

# Town of Windham

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**Comprehensive Plan Review Team #12  
RSU Superintendents Office Building,  
1<sup>st</sup> Floor Conference Room (School Road Entrance)  
7:00 PM, Thursday, October 22, 2015**

## AGENDA

1. Public Comment/Review Team Comments from the Public
  - a. Voluntary Municipal Farm Support Program
  - b. Wastewater Management Planning Advisory Committee
  - c. 21<sup>st</sup> Century Plan engineering
2. Summary of last meeting: October 1, 2015
  - a. Water & Natural Resources
  - b. Housing (not discussed, on this agenda)
3. Review of draft Inventory Chapters
  - a. Revisions not complete:
    1. Recreation, Parks & Open Space
    2. Agriculture & Forestry
    3. Public Facilities & Services
    4. Water & Natural Resources
  - b. Revisions complete for this meeting:
    1. None
  - c. New chapter for this meeting
    1. Housing
    2. Fiscal Capacity & Capital Investment Program
4. Upcoming meetings:
  - a. Review Team – November 19: Existing Land Use
  - b. Review Team – December 17: Future Land Use

## Housing

State Goal: To encourage and promote affordable, decent housing opportunities for all Maine citizens.

### Conditions and Trends

Housing issues and needs are very closely tied to the population and demographics of an area. It is also tied to the economy and issues of neighborhood and community character. Planning for housing, whether the questions are related to where new housing should be located or who is that housing being designed for, has a large and lasting impact on the Town. Unlike programs or services that may come and go, the built environment we create today will last for generations into the future.

### Local and Regional Affordable Housing Coalitions



The Westbrook Housing Authority (WHA) is the entity that manages the State's subsidized Housing Choice Voucher Program (Section 8 housing) for Windham. WHA also manages the properties developed by development partner, the Westbrook Development Corporation (WDC). WHA does not manage any properties in Windham, but the WDC has the ability to undertake projects in Windham. These projects could be new residential construction projects, rehabilitating existing housing, housing for seniors or those with disabilities.



Avesta Housing is a non-profit developer of affordable housing for southern Maine and New Hampshire, and is one of the largest affordable housing developers in New England. Avesta has built several projects in Windham over the years.

### ***Affordable Housing Developments in Windham***

- New Marblehead Manor (1979 & 1989). 60 units (efficiencies, 1- and 2-bedrooms), elderly and disabled residents. Located at 21 Oak Lane and 32 Sandbar Road. Avesta Housing.
- Marcus Woods (1994). 20 units (1-bedroom), elderly or disabled residents. Located at 250 Tandberg Trail. Coastal Affordable Housing.
- Unity Gardens/Edgecomb Woods (2005). 48 units (1-bedrooms), elderly housing. Located at 124 Tandberg Trail. Avesta Housing.
- Little Falls Landing (2006). 24 units (1-bedrooms), elderly residents. Located at 3 Depot Street. Avesta Housing.

### **Local Regulations – Affordable Family & Senior Housing**

Within the Commercial 1 (C-1) zoning district, “Housing for Older Persons” is allowed, provided that the dwelling units are not on the basement or 1<sup>st</sup> floor levels of the building, unless it is a project that receives federal housing subsidies. The C-1 district is the commercially zoned area in North Windham.

Multifamily Dwellings, as defined by the Windham Land Use Ordinance, are buildings with three or more dwelling units. New Multifamily housing is allowed in the Medium Residential (RM), the Commercial 1 (C-2) and Village Commercial (VC) zoning districts.

In 20XX the Town created a Retirement Community & Care Facility Overlay Zone (RCCF zone). The RCCF zone allows for

### **History of Housing Development in Windham**

For much of Windham’s early history, as noted in the Historic & Archeological Resources Chapter, homes were located in areas of industry on the Presumpscot and Pleasant Rivers, like South Windham, Great Falls, Newhall and Popeville. These areas along with the historic Windham Hill/Windham Center area were developed as villages, with jobs and housing in close proximity. Farmhouses were scattered across the rural landscape.

A large amount of new housing was built in conjunction with the population growth that began in the 1970s. Even through there have been many significant ups and downs in the housing market that has corresponded with the national economy, Windham still finds itself in a period of relatively strong housing growth.

Insert figure for age of housing stock....

### ***What’s Been Built***

Like most communities in the area, single family homes represent the vast majority of housing units in Windham. As noted previously, Windham’s population grew very rapidly starting in the 1970s. Using data from the Code Enforcement Department, Going back to the 1980s,

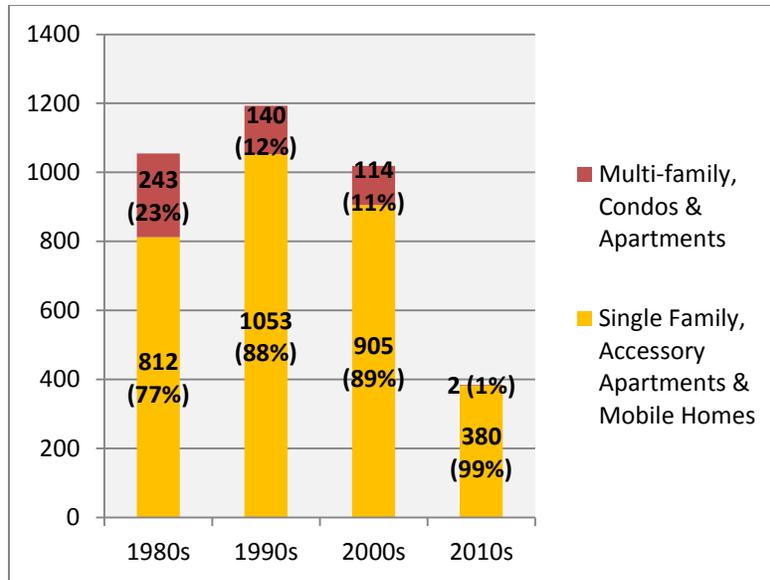


Figure 1 - Housing Types by Decade, through 9/2015

### Where Has Housing Been Built

## Analysis

### Projected Housing Needs

Based on the analysis in the Population & Demographics chapter, the Town of Windham may add between 9-14% of its year 2010 population each decade for the next two decades (*pending updated estimates from the state and census bureau*). Based on a 9% growth rate, this could mean that Windham will need to add around 579 between 2010 and 2020, and potentially another 654 between 2020 and 2030. This is considered a conservative estimate, because if the population change each decade is more than 9%, or if the average household size continues to shrink as it has since at least 1980, then the need for additional housing units will be higher than estimated here.

### Housing Affordability

Everyone who lives in Windham or has visited or traveled through Windham over the years knows that the Town has experienced steady and rapid residential growth since the 1970s. This information is presented in the Population & Demographics Chapter. Housing and population changes go hand in hand.

Looking at the affordability of housing in Windham compared to the Greater Portland region is one way to view the affordability of housing in Windham. It is likely that a good portion of Windham's population growth since the 1970's is attributable to the growth of the overall Greater Portland area as an economic engine for the state. A large share of the new housing associated with the growth of the Greater Portland area has been located in Windham based on the relative affordability and availability

of developable land. As a result, Windham has grown at one of the fastest rates of any community in the region over the last two decades.

Another way to look at the affordability of housing in Windham is whether or not the people who work in Windham can afford to live in Windham.

### **Seasonal Home Conversion**

This is happening, though for the most part it seems as though this phenomenon is mostly over – it was more of an issue in the time periods before the last Plan’s time period (2003).

### **Need for Low and Moderate Income Family, Senior and Assisted Living Housing**

There is a strong need for senior housing, based on info from the survey, and from Westbrook housing. Still need to quantify the amount of affordable Family Housing Vouchers (formerly known as Section 8). I expect the need for affordable housing in Windham to be most of the discussion at our meeting on 10/1.

### **Other Housing Issues in Windham**

Age of housing?

Multi-family housing issues (thinking of safety issues for these properties in particular)?

### **Local Regulations & Affordable or Workforce Housing**

None that I know of. Some communities require new subdivisions to build 10% of the homes to be affordable to families making 80% of the Town’s median household income.

# Fiscal Capacity & Capital Investment Plan

## Conditions & Trends

### Revenues & Expenditures

The Town of Windham has a fiscal year that runs from July 1-June 30. Every year, the town issues a report that contains the audited financial statements for the just closed fiscal year. The most recent audited report is for the fiscal year that ended on June 30, 2014. As summary of revenues and expenditures for the previous five years is shown in Figure 1 here.

Table 1 - Revenues and Expenditures for last five fiscal years

	2014	2013	2012	2011	2010
<b>Revenues</b>					
Taxes	\$28,135,599	\$27,430,467	\$26,218,474	\$25,109,968	\$24,070,839
Licenses & Permits	\$302,617	\$295,202	\$261,307	\$223,004	\$242,012
Intergovernmental revenue	\$1,378,601	\$1,578,314	\$1,514,097	\$1,531,761	\$1,739,111
Charges for service	\$491,885	\$542,387	\$495,013	\$539,824	\$577,632
Interest	\$134,985	\$145,734	\$125,950	\$141,683	\$170,263
Other	\$765,241	\$731,343	\$87,452	\$690,074	\$677,878
<b>Total Revenues</b>	<b>\$31,208,928</b>	<b>\$30,723,447</b>	<b>\$28,702,293</b>	<b>\$28,236,314</b>	<b>\$27,477,735</b>
<b>Expenses</b>					
Administrative Services	\$2,839,069	\$2,824,344	\$2,738,238	\$2,617,080	\$2,732,814
Public Safety	\$2,243,350	\$2,256,520	\$2,212,083	\$2,270,024	\$2,235,854
Fire/Rescue Services	\$1,580,340	\$1,393,521	\$1,457,736	\$1,372,157	\$1,410,877
Public Works	\$3,069,171	\$2,842,866	\$2,762,495	\$2,794,379	\$2,910,798
Recreation Services	\$236,413	\$234,430	\$240,999	\$232,973	\$237,298
County Tax	\$1,103,620	\$1,045,687	\$1,002,218	\$1,018,613	\$1,005,752
Other	\$1,241,448	\$1,379,155	\$1,411,197	\$1,572,526	\$1,821,500
Education	\$16,756,826	\$16,099,615	\$15,444,435	\$14,457,442	\$13,684,504
Interest on debt service	\$210,375	\$216,375	\$219,019	\$235,031	\$239,625
Capital Maintenance Expenses	\$2,415,527	\$2,610,360	\$1,894,539	\$1,661,809	\$555,860
<b>Total Expenses</b>	<b>\$31,696,139</b>	<b>\$30,902,873</b>	<b>\$29,382,959</b>	<b>\$28,232,034</b>	<b>\$26,834,882</b>

Administrative Services expenses include insurance, employee benefits and other expenses, as well administrative departmental salaries.

## Funding Capital Items

A “lease-purchase” arrangement has been commonly used for recent acquisitions of vehicles for public works and a new ambulance. This is essentially a lease agreement with an option to purchase at the end of the lease term.

For larger ticket items, bonding is a viable option for the community. Bonding was proposed for the sewer project that went to the voters and was rejected in 2012, was used as the means for moving forward with the new South Windham Fire Station at Town meeting in 2015, and a proposed bond for a new Public Works and RSU bus facility will be acted on by voters in November 2015.

## Valuations & Mil Rates

One of the main duties of the Assessing Department is to keep track of the value of taxable property (land and buildings) in the Town of Windham. Occasionally this requires a “revaluation” which is a major undertaking that is meant to match the assessed value of properties with the market value of properties. The degree to which these two measures of value match is called the Assessor’s certified ratio. Windham’s certified ratio is 100%, meaning these two measures match very closely. The last major revaluation of Windham properties was done in 2006, and a downward adjustment in all property values was made in 2009 as a result of lower market values due to the Great Recession.

The Mil Rate is the amount of tax due per \$1,000 of property value. This number is set annually by dividing the total amount of property taxes that must be collected to meet the approved budget by the total property valuation.

The table below shows the total valuations of land and buildings in Windham and the mil rate for the last five years.

Table 2 - Property Valuation & Mil Rate

	2015	2014	2013	2014	2012
<b>Valuation</b>	\$1,794,182,800	\$1,768,153,500	\$1,748,070,900	\$1,724,891,500	\$1,707,732,500
<b>Mil Rate</b>	15.15	14.67	14.45	14.25	13.90

## Municipal Debt

According to the 2014 audit report (page 42 & 45), the Town of Windham has outstanding debt of \$20,609,593. This debt is consists of bonds payable (\$19,301,234) and capital lease payments on various public works equipment, two ambulances, and a radio system for emergency responders (\$1,308,359). Most of the outstanding bonds were incurred as a result of the 1999 bonding for the Windham High School. Note that when the Windham School Department joined RSU #14, the RSU began reimbursing the Town for service on this debt. As of June 30, 2014, the outstanding amount payable related to the High School totaled \$17,826,234. The remainder of the debt (\$1,308,359) remains the Town’s responsibility. See question in email.

	Net Debt Outstanding	Percentage to Windham	Town's Share of Debt
<b>Town of Windham</b>	\$20,609,593	100.00%	\$20,609,593
<b>Cumberland County</b>	\$38,325,000	4.46%	\$1,708,508
<b>Portland Water District (water)</b>	\$42,514,891	6.78%	\$2,883,062
<b>Portland Water District (wastewater)</b>	\$29,479,540	5.77%	\$1,700,986

The audit report goes on to state that the Town has not exceeded the percentages of debt to valuation established in 30 MRSA, Section 5061.

### Windham's Strategic Plan & Capital Improvement Plan

Incorporated into this Comprehensive Plan is the [Town Council's Strategic Plan](#) (fix link). This Plan represents multi-year guidance on budget priorities and programs. The "Table of Issues, Strategies, Goals, Priorities & Timelines" from that plan are incorporated here for reference. Immediately following the four pages dedicated to that Table is the Town's spreadsheet "Capital Plan Summary 2012-2024."

Town of Windham  
Strategic Plan - Interim Planning Document for October 1, 2015 through June 30, 2018  
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TABLE OF ISSUES, STRATEGIES, GOALS, PRIORITIES, & TIMELINES

Department/Area/Strategy	No.	Issue	Estimate	FY 2016	FY 2017	FY 2018	>FY 2019	Note
		Growth (G) Aging (A) Diversity (D) Technology (T) Funding Sources - Revenue (F) Economy (E) Regulation (R) Energy (N)						
<b>Administrative Services</b>	<b>1</b>							
<i>Community Engagement</i>	1.1	X X X X						
Communications Staffing (1 FTE) (1160)	1.1.1		48,415					
<i>Customer Service &amp; Support Staffing</i>	1.2	X X X						
Restore Administrative Assistants to F/T (1120)	1.2.1		17,114					
Restore Administrative Assistants to F/T (1130)	1.2.2		10,227	10,227	10,533	10,848	11,173	3% escalator
Add Administrative Assistant (0.6 FTE) (1130)	1.2.3		24,236					
<i>Aging Workforce</i>	1.3	X						
Build Leadership Capacity through Training (1120)	1.3.1		12,000	12,000	12,000	12,000	12,000	
<b>Public Works</b>	<b>2</b>							
<i>Infrastructure Maintenance</i>	2.1	X X X						
Add Truck Drivers (2) (2120)	2.1.1		86,189					
Add Building Maintenance Worker (2210)	2.1.2		42,639					
Add Seasonal Grounds P/T (2210)	2.1.3		13,153					
Restore Mechanic's Position (2510)	2.1.4		49,022					
<i>Solid Waste Management</i>	2.2	X X X						
Catch Basin Grit Disposal (2120)	2.2.1		10,000	10,000	10,200	10,404	10,612	2% escalator
Share Catch Basin Cleaning Truck (2120/9110)	2.2.2		tbd					
<i>Storm Water Compliance</i>	2.3	X X X						
Add Staff Hours (.25 FTE) (2120)	2.3.1		10,774					
<i>Engineering Review, etc.</i>	2.4	X X						
Add Staff Engineer (2110/6120)	2.4.1		see 8.2.1					see planning
<b>Police</b>	<b>3</b>							
<i>Time-Consuming Calls</i>	3.1	X X X						
Increase Staffing (3110) (27th sworn, 1/2 year)	3.1.1		30,141					
<i>Records</i>	3.2	X X X						
Restore Administrative Assistant/Records (3110)	3.2.1		56,943					

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Department/Area/Strategy	No.	Issue	Estimate	FY 2016	FY 2017	FY 2018	>FY 2019	Note
		Growth (G) Aging (A) Diversity (D) Technology (T) Funding Sources - Revenue (F) Economy (E) Regulation (R) Energy (N)						
<b>Fire-Rescue</b>	<b>4</b>							
<i>Staffing &amp; Response Capacity</i>	4.1	X						
Add Paramedics (4) (4110)	4.1.1		211,515					
Add EMS Supervisor (4110)	4.1.2		80,245					
Add Third Rescue Unit (4110/9110)	4.1.3		40,425					annual lease, 5 yrs
<i>Non-Emergency Emergency Calls</i>	4.2	X						
Explore Community Paramedicine, Other Approaches	4.2.1	X	tbd					
<i>Aging Housing &amp; Building Stock</i>	4.3							
Coordinated Inspection Program with Code	4.3.1		62,840					
<b>Parks &amp; Recreation</b>	<b>5</b>							
<i>Facilities Needs</i>	5.1	X						
Continue Development of Lippman Park	5.1.1	X	50,000					rec facilities plan
Identify/Develop Other Facilities	5.1.2							rec facilities plan
<i>Facilities Maintenance</i>	5.2	X						
Increase Park Maintenance Staffing	5.2.1		7,464	7,464	7,687	7,917	8,154	3% escalator
<i>Community Programming</i>	5.3	X						
Establish "Winterfest"	5.3.1		10,000					
Establish Summer Family Cultural Series	5.3.2		tbd					
<b>Library</b>	<b>6</b>							
<i>Hours &amp; Staffing</i>	6.1	X						
Restore Circulation Supervisor's Position	6.1.1		46,394					
Add P/T hours	6.1.2		19,092	19,092	19,664	20,253	20,860	3% escalator
<i>Programming</i>	6.2	X						
Add Teen Services Assistant	6.2.1	X	25,246					

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TABLE OF ISSUES, STRATEGIES, GOALS, PRIORITIES, & TIMELINES

Department/Area/Strategy	No.	Issue	Estimate	FY 2016	FY 2017	FY 2018	>FY 2019	Note
		Growth (G) Aging (A) Diversity (D) Technology (T) Funding Sources - Revenue (F) Economy (E) Regulation (R) Energy (N)						
<b>Code Enforcement</b>	<b>7</b>							
<i>Staffing to Volume</i>	7.1	X						
Restore Code Enforcement Officer Position (3rd)	7.1.1		68,409	68,409	70,461	72,574	74,751	3% escalator
Restore Administrative Assistant Position (2nd)	7.1.2		46,394					
<i>Code Changes</i>	7.2							
Addressed through Staffing to Volume Strategies	7.2.1							
<i>Aging Housing &amp; Building Stock</i>	7.3	X						
Coordinated Inspection Program with Fire-Rescue	7.3.1	X						see fire-rescue
<b>Planning</b>	<b>8</b>							
<i>Balancing Planning &amp; Plan Review</i>	8.1	X						
Add Planning Resources (staff/shared/outsourced)	8.1.1		tbd					
<i>Engineering Review, etc.</i>	8.2	X						
Add Staff Engineer	8.2.1		72,200					coord with public works
<b>Assessing</b>	<b>9</b>							
<i>Maintaining Equitable Values</i>	9.1	X						
Maintain Continuous Review of Values	9.1.1		operating					
Fund Reserve for Update/Revaluation	9.1.2		tbd					
<b>Town Clerk</b>	<b>10</b>							
<i>Shared Staffing, etc.</i>	10.1	X						
Add/Coordinate Customer Service Staffing with Tax	10.1.1							see admin services
<b>Social Services</b>	<b>11</b>							
<i>Maximizing Community Resources</i>	11.1	X						
Develop and Maintain Resource Partnerships	11.1.1	X	tbd,ongoing					

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TABLE OF ISSUES, STRATEGIES, GOALS, PRIORITIES, & TIMELINES

Department/Area/Strategy	No.	Issue	Estimate	FY 2016	FY 2017	FY 2018	>FY 2019	Note
		Growth (G) Aging (A) Diversity (D) Technology (T) Funding Sources - Revenue (F) Economy (E) Regulation (R) Energy (N)						
<b>Capital</b>	<b>12</b>							
<i>Needs vs. Capacity</i>	12.1							
Develop and Maintain Capital Plans	12.1.1	X	ongoing					ongoing
<b>Other</b>	<b>13</b>							
<i>Compliance &amp; Reporting</i>	13.1							
Add Compliance/Safety Officer	13.1.1	X	48,415					
<i>Transit &amp; Transportation</i>	13.2	X						
Support Regional Bus Service	13.2.1	X X X	9,656	9,656	9,849	10,045	10,245	2% escalator
<i>New Infrastructure</i>	13.3							
Participate in Municipal Broadband Initiative	13.3.1	X	ongoing					ongoing
Apply Complete Streets Model	13.3.2		ongoing					ongoing
Continue Wastewater Planning Efforts	13.3.3		ongoing					ongoing
<b>Total</b>			1,209,148	136,848	140,394	144,041	147,795	

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# TOWN of WINDHAM

## CAPITAL PLAN SUMMARY 2012-2025

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>FUNDED</b>														
Capital Equipment Replacement	545,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000
Road Improvements	542,500	650,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Buildings & Grounds Improvements*	119,000	162,500	200,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Land & Facilities Improvements	na	na	150,000	-	-	-	-	-	-	-	-	-	-	-
Debt Service	229,899	216,375	210,375	205,125	202,625	198,500	191,625	185,625	175,088	168,925	162,400	155,875	148,625	-
<b>Total Funded</b>	1,436,469	1,653,875	1,936,375	1,730,125	2,055,625	1,721,500	1,716,625	1,710,625	1,700,088	1,693,925	1,687,400	1,680,875	1,673,625	1,525,000
*not including TIF pass-through														
<b>PLANNED</b>														
Capital Equipment Replacement														
Annual Replacement														
Road Improvements														
Local Roads	575,000	625,000	725,000	725,000	825,000	825,000	825,000	825,000	725,000	725,000	725,000	725,000	725,000	725,000
State Roads	1,000,000	850,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
WBR/Aggers.002 (net of 50% offset from TIF)	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000
North Route 302	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Other 21st Century Downtown	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
2003 Road Bonds	205,125	200,625	196,500	191,625	185,625	191,625	185,625	175,088	168,925	162,400	155,875	148,625	148,625	148,625
<b>Total</b>	1,905,125	1,280,625	1,898,500	1,891,625	1,885,625	1,875,088	1,868,925	1,862,400	1,855,875	1,848,625	1,841,375	1,834,125	1,826,875	1,819,625
Building Improvements														
Annual Improvements														
Long-term Improvements														
Estimated Cost	321,750	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
PL Space Reconfiguration Design	10,300	10,300	10,300	10,300	10,300	10,300	10,300	10,300	10,300	10,300	10,300	10,300	10,300	10,300
PL Space Reconfiguration Design Funding (CF)	(10,300)	(10,300)	(10,300)	(10,300)	(10,300)	(10,300)	(10,300)	(10,300)	(10,300)	(10,300)	(10,300)	(10,300)	(10,300)	(10,300)
PL Space Reconfiguration (Option A)	45,500	45,500	45,500	45,500	45,500	45,500	45,500	45,500	45,500	45,500	45,500	45,500	45,500	45,500
PL Option A Offsetting Revenue (Branon Fund)	(45,500)	(45,500)	(45,500)	(45,500)	(45,500)	(45,500)	(45,500)	(45,500)	(45,500)	(45,500)	(45,500)	(45,500)	(45,500)	(45,500)
PL Option B Design	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
PL Children's Room (Option B)	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500	97,500
PW Preliminary Design	59,500	59,500	59,500	59,500	59,500	59,500	59,500	59,500	59,500	59,500	59,500	59,500	59,500	59,500
PW Preliminary Design Offset (9910)	(59,500)	(59,500)	(59,500)	(59,500)	(59,500)	(59,500)	(59,500)	(59,500)	(59,500)	(59,500)	(59,500)	(59,500)	(59,500)	(59,500)
PS Preliminary Design	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Comm Ctr Preliminary Design	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
SWFS Design/Construction Documents	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
NWFS Preliminary Design	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
PW Facility (Option B w/RSU)	7,897,700	7,897,700	7,897,700	7,897,700	7,897,700	7,897,700	7,897,700	7,897,700	7,897,700	7,897,700	7,897,700	7,897,700	7,897,700	7,897,700
PS Comm Ctr (Option E/Option E)	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000
EWFS Option A	57,000	57,000	57,000	57,000	57,000	57,000	57,000	57,000	57,000	57,000	57,000	57,000	57,000	57,000
EWFS Option B	3,040,000	3,040,000	3,040,000	3,040,000	3,040,000	3,040,000	3,040,000	3,040,000	3,040,000	3,040,000	3,040,000	3,040,000	3,040,000	3,040,000
SWFS Option B w/Gorham/Option D(C)	1,668,000	1,668,000	1,668,000	1,668,000	1,668,000	1,668,000	1,668,000	1,668,000	1,668,000	1,668,000	1,668,000	1,668,000	1,668,000	1,668,000
SWFS Acq/Rene @ MCLH	30,650	30,650	30,650	30,650	30,650	30,650	30,650	30,650	30,650	30,650	30,650	30,650	30,650	30,650
<b>Total</b>	321,750	230,650	427,450	427,450	713,902	713,902	980,618	1,113,956	1,112,388	1,102,999	1,092,056	1,081,113	1,070,270	1,059,427
Land & Facilities Improvements														
Parks, Fields, & Facilities	325,000	50,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Impact Fee Offset	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
<b>Total Planned</b>	3,186,875	2,186,275	3,373,825	3,373,825	3,759,527	4,016,243	4,031,313	4,046,544	4,031,313	4,016,243	3,996,331	3,976,400	3,956,469	3,936,538
<b>Net Surplus (Deficit)</b>	(1,396,750)	(130,650)	(130,650)	(162,450)	(2,036,902)	(2,305,618)	(2,337,388)	(2,337,388)	(2,337,388)	(2,337,388)	(2,337,388)	(2,337,388)	(2,337,388)	(2,434,166)
<b>Funded</b>	55%	94%	51%	46%	43%	42%	42%	42%	42%	42%	42%	42%	42%	39%
<b>Tax Rate Impact (Taxable value fixed at \$1.8b)</b>	0.78	0.07	0.92	1.13	1.28	1.30	1.29	1.29	1.29	1.29	1.29	1.29	1.28	1.35

## Analysis

### Future Funding

Funding the items in the Capital Plan noted on the previous page will come from several sources. Some of the items can be completed through the regular budgeting process, such as improvements made through the Building Maintenance or Road Improvement budget line items. Other items can fall into the existing lease-purchase program. Other items may require voter-approved borrowing.

Windham does have sufficient borrowing capacity to seek bond funding for capital projects such as new facilities or improvements to existing facilities as well as for roads. As a community, Windham has a history of being adverse to taking on debt for municipal projects. Recent referendum items for borrowing related to a sewer project in North Windham and for conservation funds for the Clark Farm have failed at the polls.

The community will be asked to vote on a new Public Works facility in November 2015. The RSU #14 School Board has restarted conversations about the need for a new middle school in Windham, which would require voter approval.

### Collaboration with other communities

Windham works with Gorham on South Windham Fire Station items. The new station will be staffed in part by Gorham personnel.

## Policies & Strategies

**Policy 1: To finance existing and future facilities and services in a cost effective manner.**

*Strategy 1.1 - Explore opportunities to work with neighboring communities to plan for and finance shared or adjacent capital investments to increase cost savings and efficiencies.*

**Policy 2: To explore grants available to assist in the funding of capital investments within the community.**

**Policy 3: To reduce Maine's tax burden by staying within LD 1 spending limits.**

## Comprehensive Plan Review Team Meeting Schedule (v. 10-01-15)

Meeting #12	October 22, 2015	Fiscal Capacity & Capital Investment Plan
Meeting #13	November 19, 2015	Existing Land Use
Meeting #14	December 17, 2015	Future Land Use
Meeting #15	January 28, 2016	Future Land Use
Meeting #16	February 25, 2016	Summary & Prioritization of Policies and Strategies
Meeting #17	March 24, 2016	Summary & Prioritization of Policies and Strategies
Meeting #18	April 28, 2016	Action Plan: Implimentation Strategy & Benchmarks
Meeting #19	May 26, 2016	Action Plan: Implimentation Strategy & Benchmarks
Meeting #20	June 23, 2016	1st Draft Complete - community presentation event
	July - September 2016	Public Review and Comment
	September & October 2016	Revisions based on community and state feedback
Meeting #21	October 27, 2016	Review Team Feedback on Revisions
Meeting #22	November 17, 2016	Review Team Feedback on Revisions
Meeting #23	December 15, 2016	2nd Draft Complete - community presentation event
		Send to Town Council!