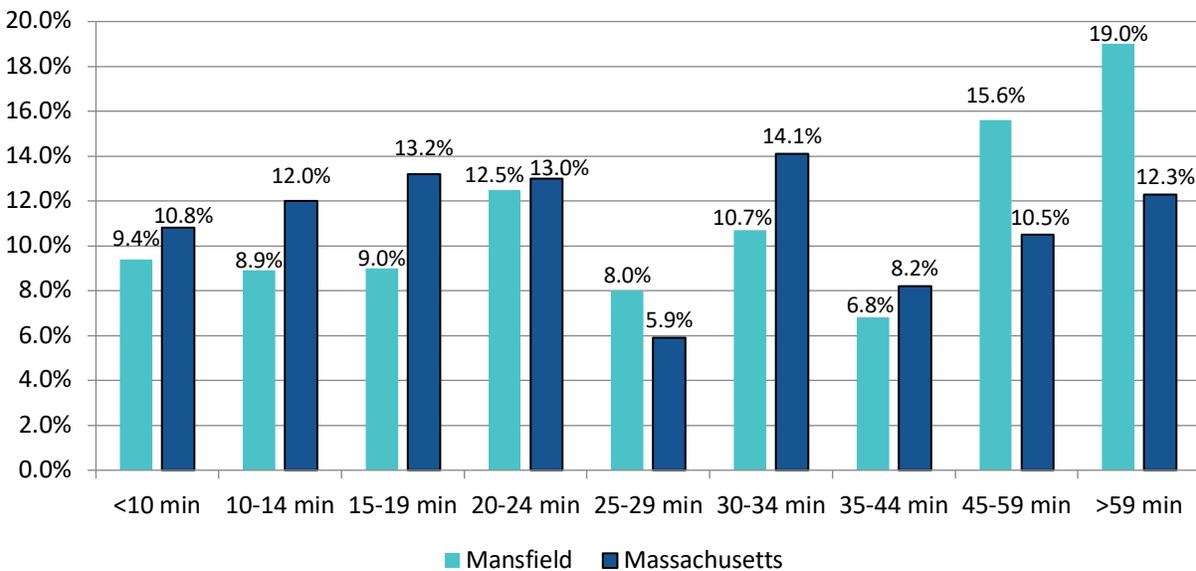


Graph 6.5 shows the reported travel times to work for Mansfield residents. As shown, approximately 48 percent of Mansfield residents have an average commute of less than 30 minutes, 33 percent have a commute of 30-60 minutes, and 19 percent have a commute of an hour or more. The mean travel time to work for all destinations and modes of travel for Mansfield residents is 35.4 minutes. Individual commute times can be significantly shorter or longer than the mean commute time. The mean travel time to work for Massachusetts residents is 29.3 minutes.

This may indicate that residents are willing to accept longer commute times to live in Mansfield.

Graph 6.5. Travel Time to Work

Source: U.S. Census American Community Five Year Estimates 2013-2017



PUBLIC TRANSPORTATION

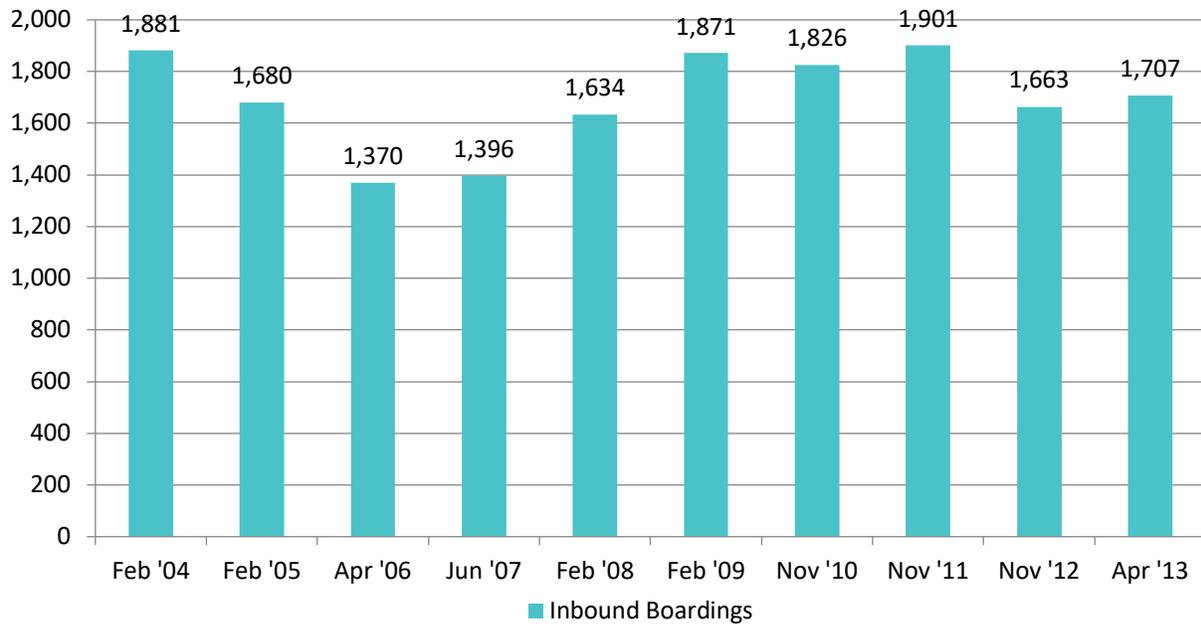
Commuter Rail

Mansfield is fortunate to have immediate and convenient access to an MBTA commuter rail station located in its downtown area. The station is on the Providence/ Stoughton line, which runs from North Kingstown, Rhode Island to Boston, Massachusetts, with notable stops at T.F. Green Airport in Warwick, Rhode Island and in downtown Providence, Rhode Island.

Graph 6.6 shows the average daily inbound boardings at Mansfield Station reported by the MBTA from the years of 2004 to 2013. As shown, boardings decreased from 1,881 per day to 1,370 per day between the years of 2004 and 2006, increased to 3,763 per day in 2008, and then generally leveled out between 2009 and 2013, with an average of 1,794 inbound boardings per day during this five-year period. The 2019 daily fare is \$10.50 one-way into Boston and \$340.00 for a monthly pass. The Amtrak Northeast Regional train also runs along the Providence/ Stoughton line tracks but does not currently stop in Mansfield. The MBTA does not typically include data regarding reverse-commuting passengers in its reports. The MBTA recently launched a reduced-fare reverse commute incentive program on the Franklin commuter rail line for people who commute from Boston to Foxborough in the morning and

Foxborough to Boston in the evenings. A similar program could potentially be explored for reverse commuters between Boston and Mansfield.

Graph 6.6: Mansfield MBTA Ridership, Typical Weekday



Note: 2008 data could not be verified and was interpolated from 2007 and 2009 data.

Bus Service

The Greater Attleboro Taunton Regional Transit Authority (GATRA) provides a fixed-route bus service between Wheaton College in Norton and the Mansfield Commuter Rail Station, with additional stops at the Xfinity Center and Mansfield Crossing. Passengers are also able to flag down bus drivers at any point along the route to board the bus. In 2019, the fares are \$1.50 for a one-way ride and \$40.00 for a monthly pass. Outside of peak commuting hours on weekdays, the bus runs approximately once per hour when Wheaton College is in session and not at all during winter or summer breaks. On Saturdays, the bus runs approximately once per hour from 8:20 AM to 10:45 PM when Wheaton College is in session. During breaks, the bus service stops at 5:00 PM. When Wheaton College is in session, bus service is also provided on Sundays from 12:15 PM to 9:50 PM. This is the only fixed route bus service in the Town of Mansfield. In addition to this fixed route, GATRA sponsors the “Mansfield T Connector” through Bill’s Taxi Service, which provides curb-side transportation from the homes of Mansfield residents to the Mansfield commuter rail station at a rate of \$2.00 one-way.

Paratransit

Through the United Way of Greater Attleboro/Taunton, GATRA provides “Med Wheels,” a long-distance transportation service for seniors and people with ADA-eligible disabilities.

ROADWAYS

Roadway classifications can be broken down into a hierarchy which ranges from interstates, providing high levels of mobility and low levels of access, to local roadways, providing low levels of mobility and high levels of access. The map on the page 101 illustrates the transportation system in Mansfield and **Table 6.1** shows the total length of each classification of roadway in Mansfield.

Table 6.1: Classification of Roadways in Mansfield

| Roadway Class | Centerline Miles | Lane Miles |
|-------------------|------------------|------------|
| Interstate | 5.78 | 34.70 |
| Arterial | 13.55 | 32.87 |
| Collector | 15.34 | 30.68 |
| Local | 93.05 | 178.33 |
| Total | 127.73 | 276.58 |

Source: MassDOT Road Inventory 2018

Interstates

Interstates are controlled-access highways that provide the highest level of mobility with the highest travel speeds. Interstate highways in Massachusetts are owned and maintained by MassDOT. Mansfield contains segments of Interstate 95 and Interstate 495, as well as part of the interchange between the two highways. These two interstates provide excellent regional connections to and from Mansfield.

Arterials

Arterial roadways provide the second highest level of mobility and are not primarily intended to provide access to abutting properties. Mansfield has about 14 centerline miles and 33 lane miles of arterials making up a portion of its transportation network. Route 106 and Route 140 are principal arterials, while Central Street, Copeland Drive, School Street east of Route 140, West Street, North Main Street, South Main Street, Oakland Street, Hope Street, and East Street are minor arterials.

- **Route 106** (also known as Chauncy Street, Pratt Street, East Street, and Eastman Street) is the primary east-west route through Mansfield. It is functionally classified as an Urban Principal Arterial and is under Massachusetts Department of Transportation (MassDOT) jurisdiction. Route 106 provides access to Cabot Business Park, Route 140, the Mansfield Commuter Rail Station, and downtown Mansfield.
- **Route 140** (also known as Commercial Street and South Main Street) is a primary north-south route through Mansfield. It is functionally classified as an Urban Principal Arterial and is under MassDOT jurisdiction. Route 140 provides access to I-95 to the north in Foxboro and I-495 in Mansfield, as well as Cabot Business Park and Mansfield Crossing. A segment of Route 140 also provides access from I-495 to the Xfinity Center.

Collector Roads

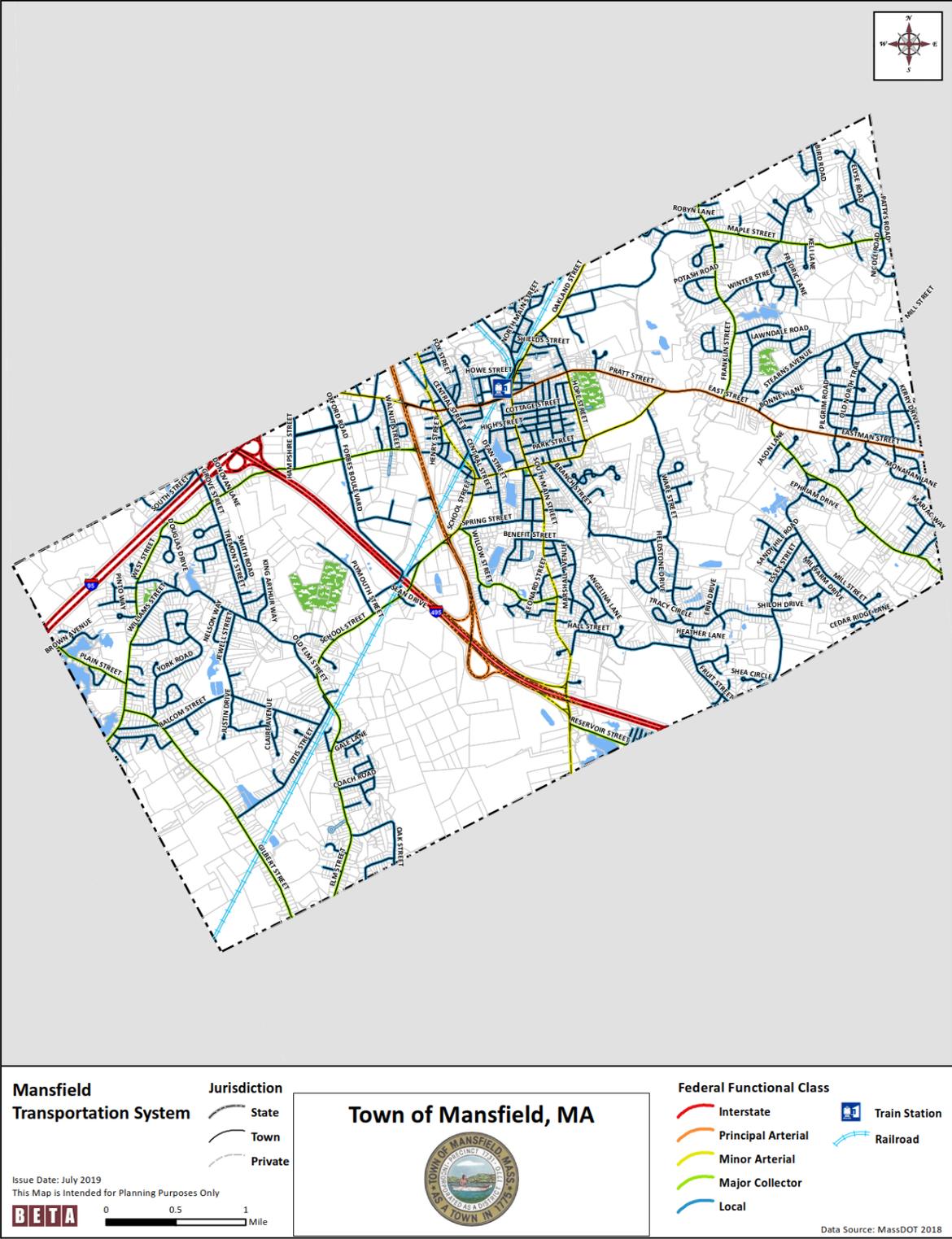
Collector roads move traffic from local streets to arterials. They provide moderate amounts of mobility and access to adjacent properties. In Mansfield, major collector roadways include West Street west of

Route 140, School Street west of Route 140, Gilbert Street, Elm Street, Willow Street, Franklin Street, Maple Street, and East Street from Route 106 to the Easton town line.

Local Roadways

Local roadways provide the highest level of access to adjacent properties with the lowest level of mobility. Approximately 73 percent of all roadways in Mansfield fall under this classification. It is typical for communities such as Mansfield to have most local roadways under town jurisdiction.

Map: Mansfield's Transportation System



TRAFFIC VOLUMES

Table 6.2 shows average daily traffic volumes on Mansfield roadways between the years of 2007 and 2018. Traffic volumes at most locations have fluctuated over the 11-year period, with volumes on Route 140 consistently increasing.

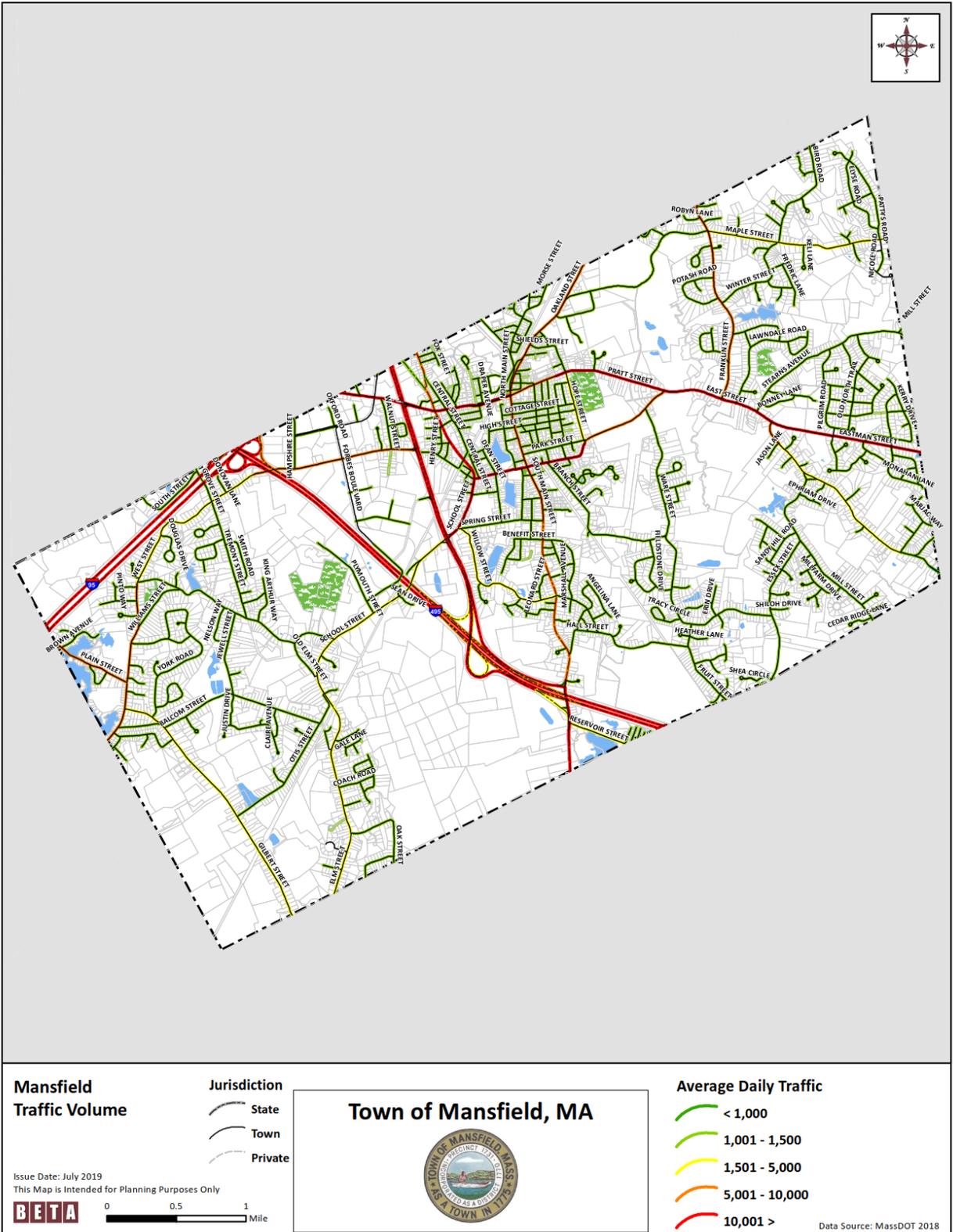
Table 6.2. Average Daily Traffic Volumes 2007-2008

| Location | 2007 ADT | 2008 ADT | 2009 ADT | 2010 ADT | 2011 ADT | 2012 ADT | 2013 ADT | 2014 ADT | 2015 ADT | 2016 ADT | 2018 ADT |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Copeland Drive north of Rt. 106 | 9,600 | 9,400 | 9,500 | 10,200 | 9,800 | 10,300 | | | | | 9,400 |
| Copeland Drive south of Rt. 106 | 11,000 | 10,300 | 10,200 | 10,100 | 9,800 | 10,200 | | 9,800 | 9,900 | | 9,800 |
| Rt. 106 at Easton Town Line | 10,000 | 9,700 | 10,000 | 10,400 | 9,900 | | | | 11,700 | | |
| Rt. 140 north of Rt. 106 | 16,400 | 18,000 | 18,000 | 18,100 | 18,900 | | | 19,400 | | | 19,600 |
| Rt. 140 north of School Street | 16,600 | 20,300 | 20,300 | 20,400 | 20,500 | | | | | | |
| South Main Street north of I-495 | 7,300 | 6,900 | 7,800 | 7,800 | 9,500 | 7,300 | 6,900 | | 6,700 | 7,000 | |
| West Street east of Tremont Street | 4,800 | 5,300 | 5,200 | 4,900 | 4,900 | 7,600 | | 4,900 | | 4,500 | |

Source: SRPEDD & BETA Group Traffic Counts

The data show that there are heavy traffic volumes on Route 106, Route 140, Copeland Drive, and South Main Street, which cause congestion and delay for Mansfield residents, employees, and through traffic. Typical congestion, as well as additional delay caused by crashes on Interstates 95 and 495, often divert traffic onto Route 140, placing additional demand on the roadway. The map on the following page shows the town wide average daily traffic volumes. In addition to these heavy traffic volumes, local roadways in the vicinity of the Xfinity Center experience cut-through traffic and congestion during events.

Map: Mansfield's Average Daily Traffic Volume



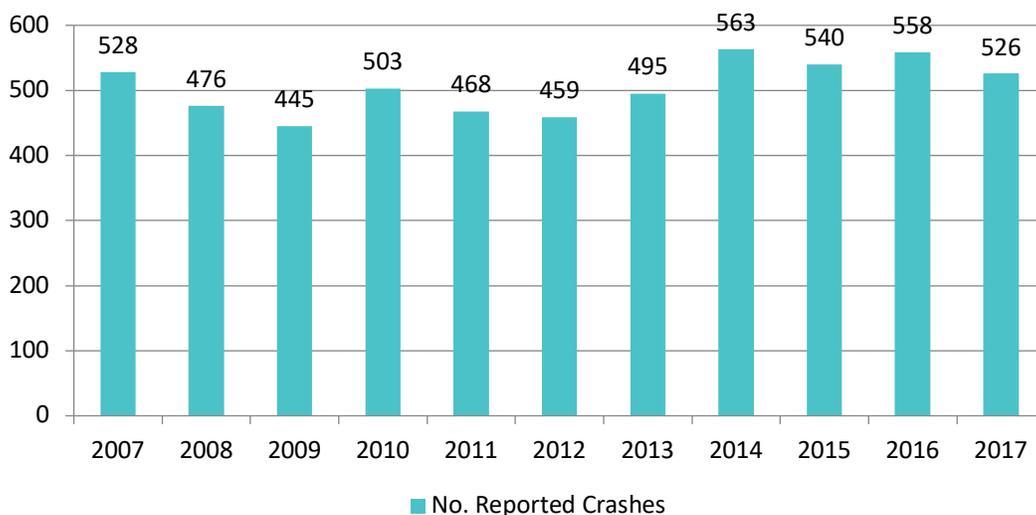
ROADWAY SAFETY

Crash data available from MassDOT indicate that 1,624 crashes, or an average of approximately 541 per year, occurred within Mansfield between 2015 and 2017. As shown in **Graph 6.7**, the total number of crashes each year has fluctuated since 2007, with a low of 445 in 2009 and a high of 563 in 2014. From 2016 to 2017, the total number of crashes decreased from 558 to 526. Of the 1,624 crashes reported between 2015 and 2017, 22 percent, or 361 crashes, resulted in at least one person sustaining a non-fatal injury.

During this three-year time period, 10 crashes resulted in fatalities. Four of the fatal crashes occurred on Interstate 495 and two occurred on Interstate 95. The remaining four crashes resulting in fatalities occurred on local and collector roadways. Between the years of 2015 and 2017, 10 crashes involved pedestrians and 15 crashes involved bicyclists. Of the 25 crashes involving pedestrians and bicyclists, 1 resulted in a fatality, 22 resulted in non-fatal injuries, and 2 did not result in injuries. There may be opportunities to evaluate critical locations to improve safety.

Between the years of 2015 and 2017, 10 crashes involved pedestrians and 15 crashes involved bicyclists.

Graph 6.7: Total Reported Crashes in Mansfield from 2007 to 2017



MassDOT maintains a database of top crash locations in the state. The latest list of crash clusters by MassDOT is for the years of 2014-2016. This database includes locations identified under the Highway Safety Improvement Program (HSIP). The following intersections in Mansfield have been identified in this database and are therefore eligible for Road Safety Audits (RSAs):

HSIP Crash Clusters (2014 - 2016):

- Route 140 at School Street (29 total crashes, 8 resulting in injuries)
- Route 140 at Route 106 (31 total crashes, 5 resulting in injuries)
- Route 106 at Copeland Drive (38 total crashes, 12 resulting in injuries)
- Route 106 at North Main Street (39 total crashes, 12 resulting in injuries)

The database also maintains a list of the Top 200 crash locations in the state. Rankings consider both the number and severity of crashes. The following intersections in Mansfield were identified as Top 200 crash clusters on the 2014-2016 list:

Top 200 Intersection Clusters (2014-2016):

- Route 106 at Copeland Drive (rank #128 in Massachusetts)
- Route 106 at North Main Street (rank #125 in Massachusetts)

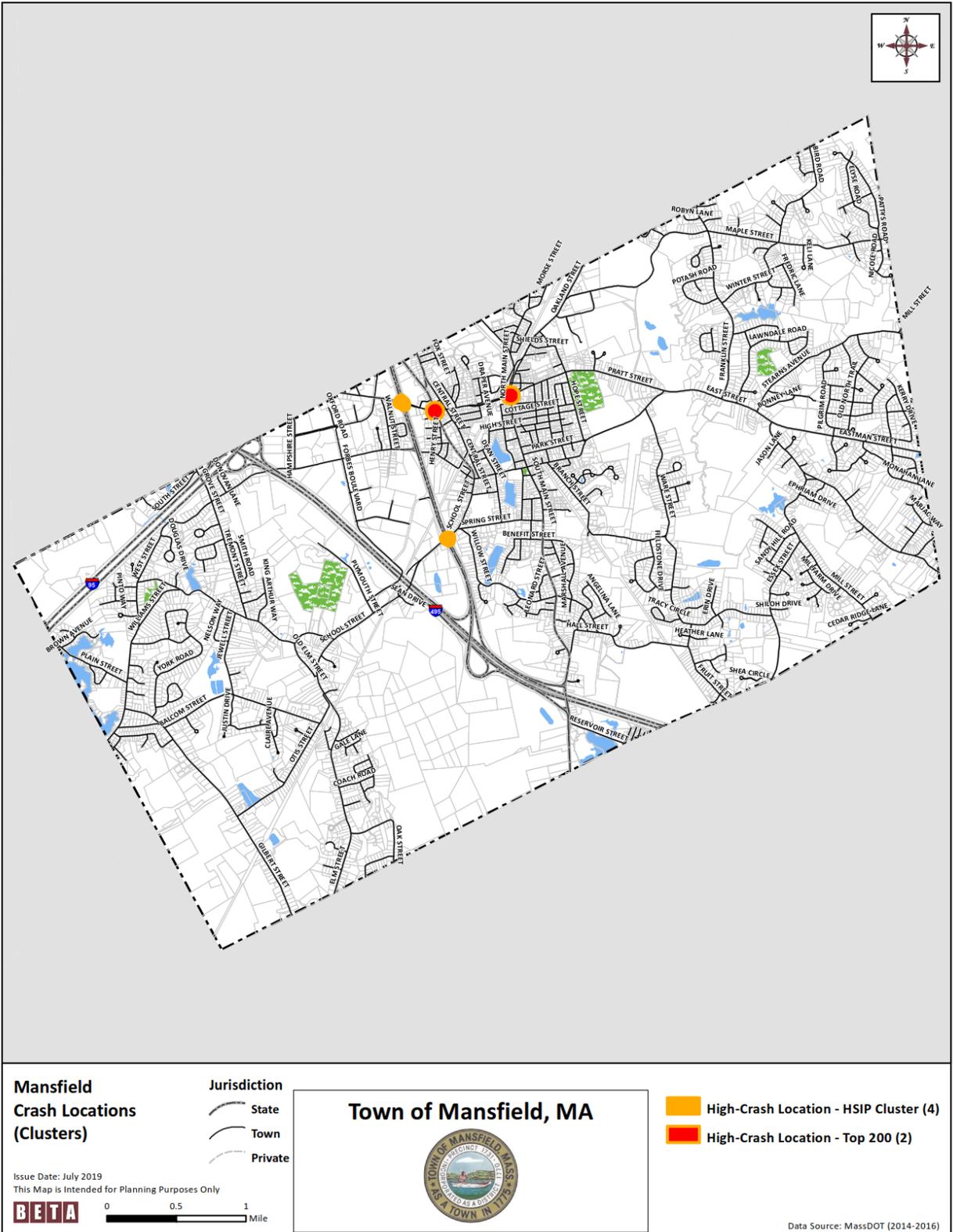
The map on the following page shows these high crash locations. **Table 6.3** shows the total number of crashes at each of the five highest crash locations in Mansfield for the three most recent years available through the MassDOT Crash database (2015-2017).

Table 6.3. High Crash Locations 2015-2017

| Intersection | 2015 | 2016 | 2017 | Average |
|---------------------------------------|------|------|------|---------|
| I-495 and I-95 Interchange | 33 | 46 | 28 | 36 |
| Route 140 at School Street | 16 | 27 | 20 | 21 |
| Route 106 at North Main Street | 16 | 22 | 14 | 17 |
| Route 106 at Route 140 | 14 | 12 | 15 | 14 |
| Route 106 at Copeland Drive | 12 | 18 | 12 | 14 |

Source: MassDOT Crash Portal

Map: High Crash Locations in Mansfield, MA



PEDESTRIAN AND BICYCLE ACCOMMODATIONS

A comprehensive sidewalk network exists in downtown Mansfield, including access to the commuter rail station. Outside of the downtown area, sidewalks are mostly limited to neighborhoods and are not connected to each other, leading to a strong need for residents to own personal vehicles. Lack of adequate clearing of snow from sidewalks during and after snow events is an issue. The Natural Resources Trust of Mansfield owns over 80 acres of land in town on which there are many recreational trails, which is discussed further in the Open Space, Natural Resources, and Recreation chapter. The maps on pages 108 and 109 show the sidewalk and bicycle accommodations in Mansfield.

World War II Veterans Memorial Trail

The World War II Veterans Memorial Trail is a 1.5-mile long mixed-use path that runs in a north-south direction between East Street and Fruit Street. 25 percent design plans have been submitted that will extend this trail from its southern terminus at Fruit Street approximately 5 miles to Crane Street in Norton. 75 percent design plans are estimated to be submitted in December 2019, with construction planned for 2021 or 2022.

Complete Streets

Mansfield has adopted a Complete Streets policy which commits the Town to accommodating users of all modes of transportation in design of future projects. As part of the Complete Streets program, the Town has also established a Tier 2 prioritization plan, which identifies potential projects in the Town that could improve connectivity and mobility for bicycles, pedestrians, and public transit users. In 2018, Mansfield was awarded a \$200,000 Tier 3 Complete Streets grant to replace the existing sidewalk on the north side of Park Street with a 10-foot wide shared use path which will connect downtown with the middle school and high school complex as well as the World War II Veterans Memorial Trail. The path was completed, and the street was reconstructed in 2018.

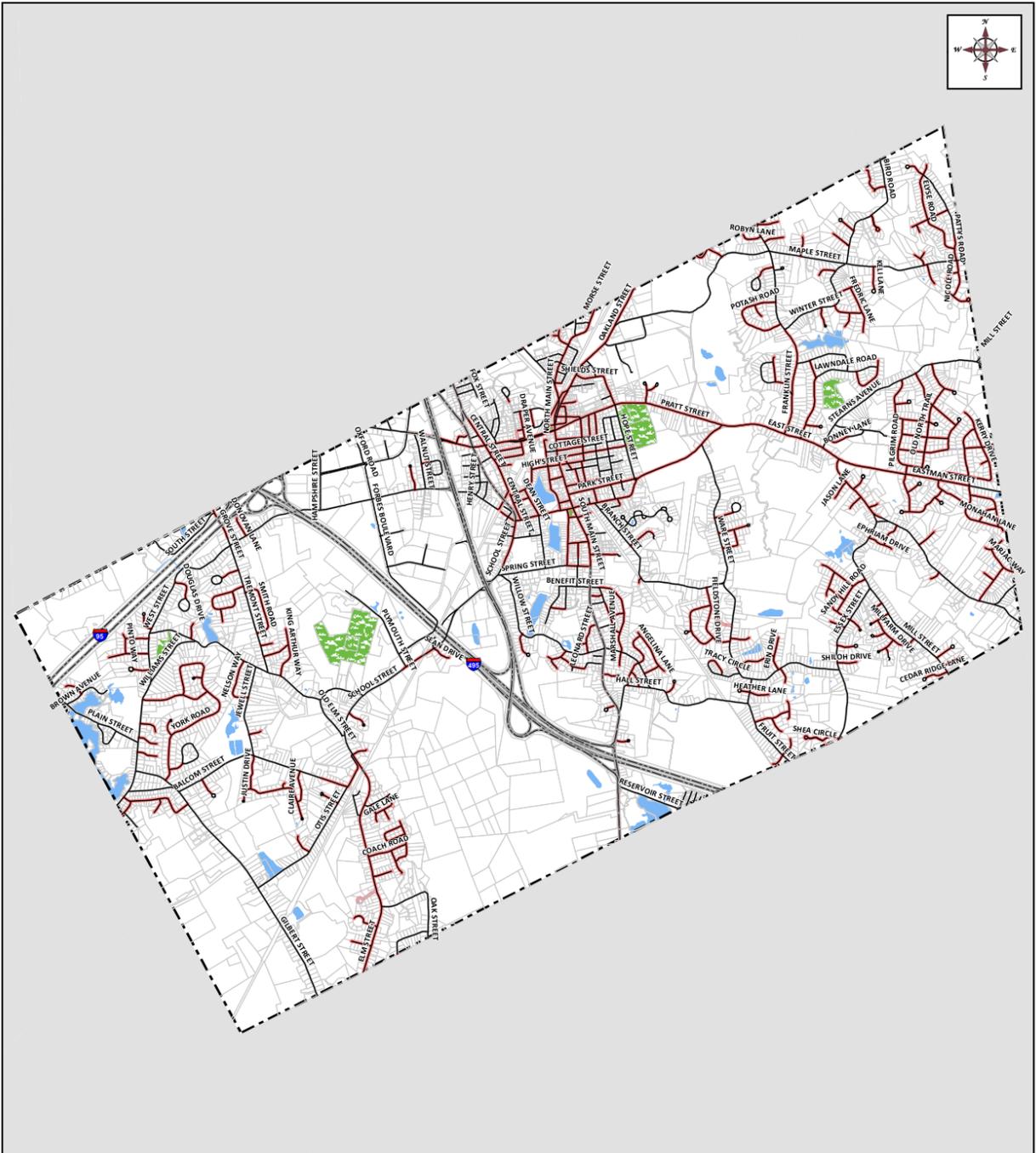
Safe Routes to School

The Massachusetts Safe Routes to School Program aims to increase the safety of walking and bicycling infrastructure along travel paths to schools. Both Jordan/Jackson Elementary School and Robinson Elementary School participate in the program and are therefore eligible for infrastructure improvement funding from the state.

Other

Gilbert Street and West Street located in west Mansfield is on the designated route for the Pan Mass Challenge bicycle ride that typically occurs on the first weekend of August each year.

Map: Mansfield's Sidewalk Network



Mansfield Sidewalk Inventory

- Jurisdiction**
-  State
 -  Town
 -  Private

Town of Mansfield, MA



Status

-  Existing Sidewalk

Issue Date: July 2019

This Map is Intended for Planning Purposes Only



Data Source: MassDOT 2019

AIR TRANSPORTATION

Mansfield is conveniently located between two international airports. Boston Logan International Airport in East Boston, Massachusetts is 30 miles north of Mansfield and T.F. Green International Airport in Warwick, Rhode Island is 30 miles south of Mansfield. Additionally, Mansfield is home to the Mansfield Municipal Airport, which is owned by the Town of Mansfield and is located in Mansfield and Norton. The Mansfield Airport Commission was established in 1971 and is appointed by the Select Board. The airport is utilized for businesses, recreation, and flight training. The airport serves primarily propeller aircraft and helicopters. . As of 2015, approximately 131 flights per day departed from and arrived at the Mansfield Municipal Airport.

Mansfield Municipal Airport's Master Plan, last updated in 2011, identified the following objectives:

- Develop Mansfield Municipal Airport to meet all Federal and State regulations;
- Provide adequate facilities for current and future demand;
- Enhance the level of safety for both Airport users and the surrounding community; and
- Maintain the Airport's financial self-sufficiency.

Table 6.4: Future Scheduled Airport Facility Improvements

| Improvement | Projected Schedule |
|--------------------------------------|--------------------|
| Reconstruct Main Apron and East Ramp | FY2020 |
| Reconstruct Runway 14-32 | FY2023 |
| Reconstruct Quadrant Four Apron | FY2025 |
| Reconstruct Taxiway "C" and "D" | FY2025 |

Source: Mansfield Municipal Airport Master Plan, 2011

PARKING

On-street parking is provided in downtown Mansfield. Parking is limited to two hours between the hours of 8:00 AM and 5:00 PM from Monday-Friday. Residents who live along streets with parking restrictions have the option to purchase two resident permits for \$20 each that waive the time limit. Merchants operating businesses along the streets can purchase up to 10 permits to waive the restriction. Employees of businesses often park on-street, leaving fewer available spaces for potential patrons.

The Town of Mansfield owns surface parking lots at the Mansfield Commuter Rail Station. The parking fee on weekdays is \$3 for Mansfield residents and \$4 for non-residents. Parking in the commuter lots is free on weekends. A large privately-owned surface parking lot is located at the Xfinity Center, an event venue located on Route 140. The parking fee varies based on events.

A parking study of the downtown area and commuter rail lots was completed in July 2019 to identify existing parking facilities and demand and recommend future improvements. The following are some key findings of the report:

- Commuter rail off-street parking is over 92 percent full before 8:00 AM on weekdays and remains full until around 5:00 PM.
- Resident commuter parking on Old Colony Road is 100 percent full before 8:00 AM on weekdays.
- North Main Street has high demand on weekday afternoons and evenings.
- Downtown parking demand peaks at 47 percent of available capacity on weekdays and 28 percent of available capacity on weekends.

MAINTENANCE OF INFRASTRUCTURE

Pavement Management Program

Mansfield operates a pavement management program which is currently in its third round. The GIS-based program collects and evaluates data about the condition of roadways in order to determine a Pavement Condition Index (PCI) and schedule of maintenance.

The PCI is a numerical index between 0 and 100 which is used to indicate the general condition of pavement for a community's roadways. The higher the PCI score, the better overall pavement condition. The latest PCI for the town was 82 in 2018, which represents a Good overall pavement condition for the town.

The map on the following page shows the PCIs for roadways in Mansfield.

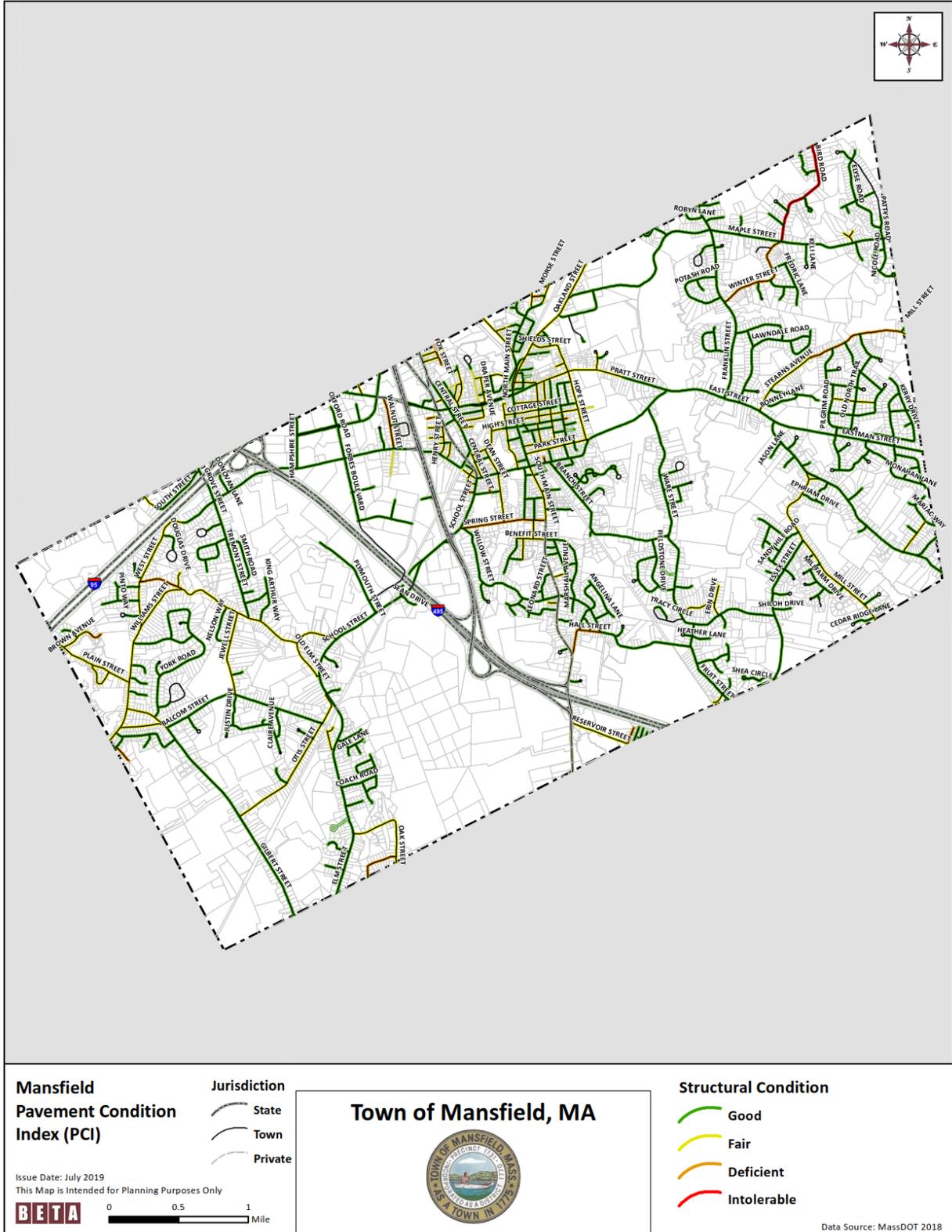
Bridges

According to the most recently available data in MassDOT's database, 40 bridges are located in Mansfield. Of the 40 bridges, 3 are listed as structurally deficient and 5 are in unknown condition. The following 3 bridges are listed as structurally deficient:

- Spring Street over Rumford River
- Balcom Street over Wading River
- West Street over Wading River

The Department of Public Works, through its Engineering Division, is responsible for inspecting and maintaining the Town's bridges.

Map: Mansfield's Pavement Conditions Index



Conclusion

VEHICLE-CENTRIC NETWORK AND USERS

It is difficult to travel between many areas of town without using a vehicle. There are currently two shared-use paths in Mansfield and no dedicated bicycle lanes. The only bus service in Mansfield is the GATRA fixed-route bus service between Wheaton College in Norton and the Mansfield Commuter Rail Station and a curbside commuter rail shuttle service for residents.

WELL-MAINTAINED INFRASTRUCTURE

Although the Town's roadways are well-maintained and generally in Good/Very Good condition, 3 of the town's 40 bridges are rated structurally deficient

TRAFFIC CONGESTION AND PARKING CAPACITY

Local roadways in the vicinity of the Xfinity Center experience cut-through traffic and congestion during events. On-street parking spaces in the Downtown are less than half full during weekday and weekend peak periods. The Mansfield Commuter Rail Train Station has the second highest ridership on the Providence/Stoughton Line. Issues around the station include traffic congestion, parking accessibility and lack of pedestrian and bicycle connections.

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Chapter 7: Public Facilities and Services

Introduction

Mansfield has developed a well-maintained network of town buildings, roadways, parks, bike paths, playgrounds and athletic fields. It also has a municipal airport. There is public water and public sewer service to much of the community. The Town also owns and provides electric service to all businesses and residents. The Town takes great pride in its history and the infrastructure and services provided to its residents.

Mansfield experienced tremendous population growth between 1990 and 2010, which placed pressure on these existing facilities and services. Fortunately, at the same time, town leaders focused considerable effort toward planning and investing in infrastructure and facilities upgrades to not simply maintain but to also expand the level of service offered to residents and businesses in town. The 2008 Mansfield Master Plan charted a course for a series of projects and initiatives to better organize and maintain buildings and infrastructure, and to address the increased demand for services.

“I think we all try to maintain a ‘Big Picture’ perspective.”¹¹⁹ In recent years, there has been a noticeable culture of inter-departmental collaboration and teamwork, all focused on better serving the citizens and achieving town facilities, infrastructure, and service goals.

In addition, since 2012, the Town has systematically worked to assess the conditions of town buildings and facilities and then subsequently sought to identify and fund pro-active maintenance projects to extend the life of the existing facilities when not slated for replacement or upgrade. Extensive investments have been made and continue to be made in varying degrees to all facilities with the exception of those slated for annexation. Investment in the school buildings, for example, has been regular and diverse in nature, with the schools undergoing a wide range of project such as security camera upgrades, wiring, coding and staff access control upgrades, curtain wall repairs, heating and cooling system upgrades, and energy analysis. The work follows a five-year Capital Improvement Plan that is updated biannually.

As Mansfield continues to experience growth, identifying, understanding, and managing the costs to own and operate the town’s infrastructure and provide services to the community is an increasing area of focus.

¹¹⁹ Neal A. Boldrighini, Mansfield Fire Department Chief

Key Trends and Challenges

- Mansfield has made a commitment to maintaining and providing high quality buildings for town services operations. The Town has over \$150 million dollars invested in existing public buildings.
- The construction of the new Municipal Complex combined with the rigorous maintenance program for the remaining town buildings will serve to economize operations and help control costs.
- The Town has diligently sought to inventory, understand and document the infrastructure presently in place, and forecast operating costs while considering necessary capital expenditures.
- Some of the basic health and safety services - and the way they are provided to the public - are changing to be more forward looking and proactive instead of reactive.
- Mansfield is in a position to construct and host regional training facilities for Police, Fire, and EMS because the town has the 1) space 2) experience 3) and qualified personnel.
- Excellence in school athletics, Academics and Special Education Services continues to garner regional recognition and attract people to the community.
- In recent years severe weather events have caused damage to infrastructure in ways and at levels not experienced before. Mansfield Municipal Electric Department noted severe storms in 2018 caused outages that impacted more customers for greater lengths of time than ever previously recorded. Extreme weather events occurring with greater frequency may impact future town services and operations.
- While the overall conditions of town buildings are generally considered to be good, the Qualters Middle School is likely near the end of an extended life and replacement will be necessary within the next decade.
- Many department heads have voiced their concern regarding uncertainty in the budgeting process when projecting expenses related to the cost of energy.
- Others have expressed concern regarding ever-evolving regulatory requirements and the potential costs associated with complying with new standards or regulations.
- Vehicular mobility in and around town is difficult. Traffic congestion adversely affects daily activities and can negatively affect emergency responders.

Inventory of Existing Conditions

Town Hall (6 Park Row) is the center of the Town's civic functions. The majority of town administrative staff and other departmental support staff are housed within the facility that fronts the Town's South Common. Administrative offices for Mansfield Public Schools are connected to Town Hall in the Memorial Building. The Mansfield Public Library and the Council on Aging (COA) are located in a complex on Hope Street. The Fire, EMS, Police, Public Works and Mansfield Water Departments consolidated to a new facility—the Municipal Complex on East Street—in August 2019.

Table 7.1. Characteristics of Key Town Facilities

| | Characteristics | Land Area | Replacement Cost | Location |
|--------------------------------|-----------------|------------|------------------|-----------------|
| Public Library | 44,000 sf GFA | 4.10 Acres | \$3.2M | 255 Hope Street |
| School Admin Department | 6,300 sf GFA | 0.33 Acres | \$700,000 | 2 Park Row |
| Town Hall | 28,105 sf GFA | 1.04 Acres | \$3.95M | 6 Park Row |
| Municipal Complex | 80,000 sf GFA | 10.0 Acres | \$35M | 500 East Street |

“Mansfield is unique in that it has become something akin to an \$80-million-dollar corporation ...at least in regard to budgeting and the services provided...yet it is still a place where you can walk right in and talk to the civic leaders and the people that actually make the Town work.”

The new Municipal Complex represents the largest of several on-going new building projects and renovations taking place in Mansfield. Notable work in 2018-2019 includes the replacement of the curtain wall at Mansfield High School and the historic exterior building envelope restoration of Memorial Hall-School Administration building.

Departments located at Town Hall:

- Building Department
- Conservation Agent
- Council on Aging (COA)
- Finance
- Human Resources
- Information Technology
- Parks and Recreation
- Planning and Zoning
- Public Health Department
- Public Works Administration
- Public Works Town Engineer
- Town Accountant
- Town Treasurer/Collector
- Town Assessor
- Town Clerk
- Town Manager
- Veterans Services

Off-Site Departments:

- Emergency Management
- Fire Department
- Police Department
- Public Works- Highway Operations
- Public Works Public Buildings
- Water Department
- Mansfield Electric
- Mansfield Public Library
- Council on Aging (COA)

TOWN HALL

There are nearly twenty administrative staff members in Town Hall, working on behalf of the community and supporting the work of twenty-five boards and committees. The three-floor Town Hall building provides adequate space for its staffing and functions and offers large, flexible meeting rooms on the second and third floors.

MANSFIELD MUNICIPAL COMPLEX

Mansfield's Police, Fire, and EMS departments are responsible for the safety and well-being of its residents. These departments are now housed within the same campus in a new municipal complex on East Street. The complex is comprised of three main structures: the existing Water Division Treatment Plant; a new DPW garage and office facility, constructed in 2018; and a new joint Police and Fire Public Safety Building, completed in August 2019. The entire project was completed in August 2019 for a total cost of thirty-five million dollars. The project was authorized by taxpayers in a bond referendum in 2015.

This consolidation of various services occurred for several reasons, including:

- 1) structural concerns regarding the integrity of the DPW building
- 2) the size and quantity of DPW equipment exceeded the space available in the former facility and nearly 75 percent of the equipment was stored outside
- 3) necessary modern firefighting equipment no longer fit within the existing North Main Street Fire Department garage space
- 4) the Police Department was outgrowing the space within the existing building on West Street.

The new Municipal Complex houses the fire department, EMS, police department, and public works department in a centralized and efficient manner. The Mansfield Emergency Management Agency is headquartered at this facility. The complex greatly enhances interdepartmental coordination.



Mansfield Town Hall

BETA Group Inc, 2019



Mansfield Municipal Complex Aerial View

BETA Group, Inc., 2019

Fire Department

A Town's Fire Department is the foundation of protection for lives and property in the community. The town has a full-time professional Fire Department, housed in two stations. One at the Municipal Complex (described above) and another in a recently renovated facility on Plymouth Street (the West Mansfield Fire Station). Typically, the Department has a minimum of ten firefighters available during a given shift. This staffing is usually divided evenly between the two stations with a fire engine and ambulance staffed at the West Mansfield Station, and engine, ladder truck and ambulance staffed at the new Municipal Complex on East St.

Increasing the staffing levels to twelve fire fighters would allow for three person crews, instead of the two person crews as in place today. As per National Fire Protection (NFPA) standards, the median recommended staffing rate for a community of 30,000 is 1.16 fire fighters per 1,000 people. Even with a small staff increase, the town would still be below the NFPA standards.

In 2018, the Fire Department responded to 3,642 emergency calls, an average of ten calls a day. On top of these calls, fire inspections, building plan reviews, public education sessions and related departmental work occurs daily, totaling over 3,242 separate events in 2018. Combined, the total number of calls for service in 2018 was 6,885, an average of nineteen calls per day.

EMS AND MOBILE INTEGRATED HEALTH CARE PROGRAM (PARAMEDICINE)

Increasingly, Fire and Rescue departments are seeking to mitigate the number of calls and runs by building stronger knowledge and understanding of community needs. Fire Departments are often thought of primarily in their role as first responders. However, Mansfield is redefining these previously held notions by offering advanced and proactive EMS care. The EMS branch has a robust Mobile Integrated Health Care program (Paramedicine) designed to proactively connect with citizens that may have disabilities or unique health circumstances, or simply people that may require specialized attention, either short or long-term. This program is coordinated with the Police Department, the School Department of Health and the Council on Aging (COA) to fully identify and reach out to the members of the community that require a more robust network of support. This service represents the convergence of health care, public safety and public health and is one of few programs of this type in Massachusetts. The Paramedicine program is designed to prevent non-essential mobilization of emergency responders and all appurtenant equipment as well as to reduce emergency room visits - all by establishing a regular health assessment and dialogue with citizens of the community.

Demands on the Fire and EMS departments will grow exponentially when the town experiences growth; as more calls come in, the number of runs or trips out of the building increases, and the probability of simultaneous calls or concurrent runs out into the community increases as well, leaving low levels of staff and equipment in reserve should another call come in. In 2018, 1,700 calls or events requiring responses came in simultaneously.

Police Department

The Town has a robust and engaged police force attending to the safety and welfare of the community at large as well as visitors to Mansfield. The new Municipal Complex now allows the police to operate from a state-of-the-art facility. The new building has several features that will allow the department to function more effectively and will make nearly all aspects of police-work more efficient. For example, this new facility has allowed the department to add a K-9 unit which expands police effectiveness, and in some situations, keeps officers safer. The facility has a new Community/Training Room, state of the art booking room, cell block, armory, and evidence room. There is more space than offered in the previous building, providing more functional offices. The Police Chief, Ron Sellon, reports that the space and equipment the department now has meets the needs of the town.

Like the Fire Department, the Police Department faces many of the same challenges regarding staffing and calls. The Police Department is staffed by thirty-eight full time officers, a figure that places the Department below staffing levels recommended by the Department of Justice. Through innovative training and team-centric staffing over the last six years, the Police Department has securely established the following positions while adding only two new staff during that time:

- School Resource Officer (2)
- Problem Oriented Police Officers - POP program (2)
- Police Task Force (1)
- K-9 Officer (1)
- Crisis Negotiator (1)

This reflects an ability to cover the necessary responsibilities and positions, made possible by an approach of stretching staff, in some cases necessitating overtime shifts. Hiring additional staff to be closer to the recommended ratio would mean an increase of three-to-four officers.

Again, like the Fire Department, the Police Department is proactively investing in and finding solutions to needs and challenges in the community before they escalate. This approach is structured to allow the police to proactively engage with the community, instead of reactively. In a parallel model to Paramedicine, Problem Oriented Policing (POP) is an approach the police force uses to eliminate issues before they become response calls and to avoid re-occurrences of the same problem repeatedly. This operational philosophy has created a dramatic reduction of custodies, which presently average just over 700 per year, down from 1,600 in 2013. This 50 percent reduction, or drop of over eight hundred custodies, illustrates the value of this approach to policing.

FIRE, EMS AND POLICE DEPARTMENT COLLABORATION

Both the Police and Fire Departments collaborate to anticipate, engage, and manage public health and safety issues within Mansfield. The range and types of calls receive are very diverse, but challenges still exist. The notable challenges currently emerging are reflective of national trends, with the Departments reporting an increase in the number of domestic disturbances, substance abuse, and mental health-related calls.

Facilities like the Xfinity Center and the MBTA Commuter Rail Station complicate the need for service in Mansfield, both generating a large volume of people coming into the community within very compressed time periods, often moving rapidly, and usually unfamiliar with the area. This large, transient population influx creates both daily and event-specific challenges that place demands on both the Fire and Police departments, making it difficult to maintain a proactive position on public safety for visitors and residents. Mansfield's programs like Problem Oriented Policing and Paramedicine are innovative and forward-looking but have also been driven by necessity. Programs like these are also at forefront of what may become the national standard for care and service.

PUBLIC SAFETY SERVICES & THE XFINITY CENTER

The Xfinity Center concert and event venue creates a unique set of public safety challenges for both the Fire and Police departments. When hosting an event, the venue generates conditions like what communities on Cape Cod experience with a large influx of out-of-town visitors in compressed periods of time. Single events draw up to 20,000 people, which can occur up to forty times over the course of the concert season. Managing the sheer volume of people and the accompanying pedestrian and vehicular traffic into and out of town is a large undertaking for these departments with fewer than forty full-time staff positions. Activities at the Xfinity center require departments to spend time preparing for, staffing, and managing the ongoing external operations during the event. Safe events require extensive and time-sensitive facilitation and management of traffic throughout the town, particularly to allow adequate emergency response at the event or in other parts of the community.

DEPARTMENT OF PUBLIC WORKS (DPW)

The Department of Public Works (DPW) is responsible for all aspects of public infrastructure in town, including Mansfield's Highways, its Public Buildings, and other Special Projects. The DPW is charged with the maintenance and operational safety of town roads, bridges, culverts, storm-drains, sidewalks and trails. The DPW is responsible for maintaining and operating public buildings as well as parks, open-space areas, recreation/athletic fields and the like that serve town residents. The DPW's main offices comprise the Northwest portion of the Mansfield Complex site, in addition to other off-site storage facilities.

The DPW is also responsible for managing and operating the Water Department and drinking water supply, under the governance of the Board of Selectmen that serve as Water Commissioners.

The water in Mansfield is sourced from the Ten Mile River Basin and the Taunton River Basin. Guidance regarding the management of the aquifer is shaped by the regional Canoe River Aquifer Advisory Committee. (CRAAC) The state conducted a Source Water Assessment Protection (SWAP) assessment which inventoried the land uses within the aquifer recharge area and analyzed the susceptibility of drinking water sources to contamination from the land uses observed and recorded. The Massachusetts Department of Environmental Protection modified the area of influence for the Canoe River Basin in 2013, noting a moderate-to-high potential for the system to become contaminated.

Water Supply Sources, Facilities, and Pumping Capacities

The town has an ongoing initiative to coordinate open space acquisition with the Natural Resources Trust of Mansfield, the Conservation Commission and the Water Department, and to promote continued efforts to seek and identify aquifer protection and locate new well sources before they are necessary to meet demand. An overview of the well gallon-per-minute (gpm) production is as follows:

1. Cate Springs Well #1 1,100 - gpm; produces approximately 1.58 million gallons per day
2. Albertini Wells #2, #3 and #4 - each at 300 gpm; each produces approximately 1.29 million gallons per day
3. Mahana Well # 6 - 700 gpm; produces approximately 1 million gallons per day.
4. Morrison Well # 10 - 695 gpm; produces approximately 1 million gallons per day
5. Dustin Well #7 - 800 gpm; produces approximately 1.15 million gallons per day
6. Prescott Well #8 - 500 gpm; produces approximately 720,000 gallons per day
7. Walsh Wellfield - 1042 gpm; produces approximately 1.5 million gallons per day

Daily water consumption in Mansfield is estimated at 2.6 million gallons per day. The increasing occurrence of flood and drought cycles creates uncertainty regarding consistent well production. The town is currently interconnected and has agreements with the Towns of Easton, Norton and Foxborough to make water available in the case of an emergency.

WASTEWATER

Mansfield is a partner in a regional Wastewater treatment facility. The Mansfield DPW director is the Executive Director of the Mansfield-Foxboro-Norton Wastewater Regional District (MFN) waste-water treatment facility. This district was established in 2014 and the treatment facility is located in neighboring Norton.

Mansfield currently produces 2.6 million gallons of water to be treated per day with Foxboro producing 0.83 MGD and Norton producing 0.66 MGD. The plant was originally designed to treat 3.14 million gallons per day but is currently handling 4.14 million gallons. It is an advanced wastewater treatment plant which discharges phosphorus and nitrate-free treated clean water into the Three Mile River, which flows to the Taunton River. The MFN district owns the land and the plant, and contracts with the Town of Mansfield to operate the facility.

SOLID WASTE

The DPW oversees contracting with a waste management company to provide residents with weekly curbside trash and recycling pick-up. The Town also operates Mansfield Green Recycling Center, a recycling park to collect materials, such as cardboard, glass, metals, white goods (with and without Freon), e-waste, plastic items #1 through #7, and yard waste, that do not qualify for standard collection. The facility also has a compost area that accepts yard waste such as grass clippings, leaves, and small brush clippings.

MANSFIELD MUNICIPAL AIRPORT

Mansfield has one of 37 public-use airports located in Massachusetts, making Mansfield somewhat unique. The facility location identifier is FAA 1B9, classified as a GA (General Aviation) facility. According to AirNav, an online database that publishes information released by the Federal Aviation Administration (FAA), Mansfield's airport averages approximately 131 flights per day.¹²⁰ The airport is controlled by the Mansfield Airport Commission and operated through a contract with a private fixed-base operator. The Mansfield Municipal Airport accommodates many different user groups, including:

- Corporate and Business Flights
- Law enforcement Aircraft
- Flight instruction
- Charter flights
- Recreational flights

The facility has both paved and grassed runways. The primary runway is paved and stretches 3,500 linear feet long. FAA records indicate that presently 63 percent of the airport's use is for local, general aviation, 33



percent is transient general aviation, 3 percent is air taxi, and 1 percent is military. In 2017, the airport terminal was reconstructed using funding and design supplied by the Federal Aviation Administration (FAA). The facility has a small lobby and popular restaurant.

Mansfield Municipal Airport

Beta Group Inc., 2019

MANSFIELD MUNICIPAL ELECTRIC DEPARTMENT

As is the case with the municipal airport, Mansfield is somewhat unique and fortunate to have a town-owned electric department. Municipal ownership has meant lower utility rates through greater participation in the decision-making process. Voted into existence in 1903, early municipal ownership strategies were designed to provide services and avoid rate hikes. Since the creation of Mansfield Municipal Electric Department (MMED) long-range diverse investment has kept ratepayer costs low while still allowing for re-investment in the infrastructure. Past investments include:

- 2012 Construction of 80MVA Bird Road Substation to provide enhanced reliability
- 2014 Installation of underground 'dark' fiber optic line network in Cabot Business Park
- 2008-2018 Upgrades to 477MCM Aluminum Hendrix cables for all distribution circuits

¹²⁰ <https://www.airnav.com/airport/1B9>

- 2017 2.5-Megawatt Distributive Generator to offset peak power pricing
- 2018 Retrofit over 2,300 existing outdated overhead streetlights to be LED.
- 2019 Primary power conversion across AMTRAK train tracks for greater system reliability

Responsibilities of the MMED include maintaining power lines and poles, upgrading and maintaining street lighting and maintaining the commercial and residential power distribution network. Over the years this service has proven to be reliable and cost effective, affording Mansfield residents low cost electricity. This ownership structure has historically allowed MMED to provide power to the residents at about 40 percent of the cost other providers elsewhere in Massachusetts charge. Presently, MMED is responsible for providing power to over 10,000 customers.

MMED is one of thirty-eight communities taking part in the Massachusetts Municipal Light Plan Solar Rebate program. This program offers incentives covering up to 50% of system costs for the installation of solar photovoltaic systems. Funding is provided by the Department of Energy Resources (DOER) and Massachusetts Municipal Electric Cooperative (MMWEC).

MMED also owns a fiber network, installed in underground conduits in Cabot Business Park. Presently, six to eight Internet Service Providers lease the network from MMED to serve customers in the park.

MANSFIELD PUBLIC LIBRARY AND COUNCIL ON AGING COMPLEX

The Mansfield Public Library and Council on Aging share a building located at 255 Hope Street. The building and grounds are within walking distance of the Mansfield Public School campus and much of the downtown.



Mansfield Public Library and Council on Aging Complex

Beta Group Inc 2019

Mansfield Public Library

The Mansfield Public Library is supported by the taxpayers and governed by a Board of Trustees. The library is dedicated to serving the informational, recreational, educational, and intellectual needs of the community. The

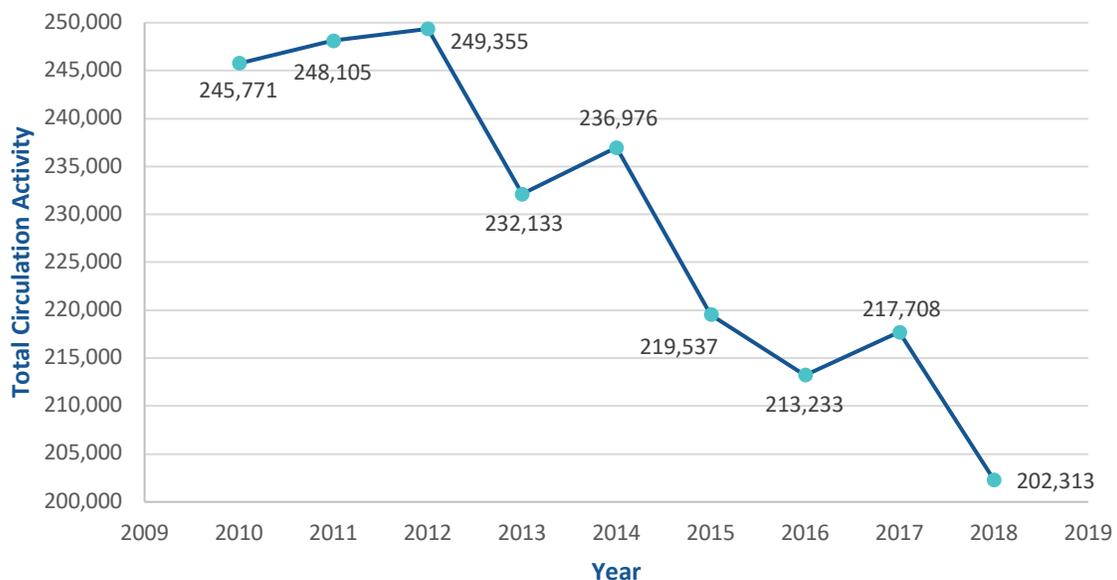
library is part of the Massachusetts Library network and offers searchable catalogs of more than the 400 libraries in the Commonwealth. This network includes access to digitized historical collections housed in other libraries, museums and/or historical societies within Massachusetts. The library offers individual instruction, classes, tutorials and training opportunities, as well as notary services, and an array of resources for job seekers. It has been noted that with these offerings the library is at times short on space and overlapping programming with the Recreation Department has created some challenges in regard to available space to host events/activities in inclement weather.

Public meeting space is also available in the facility. The library hosts many community events, including:

- Lego/ Duplo Building
- Moose Hill Wildlife Sanctuary nature program
- Stories, songs, and playtime
- One on one computer tutoring
- Multi-age story time
- Stories and Crafts
- Thursday night movies
- Author visits
- Coloring club & Book club
- Writing Workshop
- STEM Night

As shown in **Graph 7.1**, total circulation activity at the Mansfield Public Library has fluctuated some over the last decade but has declined significantly overall. Nationally based research conducted by the Institute of Museum and Library Services (IMLS) in 2016 suggest that often budget, staffing or hours of operation changes can affect library use. IMLS noted patterns do fluctuate up and down, as shown in the graph below, and thru refinement in program offerings, literary collections, e-literature materials and hours of operation, library use can be positively influenced.

Graph 7.1. Mansfield Public Library Total Circulation Trends



Source: Massachusetts Libraries Board of Library Commissioners

Mansfield Council on Aging

The Council on Aging (COA) is adjacent to the Library and serves the needs of residents aged 60 years and older by providing services and programs to enhance elders' mental, physical and emotional well-being. Some activities and services provided by the COA include:

- Health Clinics
- Wii Bowling
- Daily Cards & Board Games
- Painting Class
- COA Chimers Hand-chime Choir
- Quilting
- Line Dancing
- Computer instruction
- Bingo
- Educational Health & Wellness Workshops
- Luncheon Programs
- Shopping Trips

MANSFIELD PUBLIC SCHOOLS

Mansfield Public Schools are noted for their excellence in both academics and athletics, and the school administration has made a commitment to establish a 'culture of learning' for students, faculty and staff. This is reflected in-part with a 98 percent high school graduation rate. A study prepared by data compiler NICHE in 2019 ranked Mansfield High School in the top 90 high schools in Massachusetts based on a wide range of data, including resources and facilities, health and safety, administration, school curriculum, student diversity, and athletics. The average Mansfield High School SAT score in 2016-17 was 1163, which puts Mansfield in the top 50 schools in Massachusetts.



Mansfield High School

Beta Group Inc., 2019

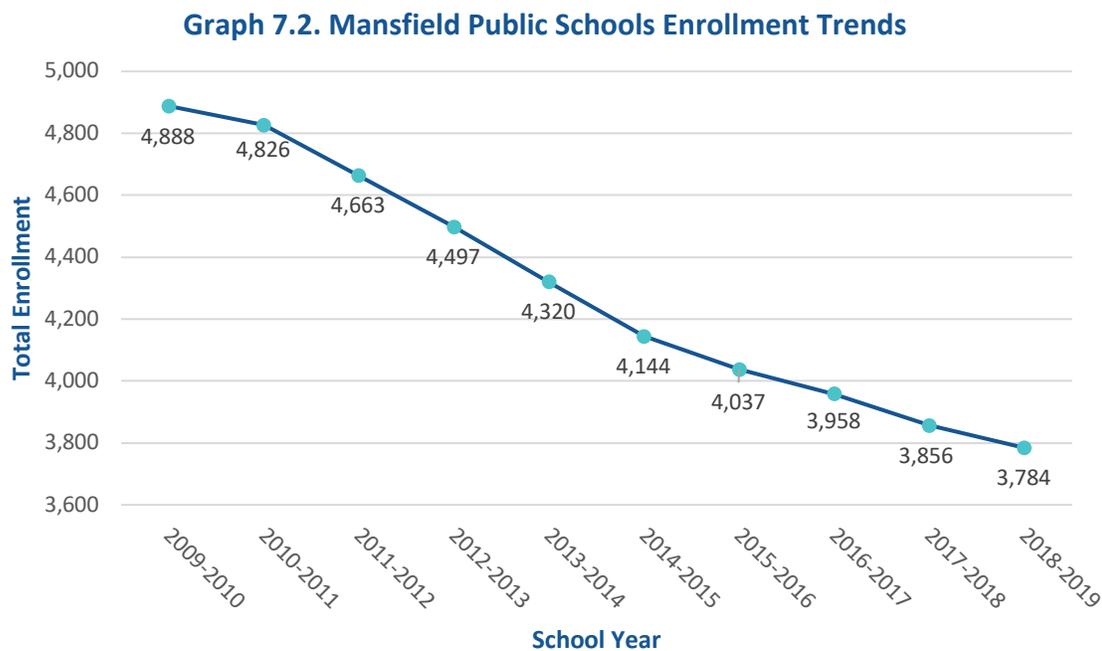
The district provides many customized programs to enhance learning at all levels. The Continued Hours at Mansfield Public Schools (CHAMPS) Program offers before and after school care for grades 1-5. It has been noted the current CHAMPS program cannot accommodate the demand and an extremely competitive enrollment process within a limited timetable has proven to be alienating for some residents. Expanded enrollment for this program has been discussed. Additionally, Mansfield Summer Institute enrichment and

athletics (Grades K-8) offers after school enrichment classes for elementary school students and band and orchestra classes for grades 4 and 5. The administration continues to earn a Massachusetts Comprehensive Assessment System (MCAS) rating of 94 percent, as determined by the Massachusetts Department of Education.

School Enrollment

In 2018, there were 3,784 students enrolled in the Mansfield school system. This continues a trend of slight decline in student population. There is a total of 302.4 teachers (full time equivalent) in the Mansfield Public School. The student-to-teacher ratio is 12.5 to 1. Comparatively, the student-to-teacher ratio for the state is 12.9 to 1.

As shown in Graph 7.2, enrollment in the Mansfield Public School system has been steadily decreasing over the past 10 years. From 2008 to 2019, the enrollment has decreased by 23 percent (an average of 2.3 percent per year), from 4,888 to 3,784. During this time, as noted above, enrollment of special needs students has increased, along with the specialized curriculum offerings. The number of Special Education teaching positions has increased as the Special Needs student population has risen.



Source: Massachusetts Department of Education

Individualized Education Programs (IEP)

The School Department also continues to expand the curriculum capacities and offerings for in-district special needs students. Student needs have risen over the years as the standard of learning has increased and requirements for entrance to secondary education have expanded. In general, school districts in the region note higher teacher to student ratios than a decade prior. This is in-part attributed to an improved recognition of Special Needs students and the effort put forth to meet special needs by creating adjustments and monitoring student development through learning processes and curriculum structures.

Approximately 520 students were enrolled in Individualized Education Programs (IEP) – just under 13 percent of the enrolled student population. Within the program, nearly 50 percent receive full inclusion, with 38 percent at partial inclusion. Substantially or fully separate participation makes up less than 17 percent of the enrollment. The school administration continues to expand and improve the Special Needs program offerings to allow for even greater participation and placement in-district.

Condition of School Facilities

In the last decade, the school department has undertaken several needed maintenance and betterment projects, most recently completing work related to Safe Routes to School improvements, exterior wall, window and door upgrades, and the installation of a comprehensive security and camera system. There are five school buildings in Mansfield. Except for the Roland Green Pre-K facility located on Dean Street, all school buildings and facilities are configured in a central campus on East Street. If this facility were to be upgraded, it has been suggested relocating the facility to the East Street school campus district would be desirable. Similar consideration could be given to the School Administrative offices, currently housed adjacent to Town Hall on Park Row.

Table 7.2. Characteristics of Mansfield Public School Facilities

| | Characteristics | | | |
|---|-------------------------|---------------------------|----------------------|---------|
| | Students (2018-2019) | Building Size (SF GFA) | Land Area (acres) | Cost |
| Roland Green Pre-K School | 114 | 18,000 | 1.40 | N.A. |
| Robinson Elementary School | 705 | 124,000 | 55.00 | N.A. |
| Jordan Jackson Elementary School | 796 | 153,000 | | \$16.6M |
| Qualters Middle School | 902 | 135,000 | 41.0 | \$12M |
| Mansfield High School | 1,267 | 186,000 | | N.A. |

Conclusion

STRONG INVESTMENTS IN CAPITAL PLANNING AND INFRASTRUCTURE

Guided by prior Master Plans, the Town has made strong planning commitments backed by financial investments over the last eight years which has allowed the community to be proactive regarding Town Facilities. Examples of this focus include the Department of Public Works, Division of Public Buildings Operations, town-wide building maintenance assessment studies, the on-going town building energy audit, and the culmination of many of these efforts—the recently completed Municipal Complex.

A recognized strength of the community is the work of the town’s Finance Committee and Capital Improvements Committee. Much of this structure exists in the 5+1 capital planning and budgeting that occurs presently on a yearly basis. It is important that the Town continues—and even expands—their current self-assessment processes, particularly for the facilities that have not undergone replacement, renovation or upgrades in recent years. Past efforts reflect a history of planning for improvements and follow-through by maintaining a commitment to established schedules and funding allocation for necessary work.

INCREASING PUBLIC AWARENESS AND COMMUNICATION

Public awareness, understanding, and participation in goal-setting and decision-making processes continues to be important. Some departments have expressed concern that due to a lack of information, the public struggles to support full budgeting for items that could help create efficiencies and save expenses in the future. For example, maintaining consistent funding allocations for roadway and stormwater improvements is important for several reasons, however the funding is not always consistently allocated.

MANAGING RESOURCES AND COSTS

Nearly all town departments have expressed that town operations face distinct challenges when it comes to managing costs, particularly those that are directly related to energy needs that are linked to global markets. For example, the cost of bussing for the School Department continues to be an area of significant expense with little control due to factors such as escalating fuel costs. Similarly, the Mansfield Municipal Electric Department (MMED) faces regular and more frequent challenges related to the power supply market and the ability to provide electricity at a consistent cost to rate-payers. The MMED may face extreme volatility in the power supply market to a degree that they cannot control or absorb rising costs in the coming years.

Universally, the department heads in Mansfield have noted the challenge of finding and hiring skilled people committed to their work. Increasing technical knowledge and specialized skills is paramount, whether it be in Special Education or advanced EMS Paramedicine services’ Departments have expressed frustration with limited options when it comes to finding qualified vendors through competitive bidding to perform required functions such as student bussing.

PREPARING FOR CLIMATE RESILIENCY

Additionally, the Town should consider addressing less visible infrastructure found across the town. The January 2019 *Municipal Vulnerability Preparedness (MVP)* and *Community Resiliency Building Workshop* identified several categories of concern and current challenges. Three core themes emerged from these projects related to Public Facilities and Services:

- 1) Need for continued emergency planning**
- 2) Need for assessment of bridges and dams**
- 3) Need for assessment of the Housing Authority facilities and needs.**

Recent weather patterns, including extreme weather circumstances and severe storm events are becoming the 'new normal' – a cycle of drought and flooding and weather patterns characterized by high-winds, strong storms and extreme temperatures. These weather events are putting strain on less visible and infrequently upgraded infrastructure, such as dams, bridges, and culverts, found throughout town. In the future, the town's focus may shift slightly from new 'bricks and mortar' construction projects alone to actions that are hybridized and serve to strengthen natural systems and processes or complement technological or other man-made improvements for community resiliency.

Global conditions relative to climate change are also impacting facilities and services, with many departments observing that the more severe weather patterns are triggering greater staffing and more specialized equipment requirements to provide the same level of service. For example, Mansfield Municipal Electric Department (MMED) cites that recent storm microbursts causing system damage and triggering outages requiring costly repairs. Tree-trimming programs have been intensified during good weather to try to mitigate the potential for system damage during storm events.

A counterpart in assessing infrastructure and facilities impacted by climate changes is reviewing the added services often required during extreme events. In the past, specialized emergency response equipment such as portable generators and high capacity water pumps have been deployed during or in the aftermath of storm events. This need for equipment and the ability to deploy it appropriately and in a timely manner will likely continue and even expand. Past isolated services that require staffing and include semi-specialized physical accommodations such as warming and cooling stations available to the public will be required with greater frequency and will likely need to accommodate more users. As in the past, the funding of necessary maintenance and upgrades to facilities must be equally supported by investment in improved operations and management practices.

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Town of Mansfield 2018 Annual Report

Town of Mansfield GIS <https://gis.mansfieldma.com>

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IMPLEMENTATION

PHASE III - ACTION PLAN

GOING FORWARD

This Master Plan is a community's guiding document for the next ten years. Each year will require significant decisions and actions in order to successfully achieve the community's vision. The studies, regulatory changes, programs, and infrastructure projects described here will require significant coordination across staff, boards, and commissions and ongoing communication with residents and Town Meeting members.

The Planning Board, as the group overseeing this plan, has an important role to ensure that all the elements of this Master Plan are integrated into the town's priorities. They will also ensure that the plan is updated and adjusted as needed over the ten year horizon. As part of an annual review, the Planning Board, Select Board, and Town Manager should coordinate to select a few actions to focus on each year and departments should integrate this plan's priorities and objectives within their budgets.

The vision, goals, and strategies span many disciplines and interests—and will require a variety of stakeholders, leaders, and interest groups to come together to implement the actions outlined in this document. This could include the creation of an implementation committee made up of a variety of community representatives, residents, and town officials. It could include regular meetings of department heads to share resources and collaborate on problems.

More information on each of the strategies—including proposed implementing parties, broad cost estimates, potential funding sources, and a suggested time frame for implementation—can be found in the *Action Plan* for Mansfield's Master Plan. Like the *Master Plan Report*, the *Action Plan* is divided into the six vision pillars: 1) Bringing People Together; 2) Accessible, Connected, and Well-Publicized Green Space, 3) Downtown as Destination, 4) Integrated and Connected Transportation Network, 5) Industrial Parks as Economic Engines, and 6) Sustainable and Strong Services and Infrastructure.

| Goals | | Strategies | | Type of Strategy | | | Who | How | | When |
|-----------|-------------------|------------|---|----------------------|------------------|--------------------|---|-----------------|--|--|
| Lead Goal | Secondary Goal(s) | Strategy # | Strategy | Regulatory or Policy | Physical/ Design | Programs/ Services | Implementing Parties | Funding Sources | Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=1M+) | Timing (Ongoing/ Near (0-3)/ Med (4-7)/ Long Term(8-10+) |
| 1a | | i | Amend residential zoning to allow more flexible conversion of existing buildings to create smaller and more financially-attainable housing options, where possible, without increasing building density or significantly altering the appearance of existing buildings and neighborhoods, including by-right options for accessory dwelling units (ADUs). | X | | | Planning Department, Planning Board, Town Manager | N/A | Staff Time | Near (0-3) |
| 1a | | ii | Expand areas that zoning allows for new construction and the adaptation of existing structures to enable more diverse housing types—especially those for smaller households such as young professionals and older adults. | X | | | Planning Department, Planning Board, Town Manager | N/A | Staff Time | Near (0-3) |
| 1a | 1c, 2b, 2c, | iii | Pursue new sources of funding for community activities and initiatives. | X | | | Town Manager, Planning Department | N/A | Staff Time | Near (0-3) |
| 1a | | iv | Strengthen the existing Inclusionary Housing Requirements per Article VI of the Mansfield Zoning Bylaw. | X | | | Planning Department, Planning Board, Town Manager | N/A | Staff Time | Near (0-3) |
| 1a | | v | Amend the zoning bylaw to include affordable housing as a community benefit for purposes of residential density bonuses in the Mansfield Station Revitalization Overlay District per section 230-5.12I(1) and elsewhere as appropriate. | X | | | Planning Department, Planning Board, Town Manager | N/A | Staff Time | Near (0-3) |

| Goals | | Strategies | | Type of Strategy | | | Who | How | | When |
|-----------|-------------------|------------|--|----------------------|------------------|--------------------|---|---|--|--|
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| 1a | | vi | If warranted based on an analysis identifying the extent to which eligible tracts of undeveloped land are extant, consider amendments to the Cluster Residential Special Permit and Residential Compounds zoning provisions. | X | | | Planning Department, Planning Board, Town Manager | N/A | Staff Time | Near (0-3) |
| 1a | | vii | Consider zoning amendments so that new construction better reflects the character of the existing residential neighborhoods. | X | | | Planning Department, Planning Board, Town Manager | N/A | Staff Time | Near (0-3) |
| 1a | 3a, 3e | viii | Strengthen the design review standards and regulations to encourage desired development and redevelopment and protect neighborhood character. | X | | | Planning Department, Planning Board, Town Manager | N/A | Staff Time - \$ | Near (0-3) |
| 1a | | ix | Consider creating a local first-time homebuyer assistance program to convert existing homes to affordable, deed-restricted homes. | | | X | Planning Department, Planning Board, Town Manager, Mansfield Housing Authority, Housing Partnership Board | DHCD, Affordable Housing Trust Fund, Grants | Staff Time (to implement) / \$\$-\$\$\$\$ (to fund) | Near (0-3) |
| 1b | 3, 2a, | i | Develop a multigenerational community center near downtown, such as the old police station, to bring all residents and community groups together to interact and collaborate with one another. | | X | X | Town Manager, COA, Recreation Department | Town Budget | \$\$\$\$ | Med to Long Term (4-10+) |
| 1b | 6b-d | ii | Evaluate and improve current methods for engaging with town governance. | X | | X | Town Manger, IT, Planning Board, Select Board, Planning Department | Town Budget | None/Staff Time - \$ | Near (0-3)/Ongoing |

| Goals | | Strategies | | Type of Strategy | | | Who | How | | When |
|-----------|-------------------|------------|--|----------------------|------------------|--------------------|--|---|--|--|
| Lead Goal | Secondary Goal(s) | Strategy # | Strategy | Regulatory or Policy | Physical/ Design | Programs/ Services | Implementing Parties | Funding Sources | Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=\$1M+) | Timing (Ongoing/ Near (0-3)/ Med (4-7)/ Long Term(8-10+) |
| 1b | 3 | iii | Host more community events that celebrate Mansfield's history, arts, and culture. | | | X | Cultural Council, Mansfield Downtown Business Association, Recreation Department, Historical Society, Historical Commission, Keep Mansfield Beautiful, Public Library, COA | Town Budget, Cultural Council Grants, MHC, MMAS | \$-\$\$ | Near (0-3)/Ongoing |
| 1c | 3, 1b | i | Create a cultural district around downtown to bring together Mansfield's arts, business, and historic organizations. | X | X | X | Cultural Council | Cultural Council | None to \$ | Near (0-3) |
| 1c | | ii | Continue to identify historical sites and structures absent from the Town's inventory of historical assets and update the Town's inventory of historical assets to lay the foundation for additional historic designations, the creation of historic districts, and other potential preservation activities. | X | | | Historical Commission, Historic Society | MHC, Town Budget | None to \$ | Near (0-3) |
| 1c | | iii | Consider the creation of local historic districts, a neighborhood conservation district, or other local preservation mechanisms to protect historic resources from development or deterioration and to preserve neighborhood-level character. | X | | | Historical Commission, Historic Society | MHC, Town Budget | None to \$ | Med (4-7) |
| 1c | | iv | Showcase Mansfield's historic artifacts and documents by digitizing and creating permanent facilities to house and display these resources. | | | X | Historical Commission, Historic Society | MHC, Town Budget | \$-\$\$ | Med (4-7) |
| 1c | 1b, 3a | v | Work with the arts community in Mansfield to install public art to provide a unique experience and showcase local artists. | | X | X | Cultural Council | Cultural Council Grants, Town Budget | \$ | Ongoing |

| Goals | | Strategies | | Type of Strategy | | | Who | How | | When |
|-----------|-------------------|------------|--|----------------------|------------------|--------------------|--|---|--|--|
| Lead Goal | Secondary Goal(s) | Strategy # | Strategy | Regulatory or Policy | Physical/ Design | Programs/ Services | Implementing Parties | Funding Sources | Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=\$1M+) | Timing (Ongoing/ Near (0-3)/ Med (4-7)/ Long Term(8-10+) |
| 2a | | i | Create cohesive greenway corridors of Mansfield's open spaces and recreation areas that is connected by bike and pedestrian infrastructure and connected to downtown. | | X | | Recreation Department, Conservation Commission, Planning Department's Conservation Agent, Canoe River Aquifer Advisory Committee | Town Budget | \$ | Med (4-7) |
| 2a | | ii | Expand the Town's recreation website and social media presence to highlight each of Mansfield's unique natural resources and sites. | | | X | Recreation Department, Conservation Commission, Planning Department's Conservation Agent, IT | Town Budget | \$ | Near (0-3) |
| 2a | | iii | Host more on-site events and programs, such as bird walks, guided hikes, and other nature walks to increase awareness of Mansfield's conservation areas and appreciation of its natural resources. | | | X | Recreation Department, Conservation Commission, Planning Department's Conservation Agent | Town Budget, non-profits | \$ | Near (0-3)/Ongoing |
| 2a | | iv | Install wayfinding signs throughout town to direct people to open spaces, athletic fields, and conservation areas. | | X | | Town Manager, Planning Department, Town Engineer | Town Budget, CDBG, State Downtown Initiative Grant | \$ | Near to Med Term (0-7) |
| 2a | 2b | v | Create and improve access to the Canoe River and other water bodies. | | X | | Conservation Commission, Department of Public Works, Recreation Department, Canoe River Aquifer Advisory Committee | Town Budget, Department of Environmental Protection | \$-\$\$ | |

| Goals | | Strategies | | Type of Strategy | | | Who | How | | When |
|-----------|-------------------|------------|--|----------------------|------------------|--------------------|--|---|--|--|
| Lead Goal | Secondary Goal(s) | Strategy # | Strategy | Regulatory or Policy | Physical/ Design | Programs/ Services | Implementing Parties | Funding Sources | Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=\$1M+) | Timing (Ongoing/ Near (0-3)/ Med (4-7)/ Long Term(8-10+) |
| 2b | | i | Introduce interactive playgrounds, circuit training facilities, and modular play structures that encourage inclusive play for users of all abilities and generations throughout the community. | | X | | Recreation Department, Town Manger, COA | Town, State Division of Conservation Services | \$\$\$ | Med (4-7) |
| 2b | | ii | Evaluate alternative locations for an off-leash dog park. | X | | | Planning Department, Recreation Department, Select Board | Town Budget | \$ | Near (0-3) |
| 2c | | i | Continue to pursue land acquisition and conservation easements to protect forest, farmland, and other open space. | X | | | Recreation Department, Conservation Commission, Planning Department's Conservation Agent | Town Budget | \$ | Near (0-3) |
| 2c | | ii | Protect the Canoe River Aquifer and associated town wellheads. | X | X | | DPW | Town Budget, MVP Action Grant | \$ | Ongoing |
| 2c | | iii | Create a broader land protection and stewardship agenda that fosters engaged and informed residents. | X | | X | Recreation Department, Conservation Commission, Planning Department's Conservation Agent, NRT, DPW | Town Budget | \$ | Near (0-3) |
| 2c | | iv | Establish a robust maintenance and land management plan for Mansfield's conservation sites overseen by a dedicated conservation and parks maintenance staff position. | | | X | Recreation Department, Conservation Commission, Planning Department's Conservation Agent, NRT, DPW | Town Budget, Grants | \$/Staff Time | Near (0-3) |

| Goals | | Strategies | | Type of Strategy | | | Who | How | | When |
|-----------|-------------------|------------|--|----------------------|------------------|--------------------|--|---|--|--|
| Lead Goal | Secondary Goal(s) | Strategy # | Strategy | Regulatory or Policy | Physical/ Design | Programs/ Services | Implementing Parties | Funding Sources | Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=\$1M+) | Timing (Ongoing/ Near (0-3)/ Med (4-7)/ Long Term(8-10+) |
| 2c | | V | Prioritize the protection of remaining farmland and continue to promote locally-sourced foods. | X | | | Recreation Department, Conservation Commission, Planning Department's Conservation Agent, NRT | Town Budget | \$ | Ongoing |
| 3a | | i | Work with community partners to develop town-wide branding and wayfinding to direct people to downtown and key community spaces from surrounding streets and bike paths. | | X | | Town Manager, Select Board, Planning Board, Downtown Business Association, Cultural Council, IDC, Keep Mansfield Beautiful | Town Budget, Cultural Council Grants, MHC, MMAS | \$ | Near (0-3) |
| 3a | | ii | Activate downtown spaces by easing permitting for outdoor seating, exhibiting merchandise on sidewalks, and other public realm infrastructure. | X | | | Planning Board, Planning Department | N/A | Staff Time | Near to Med Term (0-7) |
| 3b | | i | Adopt stronger zoning regulations, such as special permits for larger-unit buildings, to provide greater oversight over building design. | X | | | Planning Board, Planning Department | N/A | Staff Time | Near (0-3) |
| 3b | 3c | ii | Continue to strategically locate new residential development in downtown to enhance and grow support for local retail and restaurant establishments. | X | | | Town Manager, Planning Board, Select Board | N/A | \$ | Ongoing |
| 3b | | iii | Partner with the Mansfield Downtown Business Association to conduct regular business and customer satisfaction surveys to ensure needs and desires are being met. | X | | | Town Manager, Mansfield Downtown Business Association | N/A | \$ | Near (0-3) |

| Goals | | Strategies | | Type of Strategy | | | Who | How | | When |
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| Lead Goal | Secondary Goal(s) | Strategy # | Strategy | Regulatory or Policy | Physical/ Design | Programs/ Services | Implementing Parties | Funding Sources | Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=1M+) | Timing (Ongoing/ Near (0-3)/ Med (4-7)/ Long Term(8-10+) |
| 3b | 3a | iv | Couple new development with planned transportation and streetscape improvements to create a unique and unified commercial/mixed-use area in the downtown. | | X | | Town Manager, Planning Board, Select Board, Town DPW | Town Budget, Chapter 90, MassDOT Complete Streets, MassWorks, Mitigation Fees | \$\$\$ | Med (4-7) |
| 3c | | i | Develop a business tracking tool for the entirety of Downtown to monitor use types, the diversity of business types, size of each storefront, ownership patterns, and occupancy rates. | | | X | Town Manager | Town Budget | \$ | Near (0-3) |
| 3c | | ii | Work with owners of vacant buildings to encourage short-term leases and temporary pop-up uses to fill vacant spaces. | X | | | Town Manager, Planning Board, Zoning Board, Select Board | N/A | \$ | Near (0-3) |
| 3c | | iii | Fund a tenant improvement grant or loan program that would provide money to small businesses that need financial assistance to cover interior space improvements. | | X | | Town Manager, Select Board | Town Budget | \$ | Med (4-7) |
| 3d | | i | Support existing businesses through a façade improvement program to grow or enhance their commercial presence and appeal. | | X | | Town Manager, Select Board, IDC | Town Budget | \$ | Med (4-7) |
| 3e | 4e | i | Finalize the Mansfield Station Revitalization Overlay District zoning which will ultimately allow larger developments to be built near the train station. | X | | | Town Manger, Planning Board, Planning Department, Select Board | NA | NA | Ongoing |
| 3e | | ii | Integrate all TOD development, such as the former Lowney Chocolate Factory site, into the downtown through improved access and transportation infrastructure. | | X | | Town Manger, Planning Board, Planning Department, Select Board | NA | NA | Near (0-3) |

| Goals | | Strategies | | Type of Strategy | | | Who | How | | When |
|-----------|-------------------|------------|---|----------------------|------------------|--------------------|--|---|--|--|
| Lead Goal | Secondary Goal(s) | Strategy # | Strategy | Regulatory or Policy | Physical/ Design | Programs/ Services | Implementing Parties | Funding Sources | Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=1M+) | Timing (Ongoing/ Near (0-3)/ Med (4-7)/ Long Term(8-10+) |
| 4a | 2b | i | Create a pedestrian and bicycle master plan and establish a committee to help oversee and implement it. | X | | | DPW, Town Manager, Planning Board, Select Board | Town | \$\$ | Near (0-3) |
| 4a | | ii | Improve sidewalks and pedestrian crossings around the train station. | | X | | DPW, MBTA, MassDOT | Town, MBTA, MassDOT | \$\$\$ | Med (4-7) |
| 4a | | iii | Establish drop-off and pick-up zones at train station. | | X | | DPW, Town Manager, Select Board, MBTA | Town, MBTA | \$\$\$ | Med (4-7) |
| 4a | 4d,5c | iv | Coordinate with GATRA to consider new bus routes and more frequent service, including the potential for a bus route or shuttle which connects the MBTA station and Downtown to residential areas, business parks, and the Xfinity Center. | | | X | GATRA, Town Manager, Select Board, Planning Department, DPW | GATRA, Direct Local Technical Assistance Fund | \$\$\$ | Near-Term (0-3) to Long Term (8-10+) |
| 4a | 3a | v | Coordinate with transit authorities to expand service and accommodate late-night users—such as concerts at Xfinity Center; performances at MMAS; or community events in Downtown. | | | X | GATRA, MBTA, Town Manager, Select Board, Planning Department, DPW, Police Dept | GATRA, Direct Local Technical Assistance Fund | Staff Time - \$ | Med to Long Term (4-10+) |
| 4b | | i | Evaluate all transportation infrastructure, maintenance projects, and critical intersections for ADA compliance in order to serve all users. | | | X | DPW | Town Chapter 90 | \$ | Near (0-3) |
| 4b | | ii | Develop a traffic calming policy to guide implementation of measures to improve safety and reduce vehicle speeds. | X | | | DPW, Town Manager, Select Board, Planning Board, Planning Department | Town | \$ | Near (0-3) |
| 4b | | iii | Advance projects identified in the Town's Complete Streets Prioritization Plan, such as School Street corridor improvements and East Street pedestrian improvements. | | | X | DPW, MassDOT | MassDOT Complete Streets | \$\$\$ | Med (4-7) |
| 4c | | i | Optimize signal timing and coordination along major arterials. | | X | | Town, MassDOT | Town, MassDOT | \$\$\$ | Med (4-7) |

| Goals | | Strategies | | Type of Strategy | | | Who | How | | When |
|-----------|-------------------|------------|--|----------------------|------------------|--------------------|---|---|--|--|
| Lead Goal | Secondary Goal(s) | Strategy # | Strategy | Regulatory or Policy | Physical/ Design | Programs/ Services | Implementing Parties | Funding Sources | Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=\$1M+) | Timing (Ongoing/ Near (0-3)/ Med (4-7)/ Long Term(8-10+) |
| 4c | 5a | ii | Work with employers to implement Transportation Demand Management Plans (TDMPs) to reduce the number of single-occupancy vehicles (SOVs). | X | | | Town, Employers | Town, Employers | \$\$ | Near (0-3) |
| 4c | | iii | Continue participating in MassDOT’s Safe Routes to School program to encourage students to safely walk and bike to school. | | | X | Town, MasDOT | MassDOT | \$ | On-Going |
| 4c | | iv | Coordinate with MBTA, local employers, and other transit partners to develop a reverse commute fare for people who live in Boston but commute to work in Mansfield. | X | | | MBTA | MBTA, Workforce Transportation Program | \$ | Near (0-3) |
| 4d | | i | Construct bicycle facilities on arterial roadway, such as School Street, North/South Main Street, Route 106, and Route 140. | | X | | DPW, MassDOT | Chapter 90, MassDOT TIP | \$\$-\$\$\$\$ | Med (4-7) |
| 4d | | ii | Evaluate and improve pedestrian and bicycle safety and ADA compliance at critical intersections, using pedestrian desire paths to guide installation of new crosswalks and sidewalk. | | X | | DPW | Chapter 90, MassDOT Complete Streets | \$\$\$ | Near-Med (0-7) |
| 4e | | i | Develop a parking ordinance to regulate public parking time restrictions and paid parking during daytime hours. | X | | | DPW, Town Manager, Planning Board, Select Board | Town, Parking fees | \$ | Near (0-3) |
| 4e | | ii | Improve parking-related signage and communications around locations, rates, and regulations. | X | | | DPW, Town Manager, Planning Board, Select Board | Town, Parking fees | \$ | Near (0-3) |
| 4e | 3e | iii | Lead public-private collaboration to refine plans for the transit-oriented development around Mansfield Station including circulation, parking capacity, and development. | | X | | Town, MBTA, Private Owners | Town, MassWorks, MBTA, Private Investment | \$\$\$\$ | On-Going |

| Goals | | Strategies | | Type of Strategy | | | Who | How | | When |
|-----------|-------------------|------------|---|----------------------|------------------|--------------------|--|---|--|--|
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| 4e | | iv | Allocate sufficient, secure, and properly located priority parking spaces for electric vehicles, bicycles, and motorcycles at the Mansfield Train Station and throughout Downtown. | X | | | Town | Town, Parking fees | \$ | Near (0-3) |
| 4e | | v | Resolve the remaining parking issues near the train station in partnership with the MBTA and private property owners to create a parking solution that allows for shared parking resources and the redevelopment of key parcels near the station. | | X | | Town, MBTA, Private Owners | Town, MassWorks, MBTA, Private Investment | \$\$ | On-Going |
| 5a | 5b | i | Undertake a strategic economic development plan, conducted either in-house or by an external consultant, which looks at potential and future opportunities within the industrial parks. | X | | | Town Manager, Select Board | Town Budget | \$\$ | Near (0-3) |
| 5a | 5b | ii | Review existing zoning and allowable uses in the business parks to ensure maximum flexibility on the part of the Town to allow property owners to adapt to changing market demands. | X | | | Town Manager, Planning Board, Zoning Board, Select Board | N/A | \$ | Med (4-7) |
| 5a | 5b | iii | Examine the market potential for commercial, lab/office, and residential market for the Ryan-Elliot Industrial Park area. | X | | | Town Manager, Select Board | Town Budget | \$ | Near (0-3) |
| 5a | 5b | iv | Support, market, and grow the burgeoning biotech and entrepreneurial cluster in the Ryan-Elliot Industrial Park. | X | | | Town Manager | Town Budget | \$\$\$ | Ongoing |

| Goals | | Strategies | | Type of Strategy | | | Who | How | | When |
|-----------|-------------------|------------|--|----------------------|------------------|--------------------|--|-----------------|--|--|
| Lead Goal | Secondary Goal(s) | Strategy # | Strategy | Regulatory or Policy | Physical/ Design | Programs/ Services | Implementing Parties | Funding Sources | Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=1M+) | Timing (Ongoing/ Near (0-3)/ Med (4-7)/ Long Term(8-10+) |
| 5b | 5a | i | Undertake a process to create a cohesive business ecosystem by knitting together the commercial areas of Mansfield (Main Street/Downtown, Mansfield Crossing, Chauncy St./Copeland Drive and Rt. 140) so that they are attractive to new businesses and patrons. | X | | | Town Manager, Planning Board, Zoning Board, Select Board | Town Budget | \$ | Long-Term (8-10+) |
| 5b | 5a | ii | Expand the Town's capacity for economic development initiatives, such as hiring an Economic Development Director/Planner to specialize in long-term planning and business attraction efforts. | X | | | Town Manager, Select Board | Town Budget | \$\$ | Near (0-3) |
| 5b | 5a | iv | Strategically market and use Tax Increment Finance (TIF) agreements and other economic development tools to attract and retain large commercial and industrial businesses to Mansfield. | | | X | Town Manager, TIF Advisory Committee | N/A | \$\$\$ | Ongoing |
| 5c | | i | Install wayfinding signs within industrial parks to balance traffic volume between School Street and Forbes Boulevard to access Route 140. | | X | | Town Manager, Select Board | Town Budget | \$ | Med (4-7) |
| 5c | 5a | ii | Consider establishing District Improvement Financing (DIF) around the Ryan-Elliott Park to fund public infrastructure projects needed to facilitate connectivity to the MBTA station. | | | X | Town Manager, Select Board | N/A | \$ | Med (4-7) |

| Goals | | Strategies | | Type of Strategy | | | Who | How | | When |
|-----------|-------------------|------------|--|----------------------|------------------|--------------------|---|----------------------|--|--|
| Lead Goal | Secondary Goal(s) | Strategy # | Strategy | Regulatory or Policy | Physical/ Design | Programs/ Services | Implementing Parties | Funding Sources | Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=1M+) | Timing (Ongoing/ Near (0-3)/ Med (4-7)/ Long Term(8-10+) |
| 5c | 4c, 4a | iii | Form a Transportation Management Association (TMA) that includes the Ryan-Elliot Industrial Park and Cabot Business Park to leverage the density of employees and take advantage of transit and carpooling opportunities. | | | X | Town Manager, Select Board | Town Budget | \$\$ | Med (4-7) |
| 5d | 4a | i | Explore ways to encourage employees of park properties to access the Towns green spaces for pre/post work hours as well as breaks. | X | | | Town Manager | Town Budget | \$ | Near (0-3) |
| 5d | 1b | ii | Evaluate regulations on temporary or mobile food services operations within the parks. | X | | | Town Manager, Planning Board, Zoning Board, Select Board | N/A | \$ | Near (0-3) |
| 5d | 4a,5c | iii | Create and fund a frequent bus route that ties together employment nodes including Cabot Business Park, Mansfield Crossing, the Route 140 corridor, Chauncey St./Copeland Drive, and Main St./Downtown to connect local employers to Downtown. | | | X | Town Manager, Select Board | Town Budget, MassDOT | \$\$\$\$ | Near - Med (0-7) |
| 5d | | iv | Evaluate zoning concerning parking minimums and changes that would allow commercial property owners in the parks to explore alternative options for parking areas. | X | | | Town Manager, Planning Board, Zoning Board, Select Board, Planning Department | N/A | Staff Time - \$ | Med to Long Term (4-10+) |
| 6a | | i | Assess the physical conditions of Mansfield's school facilities in relation to projected needs, through a School Facilities and Utilization and Needs Study. | X | | | School Committee, Superintendent, Town Manager, Select Board | Town Budget, MSBA | \$ | Near (0-3) |

| Goals | | Strategies | | Type of Strategy | | | Who | How | | When |
|-----------|-------------------|------------|---|----------------------|------------------|--------------------|--|--------------------------------|--|--|
| Lead Goal | Secondary Goal(s) | Strategy # | Strategy | Regulatory or Policy | Physical/ Design | Programs/ Services | Implementing Parties | Funding Sources | Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=1M+) | Timing (Ongoing/ Near (0-3)/ Med (4-7)/ Long Term(8-10+) |
| 6a | | ii | Coordinate with other departments to understand probable town growth and build-out scenarios to plan for future enrollment. | X | | X | School Committee, Superintendent, Town Manager, Select Board | Town Budget | \$ | Ongoing |
| 6b | | i | Regularly Update Facility Conditions Assessments (FCAs). | X | | | DPW | Town Budget | \$ | Ongoing |
| 6b | | ii | Formally assess bridges and dams. | X | | | DPW | Town Budget, MVP Action Grant | \$ | Near (0-3)/Ongoing |
| 6b | | iii | Further develop a more comprehensive plan for emergencies and address specific needs before a crisis strikes. | X | | X | Town Manager, DPW, SRPEDD, SRAC | Town Budget, SRPEDD, SRAC | \$-\$\$ | Near (0-3) |
| 6c | | i | Establish an Energy Reduction Plan with specific actions/ goals for each municipal site/building within a larger, more comprehensive Energy Reduction Plan. | X | | X | DPW | Town/State Green Communities | \$ | Near (0-3) |
| 6c | | ii | Continue to pursue Green Community designation with the Massachusetts Green Communities Division. | X | | | DPW, Conservation Agent, | State Green Communities | Staff Time - \$ | Near (0-3) |
| 6c | 6d | iii | Explore ways to reduce food waste. | X | | X | DPW | Town Budget, Green Communities | \$ | Ongoing |
| 6c | 6d | iv | Explore ways to shift the community's trash/waste management burden onto market forces. | X | | X | DPW | Town, MassDEP | \$ | Ongoing |
| 6d | | i | Continue to institutionalize and formalize protocols to allow for consistent asset assessment, decision making and project prioritization. | X | | | Town Manager, DPW | NA | Staff Time | Ongoing |

| Goals | | Strategies | | Type of Strategy | | | Who | How | | When |
|-----------|-------------------|------------|--|----------------------|------------------|--------------------|---|----------------------|--|--|
| Lead Goal | Secondary Goal(s) | Strategy # | Strategy | Regulatory or Policy | Physical/ Design | Programs/ Services | Implementing Parties | Funding Sources | Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=1M+) | Timing (Ongoing/ Near (0-3)/ Med (4-7)/ Long Term(8-10+) |
| 6d | 6c | ii | Expand interdepartmental collaboration and resource sharing to further develop efficiencies and maximize value and services offered to the public. | X | | | Town Manager | NA | Staff Time | Ongoing |
| 6d | 6c | iii | Continue to explore opportunities to regional consolidation of municipal services using the Mansfield Foxboro-Norton model. | | | X | DPW, Town Manager, Neighboring Communities | NA | Staff Time | Ongoing |
| 6d | 5a, 5b, 5c, 5d | iv | Continue to support and look for opportunities to support broader economic development goals at Mansfield's Municipal Airport site. | X | X | X | Airport Commission, Town Manager, Select Board, Planning Department, Planning Board | Town Budget, MassDOT | \$\$\$\$ | Med (4-7) |