



# Town of Manchester Sustainability Task Force Report



Presented to the Board of Directors

February 2020

Microsoft

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## **Executive Summary**

The Town of Manchester Sustainability Task Force was formed in early 2019 at the unanimous direction of the Board of Directors with a goal to focus attention and effort within Manchester on matters of sustainability, and to recommend initiatives and improvements to Town policies and programs to ensure that Manchester remains a thriving, efficient, healthy and vibrant place for its residents of today and tomorrow.

This document establishes a framework in which the Manchester community can achieve a vision of becoming a fully sustainable community. The vision is one where all who live and work in Manchester are enabled to live in ways that allow them to meet their needs while preserving the ability of future generations to do the same. A sustainable Manchester is a community that balances social needs, environmental health and economic prosperity while not depleting or degrading its natural resources, creating social inequities, or limiting our prospects for continued economic prosperity.

This plan calls for the Town government to serve as a leader in sustainability matters by modifying its own practices as others in the community do the same. It requires action by all Town staff to ensure that municipal government activities become increasingly sustainable.

While local government can take the lead in addressing issues of sustainability, the Task Force recognizes that to have a real, substantial impact, it will take the efforts of the entire community as a whole, including residents, businesses, civic and non-profit organizations. Therefore, it calls on all community stakeholders to assess their own activities and operations and consider implementing actions that helps Manchester continually become more sustainable.

Led by twenty five dedicated, passionate, and talented residents, the Task Force met regularly over the course of a year to assess the Town's sustainability accomplishments, opportunities, and areas of potential improvement. As a result of these efforts, Manchester was among the Connecticut municipalities recognized this year for achieving certification as a Sustainable CT community. The town met high standards in a broad range of sustainability accomplishments to qualify for the prestigious bronze certification.

As a final deliverable to the Board of Directors, this report summarizes the work of Task Force, and includes the following four priority recommendations for consideration:

1. Establish a permanent Sustainability Commission to advise and recommend to the Board of Directors and Town Administration policies and programs that advance sustainability in Manchester, and to ensure accountability.

2. Create a Strategic Sustainability Plan, which includes municipal and town metrics, to help track progress and accountability.
3. Dedicate personnel resources towards sustainability, either by creating full time sustainability coordinator or incorporating sustainability responsibilities into an existing high level management position.
4. Pursue Sustainable CT Silver Certification

It will take many years and considerable efforts, both from the Town government and community at large, to make Manchester a fully sustainable community. This initial report must therefore be seen as just the first step in a long-term undertaking. Work on sustainability is an on-going and dynamic process, and must continue to be updated at regular intervals. Nevertheless, identifying objectives and taking initial action is the first step in achieving any goal. Accordingly, the Manchester Sustainability Task Force is proud to present the enclosed report to the Board of Directors.

Respectfully,

- |                    |                     |                         |
|--------------------|---------------------|-------------------------|
| • Oksan Bayulgen   | • Molly Devanney    | • Laura Nicol           |
| • Kevin Beals      | • Elizabeth Doll    | • Stephen Ristau        |
| • Yolanda Castillo | • Laura Edwards     | • Terry Robinson        |
| • William Chudzik  | • Maureen Goulet    | • Stephen Savino        |
| • Sadie Colcord    | • Peg Hackett       | • Dennis Schain         |
| • Elizabeth Craun  | • Eric Hansen       | • Tyler Skrzypiec       |
| • Gene DeJoannis   | • Kevin Kenzenkovic | • Jeffery Schlegelmilch |
| • Zachary DelGaizo | • Patrick McKee     | • Charles Wickman       |
|                    |                     | • Joe Young             |

Note: Tim Bockus, Public Works Directors, and Steve Stephanou, Deputy General Manager, were assigned to staff the Task Force and assisted in the administrative efforts of this report.

## **Introduction**

In January 2019, the Manchester Board of Directors unanimously approved the creation of a municipal Sustainability Task Force to analyze and make recommendations to initiate or improve Town policies, programs, and practices that promote sustainability actions <sup>1</sup>

Chaired by Deputy Mayor Peg Hackett, the Town of Manchester solicited volunteer applications for the Task Force, selecting twenty five talented, passionate, and accomplished residents representing a broad range of backgrounds, ages, and experiences. Each Task Force member brings a unique perspective on ways the Manchester community can strive to be thriving, resilient, collaborative, and forward-looking.

Sustainability is a word with broad meaning that encompasses a wide range of issues and practices. While generally understood as a term to address environmental concerns, sustainability includes the economy, arts & culture, health and wellness, and resiliency, among many other things.

Over the course of 2019, the Task Force met on a regular basis to gather information, discuss the town's unique opportunities and challenges, and report on the community's progress toward sustainability. Throughout the year, members engaged with Town staff and other stakeholders to assess current operations and identify potential areas of improvement.

This report summarizes the work of the task force: defining sustainability and the areas of focus, the working process of the group, Sustainable CT documentation and certification, and the priority and overall recommendations.

## **The Process**

To ensure that all voices of the Task Force were heard and the work was inclusive and equitable, the group prioritized developing a consensus driven and open process.

During the initial kickoff meeting, the following group norms were agreed upon:

- Positive & inclusive team environment
- Share and participate
- Ask questions
- Promote understanding - explain terminology & acronyms

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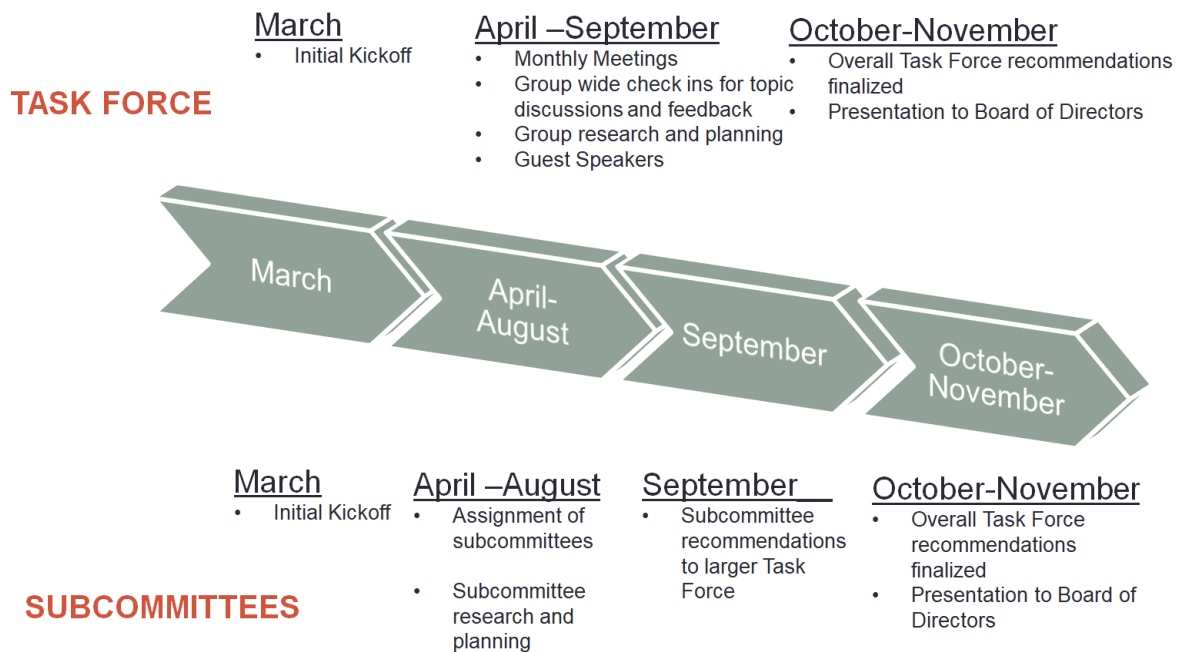
<sup>1</sup> A copy of the Board of Directors meeting minutes can be found in the appendix.

- Be open-minded
- Accept non-closure

It was decided that the best day of the week for almost all group members was Thursday, and a Doodle poll was sent to all on the Task Force to determine the meeting date with the most availability each month. For transparency, a Task Force website was created and includes agenda of each meeting as well as meeting minutes, and copies of meeting agendas and meeting minutes of the Task Force can be found in the appendix.<sup>2</sup>

During the initial meeting, the group also discussed the timeline of the Task Force, with an aggressive goal of completing recommendations by October 2019.

## Timeline



<sup>2</sup> <https://sites.google.com/view/manchestersustainability/home>

During the course of the year, the Task Force recognized more time would be needed, deciding ultimately that the final report to the Board of Directors would be submitted in February 2020, but the deadline ensured that the group remained focused.

Other initial decisions points included agreeing on process related questions such as defining consensus, which is when “ group members develop, and agree to support a decision in the best interest of the whole group or common goal. Consensus may be defined professionally as an acceptable resolution, one that can be supported, even if not the "favorite" of each individual.”<sup>3</sup>

Next, the group discussed the proposed focus areas of sustainability. Town staff suggested focusing on the following areas, as laid out by the Sustainable CT framework:

- Environmental Stewardship,
- Economic Strength,
- Health and Wellness,
- Resiliency
- Arts & Culture.

There was an overall consensus that these are appropriate areas to focus, although both community engagement and specific policies/procedures as it relates to municipal government were brought up as potential additional focus areas. It was agreed that engagement and town policies should be an area of focus for the entire task force and should be considered when developing recommendations.

## **Defining Sustainability & Subcommittees**

Defining “Sustainability” as it relates to the Town of Manchester, as well as deciding which specific areas to focus on, was the first job of the Task Force.

One of the simplest and most often cited definitions of sustainability refers to practices that meet the needs of the present without compromising the ability of future generations to meet their own needs<sup>4</sup>. It was decided by the Task Force that this definition was most appropriate for the work of the task force, as opposed to others that were too human centered or were not easily understandable.

Many definitions also recognize three generally accepted pillars of sustainability: economic, environmental, and social—also known informally as profits, planet, and

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<sup>3</sup> <https://www.opm.gov/policy-data-oversight/performance-management/teams/effective-teams-strive-for-consensus/>

<sup>4</sup> <https://www.investopedia.com/terms/s/sustainability.asp>

people. The Task Force came to a consensus that these three pillars should inform the Task Force’s approach to addressing issues of sustainability in the town of Manchester.

Since “sustainability” means many things to different people, a poll asking each member to summarize what the term means to them personally was sent out to the Task Force. The following word cloud was then generated, showing the most common responses:



To help ensure that this broad range of issues were addressed, the Task Force decided to form four Sustainability subcommittees:

- Arts & Culture
- Economic Strength
- Environmental Stewardship
- Resiliency

All members of the Task Force were assigned to at least one of the four Task Forces, with some choosing to work on two. To determine the assignments, each member ranked their preference for each subcommittee topic. In the end the membership for each subcommittee was roughly equal, with 5-8 members on each.

Each Task Force Subcommittee elected a subcommittee chairperson to serve as a leader, communicator, and organizer for the larger group, and to report on the progress of the subcommittee. In addition, each subcommittee elected a secretary, with responsibility of record meeting minutes.



## Sustainable CT Certification

During its April Meeting, the Task Force welcomed Lynn Stoddard, Executive Director of Sustainable CT. Lynn presented to the group and discussed her organization, which offers a voluntary certification program to recognize thriving and resilient Connecticut municipalities. Sustainable CT offers a number of tools and resources for cities and towns to pursue certification.

To achieve certification, municipalities must complete a certain number of actions across ten different sustainability categories:

1. Thriving Local Economies
2. Well-Stewarded Land and Natural Resources
3. Vibrant and Creative Cultural Ecosystems
4. Dynamic and Resilient Planning
5. Clean and Diverse Transportation Systems and Choices
6. Efficient Physical Infrastructure and Operations
7. Strategic and Inclusive Public Services
8. Healthy, Efficient, and Diverse Housing
9. Inclusive and Equitable Community Impacts
10. Innovative Actions

After hearing the presentation, the Task Force unanimously decided to pursue certification. To do so, Sustainable CT requires the following actions:

1. Pass a resolution. The resolution outlines your city or town's intent to seek certification through Sustainable CT and establishes a Sustainability Team that will implement program actions. You may use or edit a template, or you can write your own. Passage of a resolution does not commit your municipality to seeking certification in any given year.
2. Designate a municipal contact person. This person must be an elected official or a municipal employee and will register your community on the Sustainable CT website.
3. Complete actions and track them on a Municipal Dashboard.

The Task Force thus voted to recommend that the Board of Directors vote in favor of the Sustainable CT resolution, which the Board did at the June 2019 monthly meeting.<sup>5</sup>

The deadline to submit an application for certification to Sustainable CT was August 31, 2019, which left little time for the Task Force to complete the required steps. Consequently, the group decided that each subcommittee would be assigned specific

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<sup>5</sup> A copy of the resolution can be found in appendix

action items of the Sustainable CT framework and help perform research on whether Manchester was completing the action. If the action was completed, the Task Force subcommittees were responsible for gathering the documentation, which is required for certification. If the action had not been completed, the subcommittee would then research best practices and make recommendations on whether the Town should complete the action.

As a result of the efforts of the Task Force, Manchester was certified as a bronze level Sustainable CT community on October 28, 2019 with 210 points across all ten action categories. A copy of the certification report can be found in the appendix.

In its certification report Sustainable CT stated that:

Manchester “demonstrated significant achievements in actions in nine sustainable impact areas ranging from inclusive community building, thriving local economies, and vibrant arts and culture to clean transportation and diverse housing. Manchester successfully completed actions included

- Providing resources and supports to local businesses through the Downtown 2020 Program
- Supporting arts and creative culture
- Developing and implementing complete streets policy and comprehensive recycling programs
- Growing sustainable and affordable housing options
- Initiating a town wide Diversity Equity and Inclusion Program

Sustainable CT Certification lasts 3 years, with the state’s first cohort of municipalities certified in 2018. Collectively, forty-seven municipalities, over 27% of the state’s communities, have earned Sustainable CT certification. Certified communities span every county and include some of Connecticut’s largest cities and smallest towns.

The Town of Manchester was formally recognized for its Sustainable CT Certification at the 2019 Connecticut Conference of Municipalities (CCM) Annual Convention on December 2, 2019.

As a Bronze certified community, Manchester met the following requirements:

1. Complete **1 Equity Toolkit** in action  
*9.1 Optimize for Equity.*
2. Complete at least **1 action** in each of the categories (1-9).
3. Successfully complete actions totaling **200 or more points**

For the equity toolkit, Manchester documented its equitable and inclusive communications strategy, which includes notifying residents about town services in multiple languages.

To achieve the next level of certification in 2020, the Town must complete the following requirements:

1. Complete **3 Equity Toolkits** in action *9.1 Optimize for Equity*.
2. Complete at least **1 action** in each of the categories (1-9).
3. Successfully complete actions totaling **400 or more points**.

### **Subcommittee Recommendations**

Recognizing the value of the Sustainable CT Framework and the ability of the Town of Manchester to utilize it as a way to benchmark progress in completing actions across a broad range of sustainability categories, members voted unanimously to recommend that the Town build on the success of 2019 and pursue Silver certification.

In addition to Sustainable CT, however, the Task Force aimed to issue recommendations to the Board of Directors on actions to ensure that the both the Town and the overall community in Manchester achieve a long term vision for a sustainable community.

To do so, the Task Force subcommittees considered potential actions affecting Manchester in three different context areas:

- Actions within the Town's jurisdiction
- Actions at the State and Federal level
- Actions for individuals and private sector

For actions within the Town's jurisdiction, the Task Force subcommittees determined whether or not the action falls within the Sustainable CT framework. If it did not, members then determined whether or not to make a recommendation on that item to the Board of Directors.

For actions at the state and federal level, Task Force participants determined that a combination of both Town staff and community support to state and federal representatives would be required for successful implementation.

Many actions affecting sustainability take place at the individual, household, and private sector level. Recognizing this fact, the sustainability Task Force considered ways in

which to facilitate effective marketing and engagement campaigns aimed at these groups in the Manchester community.

Each subcommittee then developed a list of priority recommendations for overall Task Force to consider. The specific recommendations from the subcommittees are detailed below:

### **Arts & Culture**

- Work with schools to have art/poetry/film contests. Display winners in Town Hall, on website, etc. Consider allocating funds for a small yearly prize/scholarship.
- Engage Manchester Memorial Hospital as a partner in at least one health initiative. Suggestion - Harrington Hospital (Central Mass) partners with area high schools to distribute information about Hands Only CPR at school events.
- Partner with Manchester Memorial Hospital to provide health assessment training to Town staff.
- Work with schools/community groups to develop an anti-idling campaign (may include media, signage, etc.). Might be a good match for a service project (scouting, etc.)
- Develop a rotating community art gallery in high-traffic public spaces (like the library).
- Develop and publicize a common-sense, low fee alternate permitting processes for art and cultural events

### **Environmental Stewardship**

- Create a written Sustainability System/Procedure that includes Policy, Organization and Oversight, Responsibility and Accountability, Assessment and Control, Procedures, Outreach and Training, Recordkeeping (data), and a requirement for an Annual (Periodic) Plan with Targets, short term Objectives and numerical Goals.
- Assure alignment of Sustainable Manchester goals/ activities with existing policies, plans and activities (land use, planning and development, watershed, etc.) both within town government and with groups and nonprofits with related missions.
- Revise Town of Manchester Web Site to create a Sustainability page that links to pages that are related to Sustainability issues, so that they are easier to assess and find. Create more links to enhance Public Education.
- Revise Town Map GIS system to accommodate issues that the Town wants to be managed according to the Sustainability CT Action list
- Set Sustainability Priorities for the Town and put data systems in place in order to be able to measure progress related goals set for Sustainability Priorities.
- Develop a Food Waste Composting Program
- Develop mapping for Natural Resources/ Wildlife Inventory
- Invasive Species Web Training to affected town employees
- Add Duty of Forest Advisory Board to Conservation Commission

- Develop a food waste minimization program
- Create right to farm ordinance
- Enhance Web Site Information on Invasive Species
- Adopt Mark IT for Reporting of Invasive Species outbreaks
- Revise GIS Maps to for location of Invasive Species infestation
- Submit existing web based educational information to Sustainability CT
- Remove invasive, and possibly non-native species from approved tree list
- Submit Watershed Mapping and Storm Water Plan to Sustainability CT
- Hold Farmers Forum
- Lobby State to legalize Community Choice Aggregation for renewables
- Install a Community Solar Farm
- Provide a charging post at schools and town parking lots.
- Implement Standards to promote Solar in Municipal Buildings
- Review and further develop green grounds-keeping policy
- Review use of snow removal chemicals for watershed health

### **Economic Strength**

- Hire a full time sustainability coordinator for the town
- Form a permanent sustainability advisory board which meets quarterly to discuss progress toward the strategic sustainability plan and advise the sustainability coordinator
- Develop a town wide climate action and resilience plan
- Coordinate an annual town wide sustainability day
- Collect compostable food waste at curbside
- Establish a plan to address storm water utilizing LID
- Develop a strategic transportation plan to enhance walkability and bike ability and promote the electrification of vehicles through infrastructure
- LEED GOLD new construction and major renovation policy
- Adopt a sustainable purchasing policy
- Develop, implement and maintain an ongoing "buy local" campaign.

### **Resiliency**

- Hire a full-time sustainability coordinator for the town. Additionally, explore the creation of a regional sustainability position focused on making broad, shared changes within Manchester and its surrounding towns. This could be done through collaboration with the Capitol Region Council of Governments or elected officials/staff of neighboring towns.
- Incorporate the Sustainability Task Force's recommendation into the Town Plan of Conservation and Development.
- Adopt a municipal sustainable purchasing plan, and include the Board of Education in this plan.

- Prepare a municipal hazard mitigation plan, and integrate language on climate change/climate vulnerability.
- Develop a municipal energy plan
- Explore incentives for development projects that incorporate green/sustainable practices. Some options to consider

## Priority Recommendations

Based on the feedback from the subcommittees, the entire Task Force discussed and decided to issue four priority recommendations to the Board of Directors. These recommendations address recurring themes in the specific recommendations from each group, and are aimed at laying a framework in which the Town and Manchester community at large can achieve the vision of becoming a truly sustainable community.

- 1. Establish a permanent Sustainability Commission to advise and recommend to the Board of Directors and Town Administration policies and programs that advance sustainability in Manchester, and to ensure accountability.**

The existing Task Force was successful in building momentum, bringing awareness, and creating a sense of urgency for the Town of Manchester regarding issues of sustainability. The Town's ability to take quick action to register and achieve Bronze certification for Sustainable CT is evidence of this. However, a Task Force, according to its very definition, is a "temporary grouping for the purpose of accomplishing a definite objective". This Task Force was able to make an initial assessment of the Town's achievements and potential opportunities, but to ensure that the Town maintains focus on issues of sustainability, the Task Force strongly recommends that the Board of Directors establish a permanent Sustainability Commission to advise and recommend to the Board of Directors and Town Administration policies and programs that advance sustainability in Manchester. This action will not only provide Manchester with a dedicated group of residents to assist and ensure that the town identify, develop, implement, and manage programs and policies that achieve high levels of sustainability, but will also help ensure accountability in tracking progress for these actions.

- 2. Create a Strategic Sustainability Plan, which includes municipal and town metrics, to help track progress and accountability.**

To effectively achieve goals in any field, a strategic plan is important; regarding sustainability, a field that encompasses such a broad range of issues, it is

essential. Integrating sustainability into local government operations is a process that proceeds incrementally, ideally developing committed teams, creative solutions, solid strategies, and measurable goals along the way. No matter an organization's sustainability drivers—cost reduction, regulatory compliance, environmental stewardship, community pressures, social responsibility, and so on—planning is essential to achieving sustainability in a project as well as across the organization. Accordingly, the Task Force strongly recommends that the Town, working with a permanent Sustainability Commission, develop a Strategic Sustainability Plan.

The plan will help stakeholders organize, track, and assess performance and progress in achieving specific sustainability goals, and the Task Force believes having a strategic plan to help guide decision making across both the Town and overall Manchester community is essential.

**3. Dedicate personnel resources towards sustainability, either by creating full time sustainability coordinator or incorporating sustainability responsibilities into an existing position.**

During the course of the Task Force's efforts to obtain information about Town policies and procedures, members acknowledged and greatly appreciated the willingness of Town staff from various departments to share facts, figures, and details with each subcommittee. However, it became clear the Town lacked a single point of contact on this issue and that no one employee held specific responsibilities and authority on questions of sustainability. Moreover, most leading organizations the size of the Town of Manchester- given its budget and employee headcount- employ personnel dedicated to issues of sustainability. Across the public sector, and across local governments- titles such a Sustainability Coordinator, Chief Sustainable Officer, and Sustainability Manager are common.

The Task Force believes that for Manchester to achieve a vision of becoming a fully sustainable community, it is imperative that the Town of Manchester dedicates personnel resources towards purposes of sustainability. Acknowledging the fiscal constraints inherent in an environment with increasing demands and limited resources, the Task Force members recognizes the delicate balance of public sector budgeting. Nevertheless, investing resources for personnel to address issues of sustainability is critical if Manchester is to be successful in achieving the goals laid out in this document. In addition, research has shown that sustainability investments can yield long term cost savings, and for some organizations, end up paying for themselves.

Consequently, the Task Force strongly recommends that the Town of Manchester fund and create a position dedicated to sustainability (e.g. Sustainability Coordinator) or incorporate significant sustainability responsibilities into an existing high level management position.

#### **4. Pursue Sustainable CT Silver Certification**

As stated earlier in the document, Sustainable CT offered the Town of Manchester a menu of coordinated, voluntary actions, to continually become more sustainable. The organization provides resources and tools to assist municipalities like Manchester in implementing sustainability actions and advancing their programs for the benefit of all residents; and to certify and recognize municipalities for their ongoing sustainability achievements.

The Sustainable CT framework helped the Task Force define its focus areas and it allowed subcommittees to track and measure Manchester's performance in achieving sustainability best practices.

Recognizing the value of the Sustainable CT Framework and the ability of the Town of Manchester to utilize it as a way to benchmark progress in completing actions across a broad range of sustainability categories, members voted unanimously to recommend that the Town build on the success of 2019 and pursue Silver certification.



## **Acknowledgements**

Megan Campion

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Patrick J Kearney II

David Laiuppa

Rich Gallacher

Scott Shanley

Kim Lord

Steve Gates

Board of Directors (term 2017-2019), for their unanimous approval of the Task Force in January 2019

# Appendix 1: Sustainable CT Certification Report (click to access full report)



## Sustainable CT Community Certification Report

This is the Sustainable CT Certification Report of Manchester, a Sustainable CT bronze certified applicant.

Manchester was certified on October 28, 2019 with 210 points. Listed below is information regarding Manchester's Sustainable CT efforts and materials associated with the applicant's certified actions.

### Contact Information

The designated Sustainable CT contact for Manchester is:

Name:	STEVE STEPHANOU
Title/Position:	DEPUTY GENERAL MANAGER / MANAGER'S OFFICE
Address:	41 CENTER STREET MANCHESTER, CT 06040
Phone:	8606473123

## Appendix 2: Sustainable CT Press Release (click to access full press release)



Town of Manchester  
41 Center Street  
Manchester, CT 06045  
(860) 647-5235

### FOR IMMEDIATE RELEASE

#### MANCHESTER RECEIVES SUSTAINABLE CT CERTIFICATION

**MANCHESTER, CT** – Manchester was recognized and received a bronze certification from Sustainable CT for achieving and meeting a wide range of sustainability goals earlier this month. Sustainable CT is a statewide initiative that inspires and supports communities in becoming more efficient, resilient, and inclusive.

"Manchester is a vibrant, thriving community that is a great place to live, work, go to school, play and pray, and the Town is committed to ensuring that it remains so for future generations," said Mayor Jay Moran. "The certification is evidence of Manchester's continued dedication to sustainable practices across a broad range of impact areas."

Manchester demonstrated significant achievements in actions in nine sustainable impact areas including, inclusive community building, thriving local economies, vibrant arts and culture, and clean transportation and diverse housing. Manchester successfully completed the following actions:

- Providing resources and supports to local businesses through the Downtown 2020 Program
- Supporting arts and creative culture
- Developing and implementing complete streets policy and comprehensive recycling programs
- Growing sustainable and affordable housing options
- Initiating a town-wide Diversity Equity and Inclusion Program





## Appendix 4: Arts and Culture Subcommittee Report

The Arts and Culture Subcommittee, which grew to encompass human health, met twice as a full subcommittee and held several breakout sessions with key stakeholders in the community.

The subcommittee found that both government and community institutions in Manchester have a vibrant, community facing arts scene. Resources include, but are not limited to, the town Rec on the Run program, the Manchester Historical Society, and Manchester Community College. We also have a major hospital (Manchester Memorial Hospital) located in town. We recommend forming partnerships with organizations that are already doing cultural work, streamlining town processes to allow community organizations to extend their reach, and allocating resources to increase and formalize engagement.

Specifically, the subcommittee recommends:

1. Work with Manchester Public Schools to hold annual art, poetry/prose, and film/media contests for students of all ages. Winners would be displayed in Town Hall, on the town website and social media, etc. Ideally, funds would be allocated for small prizes and/or an annual scholarship.
2. Directly engage Manchester Memorial Hospital as a partner in at least one health initiative. As a template, hospitals in Massachusetts partner with student groups to increase awareness of Hands Only CPR, a safer alternative to CPR that still leads to improved outcomes. Anti-vaping education is also a great match.
3. Partner with Manchester Memorial Hospital to provide health assessment training to Town staff.
4. Work with schools/community groups to develop an anti-idling campaign, which is ideal because it encompasses both human health and environmental health (opportunities for curricular engagement include essays, signage, and media). This might also be a good service project for groups such as Rotary, Student Council, or scouting.
5. Establish a rotating community art gallery in high-traffic public spaces (such as town libraries). Inclusion can be competitive with works available for sale, or this could be a fun, low-key way to display student and senior center work.
6. Develop and publicize a streamlined, reduced fee alternate permitting process for qualifying art, cultural, and public health events.

## Appendix 5: Resiliency Subcommittee Summary Report

### Resiliency Sub-committee Narrative and Recommendations for Sustainability Task Force Report to Board of Directors – 1/8/19

In working toward the Sustainable CT certification on behalf of the Town, the Resiliency Sub-Committee met approximately once per month over the course of several months. We discussed topics that would both move us closer to that certification and, more generally, allow us to create recommendations that would move the Town closer to sustainability. Topics we explored were:

- Engage in watershed protection and restoration;
- Develop an open space plan;
- Manage for drought and municipal water use;
- Provide education on water conservation;
- Implement green grounds and maintenance program;
- Adapt permitting process to promote sustainable development;
- Assess climate vulnerability;
- Implement complete streets;
- Promote effective parking management;
- Encourage smart community;
- Support zero emission vehicle deployment;
- Promote public transit and other mobility strategies;
- Increase use of renewable energy in municipal buildings;
- Install efficient streetlights; and
- Implement a community energy campaign.

In exploring these topics, we undertook independent research to determine whether the Town had engaged in any of the practices that could be used toward the certification. For those where there was a match between the Town's efforts and the Sustainable CT criteria, we compiled the necessary documentation and sent it to the task force leaders.

For activities that the Town had not undertaken, the sub-committee evaluated them as potential recommendations to the Town through the lenses of impact and feasibility. Some of the activities listed required significant expenditures of municipal resources, while others, we determined, would not have as significant an impact on Manchester. The group also considered potential additional recommendations not based on the criteria of Sustainable CT. In the end, we determined that the recommendations below would be the most impactful and feasible for the Town (listed in order of priority).

1. Hire a **full-time sustainability coordinator** for the town. Additionally, explore the creation of a regional sustainability position focused on making broad, shared changes within Manchester and its surrounding towns. This could be done through collaboration with the Capitol Region Council of Governments or elected officials/staff of neighboring towns.

2. Incorporate the Sustainability Task Force's recommendation into the Town Plan of Conservation and Development.
3. Adopt a municipal sustainable purchasing plan, and include the Board of Education in this plan.
4. Prepare a municipal hazard mitigation plan, and integrate language on climate change/climate vulnerability. Include in this plan a policy to use WaterSense labeled fixtures in town buildings, as there seems to be little cost impact and many options.
5. Develop a municipal energy plan. As part of the plan, consider the following items:
  - Lobby for/implement Community Choice Aggregation. This is currently not an option for electric service in Connecticut, but it was proposed in the past legislative session under HB 62-41. Community Choice Aggregation allows municipalities to procure power on behalf of their residents, which, in turn, allows for increased utilization of renewable power sources. Potential partners for lobbying on behalf of this program include the Connecticut Conference of Municipalities (CCM) and the Capitol Region Council of Governments (CRCOG).
  - Implement community solar. The State's Public Utilities Regulatory Authority (PURA) will begin to allow shared community solar as an option for community groups starting in January 2020 and already allows it for municipalities. Due diligence on possible sites for a solar farm, funding options, and RFP language should be the starting point.
  - Require net zero energy for any new municipal developments.
  - Add solar panels to municipal properties.
  - Add electric vehicle charging ports on municipal properties: town vehicle parking areas, school parking areas, and downtown public parking areas.
  - Link municipal properties through a micro-grid for use during natural disasters and include solar in the generation mix feeding the microgrid.
  - Explore the advantages of adapting Town emergency generators for bi-fuel operation (95% natural gas, 5% diesel oil) in terms of reduced toxic emissions, economy of operation, and permits for more annual hours of operation.
  - Work with students (from Manchester Community College or UConn?) to create a cost-benefit analysis for the Town's implementation of different types of renewable energy projects.
  - Identify any resources required for implementation of these projects as well as a process for evaluating trade-offs between these investments.
6. Explore incentives for development projects that incorporate green/sustainable practices. Some options to consider are:
  - Require certain sustainable practices for fixed assessment agreements.
  - Expedite the permitting/application review process for projects that incorporate certain sustainable practices. This would require broad buy-in from land use boards and commissions.
  - Research potential incentives through private insurers for businesses incorporating sustainable practices.
  - Provide tax incentives for owners of multi-family rental properties that install electric vehicle charging ports on their properties.
  - Reduce or eliminate minimum parking requirements for businesses.

- Provide businesses with information and assistance for obtaining PACE energy conservation loans.
  - Identify any resources required for implementation of these concepts as well as a process for evaluating trade-offs between these investments.
7. Prepare a municipal open space policy. As part of the policy, consider the following items:
    - Create a definition of open space.
    - Inventory existing open space and its conditions.
    - Include information on protection and maintenance of land and watersheds.
    - Create a plan for the acquisition and assemblage of large tracts of open space (the goal should be dense areas of open space and dense areas of development, not a random approach to open space acquisition).
    - Identify any resources required for implementation of these concepts as well as a process for evaluating trade-offs between these investments.
  8. Prepare a municipal plan for promoting alternate modes of transportation. As part of the plan, consider the following items:
    - Implement additional components of the Town’s Complete Streets Plan.
    - Improve communication with residents about public transportation options, routes, schedules, etc.
    - Make bus passes available at Town Hall.
    - Explore the electrification of public buses and school buses and begin adding electric vehicles to the Town fleet (electric vehicles are now listed on the State bid list from which the Town purchases vehicles).
    - Develop additional north-south bikeways on the east and west ends of town.
    - Apply to DEEP’s VW settlement fund for a grant to install electric vehicle charging ports.
    - Identify any resources required for implementation of these projects as well as a process for evaluating trade-offs between these investments.
  9. Consider implementing a town-wide compost collection program as well as home composting assistance and classes. Determine the economic impact on the town due to reduced trash tonnage and possible reduced collection frequency.
  10. Solicit more diverse perspectives to inform the work of the Sustainability Task Force.



## Appendix 6: Environment Subcommittee Summary Report

### MANCHESTER SUSTAINABILITY TASK FORCE ENVIRONMENTAL STEWARDSHIP SUBCOMMITTEE SUMMARY REPORT

**Members:** William Chudzik, Gene DeJoannis, Elizabeth Doll, Stephen Ristau, Laura (Lolly) Nicol, Kevin Beals

**Process:** The Subcommittee met eight (8) times between June- December 2019. Minutes were kept of all meetings.

The Subcommittee was assigned Sustainable CT Action Items (<https://sustainablect.org/actions-certifications/actions>) to study, identify state and national best practices, assess the Town of Manchester's current compliance, and make recommendations for improvement. Those Sustainable CT Actions Items are:

- 2.1- Watershed Information;
- 2.2- Watershed Management;
- 2.5- Natural Resource and Wildlife Inventory;
- 2.9- Woodlands and Forests;
- 2.10- Invasive Species Management;
- 4.1- POCD (Plan of Conservation and Development) and Zoning;
- 4.3- Agriculture Friendliness;
- 7.4- Food Networks; and
- 7.8- Food Waste Prevention

Accordingly, Subcommittee members took responsibility for individual action items, met with and collected data from town officials and local stakeholders, and reported their findings on a shared Google Drive established to serve as a repository for communications and meeting summaries with local officials, research into state and national best practices and policies, and recommended next steps. This Google Drive <https://drive.google.com/drive/u/0/folders/1-04gROOTd9GN9tQ1-v0DiyNSIRd8yQJo> is intended as a resource for future actions taken by the Sustainability Task Force, its successors, and town officials.

In addition, Subcommittee members identified and studied sustainability actions, practices, and policies that fell outside the Sustainable CT standards for consideration by the full Sustainability Task Force.

**Recommendations:** Subcommittee members were asked to submit a list of recommendations for consideration by the full Subcommittee to determine priority recommendations that would be made to the Sustainability Task Force. This process yielded a consensus summary of prioritized recommendations that were then submitted to the Sustainability Task Force as the final output of the Subcommittee. Final subcommittee recommendations are found in the body of this report.

## Appendix 7: Economic Strength Subcommittee Summary Report

### MANCHESTER SUSTAINABILITY TASK FORCE

#### ECONOMIC STRENGTH SUBCOMMITTEE

#### SUMMARY REPORT

**Members:** Patrick McKee, Oksan Bayulgen, Kevin Kenzenkovic, Steve Savino, Terry Robinson, Zachary DelGaizo, Joseph Young, Dennis Schain

**Process:** The Subcommittee met on June 6<sup>th</sup>, and June 27<sup>th</sup>, 2019 to discuss the partitioning of roles within the subcommittee and in assessing Manchester's current status as it relates to the following Sustainable CT Action Items:

- 1.1 Support Redevelopment of Brownfield Sites
- 1.2 Implement Sustainable Purchasing
- 1.3 Inventory and Promote Local Retail Options
- 1.4 Provide Resources and Supports to Local Businesses
- 1.5 Promote Sustainable Workforce Development
- 1.6 Participate in and Promote C-Pace Program
- 2.8 Implement Low Impact Development
- 4.5 Inventory and Assess Historic Resources
- 4.6 Streamline Solar Permitting for Small Solar Installations
- 6.1 Benchmark and Track Energy Use
- 6.2 Reduce Energy Use Across All Municipal Buildings
- 6.3 Achieve High Energy Performance for Individual Buildings
- 6.4 Increase Use of Renewable Energy in Municipal Buildings
- 6.5 Develop a Municipal Energy Plan
- 6.6 Manage Municipal Fleets
- 6.7 Install Efficient Street Lights
- 6.8 Implement a Community Energy Campaign
- 7.1 Hold a Sustainability Event
- 7.2 Provide Effective Community Communications
- 7.3 Train Municipal Commissions
- 7.5 Report Materials Management Data and Reduce Waste
- 7.6 Implement Save Money and Reduce Trash (SMART) Program
- 7.9 Conduct Health Impact Assessments
- 8.1 Design and Implement a Housing Needs Assessment
- 8.2 Grow Sustainable and Affordable Housing Options
- 8.3 Benchmark Energy and Water Use for Multifamily Housing

Economic Strength Subcommittee members took responsibility for individual Action Items as assigned, communicated virtually with all team members, met with and collected data from town officials and local stakeholders, and shared their progress on a shared [Google Drive](#).

Subcommittee members also completed research into sustainability practices, policies, and activities that fell outside of the scope outlined by Sustainable CT and brought them to the attention of the full Sustainability Task Force.

**Recommendations:** Members were asked to submit a list of recommendations for consideration by the full Economic Strength Subcommittee to determine priority recommendations that would be made to the Sustainability Task Force. This process yielded a consensus summary of prioritized recommendations that were then submitted to the Sustainability Task Force. Final Subcommittee recommendations included the following:

1. Hire a full time sustainability coordinator for the town
2. Form a permanent sustainability advisory board which meets quarterly to discuss progress toward the strategic sustainability plan and advise the sustainability coordinator
3. Develop a town wide climate action and resilience plan
4. Coordinate an annual town wide sustainability day
5. Collect compostable food waste at curbside
6. Establish a plan to address stormwater utilizing LID
7. Develop a strategic transportation plan to enhance walkability and bike ability and promote the electrification of vehicles through infrastructure
8. LEED GOLD new construction and major renovation policy
9. Adopt a sustainable purchasing policy
10. Develop, implement and maintain an ongoing "buy local" campaign.