



CRITICALINSIGHTS

Comprehensive Plan Resident Survey

Summary of Findings

Prepared for:

Town of Windham, Maine

December 2014

Full Service Market Research and Public Opinion Polling

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Introduction

Study Background & Methodology

Project Background Overview

- As required by Maine's Growth Management Act, the Town of Windham has initiated a process of updating its Comprehensive Plan.
- A component piece of this process was the establishment of various means through which Windham residents and businesses could provide input on matters related to the development of the updated Plan.
 - Providing such opportunities affords both residents and those with a business interest in the Town the opportunity to participate in the Comprehensive Plan process, provide input on how they see the Town at present, and ultimately help define and shape what type of community they would like Windham to be going forward.
- Along with two exploratory, formative focus groups convened in late September and two community forums held in November, a town-wide survey of residents and business/commercial property owners was conducted, with the aim of gathering resident input to help inform the upcoming Comprehensive Plan update process.
 - Administrative detail for these surveys appears on the following pages.

Overview of Method and Approach

Process

- As noted earlier, on September 17th, two formative discussion groups (facilitated by Critical Insights personnel) were held with a demographically-appropriate cross-section of Windham residents with the aim of gathering input to aid in the development of the Comprehensive Plan survey.
 - Results of these groups were provided under separate cover on September 22nd.
- Subsequently, a questionnaire covering a variety of topic areas of relevance to the development of the Comprehensive Plan was crafted collaboratively by Critical Insights and leadership from the Town of Windham.
 - The survey addressed quality of life issues in Windham, and also included items focused on residents' perspectives on favorable and unfavorable aspects of living in the community, an assessment of Town services, perceived priorities for the future of the Town, and other issues.
 - A resident survey, as well as a similar survey appropriate for businesses and commercial property owners in the Town, were each created.
 - The questionnaires were then programmed for deployment and administration, both online and via telephone.

Overview of Method and Approach

Process (continued)

- In mid-October, an informational mailing and survey invitation was sent to residents and businesses/commercial property owners in the Town.
 - The mailing discussed the purpose of the Comprehensive Plan survey and provided recipients different ways of taking part in the research, either through a self-administered online survey tool or by telephone, with interview administration available by calling-in to Critical Insights' dedicated survey line.
- Mailings were sent to 6,620 year-round residential addresses (based on information derived from a mailing/contact list purchased from Marketing Systems Group), 236 seasonal property owners (based on properties classified in building code records by the Town's assessing department as "seasonal"), and 529 local businesses/commercial entities (again, based on information sourced from Town assessing records).
 - The business/commercial records that were mailed an invitation reflect only local- and regionally-based businesses and properties; "lease accounts" and businesses headquartered out-of-state or outside of southern Maine were not included in the mailing, due to the likelihood of very limited levels of participation.

Overview of Method and Approach

Process (continued)

- In early November, reminder postcards were sent to all residential and business records that received an initial survey invitation in October, but had not yet responded.
 - This mailing again discussed the purpose of the Comprehensive Plan survey and the different means available for taking part in the research, either online or via phone.
 - Recipients were asked to complete their survey online or call-in to Critical Insights to take the survey by the Thanksgiving holiday.
- Overall, data collection was active from October 23rd through December 1st.

Overview of Method and Approach

Sample Overview

- Overall, a total of 1,024 residential households and 42 businesses (1,066 total) responded to the mailed invitation and took part in the Comprehensive Plan survey process.
 - Of the 1,024 responding residents, 973 can be considered year-round residents and 51 can be viewed as seasonal (with both classifications based on the respective sample sources).
 - The response rate from year-round residents of the Town, based on the volume of outbound invitations, was 15%.
 - Using similar calculations, the response rate from seasonal residents was 22%.
 - With 42 responses from 529 mailed invitations (an 8% rate of cooperation), data from business/commercial entities in the Town should be considered directional only.
 - Data provided by this sampling of businesses has been summarized in a separate volume of statistical tabulations and issued under separate cover; data from business/commercial entities does not appear in this document.

Overview of Method and Approach

Sample Overview (continued)

- Of the 1,066 surveys submitted, the vast majority (978, or 92%) took part in the self-administered online survey.
 - 936 residents and all 42 participating businesses/commercial entities took the survey online.
 - Another 71 participants (all residents) called-in to the dedicated survey line at Critical Insights and took part in the survey over the telephone, with the questionnaire being administered by a trained interviewer in the company's call center.
 - Finally, during the last several weeks of data collection, Critical Insights' interviewing staff periodically made outbound calls to a randomized cross-section of those residential households who had not yet responded to either the initial mailing or the follow-up reminder postcard mailing.
 - Just 17 residents reached in this manner took part in a telephone survey as a result of this contact (it should be noted, however, that some candidate respondents told the interviewer that while they were not interested in taking part in a telephone interview at the time of the call, they would complete the survey online at a more convenient time).
 - No outreach was made to seasonal residents, businesses, or to commercial property owners, as the process for matching mailing addresses with available telephone numbers was undertaken only for year-round residential records.

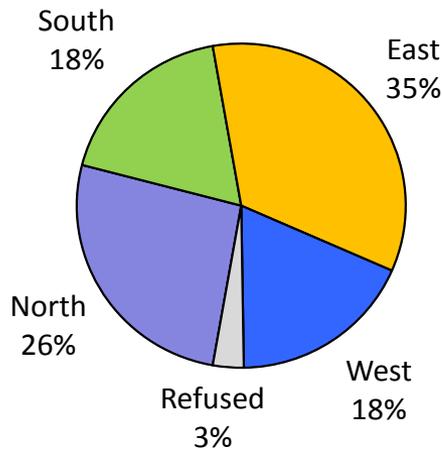
Survey Respondent Profile

Survey Respondent Profile & Sample Reporting Approach

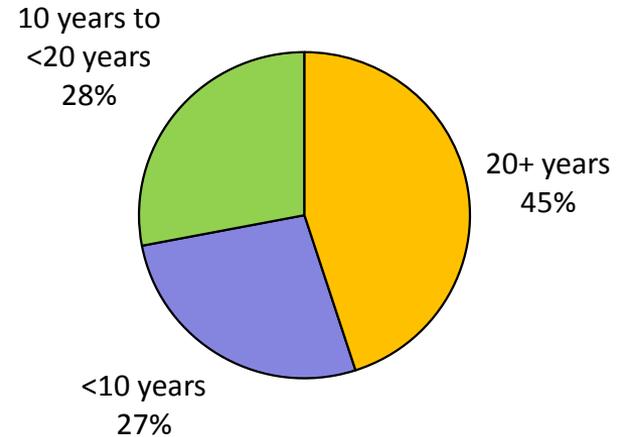
- Upon the completion of data collection on December 1st, the overall make-up of respondents to the survey was examined according to both gender and age.
- The purpose of this initial examination was to consider how the distribution of survey respondents (across both gender and age) compared to the actual makeup of Windham's population (based on recent U.S. Census estimates).
 - The makeup of the respondent base for the study sample was a bit heavy on residents age 45 and older and correspondingly lighter on younger residents.
 - As a result, Critical Insights conducted an exploratory statistical weighting exercise to bring the study sample into proper demographic alignment with the actual population in the Town to determine if such sample balancing efforts had an appreciable effect on study results.
 - Comparative analysis indicated that results on all key measures did not differ at any appreciable level when statistically weighted results were compared to unweighted results.
 - As a result, unweighted data was used in the reporting and analysis of results in this document.

Geographic Area of Residence, Tenure, & Status

Region of Residence



For how long have you lived in Windham?

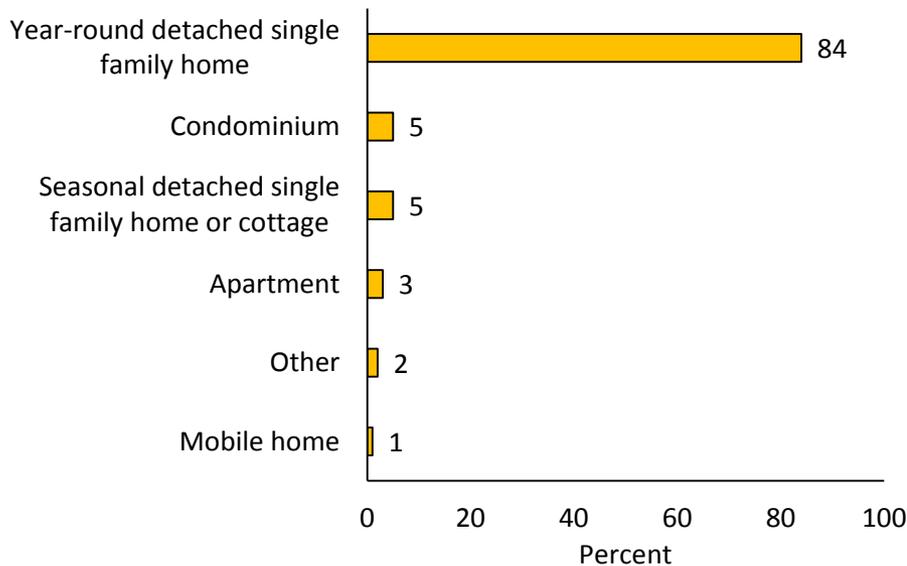


The study sample reflects a strong mix of residents from different parts of Windham (with classification definitions based on geographic criteria provided by the Town's planning office) and residents with differing tenures living in the Town.

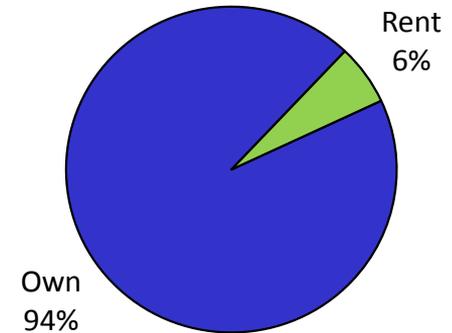
Each was used as a unit of analysis in this report, with relevant statistical differences noted in the charts or in the accompanying narrative.

Type of Home and Lot Size

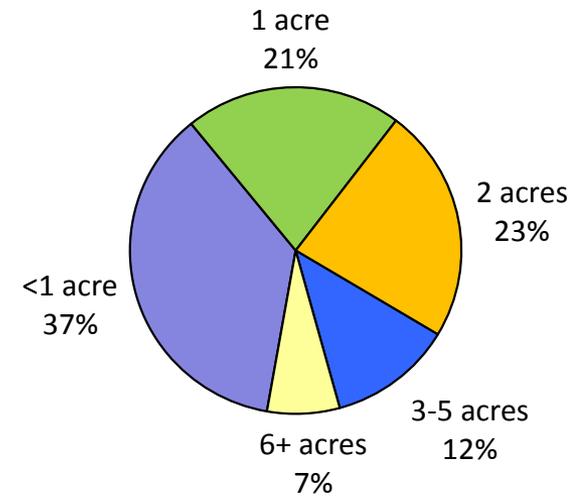
Which of the following best describes your home?



Do you own or rent your home?



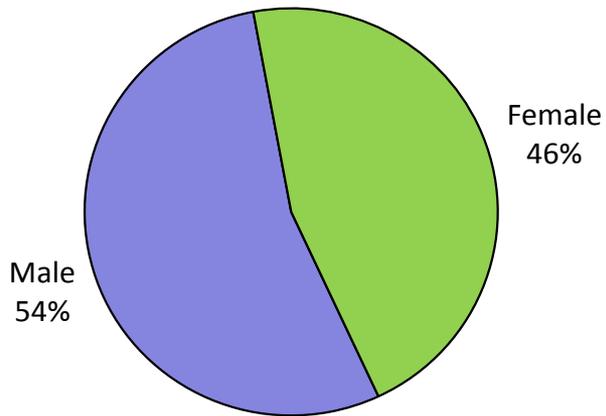
*On how many acres is your home located? **



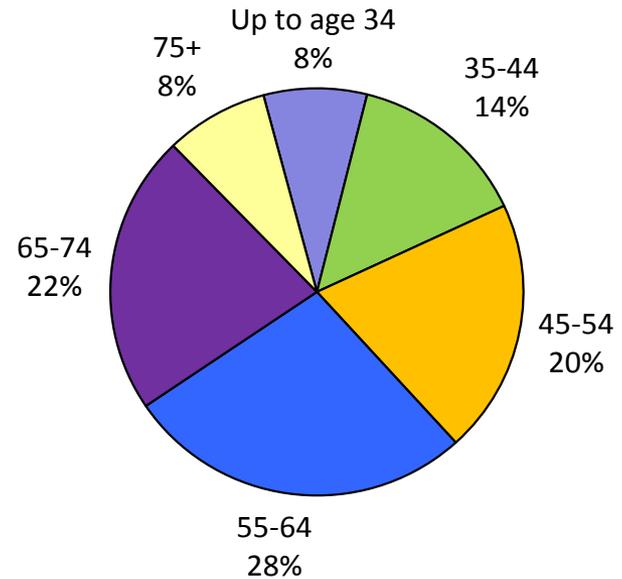
* Asked of homeowners only.

Gender and Age

What is your gender?

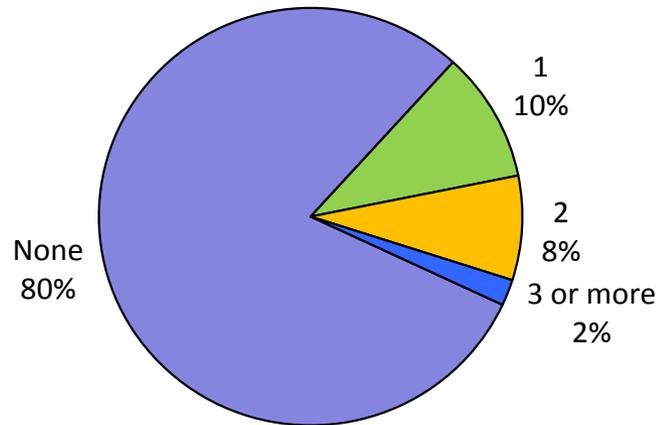


What is your age?



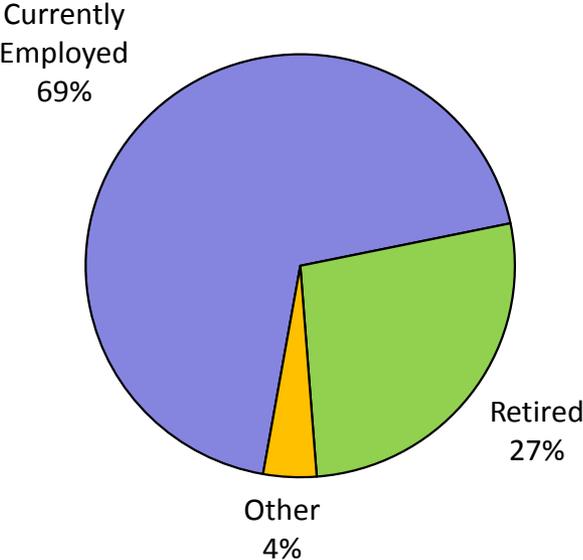
Presence of Children

How many children age 18 or younger live with you and attend Windham schools?

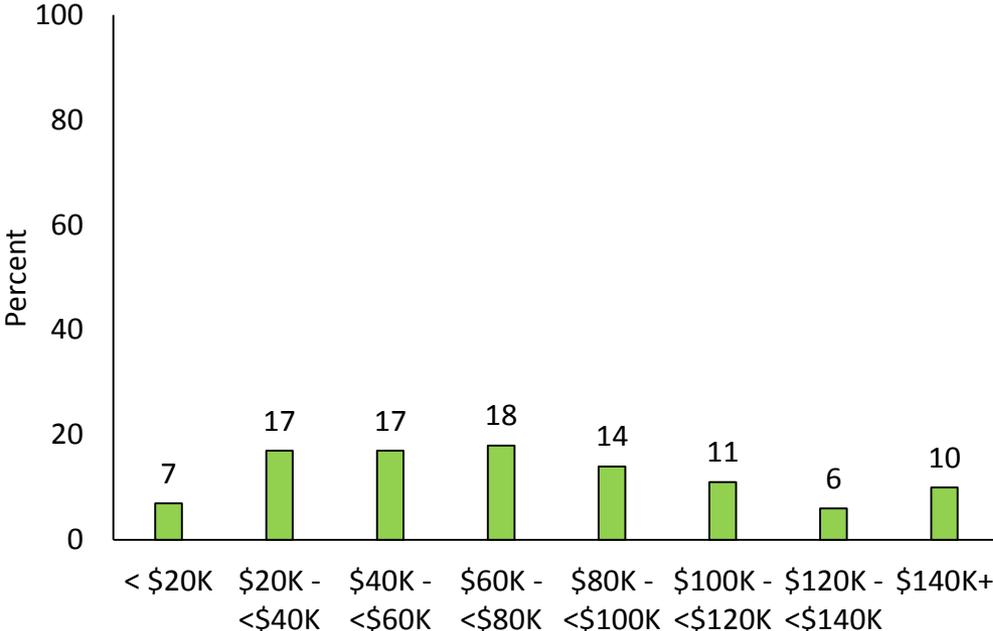


Employment Status and Annual Income

**Are you currently employed?
[IF 'No'] Are you retired?**

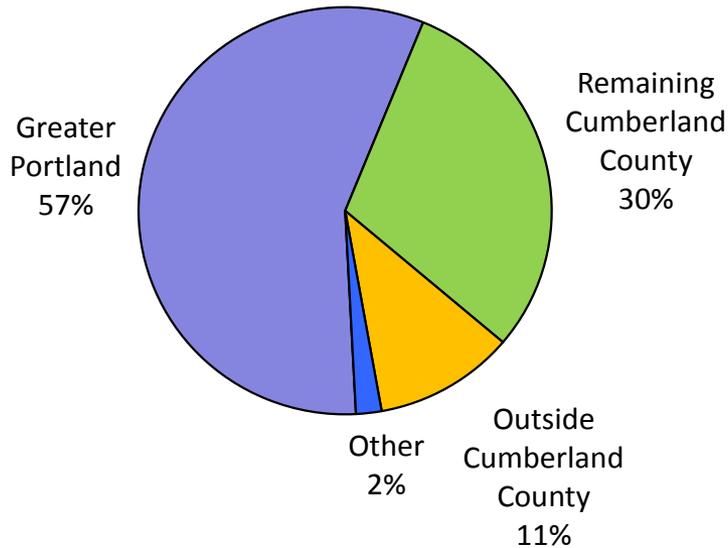


Which of the following best matches your total annual household income?



Commuting Status

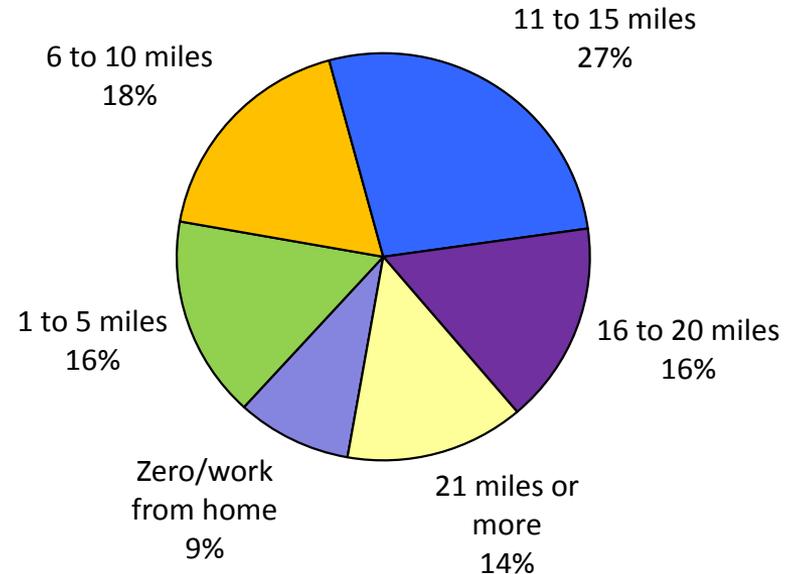
*In what city or town do you work? **



Greater Portland: Cape Elizabeth, Cumberland, Falmouth, Portland, Scarborough, South Portland, Westbrook, Yarmouth

Remaining Cumberland County: Baldwin, Bridgton, Brunswick, Casco, Freeport, Gorham, Harpswell, Harrison, Naples, New Gloucester, North Yarmouth, Pownal, Raymond, Sebago, Standish, Windham

*How many miles do you travel to work, one-way? **



* Asked of employed residents only.

Research Findings

Analysis Overview

- The following pages present and discuss the full survey findings (based on total sample), as well as results examined according to a variety of demographic and classification variables included in the study, such as:
 - Perspective dimensions, including perceived quality of life in Windham;
 - Classification dimensions, including gender, age, and socio-economic measures (employment status and income); and
 - Residency dimensions, including tenure of residency in Windham (under 10 years, from 10 to just under 20 years, and 20 or more years), type of residence (own vs. rent), and area of residence in the Town (North, South, East or West).
- Where appropriate, comments and observations are made discussing any statistically significant and relevant differences in the study data according to the above dimensions.
- Results of an attitudinal segmentation analysis were also used as an analytic tool to provide Comprehensive Plan project leaders a deeper sense of residents' mindset concerning matters of relevance to the development of the Plan, such as their development philosophy and feelings on open space preservation.
 - See pages 64 to 89 for results and highlights of this analysis.
- Summary analytical tabulations for both the Resident and Business/Commercial samples are provided under separate cover.

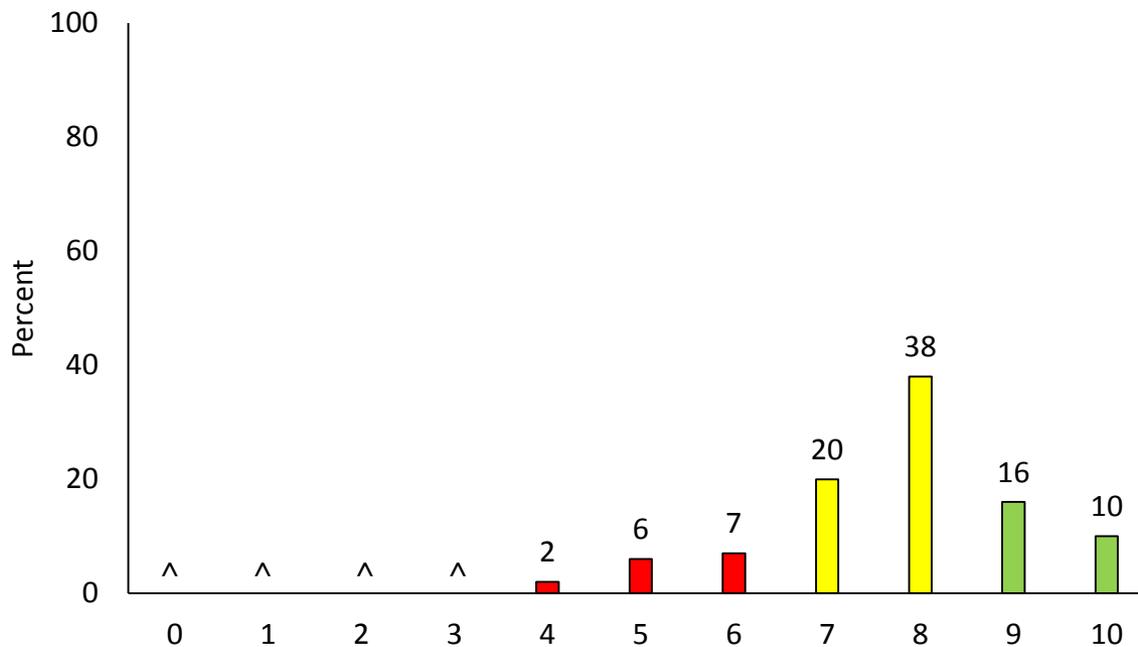
Assessing Life in Windham

Assessing Life in Windham

- The survey asked residents a number of items designed to provide a comprehensive overview of how residents of Windham view life in the Town.
- Questions ranged from a broad assessment of quality of life in Windham to more specific items regarding:
 - Residents' image of the Town;
 - Perceived changes in the Town over the time residents have lived in Windham;
 - Views on the most significant advantages and disadvantages to living in Windham; and
 - An assessment of various facilities and services in the Town.

In a broad measure of resident perspective, residents are largely positive about the quality of life in Windham, with a majority of scores registering at either 7 or 8.

On a scale of 0 to 10, where 0 is the worst possible score and 10 is the best, how would you personally rate your present quality of life in Windham?

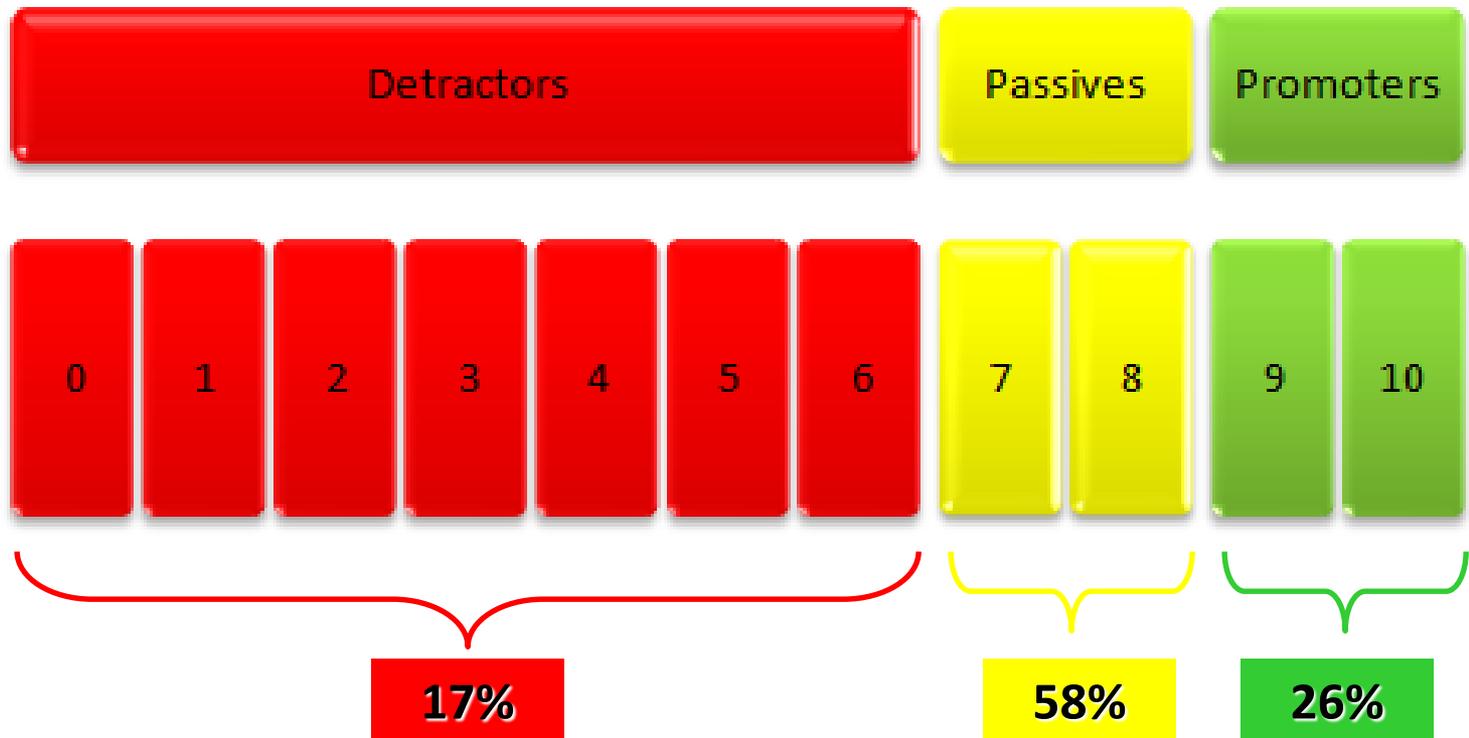


Ideally, one would like a majority of scores being either a 9 or a 10, which would be an overwhelming endorsement of the quality of life available in Windham.

While scores below 7 are generally viewed in the world of service delivery as essentially negative, it is still relevant to note that very few residents' scores are below 5 (an indication of overt anger and dissatisfaction).

^ Denotes < 1%.

Applying the concept of a Net Promoter Score[®] to quality of life in Windham, the vast majority of residents are positive, but are only “passive” in this regard, with a resulting NPS[®] of only +8.



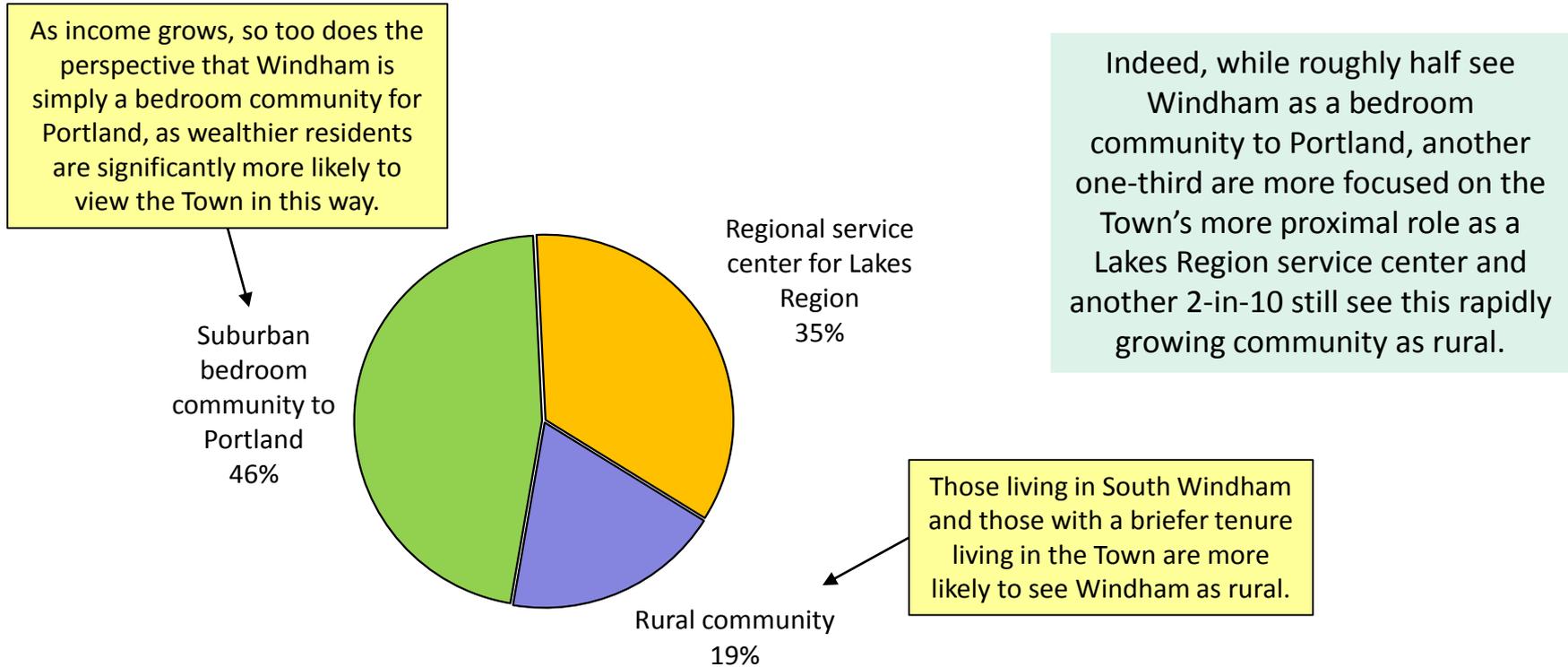
Demographically, women and older residents tend to be the biggest proponents of the quality of life in Windham.

	Women	Men	Age 25-44	Age 45-54	Age 55-64	Age 65+
Promoters	30%	23%	19%	21%	24%	35%
Passives	54%	61%	67%	62%	56%	50%
Detractors	16%	17%	13%	17%	20%	15%

Note: Yellow highlighting denotes statistically significant differences.

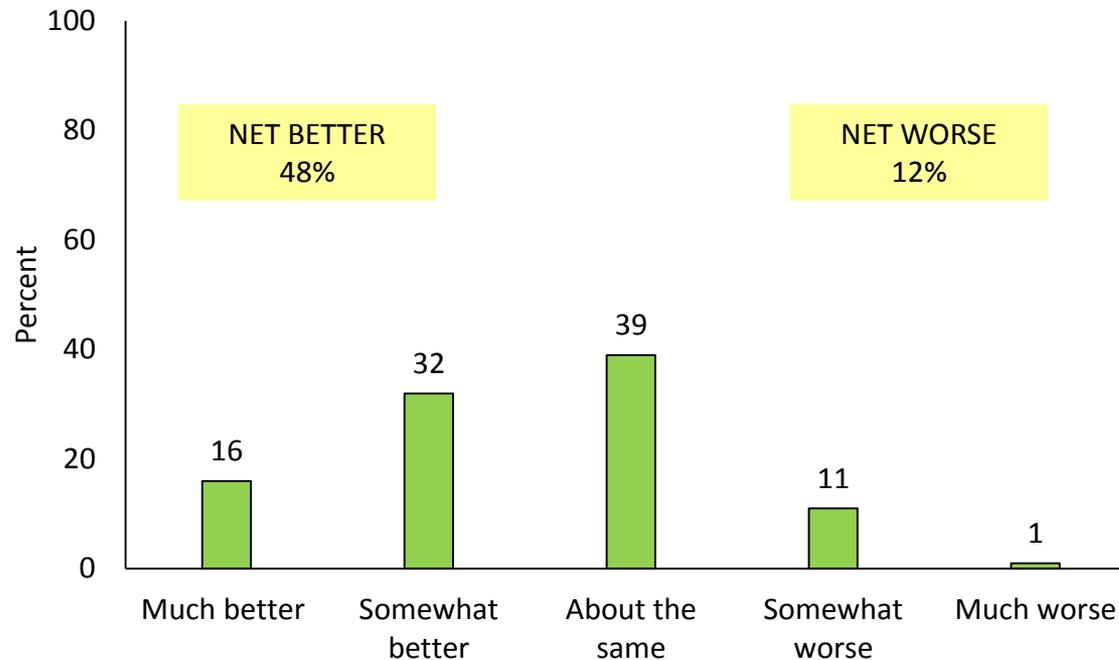
Residents do not have a particularly consistent image or perspective in defining Windham.

Which one of the following best matches how you see the Town of Windham?



Residents see Windham as having progressed in the right direction over time, with many more feeling it has *improved* than believe it has *regressed*.

During the time that you have lived in Windham, do you believe the Town is...



The net momentum for the Town is very positive at +36 (the difference between those who believe it has gotten better and those who feel it has gotten worse).

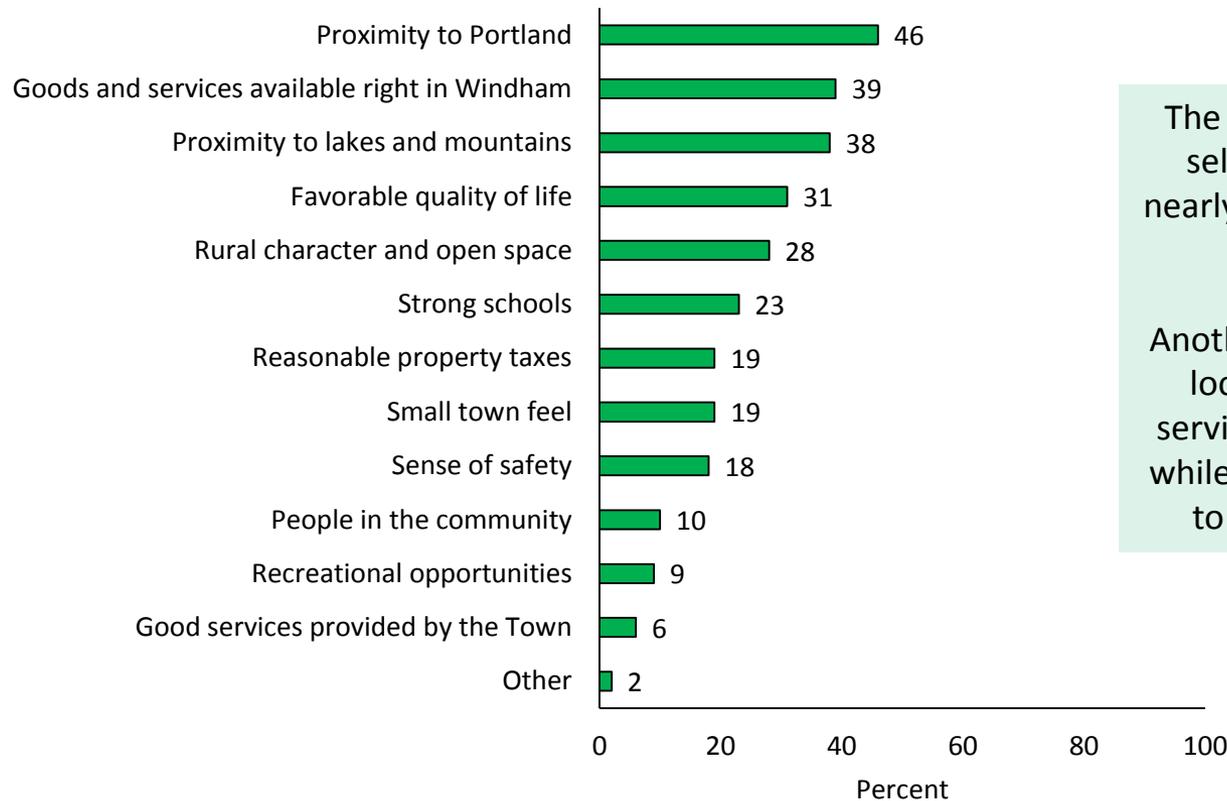
Another 4-in-10 residents feel Windham has remained essentially the same over their time living in the Town.

Older residents tend to be most likely to feel the Town has improved over time.

- Those who feel Windham has gotten **better** over time tend to be disproportionately:
 - Retired (55%); and
 - Age 65 or older (55%).
- Conversely, those who feel Windham has gotten **worse** over time tend to be disproportionately longer-term (20+ years) residents (17% feel Windham has gotten worse over the time they've lived in the Town).

Windham's location and its resulting proximity to what residents want (access to Portland, lakes/mountains, local services) are perceived advantages for the Town.

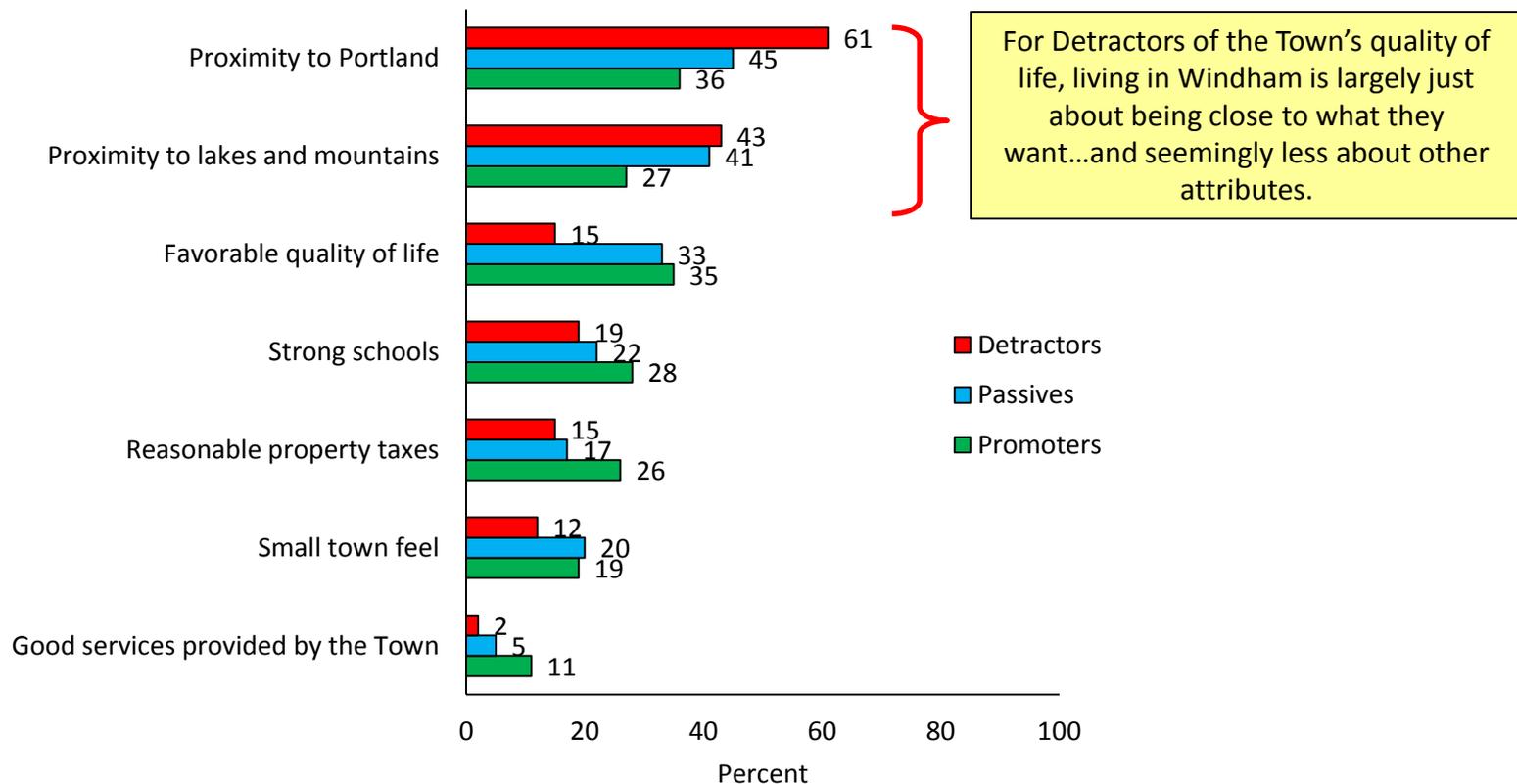
From the following list, please select what you believe to be the top three advantages to living in Windham. Please choose no more than three.



The Town's proximity to Portland is selected as a chief advantage by nearly half of those responding to the survey.

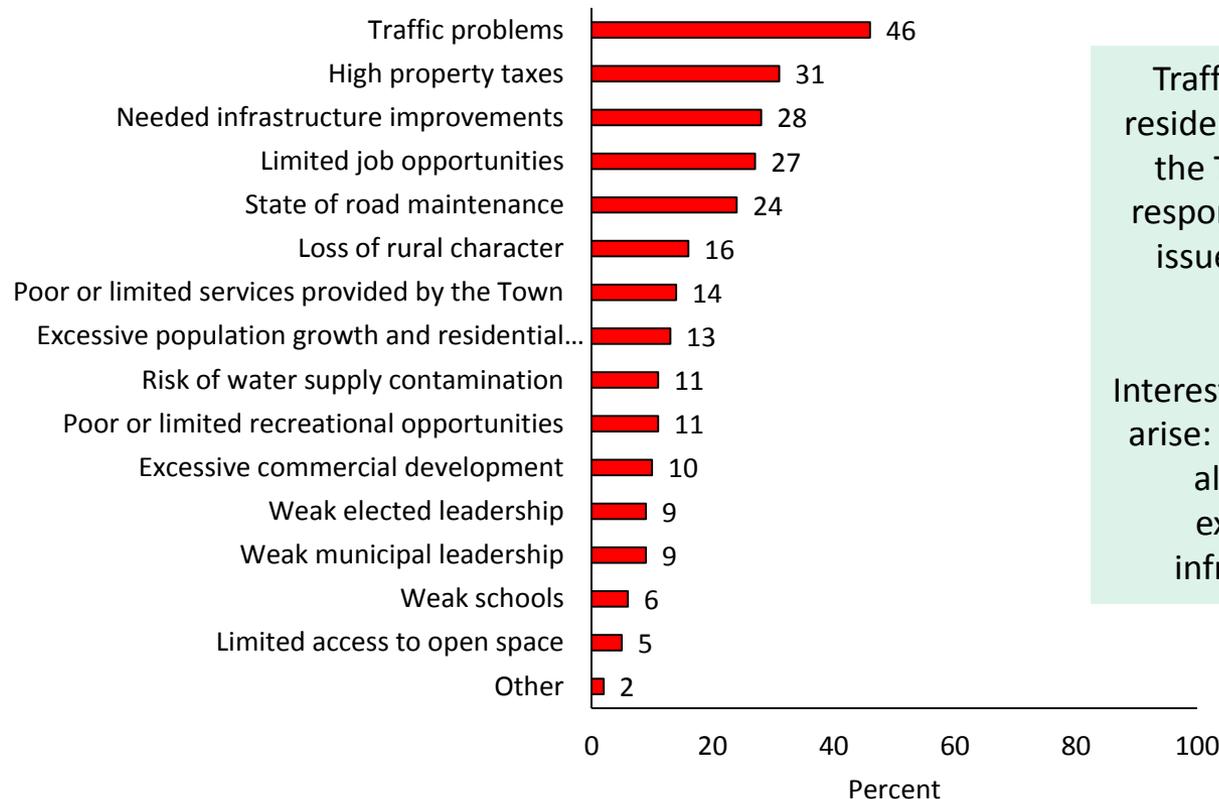
Another 4-in-10 also note the Town's location which offers goods and services available right in Windham, while a similar proportion cite access to nearby lakes and mountains.

Interestingly, Windham's location is key for less enthusiastic residents, while stronger advocates for the Town cite more specific features like its schools, small town feel, tax rate, and municipal services.



Traffic issues, taxation, employment limitations, and the potential for capital improvement needs form residents' chief concerns about the Town.

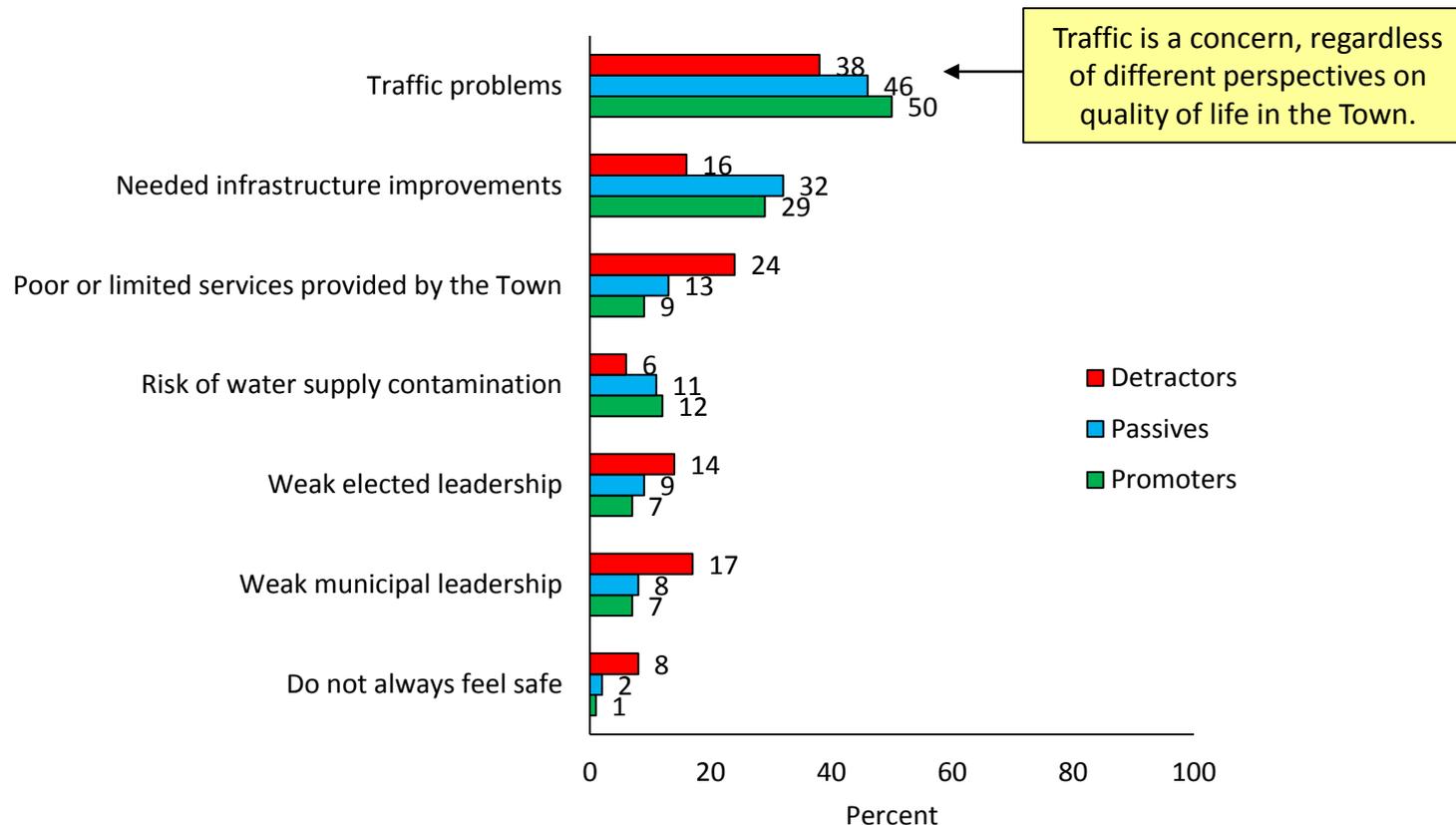
From the following list, please select what you believe to be the top three disadvantages to living in Windham. Please choose no more than three.



Traffic appears to stand apart for residents as a significant issue facing the Town, as nearly half of those responding to the survey cite traffic issues as one of the Town's chief disadvantages.

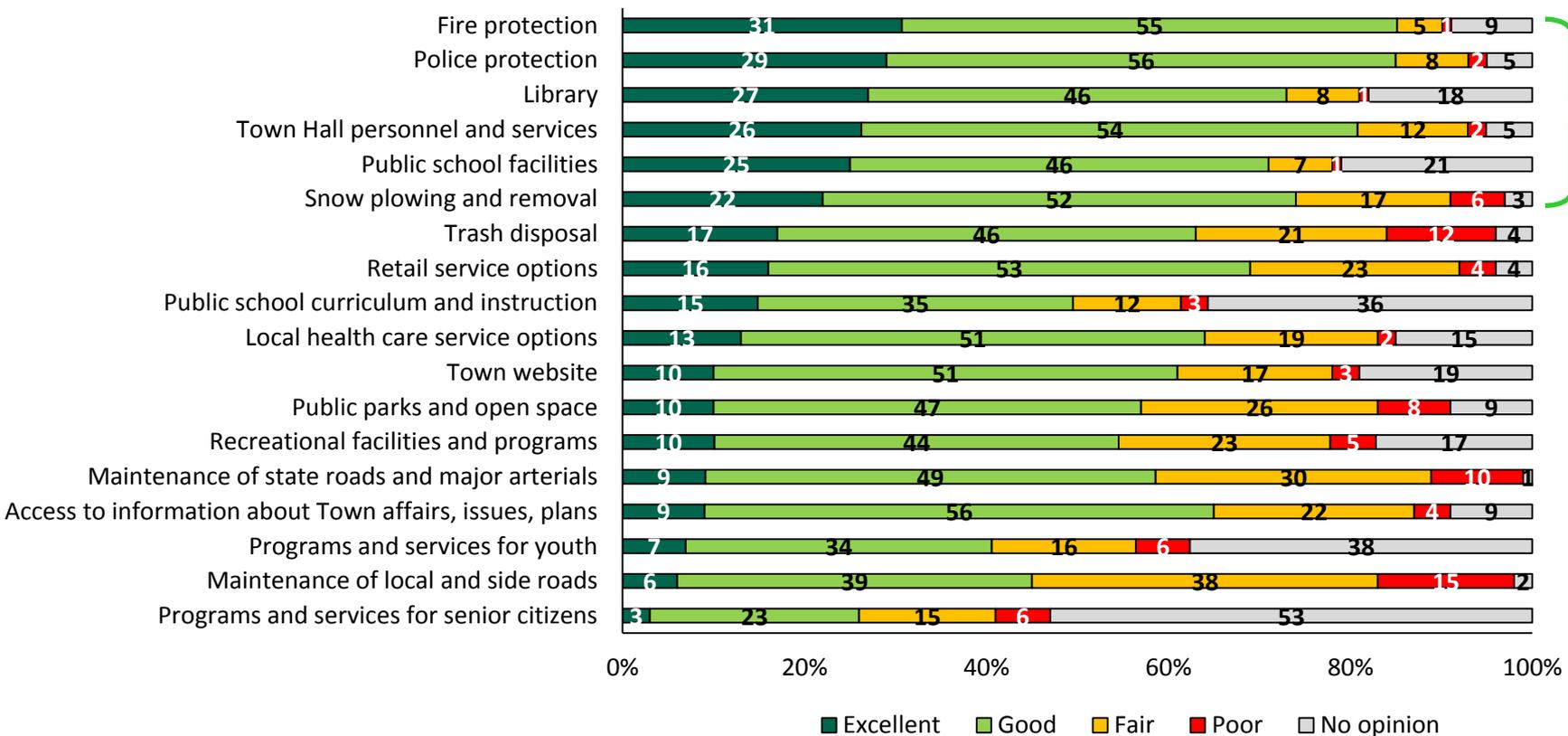
Interestingly, conflicting concerns also arise: perceptions of high taxes, yet also the perceived need for expenditures for things like infrastructure, road work, etc.

Those less enthusiastic about Windham are more likely to see issues with the Town's leadership and services, while stronger advocates tend to identify infrastructure issues, including water, as concerns.



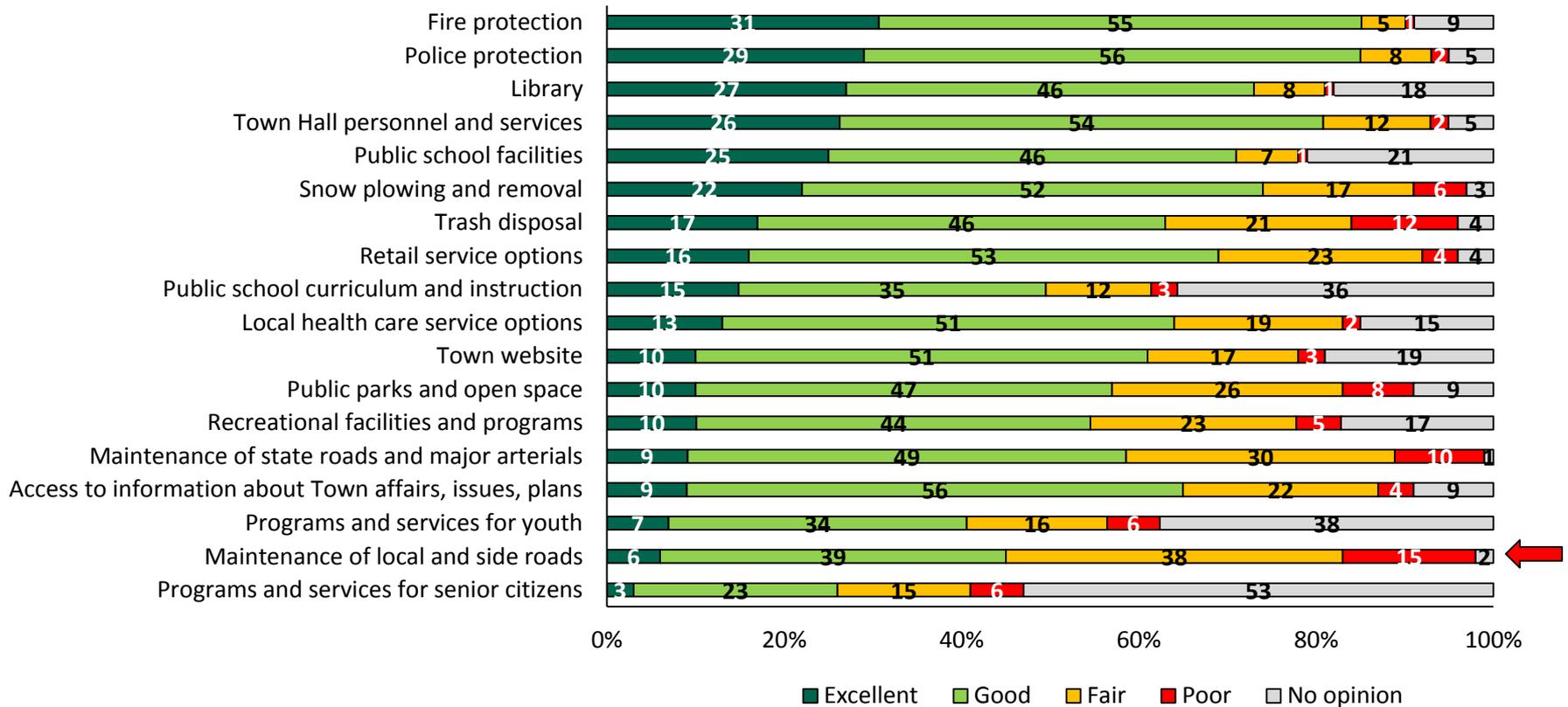
Public safety services, Town staff, and the facilities in Windham (such as schools and the library) are each viewed very favorably.

How would you rate the following facilities and services in the Town of Windham?



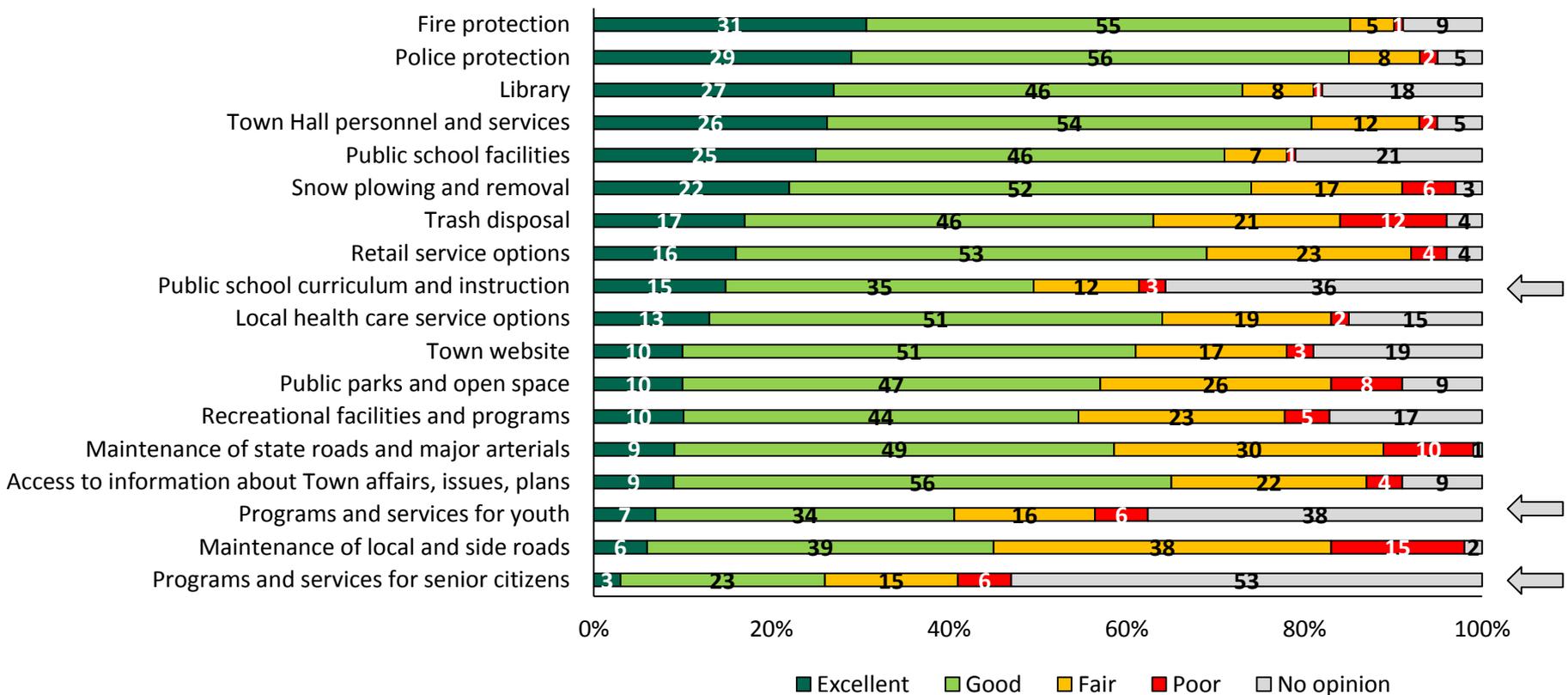
While no issues emerge as overt areas of dissatisfaction, local road maintenance is cited by more than half of residents as no better than “fair.”

How would you rate the following facilities and services in the Town of Windham?

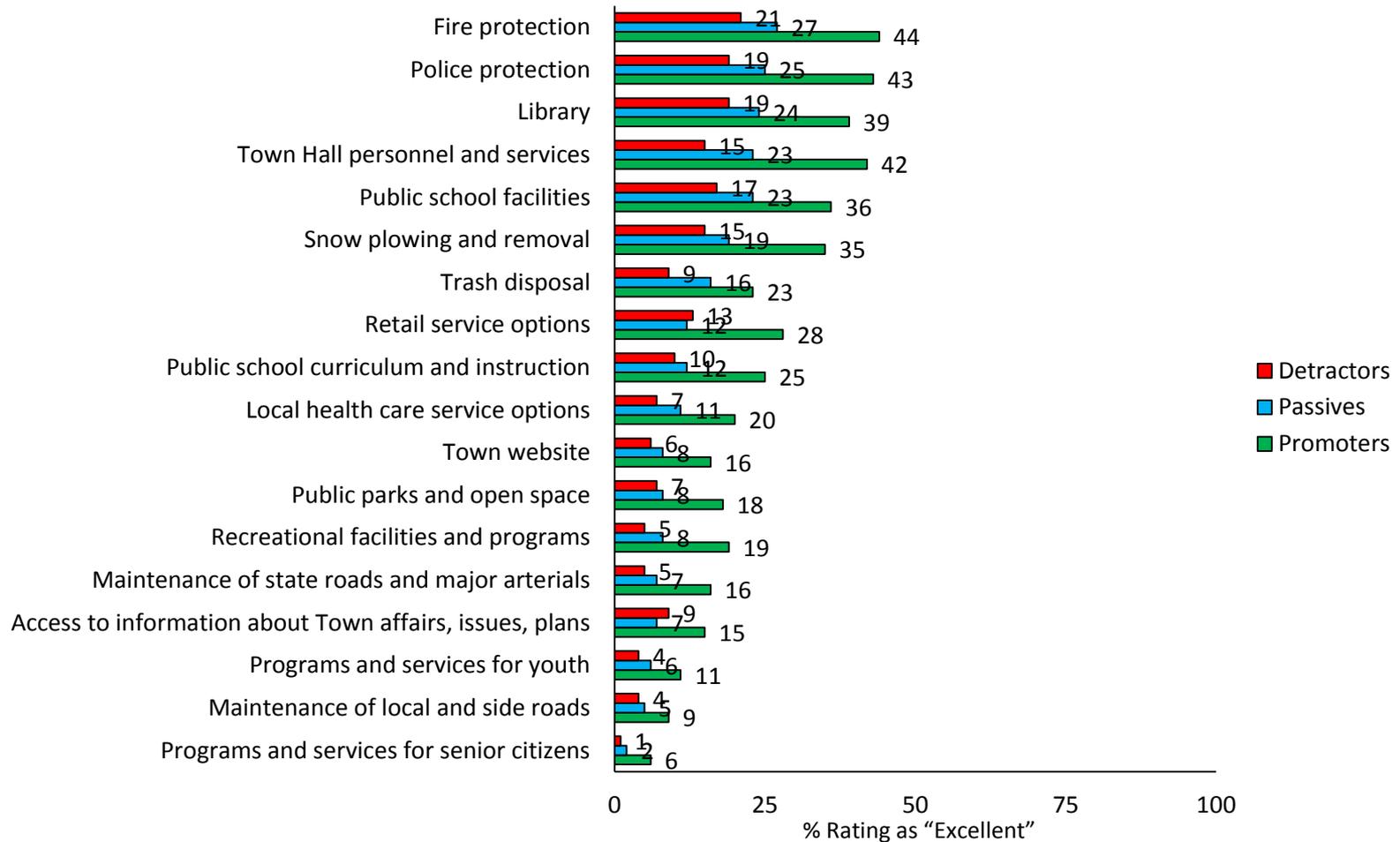


Notably, many residents are unsure about services that may be relevant only to select demographics in the Town (e.g. senior services, youth programs, etc.).

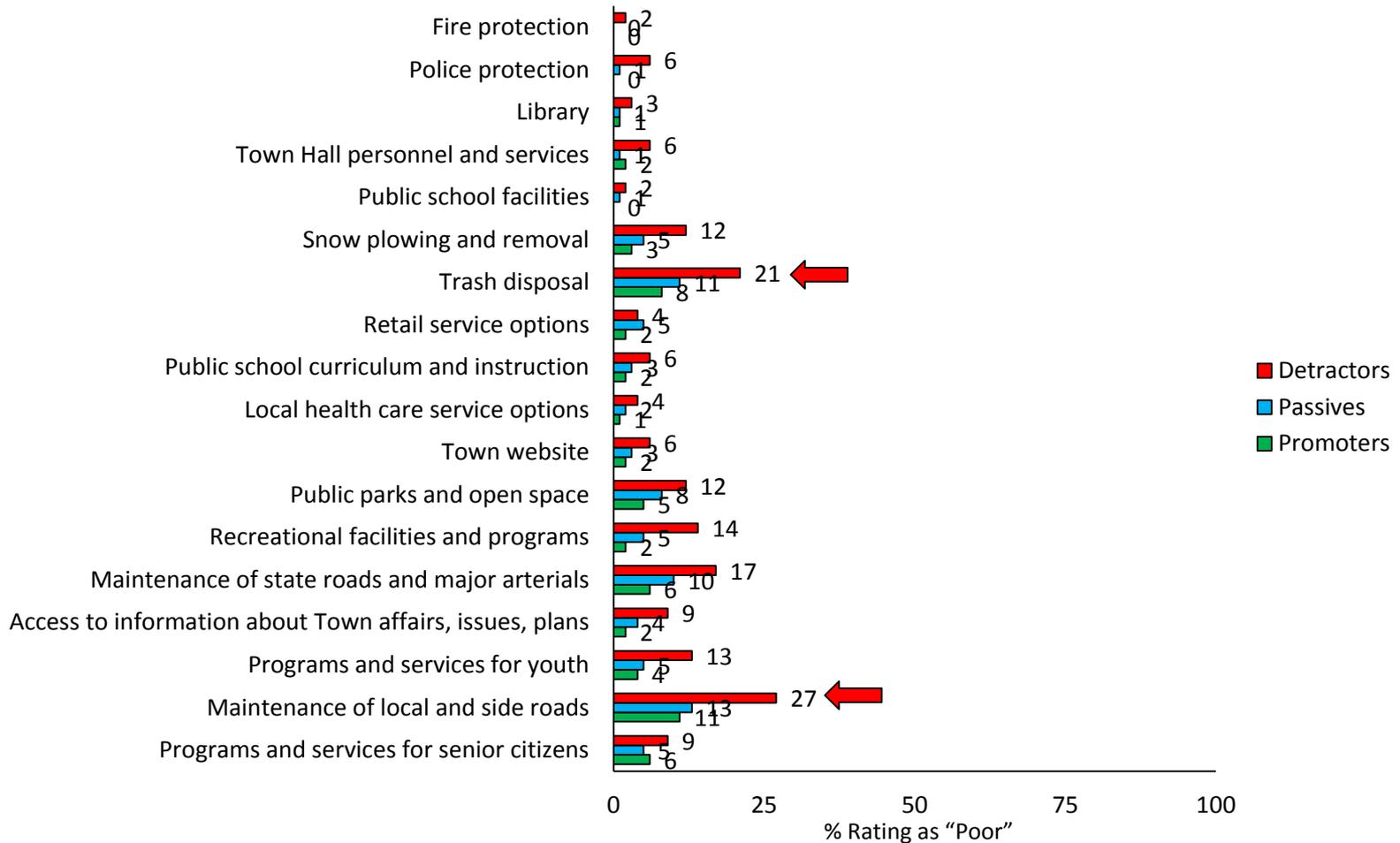
How would you rate the following facilities and services in the Town of Windham?



Highly favorable perspectives concerning Town services differ significantly based on perceptions of quality of life in Windham.



In examining highly negative perspectives, those with lesser perceptions of quality of life in the Town tend to be quite critical of certain services.



Some Town services appear quite polarizing, as “Promoters” that are more pleased with Windham are also quite happy with these services, while “Detractors” tend to be significantly more critical.

- The most polarizing service areas include...
 - Trash disposal;
 - Snow plowing and removal;
 - Recreational facilities and programs;
 - Programs and services for youth;
 - Town hall personnel and services; and
 - Town website.

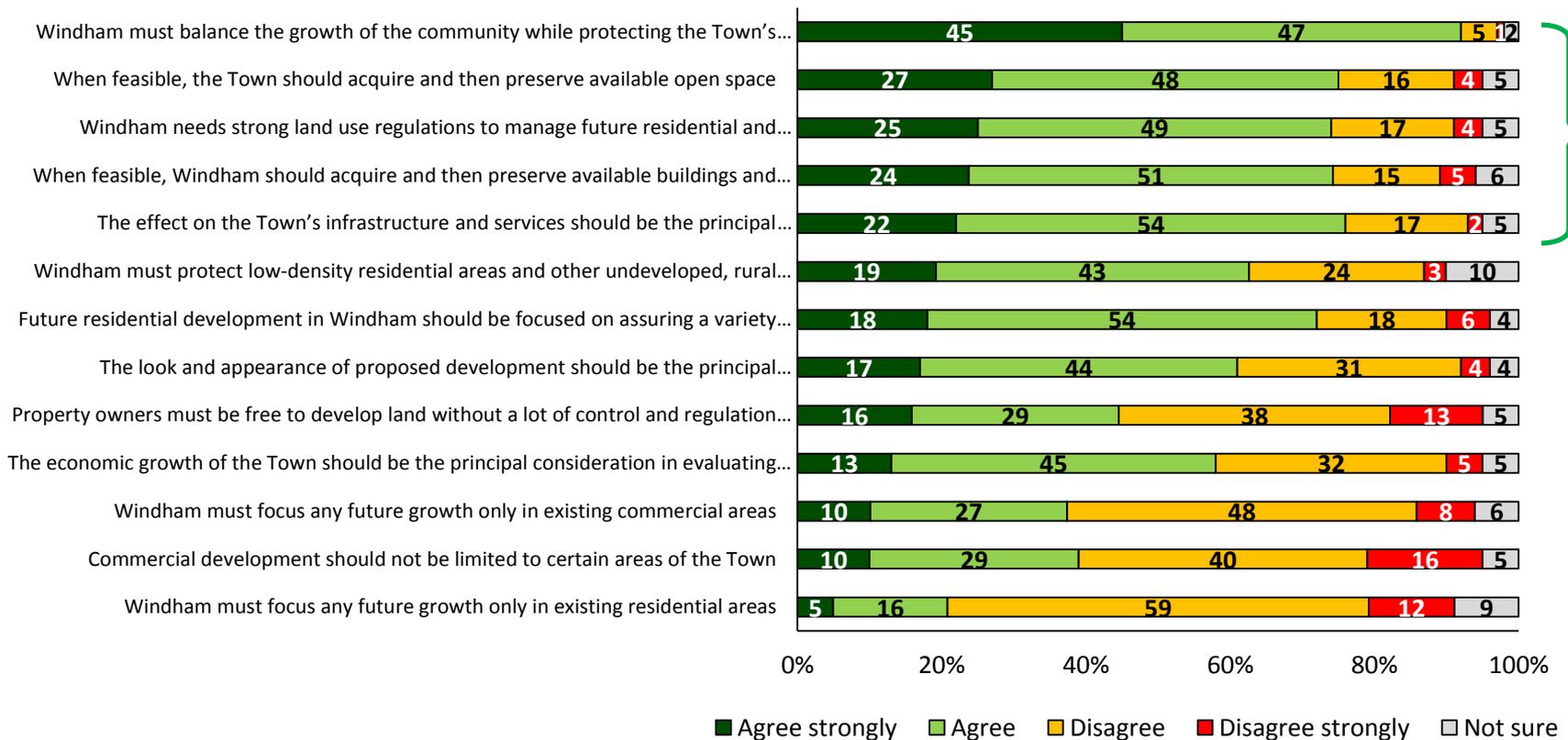
Resident Mindset in Windham

Resident Mindset in Windham

- The survey also presented residents with several lengthy question batteries.
- One battery was aimed at gathering opinions about matters of particular relevance to the Comprehensive Plan process, such as development management and consideration of open space issues.
- A second battery presented a range of issues and asked residents to assess the degree to which each poses a perceived threat to residents' quality of life in Windham.

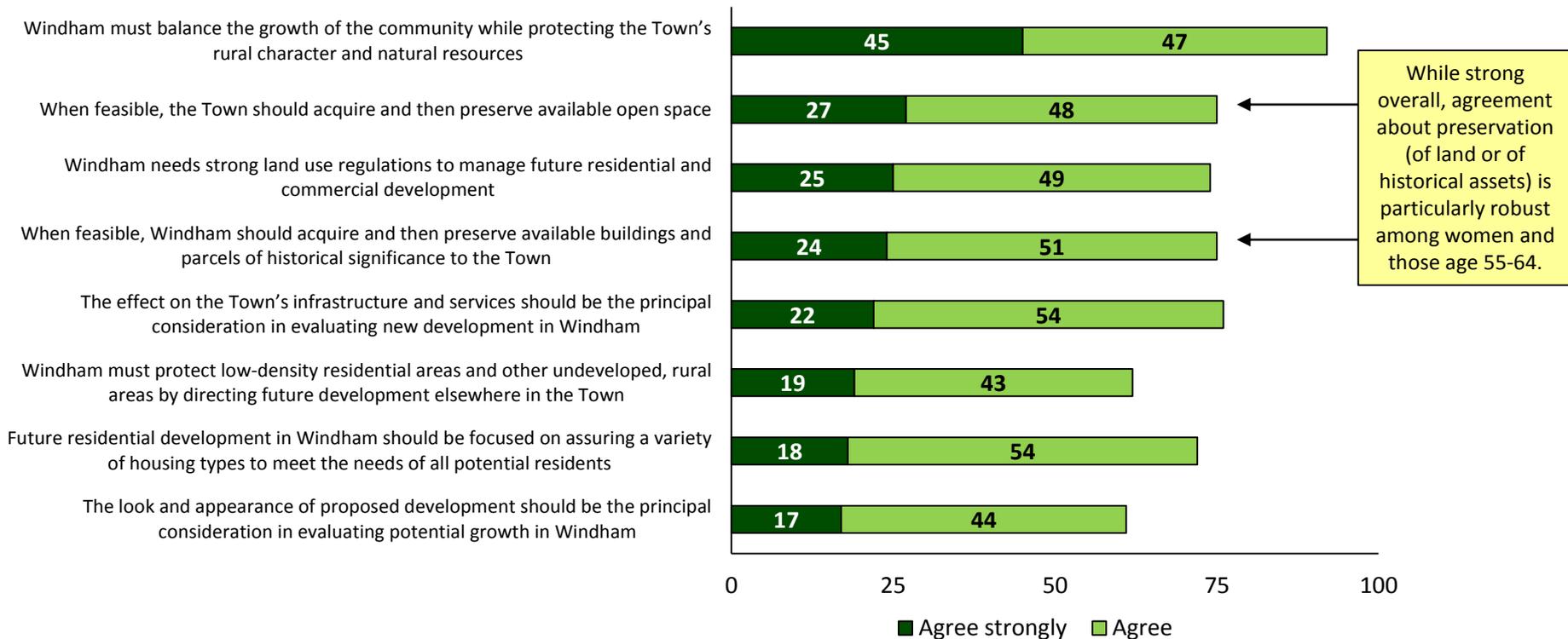
Residents appear most aligned with perspectives about balancing and managing growth, as well as resource/asset preservation in the Town.

Please indicate your level of agreement or disagreement with the following statements concerning the Town of Windham.



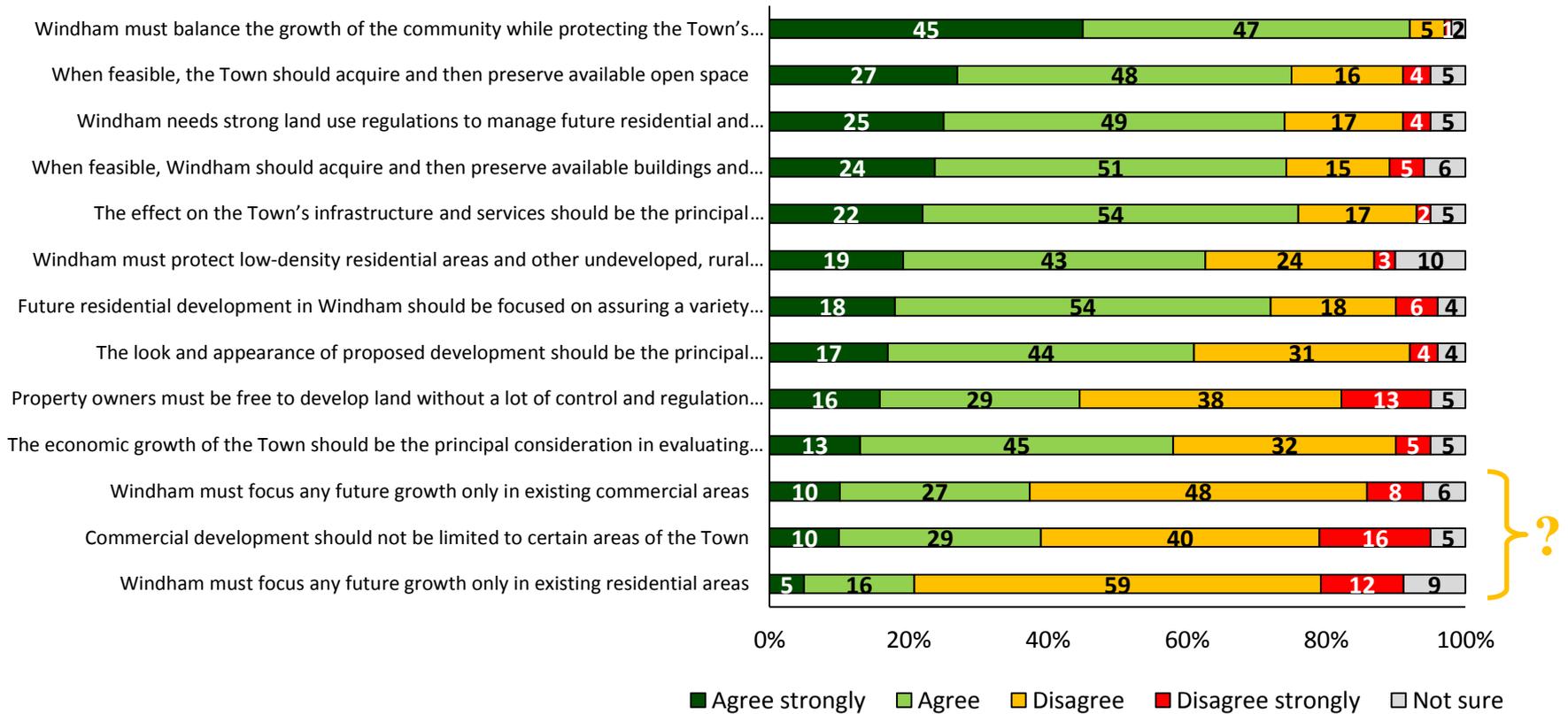
Three-quarters (or more) of residents are in agreement about issues of balance and management of growth, preservation of assets, and being mindful of growth-driven infrastructure needs.

Please indicate your level of agreement or disagreement with the following statements concerning the Town of Windham.



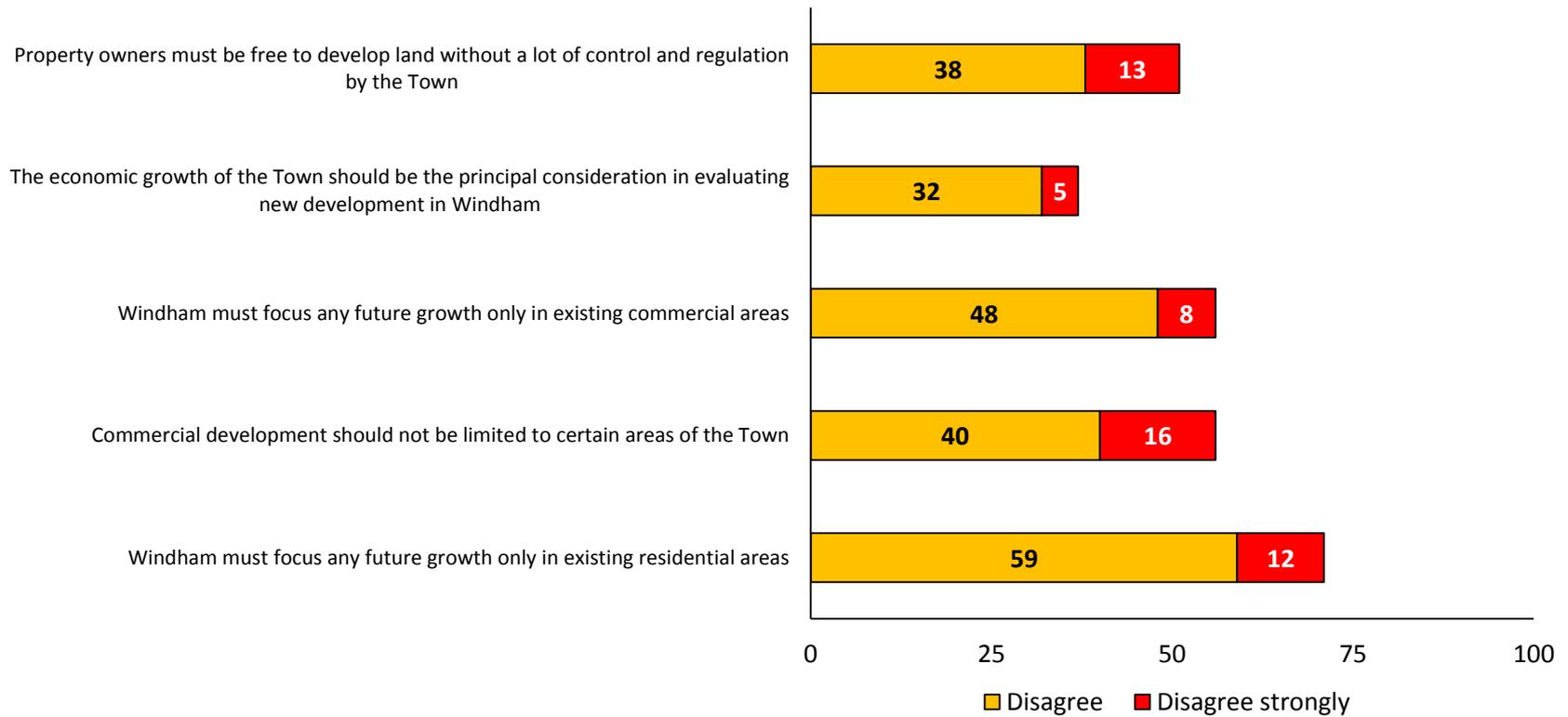
As a whole, residents appear a bit ambivalent about how and where to direct any additional residential and commercial growth in the Town.

Please indicate your level of agreement or disagreement with the following statements concerning the Town of Windham.



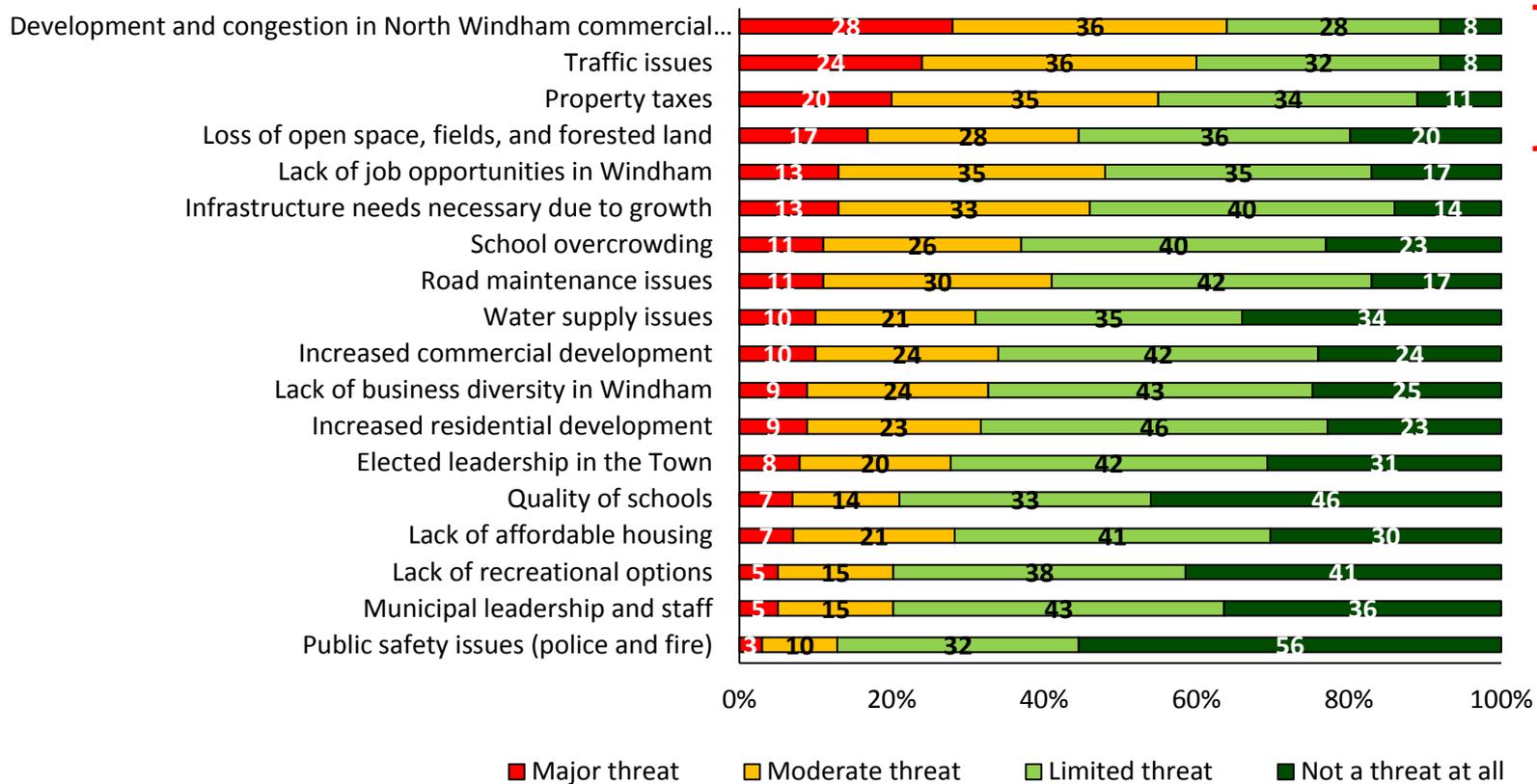
Fully half (or more) of residents disagree about matters around freedom for land development, as well as where and how to limit and direct future growth.

Please indicate your level of agreement or disagreement with the following statements concerning the Town of Windham.

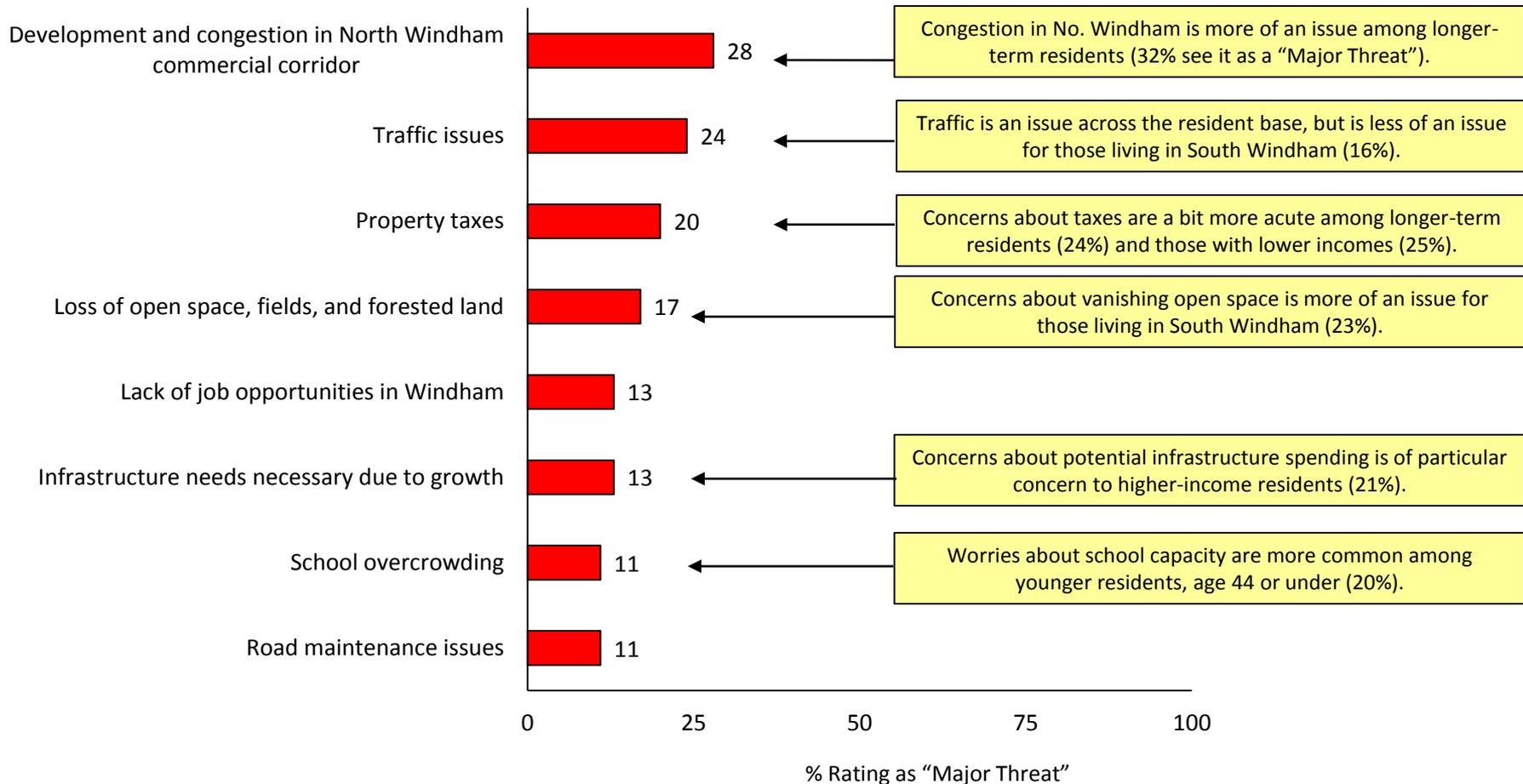


Many see congestion and related traffic, taxation, and a loss of open space in the Town as significant threats to the quality of life in Windham.

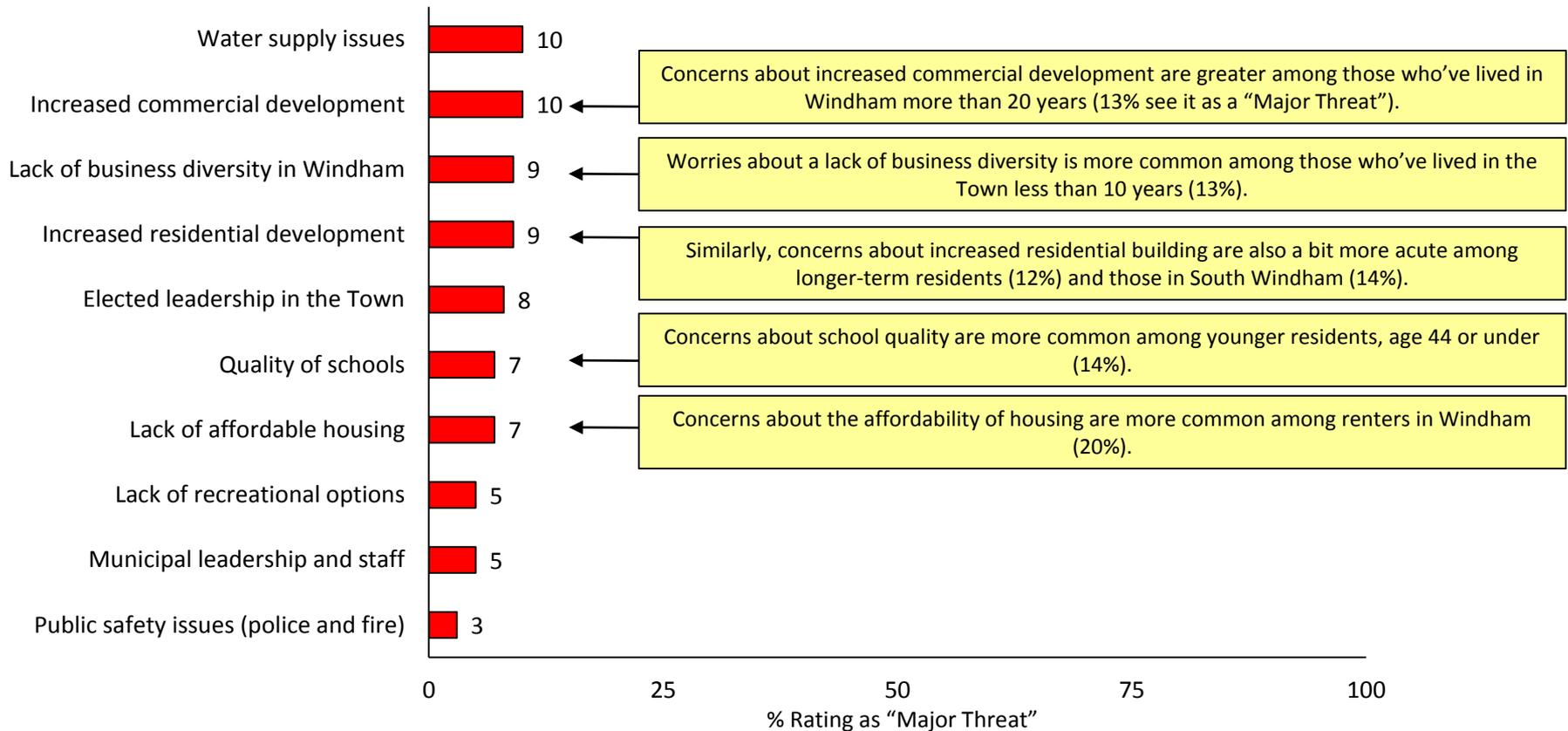
Using the scale shown below, please tell us how much of a threat each of the following are to the quality of life in Windham.



Some variation is observed in some of the perceived threats to quality of life, particularly among longer-term residents and those living in South Windham.

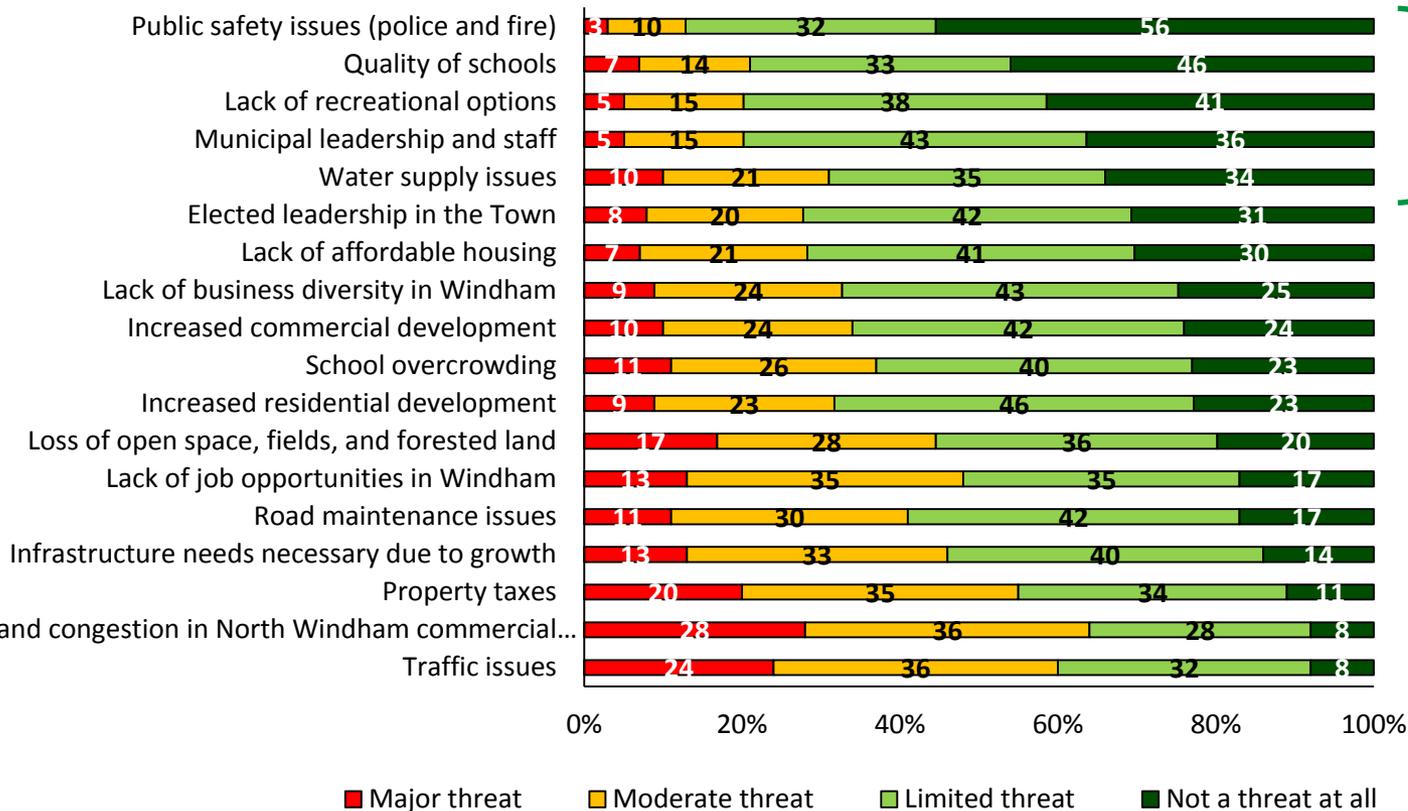


While the threat posed by these issues is more limited overall, longer-term residents of the Town tend to see increased development as a threat.



Public safety, Town leadership/staff, schools, recreation, and water issues are not concerns among most residents.

Using the scale shown below, please tell us how much of a threat each of the following are to the quality of life in Windham.



1/3 (or more) do not see any threat in these areas.

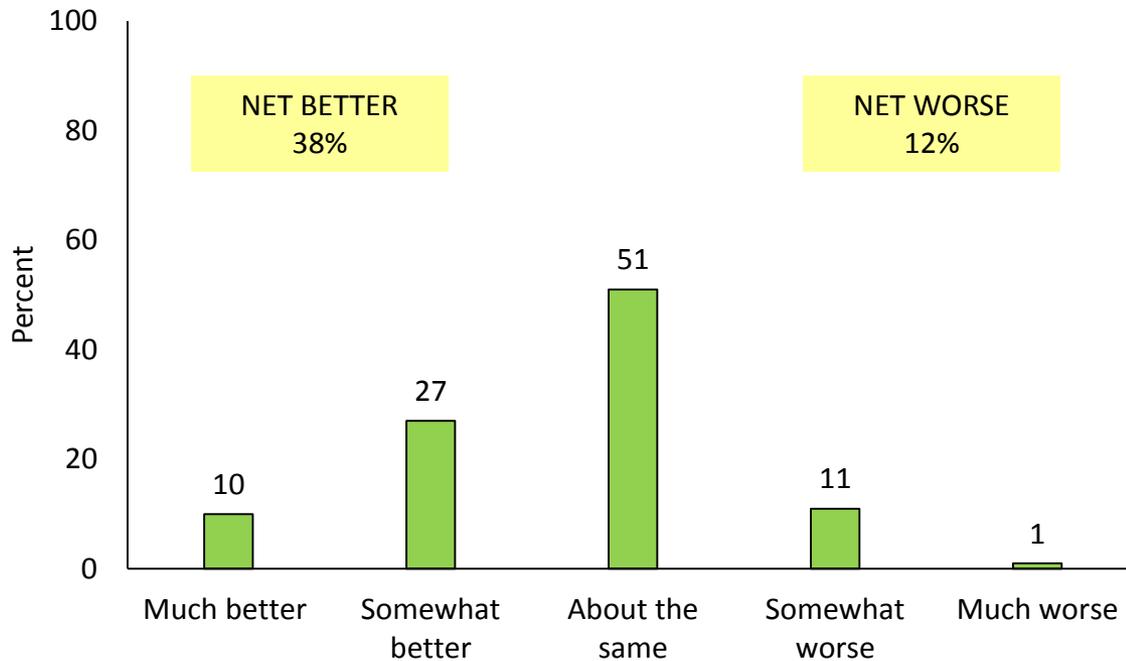
The Future of Windham

The Future of Windham

- The survey also asked residents a number of items focused on their thoughts concerning the future of the Town.
- Questions included:
 - An assessment of where residents see the Town headed in the next five years;
 - Perceived priorities for the Town moving forward (as well as residents' receptivity to allocating additional tax dollars to these priority issues);
 - Views on the state of development and open space in the Town; and
 - Perspectives on economic development activities in Windham.

Looking ahead five years, residents are optimistic about Windham, with more people feeling it will improve over time than believe it will decline.

Five years from now, do you think that Windham will be...



The net future momentum for the Town is strong at +25 (the difference between those who believe it will improve and those who feel it will decline).

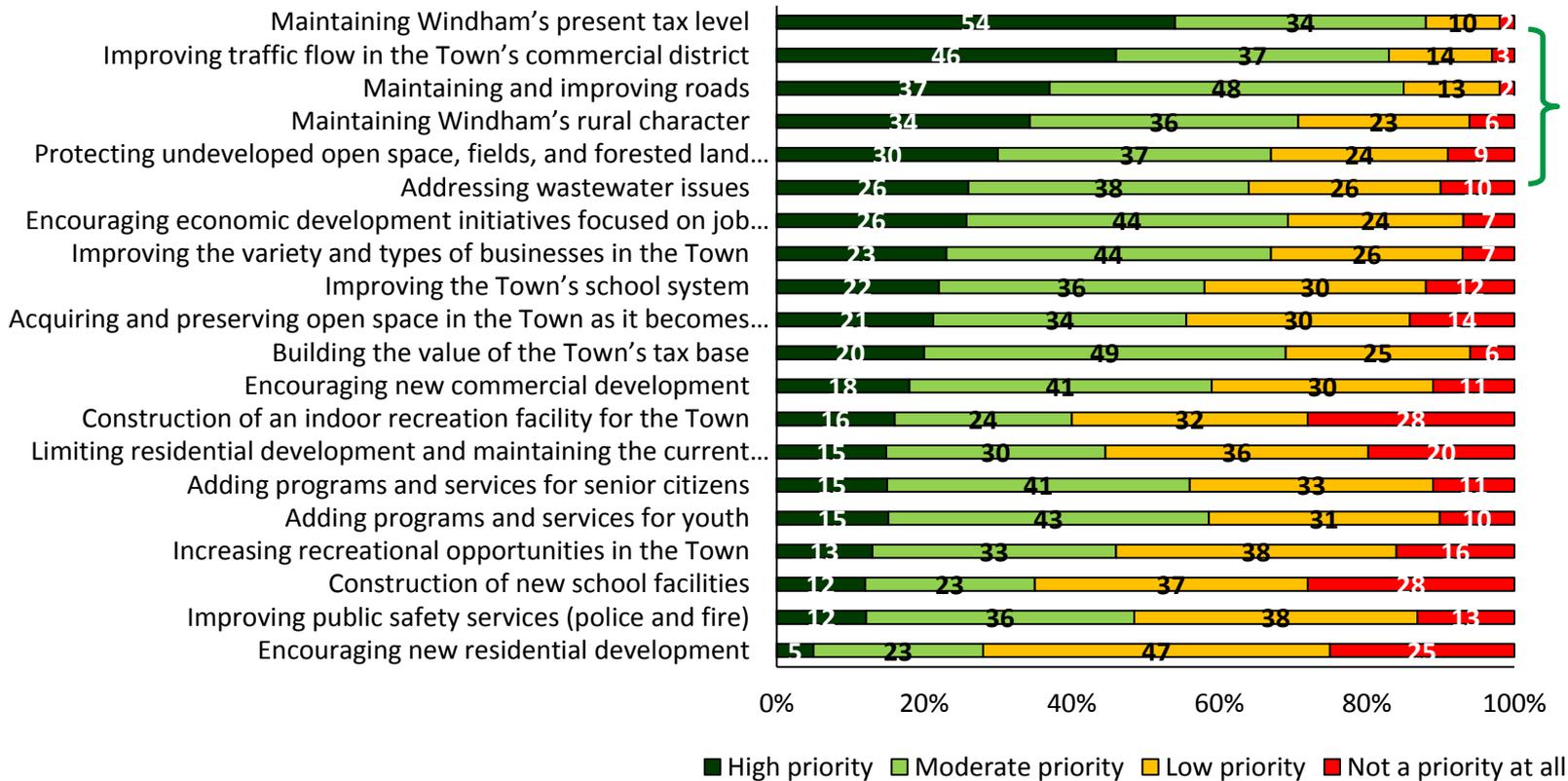
Another half of residents believe the Town will remain essentially the same in the coming years.

Younger, less-tenured residents of the Town (including renters) are most optimistic about Windham's near-term future.

- Those who feel Windham will get **better** over the coming five years tend to be disproportionately:
 - Newer residents who've lived in the Town less than 10 years (52%);
 - Renters (63%); and
 - Those age 44 and under (43%).
- Those who feel Windham will either remain **the same** or get **worse** over that time tend to be disproportionately Longer-term (20+ years) residents (57% feel Windham will stay the same and 14% feel it will get worse over the next five years).

In gauging future priorities for the Town, residents' views are consistent with issues identified elsewhere: taxes, traffic, roads, and rural feel/open space.

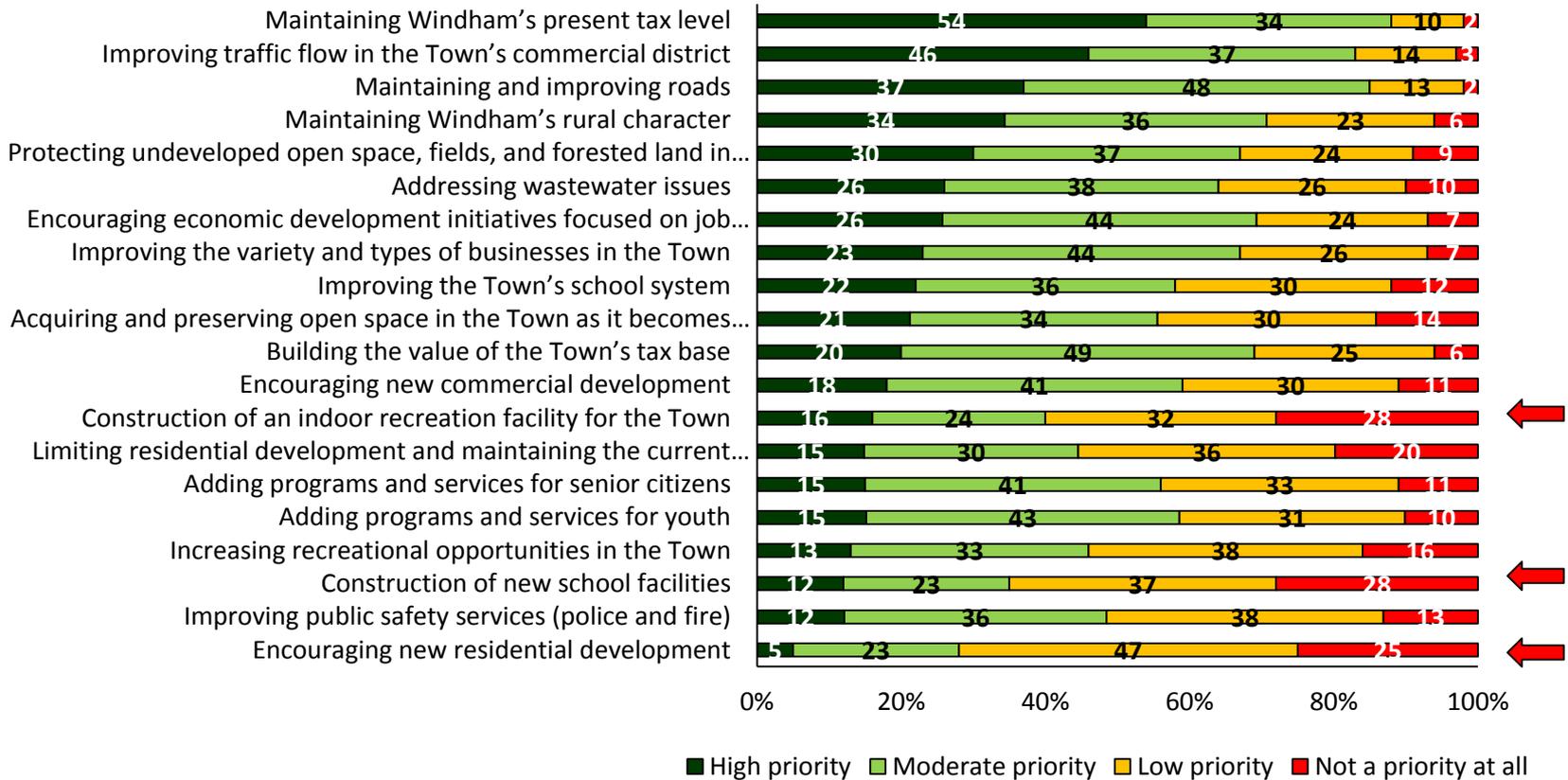
Please consider the areas and issues listed below and for each item, please indicate how much of a priority it should be for the Town going forward.



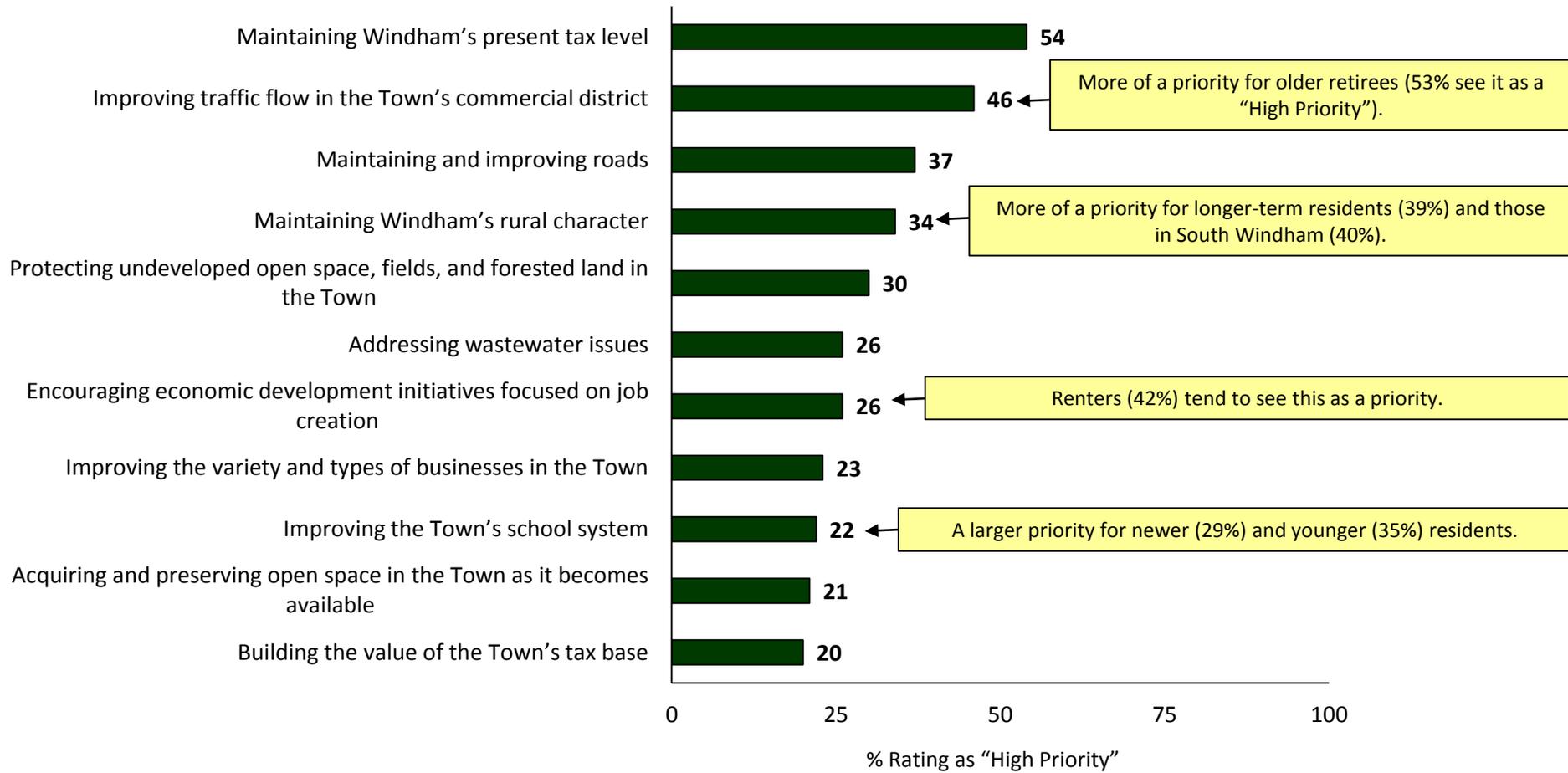
Roughly 1/3 (or more) identify these areas as high priority needs.

Many residents believe the Town does not need to focus attention on fostering residential growth or on major building projects (schools, rec facility).

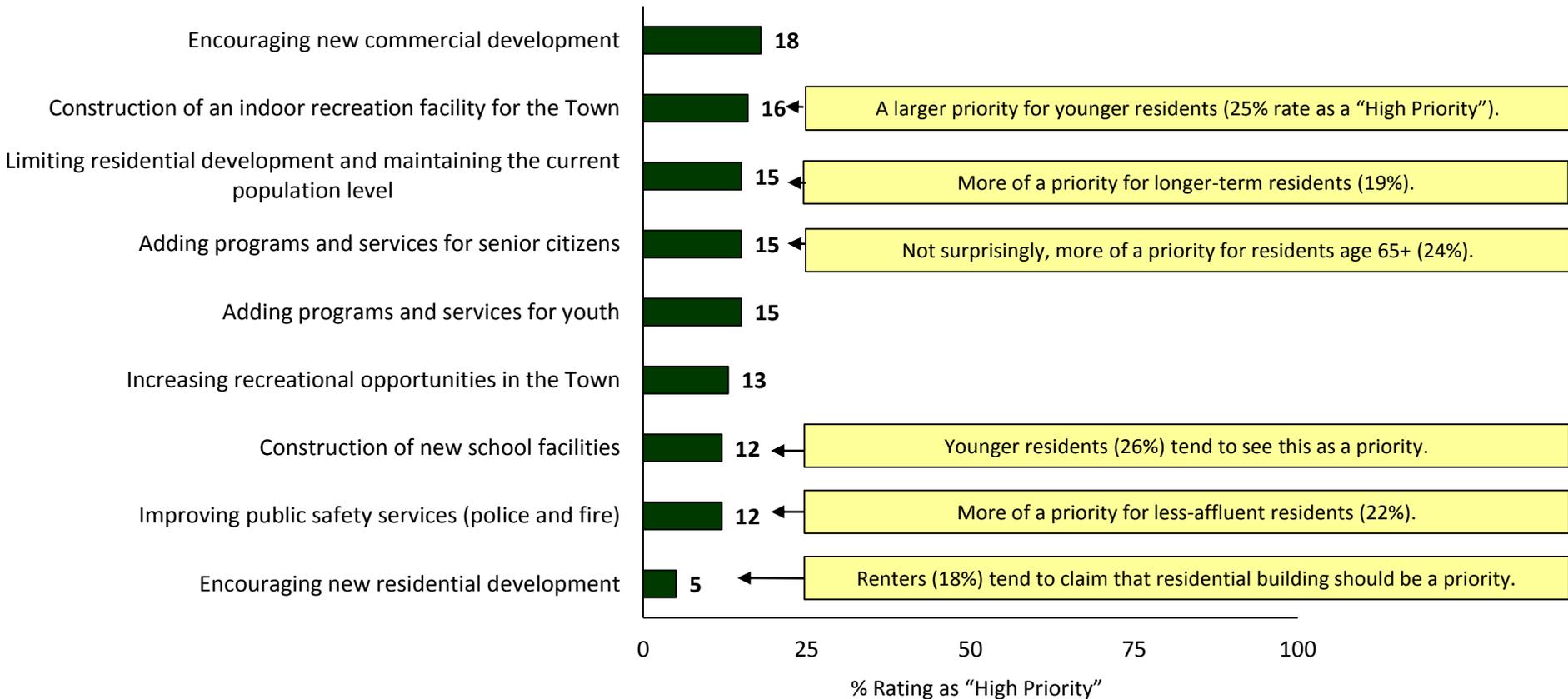
Please consider the areas and issues listed below and for each item, please indicate how much of a priority it should be for the Town going forward.



Even among the issues identified as most relevant, perceived priorities do vary among different groups of residents within the Town.



Perceived priorities differ among different groups of residents within the Town, with younger residents interested in building projects and older residents more focused on the status quo.

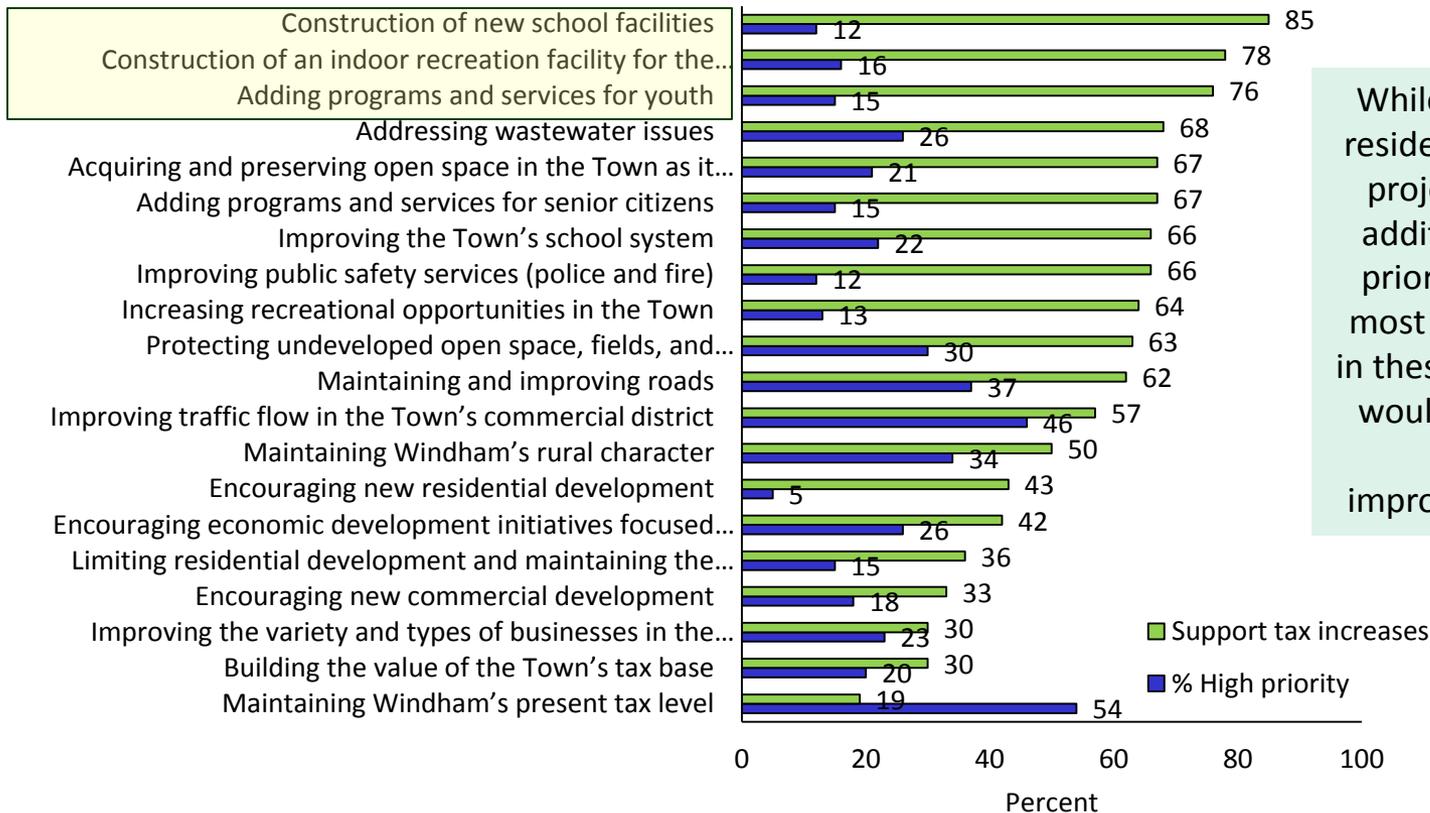


Prioritization and Funding Receptivity in Windham

- In addition to asking residents to assign a level of priority to various activities Windham might undertake and thus provide the Town direction on the types of initiatives it might focus on going forward, the survey also asked residents to consider the issue of providing funding for these initiatives.
- For each issue identified by residents as a “high priority” for the Town moving forward, the survey asked survey respondents to consider funding allocations and whether they would be willing to support a tax increase to finance activities or initiatives around these priority areas.
 - The charts on pages 57 and 58 present the proportion of residents identifying each tested area as a “high priority” issue for the Town and the corresponding proportion of these residents who would then be willing to support a tax increase to provide funding for any initiatives or actions in that specific area.

Residents' opinions are mixed with regard to what are seen as important priorities...and the dollars required to potentially fund any related initiatives.

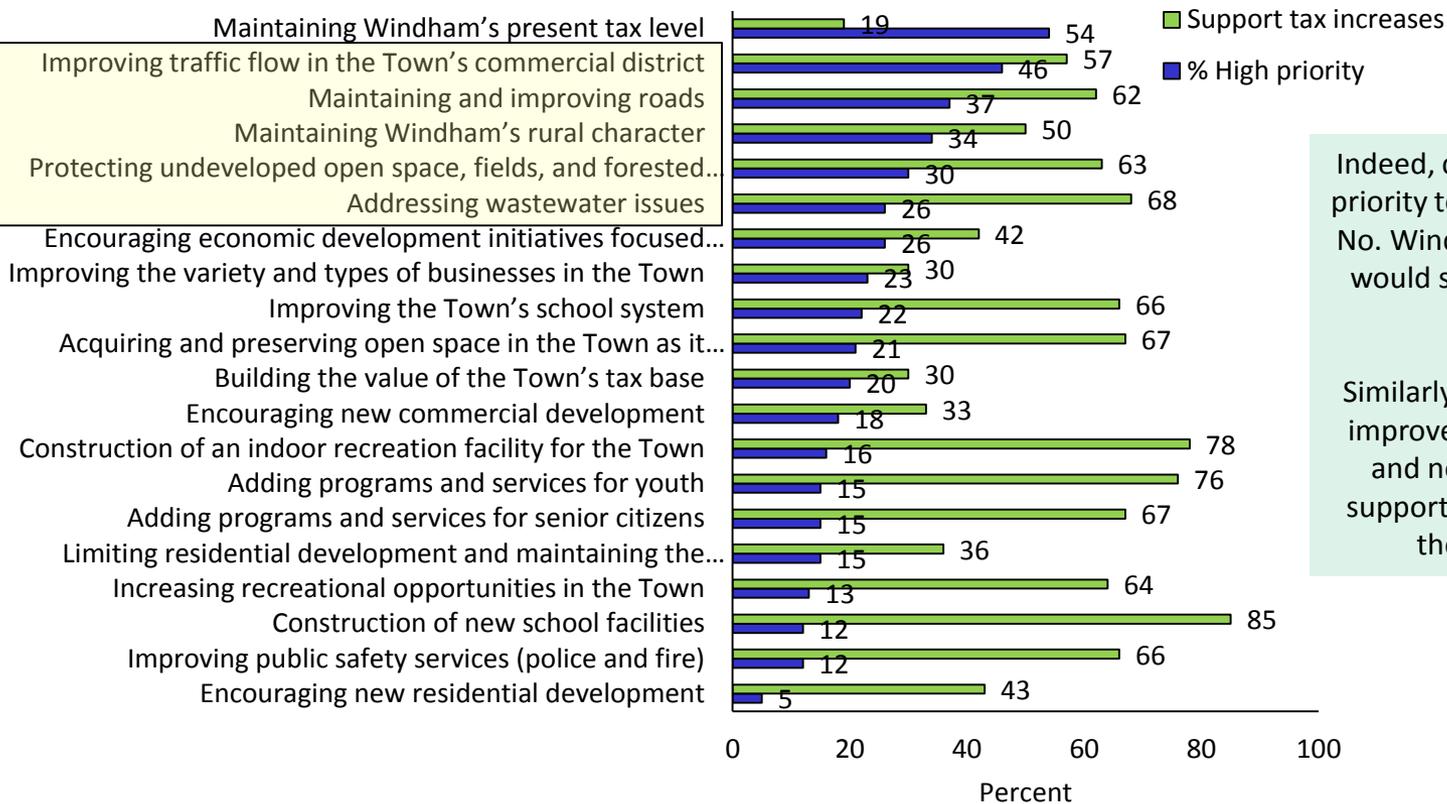
You identified the following as issues you believe should be high priorities for the Town of Windham. For each, please indicate if you would be willing to support tax increases to finance that initiative, if funding were required to do so.



While limited proportions of residents believe construction projects and programmatic additions for youth are high priority issues for the Town, most of those very interested in these matters (75% or more) would be open to additional taxes to help fund improvements in these areas.

Issues of interest for which residents appear most open to providing tax dollars include fixing traffic flow, roads, rural/open space preservation, and wastewater.

You identified the following as issues you believe should be high priorities for the Town of Windham. For each, please indicate if you would be willing to support tax increases to finance that initiative, if funding were required to do so.

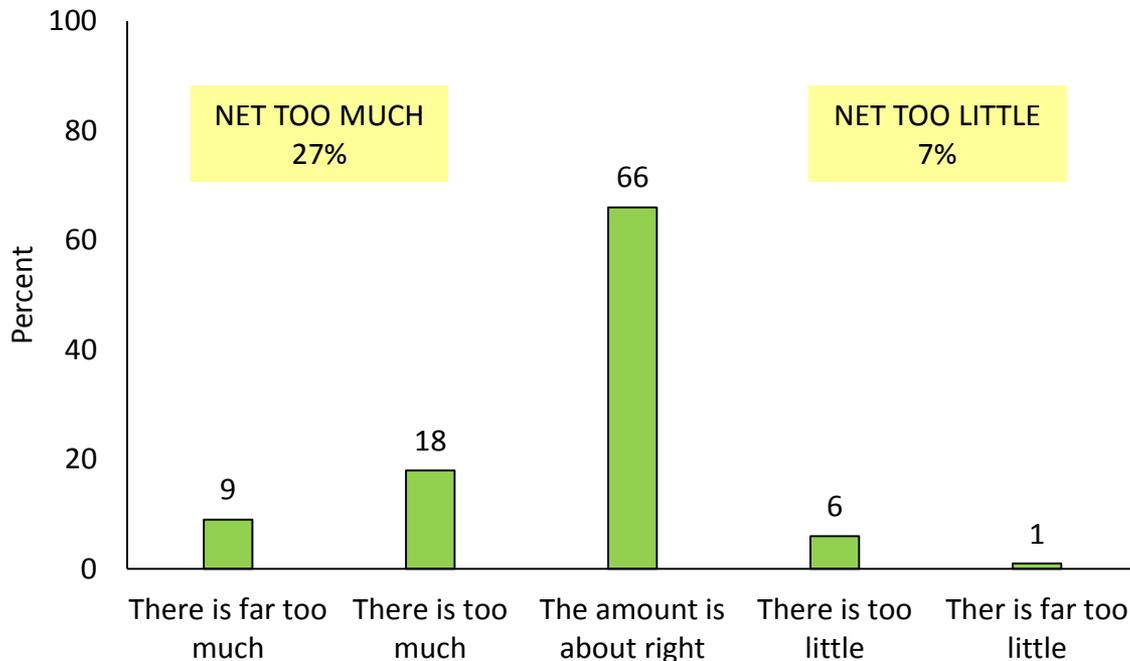


Indeed, close to half assign a high priority to improving traffic flow in No. Windham and more than half would support a tax increase to do so.

Similarly, nearly 4-in-10 see road improvements as a high priority and nearly two-thirds would support additional taxes to fund these improvements.

The vast majority of residents believe the existing level of residential development in Windham is either appropriate at present or is already excessive.

Think about new residential growth in Windham, specifically the construction of new homes. In your opinion would you say that...



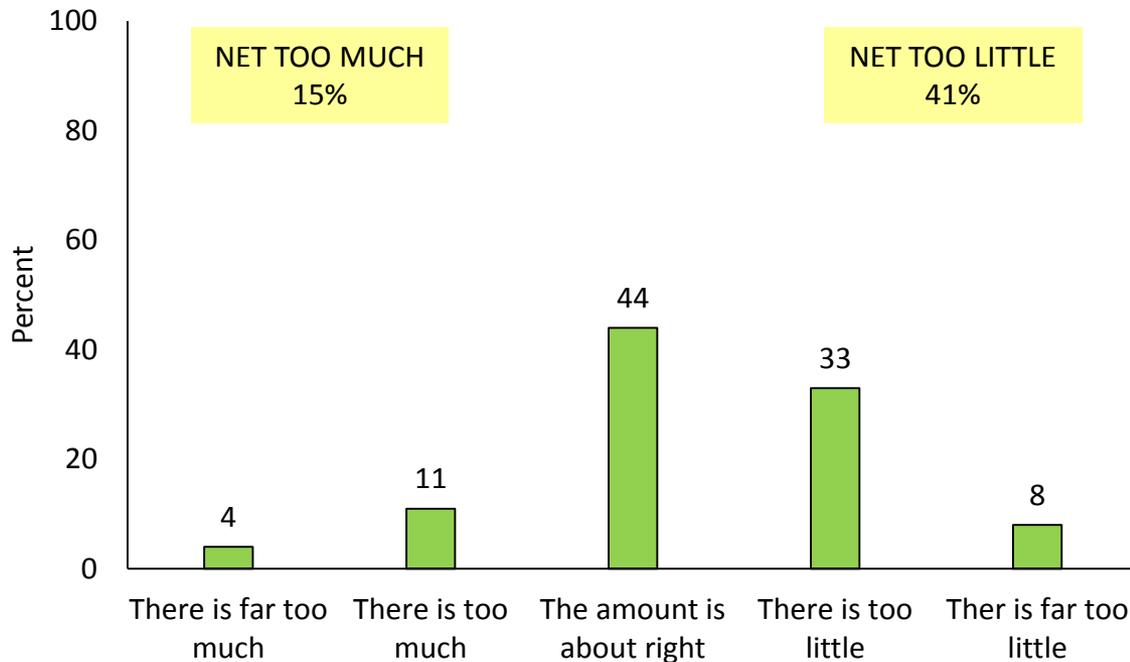
Not surprisingly, given observations about the importance of open space and the preservation of rural character in the Town, very few residents believe that more residential growth is needed.

Further, the longer one has lived in the Town, the greater the likelihood they believe that development to this point has been excessive.

While just 18% of those who've lived in Windham for less than 10 years believe this to be the case, 26% of those with a tenure of 10 to just under 20 years and fully 34% of those with 20 or more years in the Town feel there is too much development.

Despite concerns about traffic and congestion, a sizeable bloc of residents believe there is not enough business growth and development in the Town.

Think about new commercial and business growth in Windham, including the construction of commercial buildings in the Town. In your opinion would you say that...



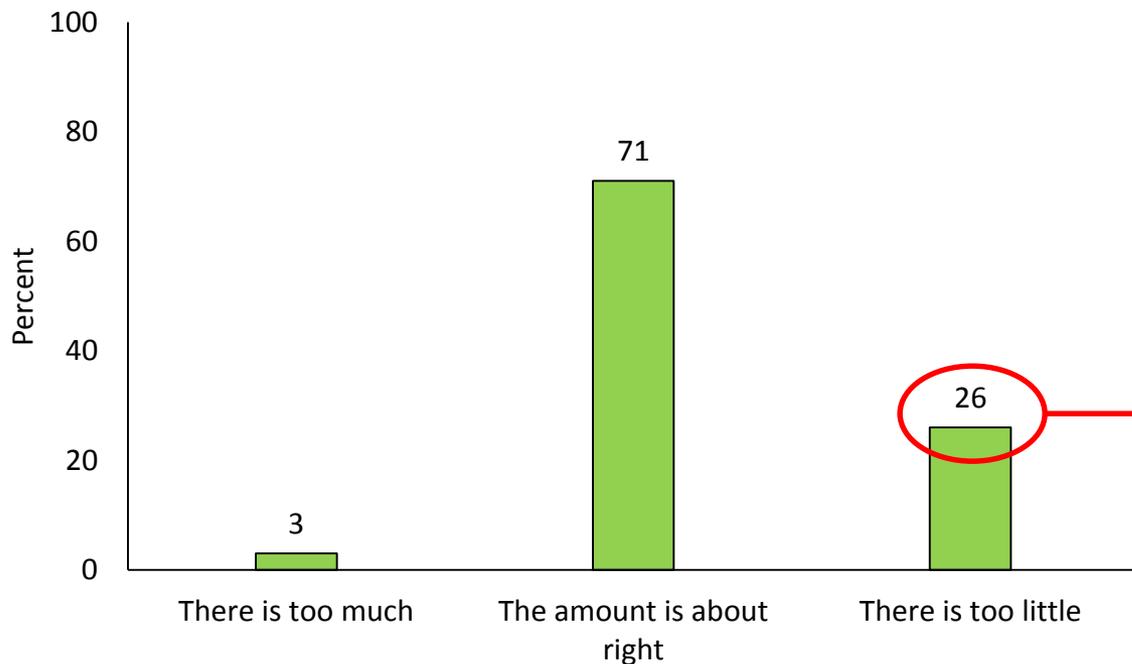
Some residents may view business growth as a means to a lower residential tax burden and greater job creation in the Town.

And while a sizeable bloc of residents see traffic and also commercial development in No. Windham as threats to quality of life, fewer than 2-in-10 residents claim that there is too much commercial and business growth in the Town at this time.

Older residents are much more likely (19%) to see commercial development as excessive, while younger residents age 44 and under (49%) and age 45-54 (52%) tend to feel there is too little development.

Most believe the Town's volume of open space is appropriate, though another one-quarter believe more is needed.

Think about undeveloped open space in Windham, including existing parks, as well as open fields and forested land in the Town. In your opinion would you say that...

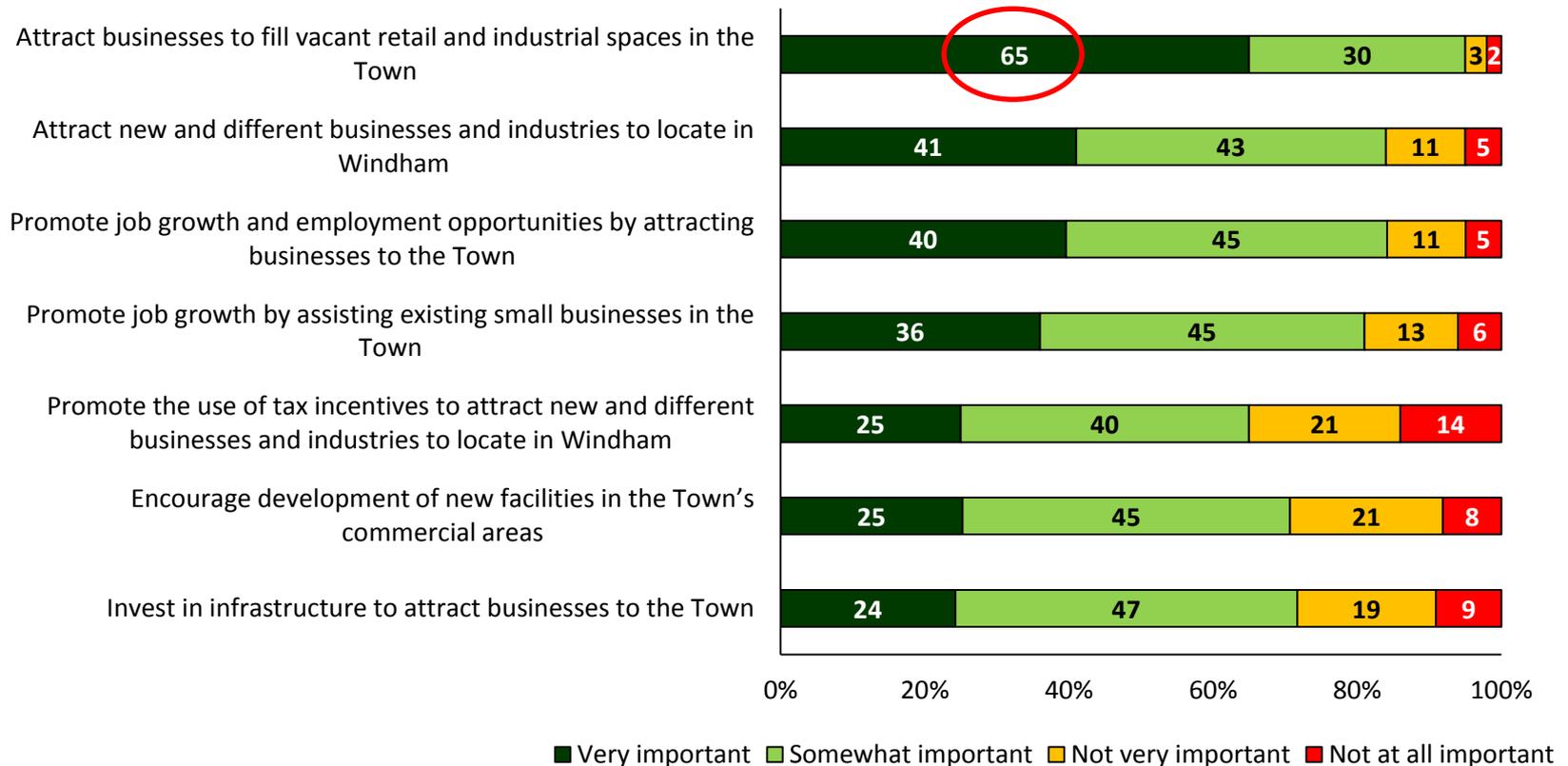


Feedback is consistent with other measures which indicate that some residents are concerned with what is perceived as decreasing amounts of open space in Windham due to development.

Perspectives that open space levels are insufficient are consistent with other similar measures, with longer-term residents (30%) tending to be most likely to believe that more open space is needed.

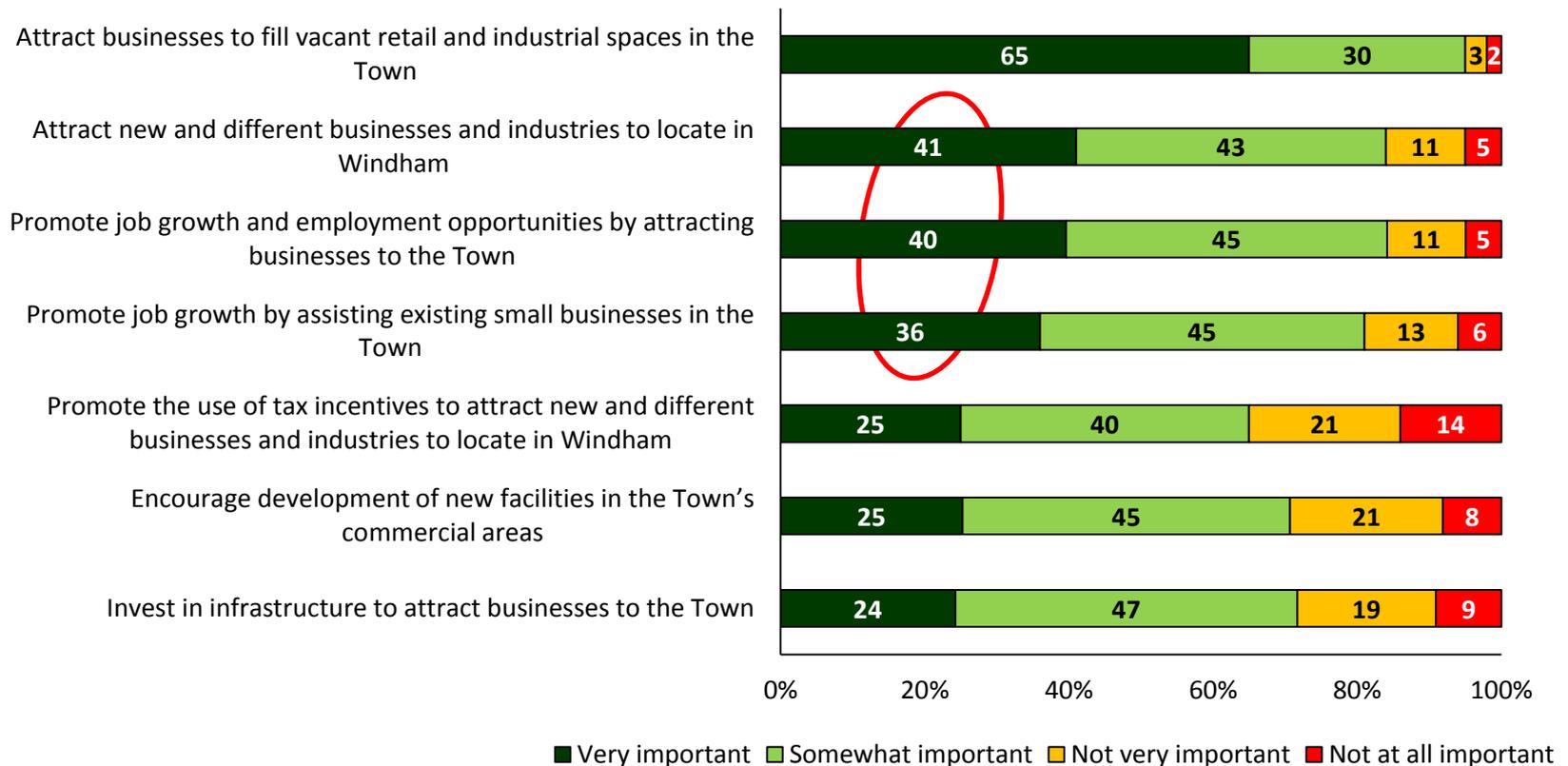
A majority of residents believe filling commercial vacancies is a very important area of economic development activity for the Town.

In your opinion, how important is it for the Town to engage in the following economic development activities?



As with other measures noting concern about jobs, some residents believe attracting new businesses and promoting job growth are key.

In your opinion, how important is it for the Town to engage in the following economic development activities?



***Understanding Windham Residents:
Attitudinal Segmentation –
Growth and Development***

Attitudinal Segmentation: Growth & Development

Purpose

- A series of attitudinal items designed to gauge residents' perspectives concerning development-related issues was included on the survey (see initial results on pages 40 to 43).
- Moving forward, we sought to use this information to provide Comprehensive Plan project leaders with a better understanding of the dynamics of resident mindset in Windham by applying methods that allow for an understanding of the attitudinal structure of the Town's resident base.

Method and Analysis

- First, an exploratory ***factor analysis*** was employed to reduce the 13-item attitudinal battery into smaller groups to facilitate more manageable analysis, as well as to uncover any underlying themes and relationships in the data.
- Factor analysis identified four attitudinal themes which, while rooted in statistical relationships among variables, also make intuitive sense.
- We named these four thematic factor areas as follows and refer to them in this manner throughout discussion of the data: *Development Balance*; *Conservation and Preservation*; *Limited Regulation*; and *Community Impact*.

Attitudinal Segmentation: Growth & Development

Method and Analysis

- Each thematic factor area is comprised of individual, highly correlated variables included in the survey.
 - Correlation scores are shown below for each item, indicating the level of correlation between the individual items and the overall factor area.
 - As a means of interpretation of these figures, a perfect correlation score is 1.00.
- The component variables for the respective factors include:
 - **Development Balance;**
 - *Conservation and Preservation;*
 - *Limited Regulation;* and
 - *Community Impact.*

Measure	Correlation
Windham must protect low-density residential areas and other undeveloped, rural areas by directing future development elsewhere in the Town	0.763
Windham must focus any future growth only in existing commercial areas	0.737
Windham must focus any future growth only in existing residential areas	0.675
Windham must balance the growth of the community while protecting the Town's rural character and natural resources	0.581

Attitudinal Segmentation: Growth & Development

Method and Analysis

- Each thematic factor area is comprised of individual, highly correlated variables included in the survey.
 - Again, correlation scores are shown for each item, indicating the level of correlation between individual items and the factor area noted.
- The component variables for the respective factors include:
 - *Development Balance*;
 - ***Conservation and Preservation***;
 - *Limited Regulation*; and
 - *Community Impact*.

Measure	Correlation
When feasible, the Town should acquire and then preserve available open space	0.746
When feasible, Windham should acquire and then preserve available buildings and parcels of historical significance to the Town	0.726
Windham needs strong land use regulations to manage future residential and commercial development	0.694
Future residential development in Windham should be focused on assuring a variety of housing types to meet the needs of all potential residents	0.564

Attitudinal Segmentation: Growth & Development

Method and Analysis

- The component variables for the respective factors include:
 - *Development Balance*;
 - *Conservation and Preservation*;
 - ***Limited Regulation***; and
 - *Community Impact*.

Measure	Correlation
Property owners must be free to develop land without a lot of control and regulation by the Town	.779
Commercial development should not be limited to certain areas of the Town	.765

Attitudinal Segmentation: Growth & Development

Method and Analysis

- The component variables for the respective factors include:
 - *Development Balance*;
 - *Conservation and Preservation*;
 - *Limited Regulation*; and
 - ***Community Impact.***

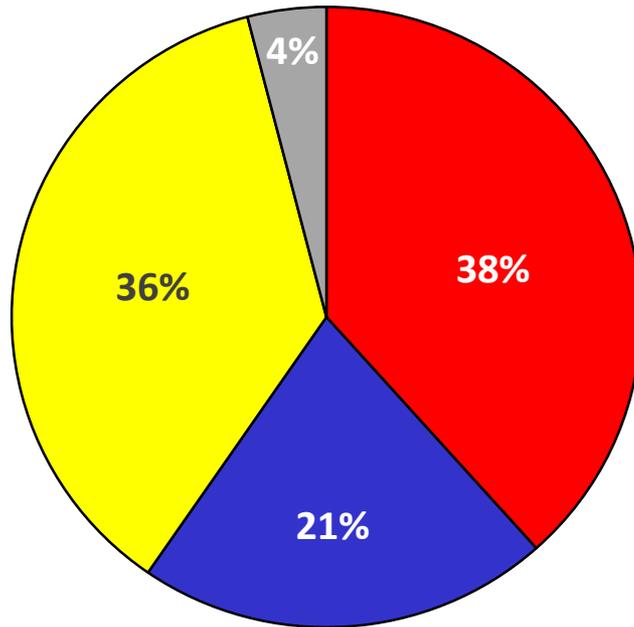
Measure	Correlation
The effect on the Town's infrastructure and services should be the principal consideration in evaluating new development in Windham	0.691
The look and appearance of proposed development should be the principal consideration in evaluating potential growth in Windham	0.686
The economic growth of the Town should be the principal consideration in evaluating new development in Windham	0.646

Attitudinal Segmentation: Growth & Development

Method and Analysis

- Following the factor analysis, **cluster analysis** was then employed to partition study participants into specific groups based on an individual resident's responses to these mindset and attitude variables.
 - This analysis places residents into mindset-based “clusters” by maximizing the similarity among the cases within each cluster while maximizing the dissimilarity and uniqueness among groups.
 - Members of a given cluster tend to respond similarly on questions within the respective clusters and their responses to those items tend to be more different from the responses offered by members of other clusters.
 - Importantly, cluster analysis does not always create segments that are mutually exclusive and fully exhaustive within a data set.
 - *Clustering is not always mutually exclusive.* While segment assignment is based on the greatest similarities within the cluster, it is possible for a respondent to have properties common to more than one group; there can be some small sense of over-lapping within cluster analysis.
 - *Clustering is not always exhaustive.* Some respondents within a given set of data may not belong to a well-defined group, due to outlier responses or inconsistencies in the data that do not allow a respondent to be classified appropriately.

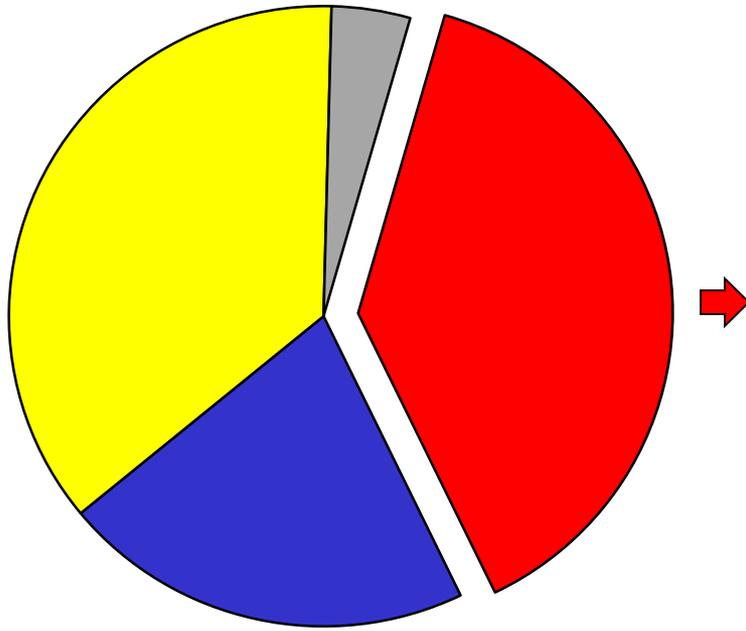
Attitudinal Segmentation: Growth & Development



- Protection and Preservation
- Development Freedom
- Both Ways
- Unclassified

- In this analysis, clustering created three groups based on participants' responses to the mindset items concerning development issues in the Town.
- Across variables included in the segmentation effort, each cluster differs appreciably in terms of mindset and perspective regarding issues related to growth.
- These cluster segments provide an understanding of different resident perspectives currently in place among Windham residents.
 - A total of 44 of the 1,024 total cases were not included in this analysis due to inconsistent or missing responses (i.e. skipped items).
- The resulting segments have been used as a unit of analysis where appropriate.
- Analyses discussed on the following pages present an overview of the three resident clusters, named *Protection and Preservation*, *Development Freedom*, and *Both Ways*.

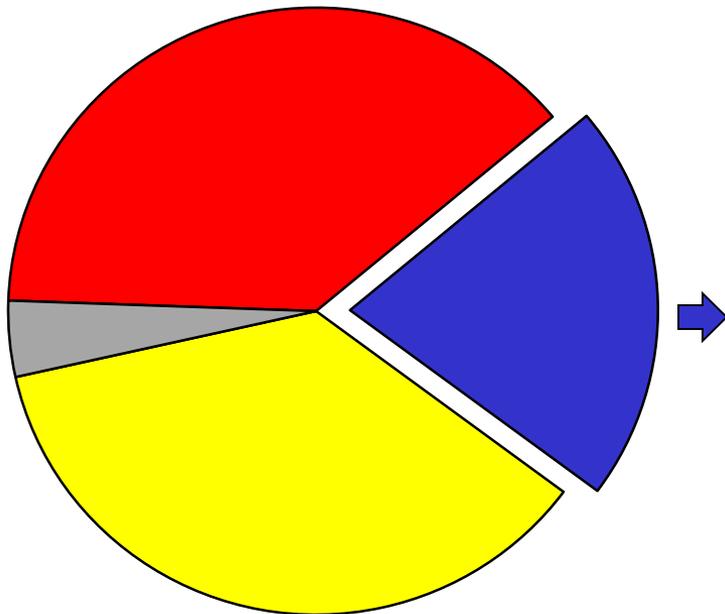
Protection and Preservation - Segment Profile



- Protection and Preservation
- Development Freedom
- Both Ways
- Unclassified

- This first resident segment (38% of Windham residents surveyed) is characterized by fairly robust attitudes about managing growth and also the preservation of open space in the Town.
- Relative to other segments, members of this group tend to feel that...
 - Windham must balance its inevitable growth with resource protection and the preservation of its perceived rural character;
 - The Town should have strong regulations and guidelines which manage and limit residential and commercial development; and
 - The Town should strive to acquire and protect available open space and related assets to protect them from development.
- Please see the following pages for further discussion of this segment.

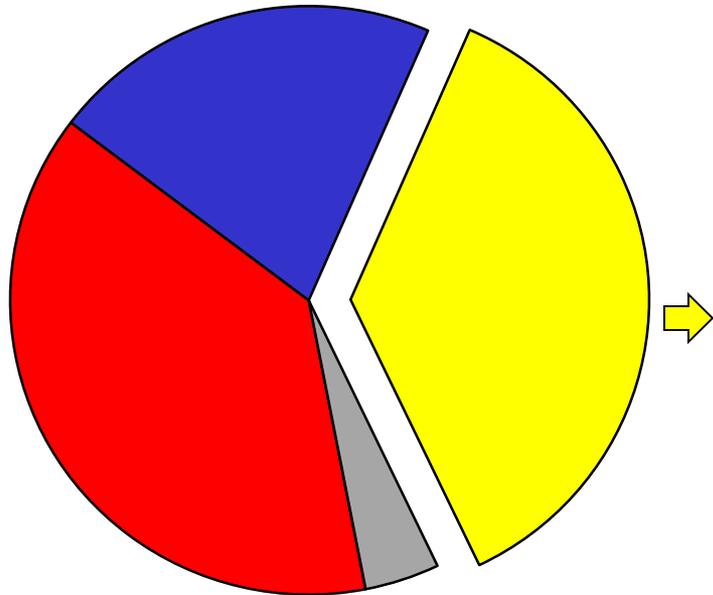
Development Freedom - Segment Profile



- Protection and Preservation
- Development Freedom
- Both Ways
- Unclassified

- This segment (21%) is characterized by fairly strong attitudes favoring development.
- Relative to other segments – and the *Protection and Preservation* segment in particular – members of this segment tend to feel that...
 - The Town should not necessarily focus on achieving balance in its future growth;
 - Those with property should be free to develop it;
 - Neither residential nor commercial development should be hindered by the Town or its regulations;
 - The Town should not be limiting or directing growth in specific areas; and
 - The Town should not be acquiring and preserving either open space or parcels of historical significance.
- Please see the following pages for further discussion of this segment.

Both Ways - Segment Profile

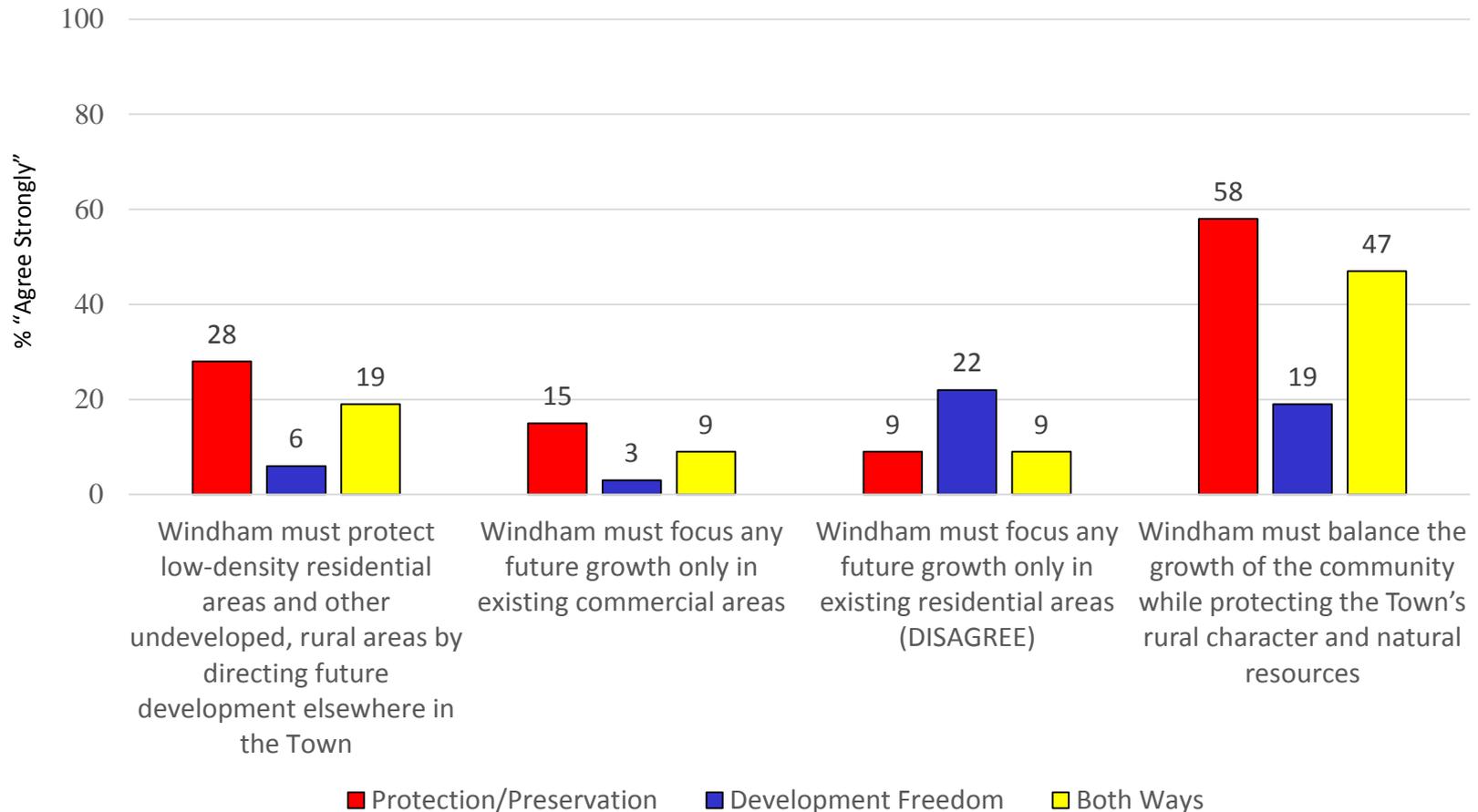


- Protection and Preservation
- Development Freedom
- Both Ways
- Unclassified

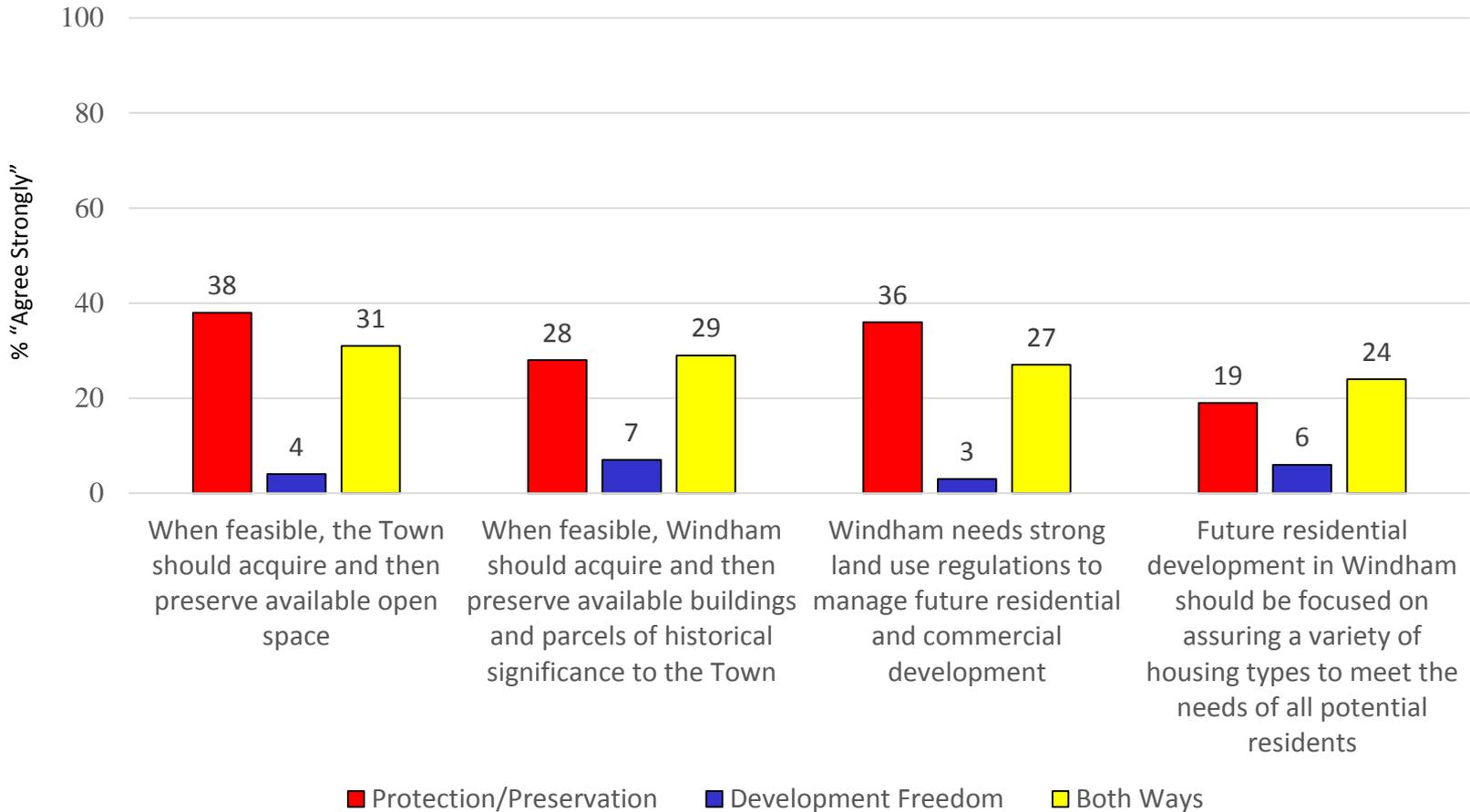
- This final segment (36% of Windham's resident base) is a curious mix of attitudes and perspectives; as such, these residents almost want it *Both Ways*.
- Indeed, while the segment could be classified as being quite pro-growth and pro-economic development, at the same time, its members...
 - Value development balance;
 - Endorse some regulation and management of growth in the Town; and
 - Favor the acquisition and subsequent protection of open space and other assets that perhaps characterize Windham's rural nature.
- Please see the following pages for additional discussion of this segment.

Attitude Profile: *Development Balance*

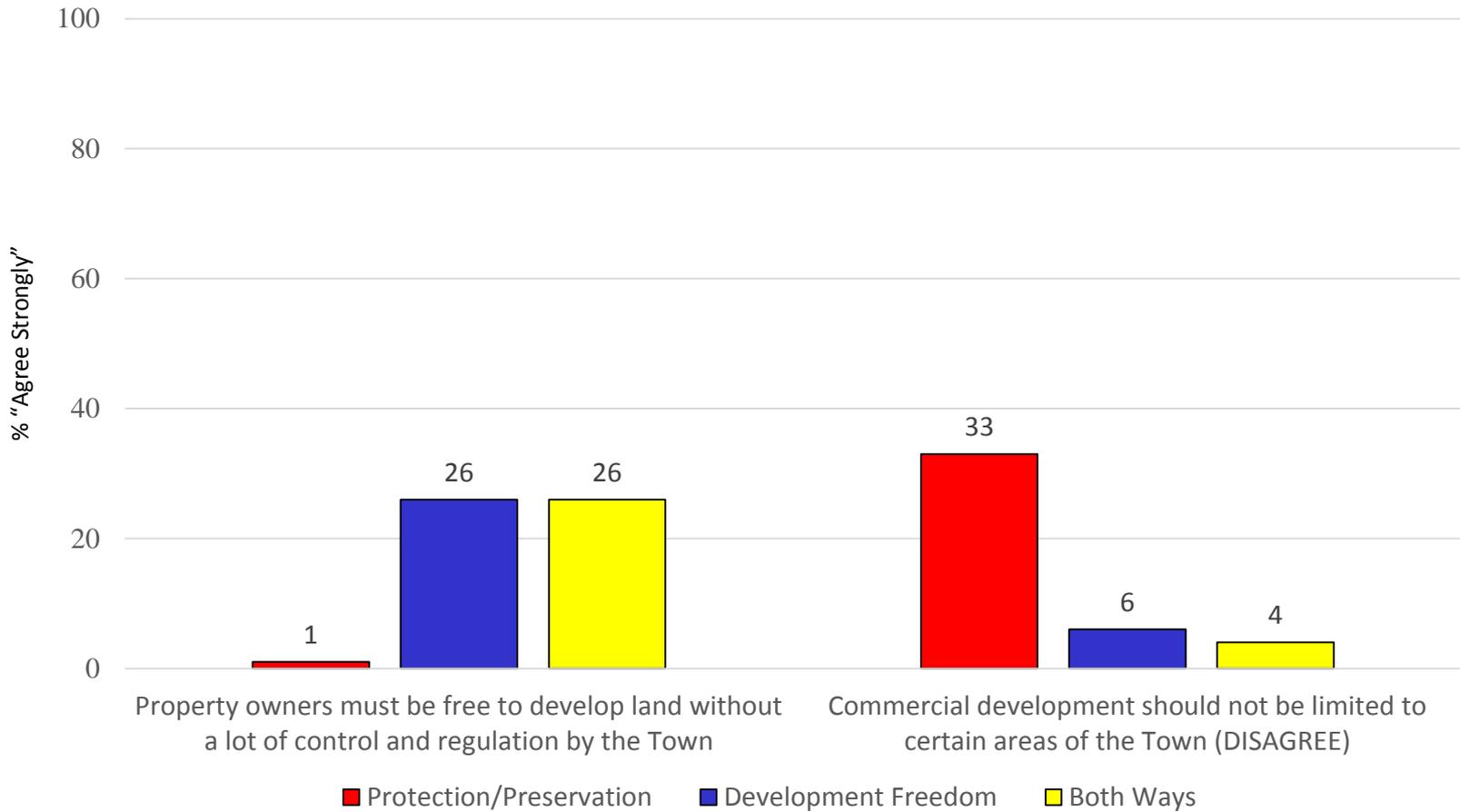
Charts on pages 75 through 78 present results for individual items within the thematic factor groupings according to the segments identified on pages 71-74.



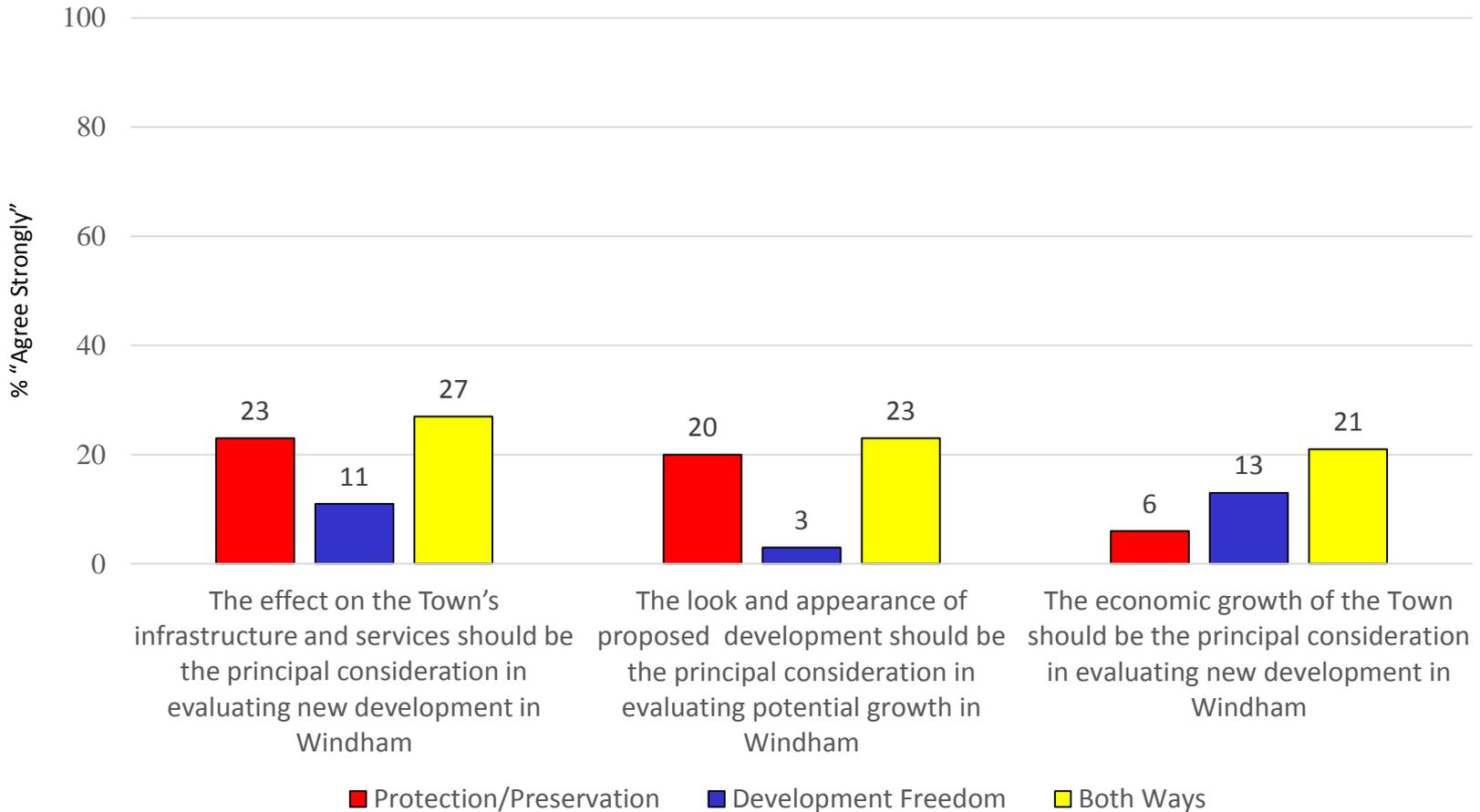
Attitude Profile: *Conservation & Preservation*



Attitude Profile: *Limited Regulation*



Attitude Profile: *Community Impact*



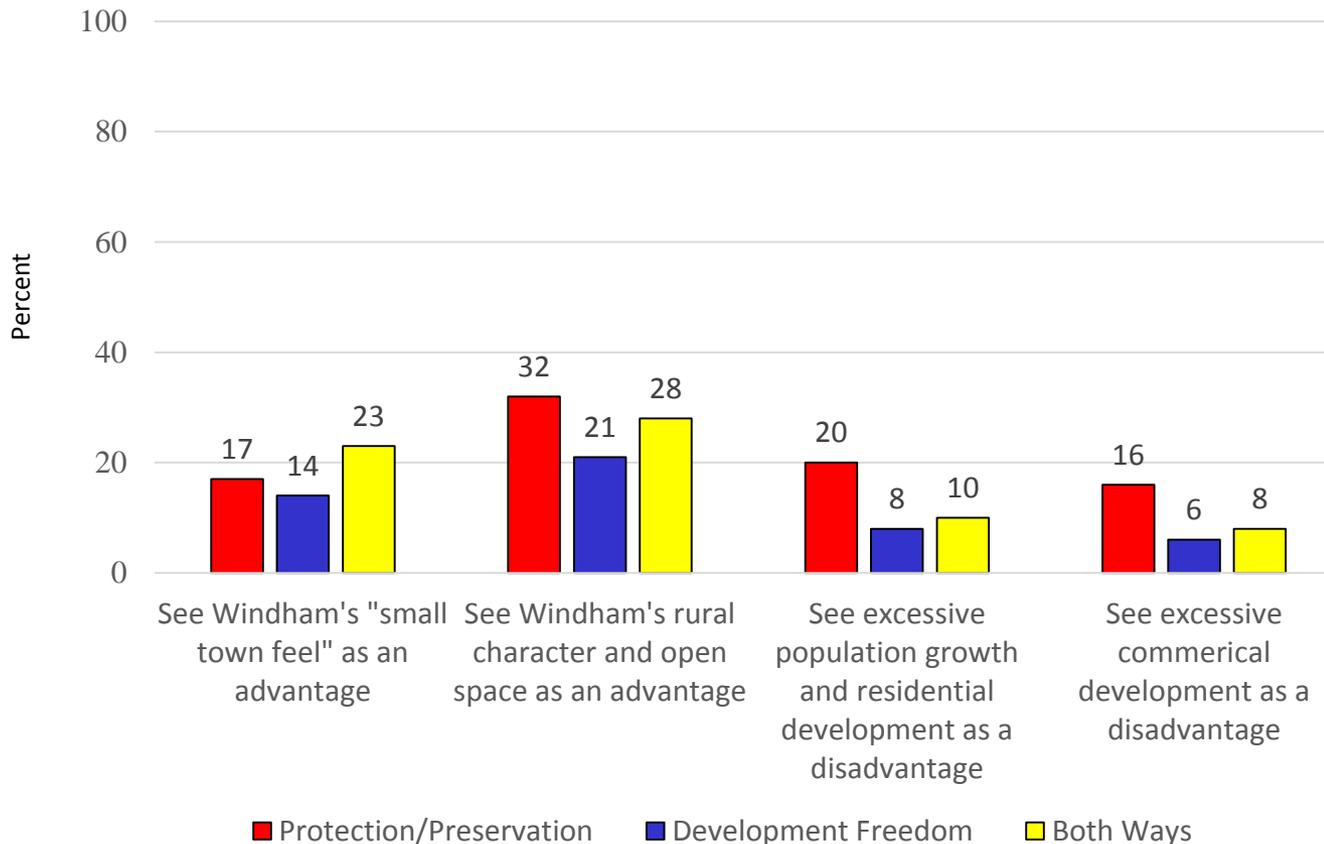
Demographic/Classification Profile, by Segment

	Protection and Preservation	Development Freedom	Both Ways
Gender			
- Female	48%	34%	51%
- Male	52%	66%	49%
Age			
- Under 35	6%	9%	10%
- 35-44	13%	17%	13%
- 45-54	18%	28%	17%
- 55-64	31%	22%	27%
- 65-74	25%	18%	22%
- 75+	6%	6%	11%

Note: Yellow highlighting denotes statistically significant differences.

Select Advantages/Disadvantages of Windham, by Segment

Charts from page 80 to page 89 present results from items where relevant differences are observed across the three segments.

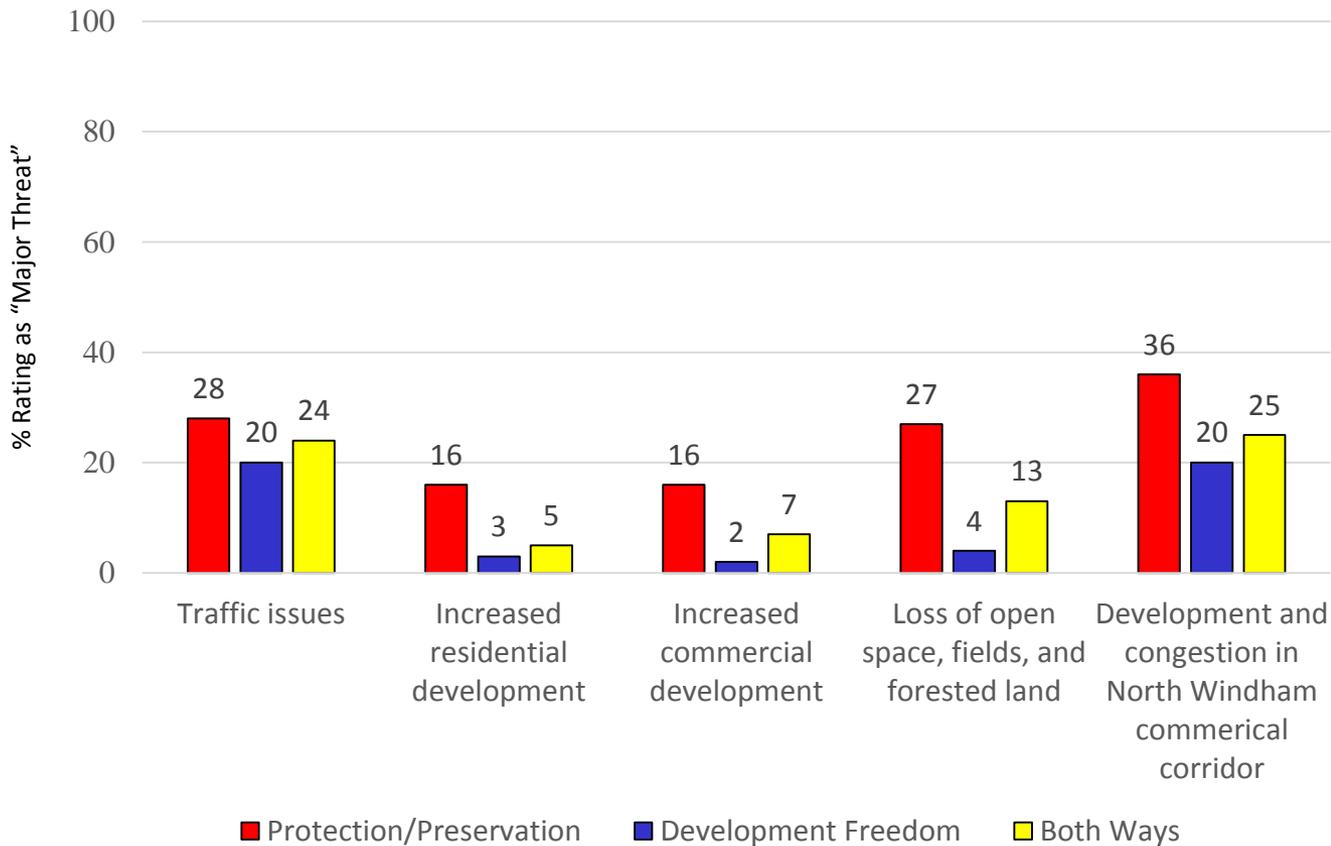


Consistent with the mindset dimensions of the segment, those in the *Protection and Preservation* segment are significantly more likely to see development as a disadvantage to living in Windham.

Directional differences are observed at the segment level for perceived advantages in small town feel and open space.

Perceived Threats to Quality of Life in Windham, by Segment

Development-Related Threats



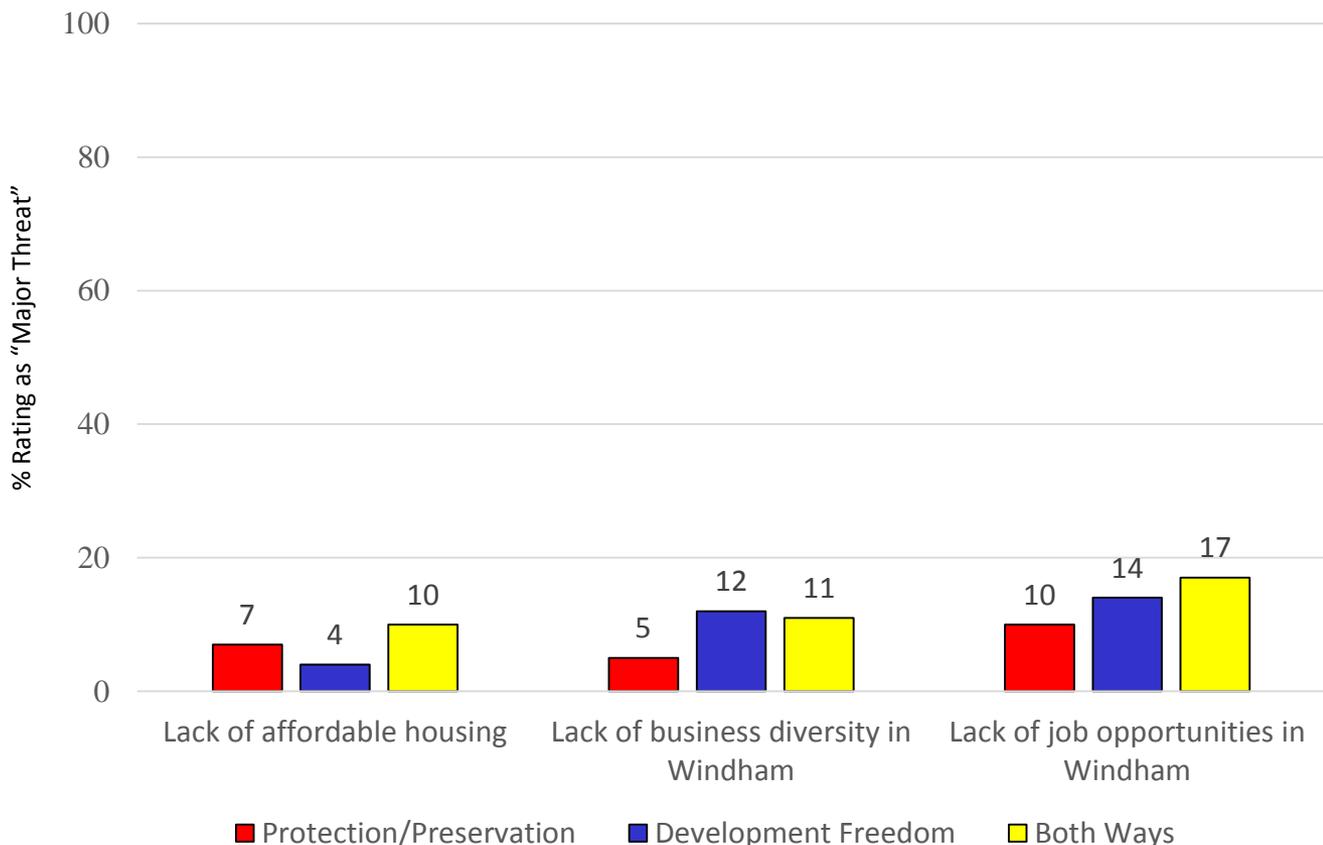
Each segment appears affected by traffic issues and, to some extent, associated congestion in North Windham.

Those in the *Protection and Preservation* segment are significantly more likely to see these issues, as well as development and associated loss of open space, as threats.

Conversely, those in the other two segments, which trend favorably toward development, tend to see these issues as less of a threat.

Perceived Threats to Quality of Life in Windham, by Segment

Economic Threats

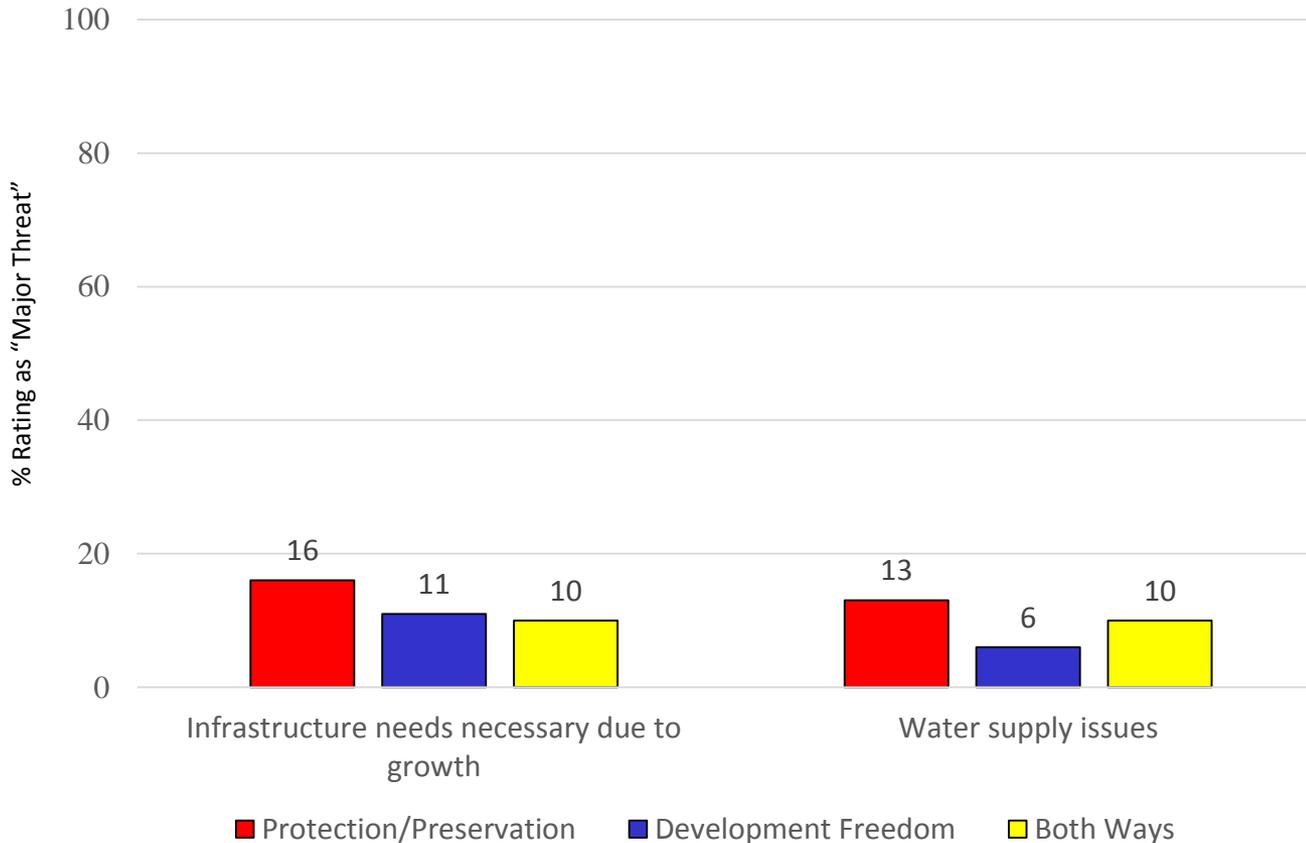


Compared to the *Protection and Preservation* segment, those in other segments – particularly the *Both Ways* segment – are disproportionately more likely to see things like limited affordable housing, lack of business diversity and limited job opportunities as threats.

Still, the proportion viewing these issues as significant threats remains limited.

Perceived Threats to Quality of Life in Windham, by Segment

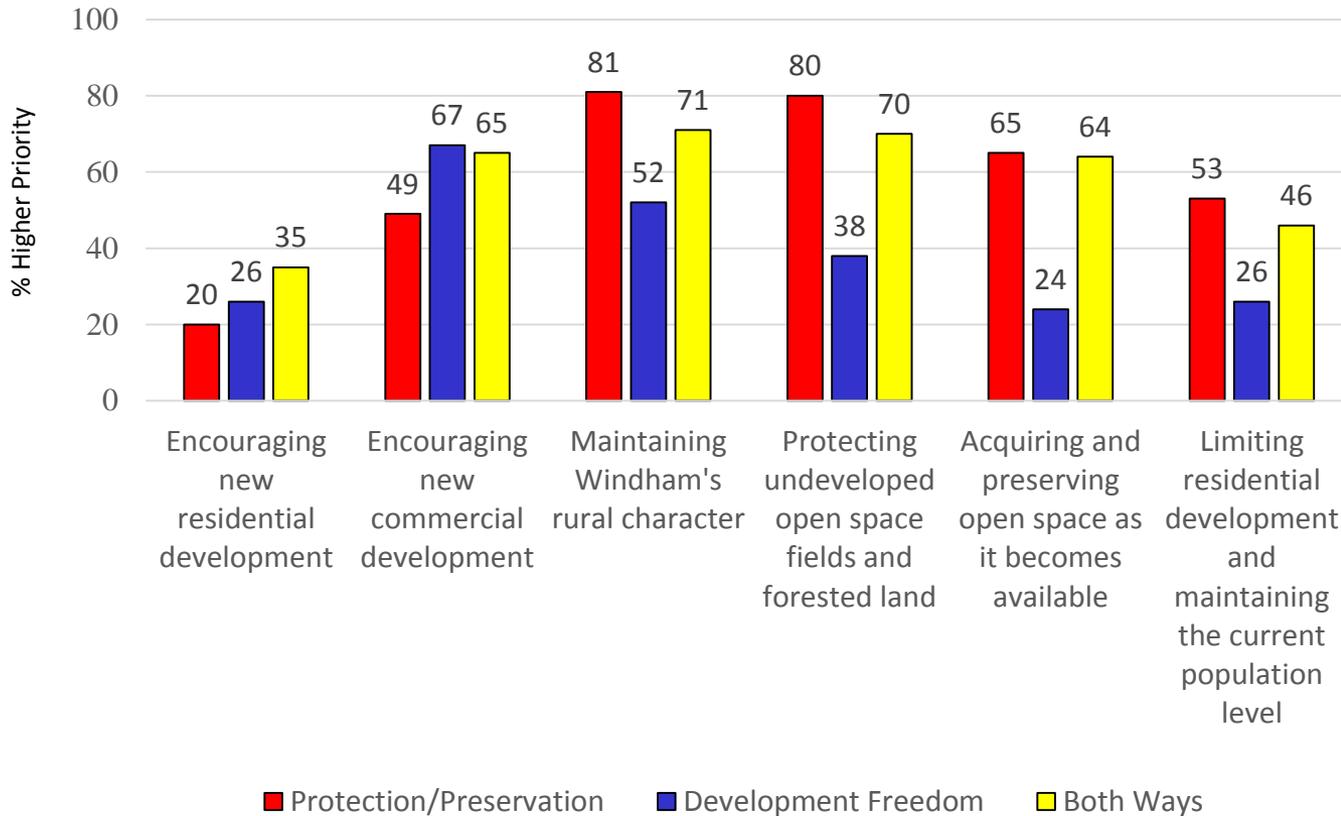
Infrastructure Threats



While perceived risks from infrastructure-related issues are quite limited overall, those in the *Protection and Preservation* segment are most likely to view these as threats.

Perceived Higher Future Priorities for Windham, by Segment

Priorities Related to Development

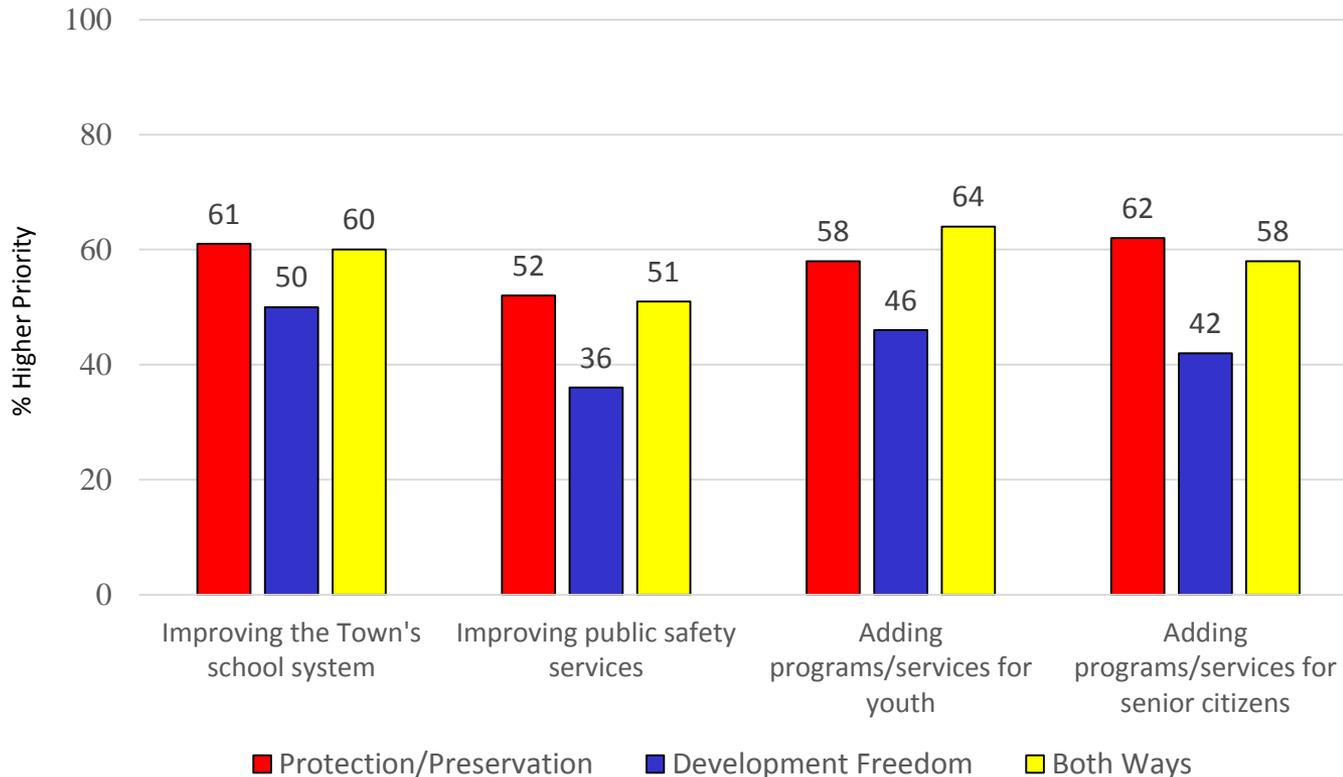


Compared to the *Development Freedom* segment, many of those in the *Protection and Preservation* and – to a lesser extent – the *Both Ways* resident segments see issues of protection and preservation as higher priorities.

Interestingly, many in the *Development Freedom* segment do not see an issue like increasing residential development as a priority, but generally believe that development should not be hindered.

Perceived Higher Future Priorities for Windham, by Segment

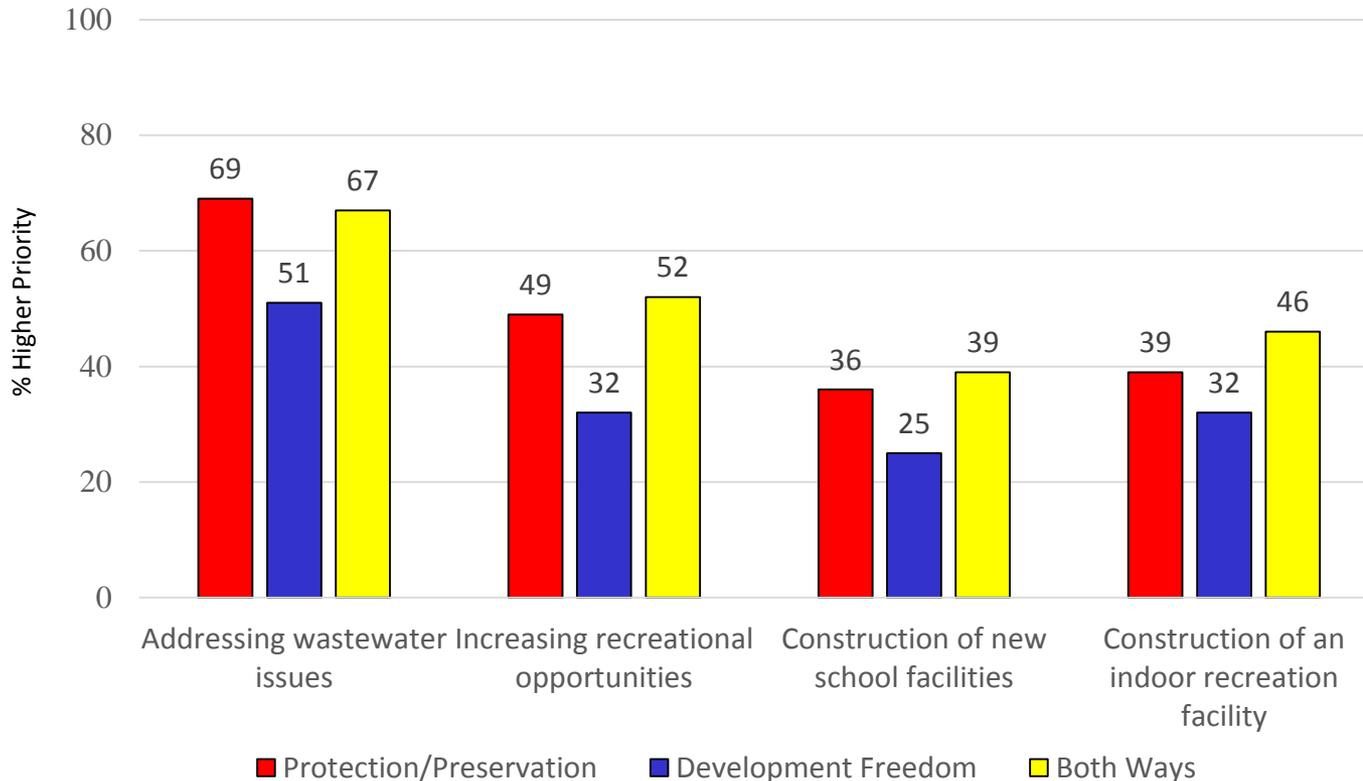
Priorities for Service and Program Improvements/Additions



Those in both the *Protection and Preservation* and the *Both Ways* resident segments see these possible improvements and program enhancements as higher priorities than do members of the *Development Freedom* segment.

Perceived Higher Future Priorities for Windham, by Segment

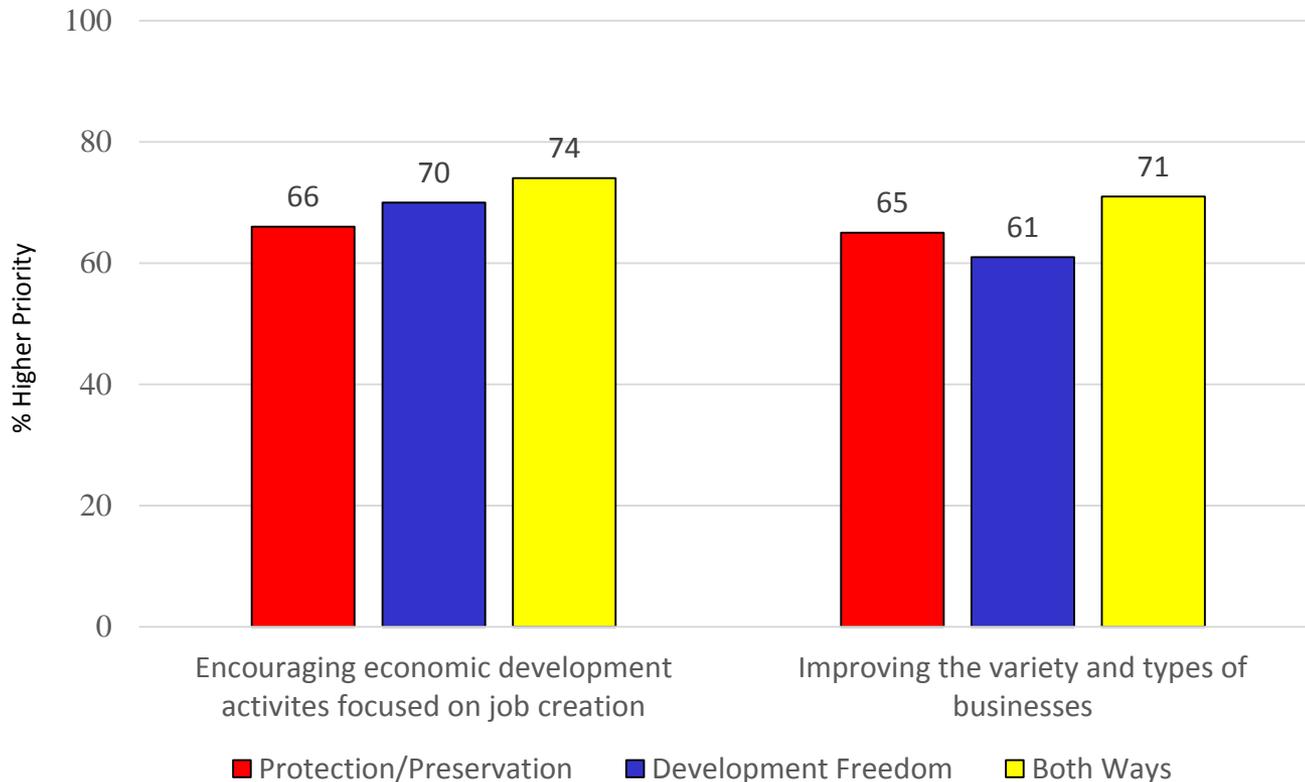
Priorities Involving Potential Capital Expenditures



Similarly, members of the *Protection and Preservation* and the *Both Ways* segments see these possible projects as higher priorities than do members of the *Development Freedom* segment.

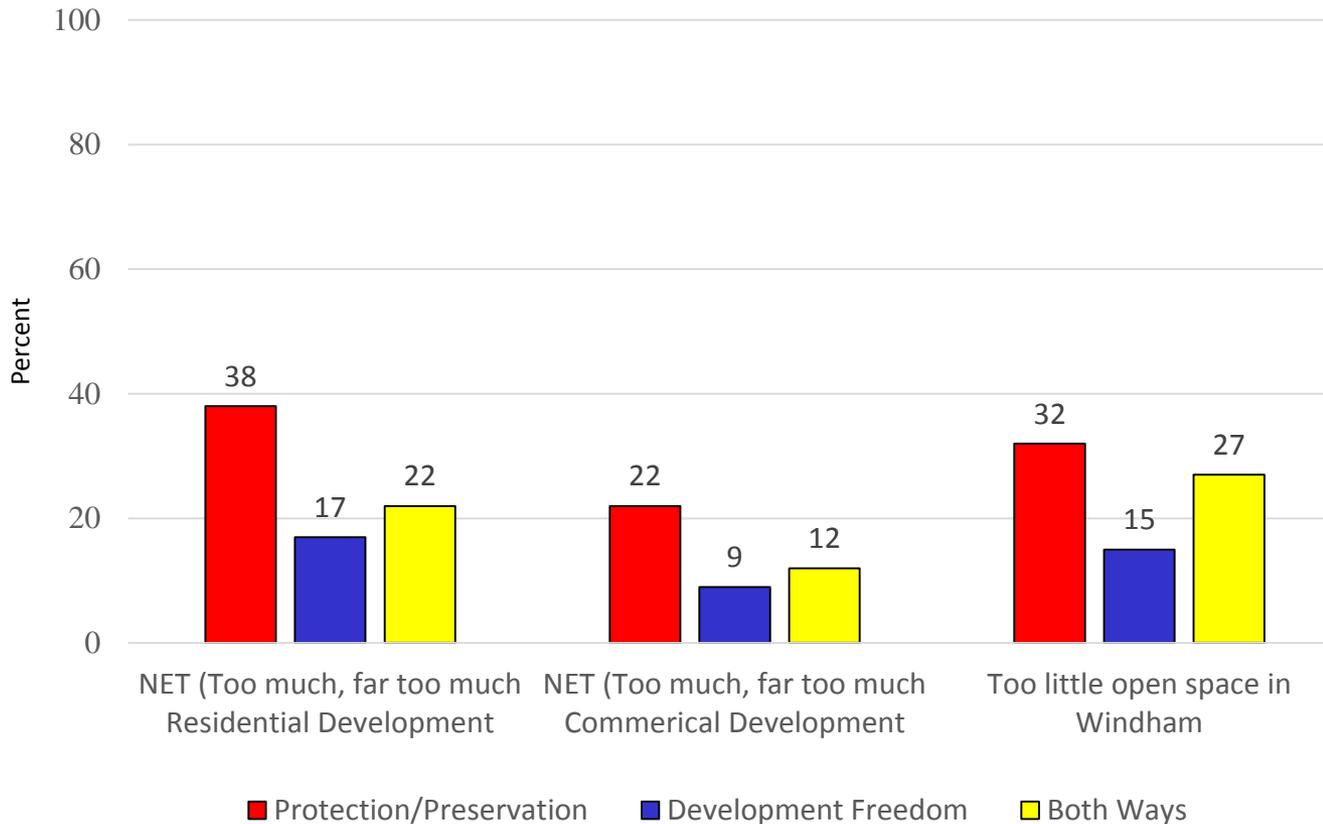
Perceived Higher Future Priorities for Windham, by Segment

Priorities Involving Economic Development



Members of the *Both Ways* segment see economic development activities as a higher priority than do members of other resident segments.

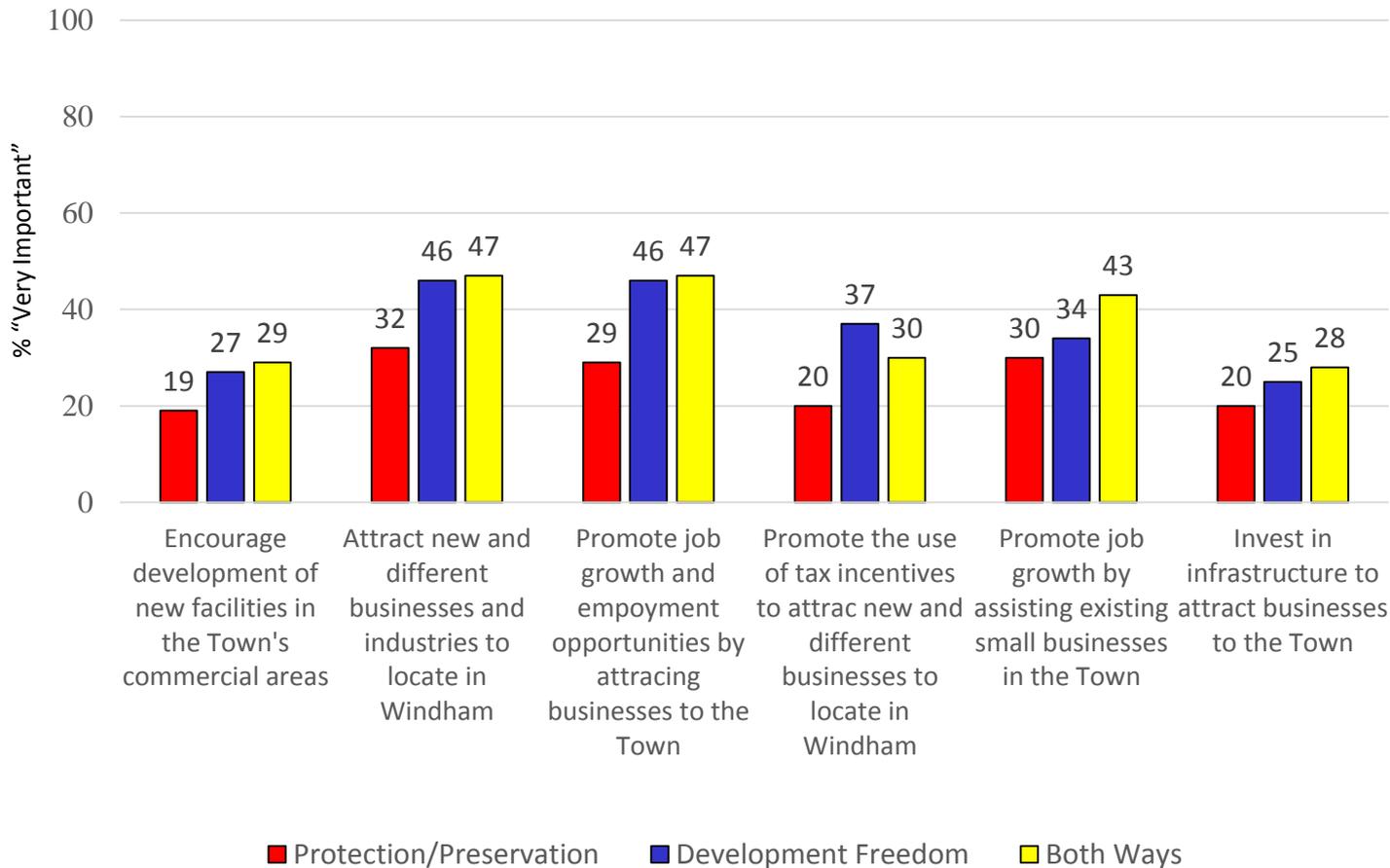
Perceptions of Amount of Development/Open Space, by Segment



Not surprisingly, members of the *Protection and Preservation* segment are most likely to feel that development is already excessive in the Town.

Interestingly, those in the *Both Ways* segment are not as anti-development, but do have similar views on insufficient open space in Windham.

Importance of Various Economic Development Initiatives, by Segment



The *Development Freedom* and *Both Ways* segments are each much more aligned with economic development activities than is the *Protection and Preservation* segment.