

Master Plan Development Proposal – Phase One

Town of Windham, New Hampshire

SOUTHERN NEW HAMPSHIRE PLANNING COMMISSION



March 21, 2014

Amended April 21, 2014 with requested changes shown in red

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Master Plan Development Proposal – Phase One

Town of Windham, New Hampshire

A. Letter of Transmittal, Insurance Certificates and Proposal Certification (attached)

B. Executive Summary

The Town of Windham last updated the Master Plan in 2000 and 2005. In accordance with NH RSA 674:3, the Town is looking to update the Master Plan in two Phases. Phase I is the subject of this proposal.

The Town of Windham is requesting the existing 2005 Windham Master Plan be updated to address the many changes that have occurred within the community since work on the previous plan was completed. Some of these major changes include the I-93 widening project and additional commercial and residential development. From 2000 to 2010 the Town of Windham grew rapidly, with a 26.9 percent growth in population. Most of this growth occurred in the early part of the decade. Since the Town's 2005 Master Plan was developed, Windham experienced an increase in population of approximately 917 people; from 12,721 in 2005 to a population of approximately 13,638 in the year 2011 (US Census estimates). This increase represents just a little over 7 percent. With this population growth the town has experienced significant land use changes, including increased growth and economic development during this time period. Taking these considerations into account is necessary in planning for the town's future growth. RSA 674:3 recommends that a Master Plan be updated every 5 to 10 years.

The Southern New Hampshire Planning Commission (SNHPC) proposes to provide professional services to the Town of Windham in the first phase of the development of a successor to the Town's existing 2005 Master Plan. The new 2015 Master Plan will serve as a guide in considering policy changes, land use planning, budget preparation, and capital improvement planning (CIP) for the Town of Windham's future as set forth by NH RSA 674:2 and 674:3. The proposal anticipates starting work on Phase I of the 2015 Windham Master Plan as soon as May 2014 and producing the finished products of Phase I ready for review and approval by the end of December 2014. The SNHPC will provide an additional proposal to the Town for Phase II, Master Plan Development completion.

Chapters to be completed with the ~~Secring Committee and presented to the~~ Planning Board for review and adoption in Phase I of the 2015 Windham Master Plan include:

1. Community Vision and Goals (finalized at the end of Phase II)
2. Demographics
3. Existing Land Use
4. Regional Concerns

Specific tasks and work products for Phase I of the 2015 Windham Master Plan development are outlined in the following Scope of Work.

C. Project Understanding

The purpose of this project is to engage the community as it begins to update the Town's existing 2005 Master Plan in order to identify and address the goals, concerns and issues raised during the public participation process. The update will also identify, as clearly and practically as possible, the best and most appropriate future development of the Town. This task will aid the Planning Board in the performance of its duties in a manner that achieves the goals and objectives of the Town.

The Town of Windham's 2015 Master Plan Update shall include a vision statement and land use and development principles, with accompanying maps, graphics, and charts, which will give legal standing to the future implementation ordinances, the Town's CIP and other measures of the Planning Board. Each section of the Master Plan shall be consistent with the other sections in its implementation of the vision statement as mandated by RSA 674:2.

It is recommended at a minimum that the following elements be included in the Town's Updated Master Plan:

1. Community Vision and Goals
2. Demographic Trends
3. Existing Land Use
4. Regional Concerns
5. Historical and Cultural Resources
6. Natural Resources
7. Housing
8. Transportation
9. Community Facilities
10. Recreation, Conservation Land and Open Space
11. Economic Development
12. Future Land Use
13. Implementation Strategies

This scope of work also includes gathering necessary background information and preparing maps, working with the Chapter Subcommittees, Steering Committee ^{if applicable} and Planning Board, as well as coordinating the community kick-off workshop, which is part of the public involvement process.

D. Approach

Phase I of the Master Plan Update would begin in May 2014 with a completion date of December 2014. A Master Plan Steering Committee will be formed by the Planning Board to guide the Master Plan update process. This will include two representatives from the Planning Board, a representative from the Board of Selectmen, a representative from the Conservation Commission, a representative from the Windham Economic Development Committee, a representative from the Historic District/Heritage Commission, a representative from Recreation Committee, and three citizen representatives. This representation is intended to ensure that all voices and interests are included throughout the process.

During the first phase, extensive public outreach will be conducted, including a Community Kick-off Workshop and a Community Survey. All Master Plan Chapter and Steering Committee meetings will be open and the public will be encouraged to attend and give input into the process. Agendas, minutes and draft chapters will be posted on the Town website.

It is anticipated that the second phase of the project (2015) will focus on individual elements of the plan, including Historical and Cultural Resources, Transportation, Housing, Natural Resources, Economic Development, Future Land Use, and the Implementation Strategies of the master plan. Phase II work will also include attending meetings of the Planning Board and developing the specific implementation strategies and recommendations of the plan, including preparing the final master plan report. Each chapter will have a chair from the ~~Steering Committee~~ Planning Board and Town staff assigned to work with the SNHPC staff. Chapters will be presented to the ~~Steering Committee for review and the~~ Planning Board for acceptance.

E. Final Publication

Upon completion of phase one, SNHPC will submit to the Town one hard-copy and one electronic copy of all documents, reports, and worksheets prepared under this scope of work. Any revisions or changes proposed by the Windham Planning Board will be incorporated into the final publication prepared by the Southern New Hampshire Planning Commission.

F. Town Responsibilities

1. The Town of Windham shall supply SNHPC with the following materials:
 - a. 2005 Town of Windham Master Plan;
 - b. Town of Windham's Zoning Ordinance;
 - c. A copy of the Town's most recently adopted CIP;
 - d. Any pertinent studies or documents;
 - e. Any pertinent tax parcel data and GIS shape files;

Electronic copies of the above documents are preferred; however, if they are not available a print copy may be substituted.

2. SNHPC will provide 1 electronic copy and 1 hardcopy of the final document(s) prepared under this scope of work. Additional copies of the final document(s) shall be the responsibility of the Town of Windham.
3. The Town of Windham shall be responsible for organizing and noticing Chapter Subcommittee meetings; ~~Steering Committee meetings~~ if applicable,² and Planning Board meetings, including public hearings and community meetings.
4. The Town of Windham shall be responsible for Subcommittee; ~~Steering Committee~~ if applicable,² and Planning Board meeting minutes and postings pertaining to the Master Plan update process per NH RSA 91-A.
5. The Town of Windham shall be responsible for a webpage on the town website for Master Plan information and postings and for any updates to the Master Plan webpage.
6. The Town of Windham shall be responsible for distribution and collection of the community survey outlined in Section H-b.

G. Project Administration

SNHPC will provide staff support to the Chapter Subcommittees; ~~Steering Committee~~ if applicable,² and Planning Board for the purpose of completing the Master Plan Update. Project administration duties will include, but are not limited to, the facilitation of meetings as necessary, working with Town staff to prepare meeting agendas and minutes, and distribution of background materials, maps and draft documents. All draft and

final documents will be distributed both in electronic form and by hard copy. All mapping undertaken by SNHPC staff will utilize the Commission's Geographic Information System (GIS) software.

H. Phase One - Scope of Work

a. Community Kick-off Event and Public Participation

SNHPC will draft press releases and provide Town staff with Master Plan updates for the master plan web page on the Town's web site. To facilitate community input, there should be a link on the Town's website for the public to send in their comments.

SNHPC will coordinate with the Town of Windham in organizing a kick-off meeting which will help to gain insight and understanding from residents and will guide the future update of the town's master plan. The public will be invited to all chapter subcommittee, ~~Steering Committee~~^(if applicable), and Planning Board meetings and hearings on the Master Plan Update.

b. Community Survey

Community surveys are a valuable tool for gaining necessary public input. A community-wide survey is recommended as part of this Master Plan update. SNHPC will work with the Town staff and ~~Steering Committee~~Planning Board to develop the community survey. SNHPC will help to coordinate the distribution of the survey on-line, in the local newspapers, and available at the Town buildings, as appropriate. SNHPC will tally the results received and provide a summary report to the Town of Windham. The Town has the responsibility of distribution and collection of the survey.

c. Community Vision and Goals

This chapter will integrate the results of the community survey, input from the kick-off meeting and ~~Steering Committee~~Planning Board into a vision statement(s) that articulates the desires of the citizens of the community. The vision statement will articulate as best as possible the desires of the citizens of the community with respect to Windham's future pattern of growth and development. The development of this chapter shall also contain guiding principles and priorities to implement the vision of the Master Plan and the community goals. The goals and objectives of the Town's existing 2005 Master Plan (as reflected in Volume II) will be utilized and reviewed as part of this process, so that they can be finalized by the Town as part of Phase II of the project.

Specific Work Tasks:

- i. Organize and facilitate meeting(s) with the ~~Steering Committee~~Planning Board (anticipate a total of two meetings) to evaluate and integrate the community survey and the kick-off meeting input into the vision statement(s) and the overall goals of the Master Plan.
- ii. The Vision chapter will be started in Phase I and the goals will be finalized at the end of the process in Phase II.
- iii. Prepare public relations information about the vision statement(s) for distribution within the community and local newspaper and town newsletters.
- iv. Prepare preliminary Community Vision and Goals chapter.

d. Demographic Trends

The SNHPC will update all the basic population, housing and economic base data contained in the Town's existing Master Plan and identify all the major demographic trends and issues facing the community. Generally this is the first step in any master planning process. Identifying the demographic and socio-economic trends facing a community is an important consideration as the master plan is updated. It also draws numerous comparisons to neighboring towns to provide context and an understanding of how Windham is doing overall within the region. The information and the data collected will be incorporated into a new section identified as Demographic Trends.

This section will include an analysis of local and regional demographic trends, review local and regional housing and economic activity, building permits and analyze projections for future growth. Data from the U.S. Census and other local, regional and state sources will be utilized, as well as SNHPC population projections and housing projections. Also included in the analysis will be data from the Economic & Labor Market Information Bureau's community profile of the Town of Windham and an economic assets profile for the Town. In addition, this new section will include a review of the regional impacts that the I-93 widening project will have and what this means in terms of future population growth for Windham. The specific data to be included in this section are:

Population: historic trends, projections, composition, distribution/density and mobility;

Housing: historic trends – supply and mix, characteristics – occupancy, tenure and age, costs, average sales and affordable housing, dwelling unit projections, and building permits; and

Economic: employment – existing and projected, number and type of business establishments, kinds of products manufactured within the community, labor force characteristics and unemployment history, commuting patterns, occupational and wage data, land development patterns – acreage and assessed value, municipal financial trends – tax rates, expenditures, revenues and equalized valuations by land use type.

Specific Work Tasks:

- i. Compile the demographic and socio-economic data as identified above and compare with regional, state and national trends. Update the population and demographic data, tables and charts in the Town's existing Master Plan
- ii. Review draft chapter with ~~Secretary~~ Committee/Planning Board
- iii. Prepare final Demographics Trends chapter

e. Existing Land Use

The Existing and Future Land Use chapters in the Town's existing Master Plan need to be updated considering the overall goals and objectives of the Town as well as the Town's vision for future growth and development. In addition, an assessment of the Town's existing land use regulations will take place. The overall goal of this section and the Future Land Use section will be to translate the vision of the Master Plan into a future land use map for the community. To accomplish this, a number of future land use scenarios will be considered and from these scenarios, a preferred future land use pattern for the community will be determined.

An Existing Land Use Map is being prepared for the town by SNHPC under a regional initiative and this will be included in this section for analysis. Future land use maps are also currently being prepared and will be updated as necessary for the future land use section of the plan.

Along with the Demographics Chapter, the Existing Land Use Chapter will serve to set the stage for the rest of the chapters of the Master Plan Update. The policy and action recommendations for the Future Land Use Chapter will include the relevant recommendations and priorities that emerged from the community participation process. The Future Land Use Chapter will be developed last along with Implementation Strategies and will reflect the input and results of the rest of the Master Plan work to describe how the vision will be achieved.

Specific Work Tasks:

- i. Update and review existing land use data, build-out estimates and natural constraints.
- ii. Develop preliminary future land use scenarios for finalization in Phase II.
- iii. Review and update existing land use recommendations.
- iv. Prepare draft Existing Land Use chapter
- v. Present Existing Land Use chapter to the ~~Steering Committee~~ Planning Board
- vi. Prepare final Existing Land Use chapter

f. Regional Concerns

The Regional Concerns section of the plan provides an opportunity for the Town to begin to identify and discuss areas within Windham or adjacent to Windham that are or could have significant regional interest now and in the future.

Specific Work Tasks:

- i. Prepare a new regional map of Windham for incorporation into the Master Plan
- ii. Contact and interview Town Planners and Planning Board Chairs in adjacent towns to incorporate cross-boundary issues and concerns
- iii. Prepare draft and final Regional Concerns text
- iv. Regional Concerns will be presented to the ~~Steering Committee~~ Planning Board along with the draft Existing Land Use Chapter
- v. Finalize Regional Concerns text with ~~Steering Committee~~ Planning Board input

I. Project Budget & Estimated Costs

The SNHPC proposes to accomplish the work described in this scope of work for a fixed fee of \$13,300 for Phase One, which is not to be exceeded, and includes SNHPC staff time, travel expenses, materials, printing costs, and administrative expenses.

Project costs are estimated based on fixed costs and the number of hours required for the SNHPC staff to complete each task at an hourly rate of \$75.

See the following project budget and estimated costs in Table 1.

TABLE 1 – PROJECT BUDGET

Work Tasks	Estimated Total Cost	Estimated SNHPC Hours	Timeline
Phase One:			
Kick-off Workshop	\$1,500	-	July-August 2014
Community Survey	\$2,250	30	July-August 2014
Development/Summary			
Community Vision and Goals	\$2,250	30	September-November 2014
Regional Concerns	\$1,500	20	September - October 2014
Demographic Trends	\$1,500	20	October - November 2014
Existing Land Use	\$3,000	40	October - November 2014
Administration/Meetings	\$1,125	15	May-December 2014
Printing/Photocopying	\$75	-	-
Mileage	\$100	-	-
Total Phase One	13,300	155	

J. Professional Experience

Southern New Hampshire Planning Commission

Master Planning

One of the major functions of the Southern New Hampshire Planning Commission (SNHPC) is to provide direct planning assistance to communities within the region, including the Town of Windham. This assistance includes community master planning and updating local land use regulations. Within the past decade alone, the SNHPC has successfully completed master plan updates for the towns of Wear, Chester, Deerfield, New Boston, Auburn, Raymond and Derry. In addition the SNHPC staff provides professional planning support to all of the municipalities in the region in preparing numerous types of functional and specific area-wide plans, both land use and transportation, economic development plans, community energy plans, and build out studies, including drafting major zoning, site plan and subdivision regulations.

GIS and Mapping

As part of its planning assistance, SNHPC also offers GIS and mapping services to member communities. This includes preparing and updating road base maps, tax maps, zoning maps and other planning maps, which are used in numerous studies and planning projects.

Other Areas of Expertise for this Project

SNHPC also assists member communities in preparing and amending land use regulations as well as conducting and updating a variety of technical studies and plans. These plans include Transportation Plans, Safe Routes to School and Regional Trails Planning, Hazard Mitigation Plans, Emergency Operations Plans, Water Resources and Management Plans, Source Water and Wellhead Protection Programs, Open Space, Conservation and Recreation Plans, Fiscal Impact Studies, Impact Fees, and Capital Improvement Programs. Most of this work is funded by various state and federal grants and local contracts.

SNHPC is currently assisting the City of Manchester in developing a mixed-use overlay zone, including associated access management strategies for the Second Street corridor. SNHPC has also recently completed updates to the Town of Goffstown's Road and School Impact Fees methodologies and fees, and is currently working on a number of new regional and economic development initiatives such as a major update to the Regional Comprehensive Plan. SNHPC staff has also worked on projects such as the New Hampshire Livable Walkable Toolkit Update and with all of the municipal conservation commissions within the Piscataquog Watershed to develop and implement short range conservation action plans designed to protect the river's critical headwater streams and high quality drainage areas.

SNHPC's greatest asset as a regional planning agency is that we are here to represent and serve all member communities on a daily basis year in and year out. The role and strengths of the SNHPC staff assigned to this project is outlined below.

SNHPC Staff:

David J. Preece, AICP, Executive Director

Jack Munn, AICP, Chief Planner

Timothy White, AICP, Principal Transportation Planner

Jillian Harris, AICP, Senior Planner

Amy Kizak, Senior GIS Analyst

Project Advisor: David J. Preece, AICP, Executive Director of SNHPC will provide planning support to the project in an advisory capacity. David has served as Executive Director of the SNHPC for the past ten years and in that time has strengthened the organization's capacity in assisting the municipalities within the region. David has been involved in numerous planning and environmental projects and has over 30 years of planning experience. David holds two Masters in Urban and Regional Planning from Western Kentucky University and the University of Wisconsin-Madison.

Project Principal: Jack Munn, AICP, Chief Planner with SNHPC will serve as the Project Principal and will be responsible for project oversight, overall project guidance and implementation. Jack shall be responsible for ensuring that the project is completed on time and on budget and that all work products and materials are professionally prepared and are successfully supported by the Town of Windham Planning Board, the ~~Master Plan Steering Committee~~ Planning Board, and town staff.

Jack has been responsible for successfully completing master plans for many communities. Jack has close to 30 years of city and regional planning experience in land use and environmental planning, economic development, impact studies, the preparation and administration of grant applications, and expert testimony in land use and zoning in the states of North Carolina, Colorado and New Hampshire.

As Chief Planner with the Southern New Hampshire Planning Commission, Jack has broadened and expanded the role of land use, economic development and environmental planning services to communities throughout the region. He was awarded the 2008 Source Water Protection Award by the New Hampshire Department of Environmental Services for his efforts in developing the Commission's Regional Source Water Protection Initiative and received certification from the NH Housing Finance Authority as a recognized consultant in inclusionary zoning. He recently spearheaded the completion of the region's first Economic Development Plan and is working to the implement the new Certified Sites Program for the region

Jack has also received planning awards from the New Hampshire Planning Association and the Northern New England Chapter of the American Planning Association for his work on Preparing a Master Plan for Your Community, an interactive CD and handbook for municipal planning boards on how to prepare and/or update master plans. Jack received his Bachelors of Arts Degree in Geography and Sociology from Ohio Wesleyan University and his Masters of Urban and Regional Planning from Virginia Polytechnic Institute and State University in Blacksburg Virginia

Project Manager: Jillian Harris, AICP, Senior Planner will be responsible for the day to day operations and management of the master plan project, including project coordination and implementation working directly with the Town of Windham, and the Windham Planning Board and Master Plan Steering Committee. Jillian has worked with the communities of the Southern New Hampshire region for the past six years and most recently managed the development of the 2010 Derry Master Plan. Jillian also worked with six communities in the Southern New Hampshire region to develop energy chapters for their local master plans and continuously works with all communities in the region to develop their hazard mitigation plan updates. Jillian previously worked as a regional planner in Central Connecticut before coming to Southern New Hampshire. Jillian holds a Masters of Urban and Regional Planning (Environmental Planning Concentration) and a GIS certificate from the University of Colorado, Denver and a Bachelor of Science in Natural Resources Management from California Polytechnic State University, San Luis Obispo.

Transportation Planner: Timothy White, AICP, Principal Transportation Planner with SNHPC will be responsible for working with and overseeing all of the transportation aspects of this project. Tim is well versed in transportation planning having worked as both a planner and engineer in both the public and private sector for over 20 years. Tim holds a Masters in Environmental Studies (Urban Transportation Planning) from York University, Toronto, Canada.

GIS Support: Amy Kizak, GIS Analyst with SNHPC will be responsible for carrying out all GIS and mapping requirements of this project and coordinating this work through the GIS staff with the Town of Windham. Amy has extensive knowledge of GIS, geographic data base management, and preparing a variety of maps and specialty maps for many SNHPC projects and master plans. She has worked in this field as a database programmer, GIS analyst and planner since 2000. Amy holds a Bachelor's Degree in Geography from Augustana College, Rock Island, Illinois.

K. References

1) Town of Chester, NH Master Plan Update

SNHPC worked with the Town of Chester Planning Board in 2011-2012 to make updates to its current Master Plan and Capital Improvements Program and prepared the town's first impact fee methodologies.

Reference:

Cynthia Robinson, Town Planning Coordinator
Town of Chester, NH
Phone: (603) 887-5629
Email: chsirpl@gsinet.net

2) Town of Derry, NH Master Plan Update

SNHPC worked with the Town of Derry in 2008-2010 to update their Master Plan, which was adopted by the Planning Board in March 2010.

Reference:

George Sioras, Planning Director
Town of Derry, NH
Phone: (603) 432-6110
Email: georgesioras@derrynh.org

3) Town of Londonderry, NH Londonderry Northwest Small Area Plan

In 2009 SNHPC assisted the Town of Londonderry in preparing, for the first time, a small area land use and transportation plan for the northwest region of the town, including zoning recommendations for Exit 5.

Reference:

John Vogl, GIS Manager, Comprehensive Planner
Town of Londonderry, NH
Phone: (603) 432-1100
Email: jvogl@londonderrynh.org

Reference:

Andre Garron, Economic Development Specialist (former Director of Community Development for the Town of Londonderry)
LINH Cooperative Extension
Phone: (603) 862-5171
Email: Andre.Garron@unh.edu

4) **Towns of Deerfield, Weare and Auburn, NH
Hazard Mitigation Plan Updates**

From 2011-2012 SNHPC completed updates to local hazard mitigation plans for the towns of Deerfield, Weare and Auburn. SNHPC works with all of the communities in the region to update their hazard mitigation plans on a 5-year update cycle.

Reference:

Denise Greig, Co-EMD
Town of Deerfield, NH
Phone: (603) 463-8811
Email: emnd@townofdeerfieldnh.com

Reference:

Naomi Bolton, Town Manager
Town of Weare, NH
Phone: (603) 529-7535
Email: nbolton@weare.nh.gov

Reference:

Bill Hernan, Town Administrator
Town of Auburn, NH
Phone: (603) 483-5052, Ext. 111
Email: townadmnh@townofauburnnh.org

Attachments

Attachment A: Insurance Certificates

Attachment B: Proposal Certification

Attachment A: Insurance Certificates

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Attachment B: Proposal Certification