

Town of Windham

Planning Department
8 School Road
Windham, ME 04062

Voice 207.894.5960 ext. 2

Fax 207.892.1916

**Comprehensive Plan Review Team #17
RSU Superintendents Office Building,
1st Floor Conference Room (School Road Entrance)
7:00 PM, Thursday, May 26, 2016**

AGENDA

1. Public Comment/Review Team Comments from the Public
 - a. Photo Contest – winners announced, prizes given.
2. Summary of last meeting: March 24, 2016
 - a. Future Land Use discussion.
 1. Future Land Use Plan narrative, discussion on implementation and reporting (performance measures), form of the draft plan document
3. Review of draft Chapters
 - a. Revisions not complete:
 1. Recreation, Parks & Open Space
 2. Agriculture & Forestry
 3. Public Facilities & Services
 4. Water & Natural Resources
 5. Housing
 - b. New chapter for this meeting
 1. 1st Draft of Plan Priorities and Action Plan.
4. 1st Draft Rollout – What does this look like in July timeframe?
5. Upcoming meetings:
 - a. Review Team – June 23:
 1. Plan Priorities and Action Plan update as well as updated chapters based on comments and new state data.
 2. Prep for Community roll-out of 1st Draft Plan
 - b. Summerfest – June 25, 2016. Plan to assemble booth content regarding the top priorities for action – the “Big Things”

**Comprehensive Master Plan
Review Team
March 24, 2016 Meeting Notes**

Team Members present were: Dave Nadeau, Marge Govoni, Allan Phinney, Mike Duffy, Dave Tobin, John Eddy, and Sparky Hurgin.

Planning Director, Ben Smith, was present.

Guest, Ray Monahan was also present. He believed the last Comp Plan contained items regarding scenic overviews. He hadn't seen any reference to that in the current update. He had noticed the scenic corridor between the rotary and Gray had been getting less scenic and suggested a "Land for Windham's Future" group.

Goals and Objectives from 2003 Comprehensive Plan - 41% of 91 goals had been completely or partially addressed.

- What had the town done that it said it wanted to do?
- How many were short term things to do right away
- How many had a 5-10 year time frame?
- How many of the things that didn't get done were because of lack of funding?
- Goals of the 2003 Comp Plan were too numerous to achieve.
- The Comp Plan had not been kept in front of people. Fewer, more manageable goals that were integrated in with day to day issues would seem more relevant.
- If committees had not been formed to work on specific tasks those things were not addressed.
- Town Council support for implementation was necessary.
- An Implementation Committee should be formed and have some authority to get things done.

Summary of the Review Team activities since February, 2015 - What came out of the visioning process , group conversations, other town plans that were referenced?

- The State had a checklist to determine if the required things were in the Comp Plan.
- Some things the State required were not what was important to Windham.
- The Plan would have an appendix to reference where in the plan the required items were discussed.
- It may be good to revisit when the first draft was almost done.

Action Plan and Performance Measures

- How to pull applicable goals from the 2003 plan?
- How to group them?
- How to express progress to the community?
- What to measure? A good suggestion, "Measure what people care about." Include the core values from visioning sessions, from surveys, public comment tables.
- It needed the categories and a few measures in each, but didn't have to be complete. In addition to knowing what the plan would look like it was important to show highlights. Some

goals would have common threads between categories. As one happened the others would be included.

- Education should be included in the regional and recreational sections.
- Think about what small manageable number of things impacted more than one area.
- Characteristic of the Plan
 - Values driven
 - Collaborative
 - Thematically based – what are important themes that cut across the categories
 - Focus on implementation

Next meeting: April 28:

1. Plan Summary & Prioritization
2. Action Plan

The Comprehensive Plan for Windham, Maine

Plan Summary

[This will be a short 3-page Executive Summary to the Plan’s Recommendations or perhaps a 1-page graphic of the plan. Such a graphic would be useful as in advertising the draft plan, as a mailer for Windham residents, or as “marketing material” to be posted in Chambers, conference rooms, etc.]

Introduction

[Charge of the group, overview of process, structure of plan]

Public Process

[detailed description of public process and opportunities for public input]

Vision & Values

Core Values

During the discussions about the future of Windham, a number of values emerged over and over again. These core values represent what the residents of our Town feel strongly about – what is important to them about Windham as a community.



Open fields, forested land, and working farms are important to residents. These resources are valued for the recreational, scenic, and quality of place benefits they provide. These lands provide a connection to Windham’s rural past as well as a bridge to the future. As Windham continues to grow and develop, it is imperative that the most important of these areas be preserved for the future.

Implication: We should preserve important open spaces, forested lands and working farms.



Residents value the accessibility and convenience that Windham provides. At a regional level, this means the ease of access to Portland and the amenities of the Lakes Region and White Mountains. On a local level, it means the convenience of local shopping, dining, services, and entertainment as well as access to nature, trails and the water, such as the Mountain Division Trail and Dundee Park.

Implication: We should preserve and improve accessibility and connections to local and regional destinations.



Residents appreciate that [Windham is a growing regional jobs center](#) and recognize the need for investments to enhance this regional economic role and to increase and diversify the job opportunities found here.

Implication: We should increase Windham’s role in the regional economy by increasing the numbers and types of jobs available in Windham.



Residents value that [Town services are provided in a fiscally responsible manner](#). At the same time they recognize that the Town must make targeted investments in roads and other infrastructure to enhance the quality of life for residents and to support economic and job growth, while being mindful of the property tax implications of these investments.

Implication: We should make smart, targeted investments in infrastructure to shape future growth and to improve municipal services.



[Windham is, and should continue to be, a community for people of all ages and economic means](#). More diversity in housing types will serve Windham well and maintain a diversity of ages and income levels in the community. Single family homes will continue to be the predominate style of residential development in Windham, but there is a recognition that building on smaller lots and building more apartments, townhouses, and senior housing in proximity to the existing built-up areas, where infrastructure allows, will add to the economic vitality and community life of areas like North Windham and South Windham Village.

Implication: We should increase the availability of housing options beyond single family homes.



Residents value [Windham’s heritage and its rural roots](#) and want to assure that the connections to its past are both preserved and celebrated.

Implication: We should celebrate community and connections to Windham’s past.

Our Vision for Windham

Windham continues to evolve as a community. Windham is one community but it is a community of different neighborhoods and different areas, each with a distinct character. As the Town grows, this diversity is maintained and even reinforced. This provides the opportunity for a range of residents and businesses to call Windham home.

We are a proud, dynamic town. We are a town where young families and seniors can find community and live healthy, fun and engaging lives. We are a growing, exciting community that still retains the qualities of a small town. We take care of each other and we respect and celebrate our heritage. We support our schools, local arts and cultural events and the community that they create. We want to continue to improve as a community, and be a place where we are proud to say “I live in Windham” or “My business is located in Windham.”

Windham continues to grow and develop but our development is balanced by the preservation of important open space and agricultural land to maintain the rural character of our Town and to provide scenic, recreational, and economic benefits for our residents.

A Tour through Windham in 2030

While no one can foresee the specific property by property changes that will take place over a decade of continued growth, Our Vision for Windham can be translated down into images of what specific parts of Windham will become. Continued growth will bring change to all corners of Windham, but the pace of change and how much development occurs in specific areas will not be equal. Some parts of Windham will remain relatively unchanged over this time period, while others will see much more intensive development.

In that spirit, imagine that you have to temporarily move or go on a trip that takes you away from Windham for the next ten years or so. The Windham you return to will be very recognizable but you will also notice some significant changes. There has been ten years of population growth with the commensurate demand for new housing. There has been ten years of new commercial development around the community. The community has made targeted investments that have resulted in community and neighborhood improvements. Let’s start the tour!

North Windham continues the transformation that has already begun from a regional retail and convenience center to true town center with a mix of uses and activities that is a destination within the Greater Portland region. As the 21st Century Downtown Master Plan is implemented, North Windham evolves into a place where people chose to live, work and play due to improved traffic flow, the creation of pedestrian and bicycle networks, quality architecture and streetscapes, and open space. Activity in North Windham is bolstered as more homes and mixed-uses develop within the core commercial area.

Residents find a more diversified jobs center in North Windham. The diversification in jobs is led by the traditionally strong retail sector and supported by gains in manufacturing, restaurants, and professional offices. This growth as a job center is enabled by smart investments in infrastructure needed to support these activities.

South Windham attracts new village-scale residential growth by capitalizing on the neighborhood’s assets including a rebuilt River Road, the existing sewer system, improvements to Town-owned spaces (including streets), state improvements to the Mountain Division Trail, and access to the Presumpscot River. New single family homes on small lots and town-house style multifamily unit buildings are built next to and among the existing, upgraded and refurbished housing stock. New

residents support small, local businesses on Main Street. Cooperation with the Town of Gorham and the Little Falls community on the other side of the Presumpscot ensures that a revitalized South Windham melds with Little Falls as a single community.

If North Windham is the commercial core of Windham, then Windham Center is the civic core. Windham Center takes advantage of the location of school and municipal facilities, along with the Windham Land Trust's Black Brook Preserve, the skate park, and the Community Garden, to become a different type of "village" in the geographic center of the Town. This "civic village" focuses on increasing the number of single-and two-family homes on smaller lots, resulting in a neighborhood that is attractive to families with school-age children who want to live within walking distance of schools, the library, recreation facilities, playing fields, and conserved open-space.

Other existing residential neighborhoods (such as those in the Varney Mill Road area, the Cornerbrook and Brookhaven neighborhoods just off Roosevelt Trail, and the Timberhill and Evergreen neighborhoods along Park Road) are valued for their sense of community. The character of these areas remains essentially unchanged. These neighborhoods accommodate limited additional single family homes that fit the existing character of these neighborhoods, either within the neighborhoods as "infill" development or on adjacent parcels that are incorporated into the existing neighborhoods.

Rural areas of Windham are valued by the community for the recreational, scenic, cultural, and quality of life benefits they provide. The Town continues to recognize that agriculture and forestry are important pieces of the local economy and works to encourage and support new agricultural uses on the rural landscape. The community identifies the most important and scenic open spaces and undeveloped properties including agricultural land, and works with land owners and partners in the non-profit community to permanently protect these areas to proactively ensure that there will be conserved open space and productive working farmland available for future generations, and that the most scenic and iconic views of rural Windham are preserved.

Future Land Use Map

Mapping out where growth and changes are desired and where they are not desired in a central component comprehensive planning. It is graphic that shows the general areas of Windham that should be targeted for growth and those that are important to the community to keep at low development levels.

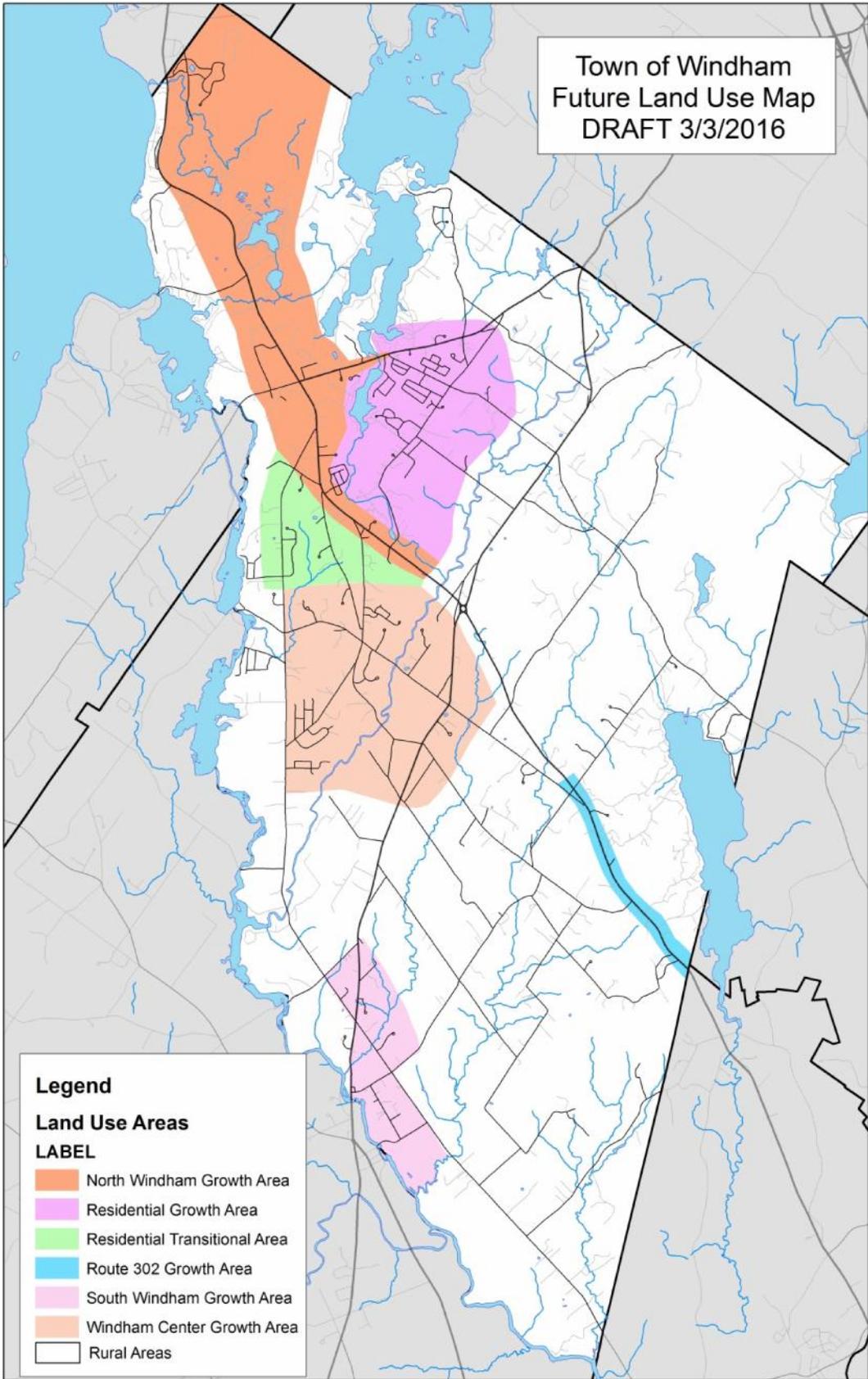
As noted earlier, change and development pressure will not be felt equally across the entire town. Part of that is based on market demands and partly by circumstance. Through this Plan, the Town will make certain that community character and cost to provide services will also factor into where future growth occurs.

Growth Areas are the parts of the community where most of Windham's future growth is to be targeted and encouraged or incentivized. It is also where most of the investment in new community infrastructure and facilities should be located. Later in the Economy Chapter of the Plan, these are referred to as Activity Areas. On the other hand, Rural Areas are the places where future development

is to be directed away from. Transitional Areas are the places between the Growth and Rural Areas, where further development will not necessarily be encouraged or discouraged. Moderate growth is appropriate for these areas.

Another way to think about these areas might be that Growth Areas will have a relatively faster rate of change and that Rural Areas will have a relatively slower rate of change.

Town of Windham
Future Land Use Map
DRAFT 3/3/2016



The 4 Big Things

There are 38 Goals laid out in the Inventory Chapters that follow, and 91 strategies to implement these Goals. Many of these are required by Maine’s Growth Management Act and associated departmental rules that lay out the State would like to see addressed in a municipal plan. The Goals and Strategies at the end of each of the Inventory Chapters are related to the specific topic of that chapter, so that Transportation goals are included in the Transportation Chapter, Public Facilities and Service goals are in the Public Facilities and Service Chapter, and so on.

Based on all the public comment we have received, we have tried to boil all of these goals and strategies to their most essential essence. The goal of this Plan is to present a manageable number high-priority, crosscutting challenges to meet over the next few years, rather than present a long and unprioritized laundry list of items to pick off over the next ten or more years. By moving the ball forward on these focused areas, the Town will be making progress on the most important issues Windham faces right now.

Each of the Big Things are high priority subject areas , meaning that they are not presented in prioritized list. They are all important, and the list is small enough that is should be possible to make progress on all of them at the same time. Each also is listed with Goals and Strategies from the various Inventory Chapters they touch on.

With these aims in mind, here are the Big 4 things that the Town Council and community at large need to work together on in the short term, along with graphics that represent the Core Values addressed by making progress on each one:

Big Thing #1 – Load the Dice for Windham’s Growth Areas: North Windham, Windham Center, South Windham



Windham needs to begin thoughtfully and proactively laying the groundwork for these three historic activity centers to again become true centers for Windham. As envisioned above, these differences are great strengths that allow for different types and scales of neighborhood development that will truly make Windham a community for all people, ages, and economic means. This Big Thing is all about expanding the range of options available for people to choose from when considering Windham for a home or a place to start or expand a business.

Transportation Goal 6.1.d and Economy Goal 3.2.f – Create Windham Center and South Windham district plans that focus on transportation and land use. This would be similar in concept to the 21st Century Downtown Plan for North Windham, but appropriately scaled to the context for each area.

Future Land Use Plan Goals 9.5.a and 9.3 – Support a financial commitment to infrastructure in Growth Areas, with a goal of having 75% of all new Town infrastructure and facility investment occurring in Growth Areas.

Big Thing #2 – Do North Windham Better

Big Thing #3 – Invest in Rural Windham to Keep it Rural

Big Thing #4 – Focus on Recreational Facilities and Programs

Reporting on Progress

The success of a plan is measured in how well it is implemented. Many comments were heard during the Visioning process that had to do with follow through on planning efforts. Comments similar to “Why are we doing a whole new plan when we still have so many items from the last plan that haven’t been done yet?” or “Why bother planning for improvements/facilities/infrastructure when we know we can’t afford to pay for them?” or “Why go through effort of planning only to produce another document that will sit on the shelf for 10 years?”

This Plan is not meant to be a document on a shelf. This Plan is a tool for community decision makers to use for making progress in the areas that will have the biggest positive impacts for Windham’s current and future residents.

Of course, this document includes many policy goals and suggested strategies that will allow the town to make progress toward each of those goals. What we should care about, though, and what we want to measure, are the things that the community told us they care about. We want to be able to show progress in areas that are most relevant to the people of Windham.

Performance Measures

These performance measures should be updated and reported out to the Town Council and community on an annual basis.



Preserve important open spaces, forested lands and working farms

- Number of acres of land protected through the acquisition of development rights, conservation easements or Town gift/purchase.
- % new dwelling units permitted in growth areas relative to rural areas



Increase Windham's role in the regional economy and increase and diversify the jobs available in Windham.

- Total number of jobs in Windham.
- Ratio of the number of retail jobs relative to the total number of jobs in Windham



Preserve and improve accessibility and connections to local and regional destinations

- Feet of new sidewalk constructed in Growth Areas
- Ridership on Lakes Region Explorer



Make smart, targeted investments in infrastructure to shape future growth and improve municipal services

- % of infrastructure funds spent in growth areas
- Number of residential and non-residential connections to a public sewer system.



Windham should continue to be a community for people of all ages and economic means

- Number of age-restricted dwelling units permitted as a percent of total dwelling units
- Number of multiunit dwellings built relative to single family homes
- Number of accessory dwelling units permitted



Celebrate community and connections to Windham's past

- Estimated number of attendees at community events like Summerfest and the Tree Lighting.

- Number of attendees at Windham Historical Society events.
- Number of Windham youth sports participants
- Estimated number of library patrons or number of items checked out.

Action Plan

[Recommend formation of Long Range Planning Committee charged with planning activities including implementation of the Comprehensive Plan and other Town Plans and policies (including ordinance review), the development of future plan documents and processes]

[Recommend the likely responsible party – LRPC, Town Departments, others – for carrying out work required to implement the Big Things. We should include a spreadsheet or other list of all the Goals and Strategies in the Inventory Chapters, but unless they are associated with Big Things, they don't need a timeline or responsible party]

[Recommend regular updates of the Plan every 4-5 years based on Annual Reporting and progress on the Big Things. The Big Things might need to be amended as opportunities present themselves, new urgent issues need to be addressed, or maybe the Big Things today are not really Big Things.]

1 Recreation			
	1.1	To maintain/upgrade existing recreational facilities as necessary to meet current and future needs.	
	1.1.a	Develop a Recreation and Open Space plan to meet current and future needs. Assign a committee or community official to explore ways of addressing the identified needs and/or implementing the policies and strategies outlined in the plan.	
	1.1.b	Work with public and private partners to extend and maintain a network of trails for motorized and non-motorized uses. Connect with regional trail systems where possible.	
	1.1.c	Prioritize the build-out of Donnabeth Lippman Park per the Master Plan.	
	1.2	To preserve Open Space for Recreational use as appropriate.	
	1.2.a	Identifying land for preservation should be included as part of the recreation and open space plan suggested in Strategy 1.1.	
	1.2.b	Work with an existing local land trust or other conservation organizations to pursue opportunities to protect important open space or recreational land.	
	1.2.c	Provide educational materials regarding the benefits and protections for landowners allowing public recreational access on their property. At a minimum this will include information on Maine's landowner liability law regarding recreational or harvesting use, Title 14, M.R.S.A. §159-A.	
	1.3	To seek to achieve or continue to maintain at least one major point of public access to major water bodies for boating, fishing and swimming and work with nearby property owners to address concerns.	
	1.3.a	Use the list of water bodies identified in the "Water Access Needs" section of this chapter as a starting point to prioritize proactive Town efforts related to additional public access .	
	1.3.b	Work with land trusts, lake associations, and landowners to establish new access points to Windham's lakes and ponds.	
	1.4	Build new facilities to serve an expanding demand and a growing population.	
	1.4.a	Build a Community/Recreation Center. Note that the effort required to determine the size, services, and facilities of such a Center may or may not be part of a Recreation and Open Space Plan.	
	1.4.b	Identify and obtain land in order to build an Outdoor Field complex as part of a Recreation and Open Space Plan.	
	1.4.c	Build more playgrounds within walking distance of existing neighborhoods. This can be implemented through the subdivision process, or through the Recreation Capital Plan for properties identified in a Recreation and Open Space Plan.	
	1.5	Preserve important open space, forests, and agricultural land important to the residents of Windham	
	1.5.a	Develop a Recreation and Open Space Plan to further detail and prioritize recreation needs and to create a framework for evaluating land to be preserved for environmental, scenic, cultural/historic, or agricultural and forestry purposes..	
	1.5.b	Establish a program for the preservation of land important to the people of Windham, similar to the state's "Land for Maine's Future" program, in order to contribute to the conservation of high priority conservation lands, establish points for public access to water and preserve agricultural land. This program should receive funds from the Town every budget cycle.	
	1.5.c	Maximize property tax reduction programs to the full extent allowed by state law to encourage and incentivize the private provision of open space, forested lands, and agricultural operations.	
2 Agriculture & Forestry			
	2.1	To safeguard lands identified as prime farmland or capable of supporting commercial forestry.	
	2.1.a	Consult with the Maine Forest Service district forester when developing any land use regulations pertaining to forest management practices as required by 12 M.R.S.A. §8869.	
	2.1.b	Consult with Soil and Water Conservation District staff when developing any land use regulations pertaining to agricultural management practices.	
	2.1.c	Amend land use ordinances to require commercial or subdivision developments in critical rural areas, if applicable, maintain areas with prime farmland soils as open space to the greatest extent practicable.	
	2.1.d	Limit non-residential development in critical rural areas (if the town designates critical rural areas) to natural resource-based businesses and services, nature tourism/outdoor recreation businesses, farmers' markets, and home occupations.	
	2.1.e	Create an Open Space Plan for the Town that identifies the most important working farms forest lands in Windham. Properties identified should be targeted for preservation of productive capacity.	
	2.2	To support farming and forestry and encourage their economic viability.	
	2.2.a	Permit land use activities that support productive agriculture and forestry operations, such as roadside stands, greenhouses, firewood operations, sawmills, log buying yards, and pick-your-own operations.	
	2.2.b	Include agriculture, commercial forestry operations, and land conservation that supports them in local or regional economic development plans.	
	2.3	To establish programs that incentivize keeping farms and forest lands in production.	
	2.3.a	Create a program that is funded annually to create and build-up a source of funding for the purchase of development rights or of land as opportunities present themselves to the community. This fund could be used as matching funds when working grant money or funding sources from other organizations.	
	2.3.b	Encourage owners of productive farm and forest land to enroll in the current use taxation program	
3 Economy			
	3.1	To support the type of economic development activity the community desires, reflecting the community's role in the region.	
	3.1.a	Enact or amend local ordinances to reflect the desired scale, design, intensity and location of future economic development.	
	3.1.b	Continue to implement the Town's Economic Development Strategic Plan, and update this plan every 5 years.	
	3.2	To make a financial commitment to support desired economic development, including needed public improvements	
	3.2.a	Assign responsibility and provide financial support for economic development activities to the Windham Economic Development Corporation.	
	3.2.b	Identify the mechanisms to be considered to finance public investments that support economic development (local tax dollars, creating a tax increment financing district , a Community Development Block Grant or other grants, bonding, impact fees, development districts, etc.)	
	3.2.c	Develop a Capital Improvement Plan (CIP) that includes infrastructure projects in order to prioritize needed investments, allows the Town to incorporate local improvements with outside agency projects, (including MaineDOT, Portland Water District) and plan for required funding needs over time.	
	3.2.d	Focus on implementing existing and future plans that support economic development and create a true sense of place in North Windham and other villages within the Town of Windham.	
	3.2.e	Implement the 21 st Century Plan in a manner that creates a true town center.	
	3.2.f	Develop neighborhood or district plans for Windham Center and South Windham.	
	3.3	To coordinate with regional development corporations and surrounding towns as necessary to support desired economic development.	
	3.3.a	Participate in any regional economic development planning efforts.	
4 Historical & Archaeological			
	4.1	Protect to the greatest extent practicable the significant historic and archaeological resources in the community.	

			4.1.a	For known historic archeological sites and areas sensitive to prehistoric archeology, through local land use ordinances require subdivision or non-residential developers to take appropriate measures to protect those resources, including but not limited to, modification of the proposed site design, construction timing, and/or extent of excavation.
				Note: Partially Implemented. This requirement is in the ordinance for projects that require Site Plan Review, but not for subdivisions or projects that do not require Planning Board or Staff Review Committee approval.
			4.1.b	Adopt or amend land use ordinances to require the planning board (or other designated review authority) to incorporate maps and information provided by the Maine Historic Preservation Commission into their review process.
				Note: Partially implemented. The ordinance requires coordination with MHPC when National Register properties are on the project site, or in the case of subdivisions, even adjacent to the project site. However, the mapping provided by the MHPC has not been incorporated into the ordinance for projects that do not involve National Register properties .
			4.1.c	Work with the local or county historical society and/or the Maine Historic Preservation Commission to assess the need for, and if necessary plan for, a comprehensive community survey of the community's historic and archaeological resources.
				Note: Partially implemented. As noted above, the Historical Society has made a good start on this project, but is limited in resources and scope of inventory work. The Historical Society could benefit from Town staff time and mapping support of the Town to advance this project for the most significant historical resources.
	4.2	Identify and build public awareness of Windham's most significant historical resources and structures.		
			4.2.a	Work with the Windham Historical Society to complete the historic building and site inventory started by the Society.
			4.2.b	Use the mapping provided by the MHPC showing potential prehistoric archeological resources as the basis for a professional survey of the highlighted areas.
			4.2.c	Identify historic resources with signage at the street. According to members of the Historical Society, there were signs installed by the Town to identify between 30-40 historic sites and buildings many decades ago. Over the years, this signage has not been maintained or gone missing for all but a few locations.
	4.3	Protect Windham's most significant historic resources and structures.		
			4.3.a	Work with the Windham Historical Society, land trusts and private property owners to permanently protect significant historic buildings and sites through acquisition or listing in the National Register of Historic Places.
			4.3.b	Re-establish the Historic Preservation Commission in order to update and implement the Historic Preservation Ordinance.
	5 Public Facilities & Services			
	5.1	To efficiently meet identified public facility and service needs.		
			5.1.a	Explore options for regional delivery of local services.
			5.1.a.1	Continue to work with Raymond and St. Joseph's College on the provision of fiber optic broadband availability to the North Windham commercial area as a first step, with future expansion to other areas of the community as a possibility.
	5.2	To provide public facilities and services in a manner that promotes and supports growth and development in identified growth areas.		
			5.2.a	Identify any capital improvements needed to maintain or upgrade public services to accommodate the community's anticipated growth and changing demographics.
			5.2.b	Continue work to develop a wastewater system for North Windham that will allow the Town to meet its environmental, economic, and community development goals that will be financially acceptable to residents of the whole community.
			5.2.c	Establish a water and sewer extension policy will ultimately serve the Town's designated growth areas with this infrastructure that will actually allow higher densities and more intense uses of property where it is desired.
			5.2.d	Locate new public facilities comprising at least 75% of new municipal growth-related capital investments in designated growth areas.
			5.2.e	Encourage local sewer and water districts to coordinate planned service extensions with the Future Land Use Plan.
	6 Transportation			
	6.1	To safely and efficiently preserve or improve the transportation system.		
			6.1.a	Implement recommendations from 21 st Century Plan including raised medians with either landscaping or a stamped pattern where feasible to improve traffic and vehicle movement and provide refuge space for pedestrians. These medians also assist with traffic calming and improve the aesthetic quality of the area.
			6.1.b	Implement recommendations from the 21 st Century Plan to encourage the buildout of a local street network in North Windham in order to encourage more walking between homes and businesses in the area and to allow more vehicular trips to take place without having to use the existing Routes 302, 115 or 35.
			6.1.c	Work with local businesses and property owners to modify driveway locations that are unsafe or unnecessarily contribute vehicle turning movements in the corridor.
			6.1.d	Continue to update a prioritized improvement, maintenance, and repair plan for the community's transportation network. Additional planning for the Windham Center and South Windham Village areas should be undertaken using an approach that considers future land use goals, similar to the 21 st Century Downtown Plan for North Windham.
			6.1.e	Maintain, enact, or amend local ordinances as appropriate to address or avoid conflicts with the policy objective of the Sensible Transportation Act (23 M.R.S.A Sec. 73), state access management regulation pursuant to 23 M.R.S.A Sec. 704, and state traffic permitting regulations for large developments pursuant to 23 M.R.S.A. Sec. 704-A.
			6.1.f	Maintain, enact or amend ordinance standards for subdivisions and for public and private roads as appropriate to foster transportation-efficient growth patterns and provide for future street and transit connections.
	6.2	To promote public health, protect natural and cultural resources, and enhance livability by managing land use in ways that maximize the efficiency of the transportation system and minimize increases in vehicle miles traveled.		
			6.2.a	Develop a Town-wide Bicycle and Pedestrian Plan to address issues presented in the built-up and more rural parts of Windham. This plan should view the transportation system benefits and recreational benefits of walking and bicycling.
			6.2.b	Sidewalks should be constructed on both sides of Roosevelt Trail/Route 302 and along Tandberg Trail/Route 35.
			6.2.c	Amend ordinances to require the construction of sidewalks or the equivalent impact fee for all new roads constructed or reconstructed, sidewalks should be provided on both sides and crosswalks should be installed at all intersection locations.
			6.2.d	Continue support of Bicycle Pedestrian ACE group working with GPCOG and Bicycle Coalition of Maine.
			6.2.e	Upgrade existing signalized intersections with crosswalks, ADA ramps, and pedestrian signals so that pedestrians can cross all approaches.
	6.3	To prioritize community and regional needs associated with safe, efficient, and optimal use of transportation systems.		
			6.3.a	Continue to participate on regional planning projects and coordination with PACTS and the Greater Portland Council of Governments.
			6.3.b	Identify high-crash locations outside of the planning areas associated with the 21 st Century Plan and the Route 302 North Plan, and proactively coordinate with MaineDOT or PACTS on addressing the most serious safety issues.
	6.4	To meet the diverse transportation needs of residents (including children, the elderly and disabled) and through travelers by promoting a safe, efficient, and adequate transportation network for all types of users (motor vehicles, pedestrians, bicyclists).		
			6.4.a	Develop procedures to implement the Complete Streets Policy adopted by the Town Council in 2014.

				6.5	To promote fiscal prudence by maximizing the efficiency of the state or state-aid highway network. (needs to be added to chapter)
7 Water & Natural Resources					
				7.1	To protect current and potential drinking water sources
				7.2	To protect significant surface water resources from pollution and improve water quality where needed.
				7.3	To protect water resources in growth areas while promoting more intensive development in those areas.
				7.4	To minimize pollution discharges through the upgrade of existing public sewer systems and wastewater treatment facilities.
				7.5	To cooperate with neighboring communities and regional/local advocacy groups to protect water resources.
				7.6	To conserve critical natural resources in the community.
				7.7	To coordinate with neighboring communities and regional and state resource agencies to protect shared critical natural resources.
				7.7.a	Adopt or amend local land use ordinances as applicable to incorporate stormwater runoff performance standards consistent with:
					a) Maine Stormwater Management Law and Maine Stormwater Regulations (Title 38 MSRA 420-D and 06-096 CMR 500 and 502).
					b) MaineDEP allocations for allowable levels of phosphorous in Lake/Pond watersheds.
					c) Maine Pollution Discharge Elimination System Stormwater Program
				7.7b	Consider amending local land use ordinances, as applicable, to incorporate low impact development standards.
				7.7c	Where applicable, develop an urban impaired stream watershed management or mitigation plan that will promote continued development or redevelopment without further stream degradation.
				7.7d	Maintain, enact or amend public wellhead and aquifer recharge area protection mechanisms, as necessary.
				7.7e	Encourage landowners to protect water quality. Provide local contact information at the municipal office for water quality best management practices from resources such as the Natural Resource Conservation Service, University of Maine Cooperative Extension, Soil and Water Conservation District, Maine Forest Service, and/or Small Woodlot Association of Maine.
				7.7f	Adopt water quality protection practices and standards for construction and maintenance of public and private roads and public properties and require their implementation by contractors, owners, and community officials and employees.
				7.7g	Participate in local and regional efforts to monitor, protect and, where warranted, improve water quality.
				7.7h	Provide educational materials at appropriate locations regarding aquatic invasive species.
				7.7i	Ensure that land use ordinances are consistent with applicable state law regarding critical natural resources.
				7.7j	Designate critical natural resources as Critical Resource Areas in the Future Land Use Plan.
				7.7k	Through local land use ordinances, require subdivision or non-residential property developers to look for and identify critical natural resources that may be on site and to take appropriate measures to protect those resources, including but not limited to, modification of the proposed site design, construction timing, and/or extent of excavation.
				7.7l	Through local land use ordinances, require the planning board (or other designated review authority) to include as part of the review process, consideration of pertinent BwH maps and information regarding critical natural resources.
				7.7m	Initiate and/or participate in interlocal and/or regional planning, management, and/or regulatory efforts around shared critical and important natural resources.
				7.7n	Pursue public/private partnerships to protect critical and important natural resources such as through purchase of land or easements from willing sellers.
				7.7o	Distribute or make available information to those living in or near critical or important natural resources about current use tax programs and applicable local, state, or federal regulations.
8 Housing (these need to be added to the draft chapter online)					
				8.1	To encourage and promote adequate workforce housing to support the community's and region's economic development.
				8.1.a	Seek to achieve a level of at least 10% of new residential development built or placed during the next decade be affordable.
				8.2	To ensure that land use controls encourage the development of quality affordable housing, including rental housing
				8.2.a	Maintain, enact or amend growth area land use regulations to increase density, decrease lot size, setbacks and road width or provide incentives such as density bonuses to encourage the development of affordable/workforce housing.
				8.2.b	Maintain, enact or amend ordinances to allow the addition of at least one accessory apartment per dwelling unit in growth areas, subject to site suitability.
				8.2.c	Designate a location(s) in growth areas where mobile home parks are allowed pursuant to 30-A M.R.S.A. §4358(3)(M) and where manufactured housing is allowed pursuant to 30-A M.R.S.A. §4358(2).
				8.3	To encourage and support the efforts of the regional housing coalitions in addressing affordable and workforce housing needs
				8.3.a	Create or continue to support a community affordable/workforce housing committee or regional affordable housing coalition.
					Support the efforts of local and regional housing coalitions in addressing affordable and workforce housing needs.
9 Future Land Use Plan (our narrative needs to be expanded into a chapter)					
				9.1	To coordinate the community's land use strategies with other local and regional land use planning efforts.
				9.1.a	Meet with neighboring communities to coordinate land use designations and regulatory and non-regulatory strategies.
				9.2	To support the locations, types, scales, and intensities of land uses the community desires as stated in its vision.
				9.2.a	Assign responsibility for implementing the Future Land Use Plan to the appropriate committee, board or municipal official.
					Using the descriptions provided in the Future Land Use Plan narrative, maintain, enact or amend local ordinances as appropriate to:
					a. Clearly define the desired scale, intensity, and location of future development;
					b. Establish or maintain fair and efficient permitting procedures, and explore streamlining permitting procedures in growth areas; and
					c. Clearly define protective measures for critical natural resources and, where applicable, important natural resources.
				9.2.b	d. Clearly define protective measures for any proposed critical rural areas and/or critical waterfront areas, if proposed.
				9.2.c	Track new development in the community by type and location.
				9.2.d	Periodically (at least every five years) evaluate implementation of the plan in accordance with Section 2.7.
				9.3	To support the level of financial commitment necessary to provide needed infrastructure in growth areas.
				9.3.a	Include in the Capital Investment Plan anticipated municipal capital investments needed to support proposed land uses.
				9.4	To establish efficient permitting procedures, especially in growth areas.

Yellow = State Requirement
Green = Windham Item

			9.4.a	Provide the code enforcement officer with the tools, training, and support necessary to enforce land use regulations, and ensure that the Code Enforcement Officer is certified in accordance with 30-A M.R.S.A. §4451.
		9.5		To protect critical rural and critical waterfront areas from the impacts of development.
			9.5.a	Direct a minimum of 75% of new municipal growth-related capital investments into designated growth areas identified in the Future Land Use Plan.
10 Capital Improvement & Fiscal Capacity (these need to be incorporated into the chapter)				
		9.1		To finance existing and future facilities and services in a cost effective manner.
		9.2		To explore grants available to assist in the funding of capital investments within the community.
		9.3		To reduce Maine's tax burden by staying within LD 1 spending limitations.
			9.3.a	Explore opportunities to work with neighboring communities to plan for and finance shared or adjacent capital investments to increase cost savings and efficiencies.
<u>Draft Chapters having no policies or goals:</u>				
				Existing Land Use
				Maps
				Population & Demographics

Plan for Recreation			
Rec	1.1.a	Recreation & Open Space Plan	to maintain
Rec	1.2.a	Recreation & Open Space Plan	to ID land f
Rec	1.4.b	Recreation & Open Space Plan	Community
Rec	1.4.c	Recreation & Open Space Plan	Build playg
Rec	1.5.a	Recreation & Open Space Plan	Preserveim
Ag & Forestry	2.1.e	Recreation & Open Space Plan	ID importa
Transp	6.2.a	Bike/Ped Plan	on and off
Invest in Open Space Preservation			
Rec	1.5.b	Land for Windham's Future	recreation
Rec	1.5.c	Tax reductions	encourage
Ag & Forest	2.3.a	Land for Windham's Future	
Ag & Forest	2.3.b	Current Use tax programs	encourage
Nat Res	7.7.n	Land for Windham's Future	public/priv
Activity Centers			
Transp	6.1.d	District Plans	Transporta
FLU	9.3.	Infrastructure	Support lev
FLU	9.5.a	Infrastructure	75% of nev
Econ	3.2.f	District Plans	Economy a
North Windham			
Rec	1.1.c	Prioritize buildout of DBL Park	
Econ	3.2.d	21st Century	implement
Econ	3.2.e	21st Century	implement
Facilities & Servic	5.1.a.1	Infrastructure	Broadband
Facilities & Servic	5.2.b	Infrastructure	Wastewate
Transp	6.1.a	21st Century	implement
Transp	6.1.b	21st Century	implement