SPECIAL COUNCIL MEETING

A G E N D A

Monday, November 30, 2009

6:00 p.m.

Hampden Town Office

1. Goals & Objectives 2010

2010 Goals & Objectives

Proposed list (draft) to be discussed at 11/30/09 meeting:

- Analyze staffing needs and salary comparisons to similar communities
- How can we contribute to 'wellness' for Hampden residents?
- Affordable housing for young families
- Communications improvements – cable TV, website
- What does Hampden want to be?
- Comprehensive Plan
- Capital budget
- Waterfront development
- Relationship with Hampden Business Association
- New High School
- Re-use of Hampden Academy property
- Community 'connectivity' for greenspace, sidewalks, trails
- Parking Lot Expansion – Municipal Building
- Transfer Station future
- Post Closure of Pine Tree Landfill
- Water District – ongoing review
- Regionalization – Community Cooperation
- Department Heads' lists of capital needs

2009 Goals + objectives

GOALS AND OBJECTIVES

Status 11/23/2009

The following items were identified as important issues for discussion/work in the coming year during the Council goal-setting discussion on 1/20/09. Each item is identified with the Committee that would do the background work on it. These assignments do not create an endorsement of any particular idea – but provides the framework for the topic to be thoroughly explored by the Town Council prior to any action.

The writing in italics with each identified goal/objective shows the status of it as of 11/23/09.

- Long-term elderly property tax rebate program – Finance – *The Finance Committee did considerable work on this idea during 2009. After developing two options – one with an income component and one without, the Committee decided to wait until the time of tax commitment to determine whether or not to go forward with some plan. Although most councilors felt that there was merit to the idea, there were concerns raised by the majority that given the very difficult nature of the budget due to the depressed economy, it was the wrong time to consider funding a 'break' for some residents at the expense of others. This item will remain on the agenda for Finance to look at again at the time of budget preparation in 2010/2011.*
- Additional efforts to recycle/compost (particularly leaves and grass) – Infrastructure – *The Committee held an informational session with State representatives about the idea of the town developing a composting operation for leaves and brush. In order to be better able to work on this process at the local level, the Council voted to send a Town Representative to the Maine Compost School. The October class for that was filled and the Town is on a waiting list for the next session.*
- Trail development – Town Services - *The Committee has worked with SAD 22 for the possible development of trails in the four mile square area adjacent to the new high school project and in proximity to Reed's Brook. In addition, the Town has offered 45 acres to SAD #22 for wetland mitigation on the former LL Bean parcel for the new High School Project that includes a $50,000 payment to the Town for the development of trails on that parcel. The Town has also done considerable work in the continued development of Dorothea Dix Park, and more recently has begun work on the idea of a Dog Park to be located in the community.*
- Shoreland protection – Planning & Development - *The Planning and Development Committee and staff have done a huge amount of work in making the Town's Shoreland Zoning Ordinance compliant with revisions to the State Shoreland Zoning law. These changes will be voted on by the Council in the near future. The Town has made every effort to include and engage affected property owners throughout this process.*
- Communication with State, SAD & other communities – Planning & Development – *The Town was an active participant in the Penobscot Greenprint Program, is working proactively with SAD #22 in regard to the new school project as well as the re-use of Hampden Academy, is working with PVCOG and area communities to restructure that entity, has applied for an energy efficiency grant through the PUC, has one of its elected officials (Mayor Arnett) as a member of the Executive*

Committee of the Maine Municipal Association, the Town Manager chairs the State Board of Environmental Protection, the GIS/IT Specialist is a member of the State GEOLibrary Board, the Town Clerk is an officer of the New England Town and City Clerks organization, the General Assistance Director is an officer in the Maine Welfare Directors organization, and the Public Works Director is an officer in the Maine Chapter of the American Public Works Association. These affiliations help to foster a positive image of the Town of Hampden and its staff and elected officials. In addition, the Council has continued meetings with the Water District Trustees twice a year in order to maintain open and positive communications.

- Town Resource Guide – more information available on what we are/have – Town Services – *The Hampden Business Association continues its Welcome to Hampden Bags project for new property owners in Hampden. That bag contains not only information about local businesses – but information about local government and its offerings as well. In addition, we are working on revamping the literature specific to individual departments, with the Transfer Station and recycling guidelines to be finalized by 1/1/10.*
- Fiscal restraint in budget for 2009/2010 – Finance – *The budget for Fiscal Year 2009/2010 held the mil rate the same as 2008/2009. In order to accomplish this, the Town changed health insurance coverage for employees to a lower plan and did not grant cost of living raises for staff. This was a cooperative, team effort on the part of employees and staff members. The budget required $2.86 million in tax dollars, and could have required $3.2 million and still been under the LDI property tax limit currently in law. This fiscal restraint offset increases by both SAD #22 and the County.*
- Completion of Comprehensive Plan & Implementation Strategy – Comprehensive Plan Committee –*The Comprehensive Plan is ready for the Public Review process prior to its final adoption. The Draft Plan has been reviewed by Town Staff and was to be forwarded to the Council several weeks ago but has been delayed due to the ill health of the Economic and Community Development Director. At this time, he may be returning to work on 12/7/09 and if so, the Plan review process will move forward with him shepherding it through the public review process. If his health has not improved, the process will go forward with the Planner and the Town Manager scheduling and staffing the public sessions.*
- Expanded Economic development consistent with community plan – Planning & Development – *There is now an Economic Development Team in place in the Town of Hampden that works with applicants to help them get their residential or commercial development applications smoothly through the permitting process. The Team meets on a weekly basis to discuss ongoing projects and has a well-established process that is available to all applicants. In addition, Planning and Development and the Town Council approved the initiation of a BEAR program for local business. Resumes have been received and three have been selected for interviews in the near future. This process is awaiting the return of the Economic and Community Development Director.*

- Continued work on 5 & 10 year Capital budget plan – Finance, Infrastructure – *The Finance Committee reviewed possible 5 and 10 year spending priorities that are included in the Draft Comprehensive Plan. In addition to staying with current equipment and infrastructure upgrades, the Mayo Road rebuild project was one item on the Plan that has been approved by the voters for construction in 2010. Additional work will be done on this plan once the Comprehensive Plan is approved.*

- Expanded electronic access to services for residents – Infrastructure – *Wireless internet capacity has been installed in the Municipal Building for the benefit not only of Councilors at Council meetings but also for persons attending committee meetings and training sessions in both the Council Chambers and the Community Room. The newsletter has continued publication with the addition of Annie O'Reilly as the editor to insure that the articles are collected and managed in a timely fashion. The cable channel continues to be a challenge due to difficulty in finding someone to manage that function. The website is kept currently posted for meetings and agendas and minutes and the Calendar function is maintained by the Town Clerk. The Town continues to accept Debit Cards as a means of payment for all town services and continues to offer residents the ability to renew motor vehicle registrations online through the Rapid Renewal Program.*

2008
GOALS OBJECTIVES
STATUS 11/23/09

	Goal	Participants	Status as of 1/20/2009	Status as of 11/23/09
1	High-performing community mission. Includes department	Initial - Department Heads/Staff/Manager	This item has not been completed. It is tied	Finance Committee beginning work on
	mission statements, operations review, salary comparisons,	Final - Council for needed budget/resources	closely to the work on the Comprehensive Plan	staffing needs, salary comparisons
	performance standards, and resources necessary to attain		because that defines the basis for other work	during early 2010 in conjunction with
	top ten status in state.		by department heads and staff.	needs/plans identified in the Comp Plan
2	Council Goal Setting Sessions	Council	Session set for January 2009	Session held in January 2009
				(attached list)
	Standardize complaint procedure across departments and	Manager/Department Heads	Department heads and the manager have	completed during the 2008 year.
	make department oversight process more transparent to		worked to insure that complaints are addressed	
	Council/general public.		in a timely fashion and that the Council is	
			kept 'in the loop'.	
3	Property tax rebate program for elderly/long term residents.	Council Finance Committee/Manager/	Finance Committee developed a proposal that	See attached list regarding this item
		Assessor	was reviewed by Council. Finance is in the	completed during the 2009 year.
			process of developing proposed language to	
			bring back to the full council.	
4	Impact Fee consideration & TIF Policy Review	Economic Development Specialist/Council/	Work on these items pending comp plan	Still pending completion of Comp Plan
		Town Economic Dev. Committee/Planner	completion	
5	Outreach to existing Businesses	Economic Dev. Specialist, Econ. Devel.	Current ED Specialist working with HBA and	BEAR Program approved by Council.
		Committees of Council and Town	interested businesses to determine needs and	
			assist with expansions, locations, etc.	
6	Economic Development Role Clarification post 12/31/07	Town Manager/ Town Council/Economic	12/31/08 ended the consulting relationship with	Completed
		Development personnel	the former ED Director. Current Econ & Com	
			Dev Specialist now staffing comp plan work and	
			coordinating business applications	
7	Council Committee Assignment Process & Absence Policy	Council	Council changed assignment process in Jan of	Completed
			2008 to included a review component for the	Committee on Committees now working
			entire council in deciding committees. They	on Advisory Committee rules and
			then formed a Committee on Committees to do	process
			more indepth work on Committee structure as	
			a whole for the Town.	
8	Use Policy for Cable Channel 7	Manager/ Communications Committee/Clerk	Completed	
9	Tanker Truck Plan Definition	Public Safety Director/Public Safety Com.	Completed - tanker truck rehabbed with the	Truck bid out in 2009 for delivery
		of Council	Council voting to go out for bid for a combo	in 2010
			vehicle pumper/tanker in 2009 for 2010	
			delivery.	

2008
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10	Affordable Housing	Council/Manager/Planner/Economic Dev/ Community Services	Comp Planning has discussed this item, but affordable' is relative in State Planning terms due to the high per capita income. There was some discussion of the re-use of Hampden Academy containing this as part of the mix of uses.	Continued discussions related to this topic in regard to the re-use of the Hampden Academy site
11	Transfer Station Review	Public Works Dir., Council Public Works Committee, Manager	Reviewed and rules changed in May 2008, review due in April of 2009	Review completed in April and endorsed to continue as is.
12	Parks & Recreation	Rec. Staff, Comm. Serv. Comm, Cons. Comm.		
	- New, more durable picnic tables		Completed	
	- Kids Korner Program expansion		Completed	additional expansion to Weatherbee and
	- Playground/trails development		Gazebo moved to Pool site and improved	Wagner in 2010 due to demand
			trails from TO to pool improved	
	- Field development for soccer/sports		Ongoing discussions as part of new school	
			project	
	- Rec/Teen/Community Center		Discussions with SAD#22 over disposition of	
			old high school site in early 2008.	
13	Regionalization of services	Council/Manager/Department Heads/Other Communities/SAD #22	Regional land trust project already underway.	Wetland Mitigation for SAD 22 with
			Regional purchasing in discussions	$50,000 for trails completed
			SAD 22 Memo of Understanding for 202 access	
			in progress as well as discussion of wetland	
			mitigation needs for the new school and	
			disposition of the HA site	
14	Town Forest development/Tree City Designation/Trails	GIS, Community Services Committee, Public Works, Conservation Commission, Recreation Staff	Tree City USA designation received	Dorothea Dix Park continues work
			Dorothea Dix Park Committee & Plan formed	
15	Water Source/Water District	Council, Manager, Water District Trustees Water District Superintendent	Water District & Town Council met on a number	Twice-per year meetings between
			of occasions to review operation and manage-	Council and District Trustees continue
			ment of District as well as long term needs. The	
			Council and Trustees now meet twice a year	
			to review plans and operations.	
16	Mayo Road Rebuild	Council, Manager, Public Works Director	Council approved engineering for Mayo Road	Bond Issue Approved in November 2009
			rebuild during 2008 with bond issue proposed	for construction in 2010
			for 2009	

Implementation Strategies		Responsible Party(ies)	Timeframe
A 1.	State Minimum: Consult with Soil and Water Conservation District staff when developing any land use regulations pertaining to agricultural management practices.	Planning & Development Committee/ Soil and Water Conservation District	Ongoing
A 2.	State Minimum: Amend land use ordinances to require commercial or subdivision developments in critical rural areas to maintain areas with prime farm soils as open space to the greatest extent practicable.	Planning & Development Committee/Town Planner/ Town Council	Long-term
A 3.	State Minimum: Limit non-residential development in critical rural areas to natural resource-based businesses and services, nature tourism/outdoor recreation businesses, farmers' markets, and home occupations.	Planning & Development Committee/Town Planner/ Town Council	Long-term
A 4.	Tax Relief: Support farms and garden-related businesses with information about tax relief programs and other state and federal programs to keep agricultural land productive.	Town Council	Ongoing
A 5.	Supporting Agriculture: Permit activities that support productive agriculture operations, such as community supported agriculture operations, roadside stands, greenhouses, and pick-your-own operations.	Planning & Development Committee/Town Planner/ Town Council	Immediate
A 6.	State Minimum: Include agriculture operations in local or regional economic development plans.	Economic Development Director & Committee	Long-term
A 7.	Land Use Regulation: The USDA Soil Potential Ratings should continue to be referenced in review of subdivisions.	Town Planner	On-going
A 8.	Community Gardens: Encourage the development of community gardens by allowing such public garden space to meet open space requirements in the subdivision ordinance.	Planning & Development Committee	Immediate
A 9.	Leased Agricultural Land: Identify off-site and leased land agriculture options in Hampden and work to broker agreements between land owners and farmers to encourage agricultural enterprise.	Economic Development Director	Long-term
CR 1.	Identify Priorities: Within 1 year of approval of this Comprehensive Plan, identify the highest priority natural resources (large, undeveloped blocks of habitat; water resources and riparian habitats; other unique plant/animal habitats; and connections between all these habitats). Priorities will be based on: - Size and relative amount of interior area for undeveloped habitat blocks - Habitat quality - Connectivity - Proximity to existing easements and open space - Threat of habitat alteration - Existence of trails and/or public access - Protection status under existing local, state, and federal law	Town Planner/ Conservation Commission	Immediate
CR 2.	Conservation Plan: Develop a conservation plan for each of the highest priority natural resource areas and for all conservation easements and deeded open space.	Conservation Commission	Long-term
CR 3.	State Minimum: Designate critical natural resources as Critical Resource Areas in the Future Land Use Plan.	Comprehensive Planning Committee	Immediate
CR 4.	Habitat Blocks: Conserve existing blocks of undeveloped habitat by amending land use ordinances to encourage new development close to existing development and infrastructure (water, sewer, arterial [highways]). In less developed areas, amend land use ordinances to encourage conservation-style development patterns that minimize habitat fragmentation and maximize open space.	Planning & Development Committee/Town Planner/ Town Council	Immediate
CR 5.	State Minimum: Adopt natural resource protection practices and standards for construction and maintenance of public roads and properties and require their implementation by the community's officials, employees, and contractors.	Public Works Director/ Town Council	Long-term
CR 6.	Shoreland Zoning: Update the Shoreland Zoning ordinance and maps to show all regulated areas and meet current state guidelines.	Town Planner/ Code Enforcement Officer/ GIS Specialist/ Town Council	Ongoing
CR 7.	Habitat Protection: Conduct a site-specific review of natural resources for each new proposed subdivision or site plan review project by consulting Beginning with Habitat natural resource maps and/or by consulting with appropriate state agencies. Field surveys and other review methods that would incur prohibitive costs should be used only when deemed necessary by the Hampden Conservation Commission and Town Planning Board. If resources are impacted, require subdivision or non-residential property 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.	Planning & Development Committee/Town Planner/ Planning Board/Town Council	Immediate

	Implementation Strategies	Responsible Party(ies)	Timeframe
CR 8.	Regional Coordination: Consult and cooperate with neighboring towns to develop regionally similar standards for natural resource protection. Initiate and/or participate in regional planning, management, or regulatory efforts around shared natural resources. Notify Planning Boards in neighboring towns of development proposals near shared borders or developments that will affect shared natural resources.	Town Council/ Town Planner	Ongoing
CR 9.	Education: Distribute or make available to residents, landowners, and developers information about local, state, or federal regulations; Best Management Practices; and policies that are applicable to conservation of natural resources.	Code Enforcement Officer	Ongoing
CR 10.	Open Space Impact Fee: Amend fee-in-lieu policies to require at least market-value compensation for acreage of required open space within new subdivisions. Require market-value fee-in-lieu for required open space when the proposed on-site open space does not contribute significantly to conservation of natural resources and/or the proposed on-site open space is disconnected from other open space/natural areas.	Town Planner/ Conservation Commission	Long-term
CR 11.	Regional Coordination: Continue working with Penobscot County Greenprint, to define a regional approach to land conservation.	Town Manager/Town Council/Conservation Commission	Ongoing
EE 1.	Economic Development Director: Continue to support this position.	Town Council	Ongoing
EE 2.	Annual Budget: Develop an annual reserve account dedicated to economic development. Funds should be used as local matching dollars to assist in development of infrastructure, relocation costs, and low interest loans.	Economic Development Director	Immediate
EE 3.	Land Use Regulations: Establish a 1,000 foot deep retail/commercial/ professional business development area (initial 500 feet allowed for retail, secondary 500 feet allowed for commercial/professional business) along Coldbrook Road between Route 202 and I-95 served by a frontage road with share parking areas and limited curb cuts.	Town Planner/ Planning Board	Immediate
EE 4.	Amenities: Evaluate the development of public parking areas, and other public amenities adjacent to business/industrial areas, such as the proposed town forest.	Town Planner	Long-term
EE 5.	Funding: Consider cash in lieu of parking or other programs to support public parking, pedestrian ways, bike facilities, or other transportation forms in the Village Commercial Districts.	Economic Development Committee/ Economic Development Director	Long-term
EE 6.	TIFs: Continue to utilize Tax Increment Financing primarily for non-retail uses because retail development typically promotes one retailer to the detriment of another.	Economic Development Director	On-going
EE 7.	Regional Coordination: Increase economic development coordination with local and regional economic development agencies.	Economic Development Director	On-going
EE 8.	Local Consistency: Review local plans, policies, and regulations for consistency, such as the town's TIF policy and Pine Tree Zone properties.	Economic Development Director	On-going
EE 9.	Grants: To promote economic development that maintains and enhances community character, the Town will obtain funds from government and private sources to provide support for roads, parks, public transportation or other activities that materially aid the Town's economy. These include but are not limited to Community Development Block Grants and US/Maine DOT Enhancement Funds. Town expenditures required to participate in such programs will be presented to the voters for approval.	Economic Development Director	On-going
EE 10.	Buffers: Review and evaluate existing buffering and impact mitigation regulations between commercial zone districts and residential development and suggest improvements to the regulations that would reduce the potential for costly conflicts with residential neighbors by providing for adequate buffering at the outset or through remediation when businesses seek to renovate or expand their facilities.	Town Planner/Planning Board	Immediate
EE 11.	Workforce Housing: Create incentives for the development of affordable/workforce housing in town through the use of housing TIFs and other mechanisms.	Economic Development Director	On-going
EE 12.	Stormwater: Strengthen policies and enforcement related to storm water associated with commercial development by promoting low impact development.	Code Enforcement Officer/Economic Development Director	On-going
EE 13.	BEAR Program: Create a "Business Expansion and Retention" (BEAR) program to strengthen the town's economic base.	Economic Development Director	Long-term

Implementation Strategies		Responsible Party(ies)	Timeframe
EE 14.	Infrastructure Planning: Coordinate infrastructure planning and investment with the water district and public works to ensure fiscally responsible growth in type, location, and density.	Economic Development Director/Infrastructure Committee	On-going
EE 15.	Rural Business: Review existing ordinances related to customary rural business size limitations.	Town Planner/ Economic Development Director	Immediate
F 1.	Forest Management Ordinance: Develop a forest management ordinance to minimize poor forest management and prevent such practices such as liquidation harvesting. The ordinance should address issues related to licensing and certification of foresters and loggers and the difference between the two. The ordinance should also address landscaping requirements to be reviewed in the subdivision ordinance as well as public education efforts to encourage private landowners to actively manage their forests according to their personal objectives whether it is timber harvesting or maintained nature trails.	Tree Board/ Services Committee/Maine State Forest Service	Ongoing
F 2.	Street Trees: Incorporate forestry into the town's economic development strategy by planting trees in business areas to make them more attractive, and changing the subdivision ordinance to have stricter landscaping requirements for both commercial and residential developments. To this end: Fully support efforts related to the Tree City USA initiative and current Tree City USA designation. Establish an aggressive street tree planting program through Hampden with particular attention paid to the Route 1A Turtle Head Cove region as well as the downtown business section along Route 1A from Western Avenue to Kennebec Road, out Western Avenue to the Hampden Municipal Building, and the development park.	Tree Board/ Economic Development Director	Long-term
F 3.	Town Forester: Create a Town Forester position.	Town Manager/ Town Council	Long-term
F 4.	Town Forest: Develop a town forest bounded by Route 202 and Coldbrook Road to the Bangor line that includes town-owned Tax Map 10 Lot 56-2. Work with private land owners in the area to acquire land to develop this forest concept. Acquisition of land may include strategic land swaps, easements, purchase and transfer of development rights, and outright purchase.	Tree Board/ Conservation Commission/Town Council	Long-term
F 5.	State Minimum: Limit non-residential development in critical rural areas to natural resource-based businesses and services, nature tourism/outdoor recreation businesses, farmers' markets, and home occupations.	Planning & Development Committee/Town Planner/ Town Council	Long-term
F 6.	State Minimum: Permit activities that support forestry operations, such as roadside stands, greenhouses, and pick-your-own operations.	Planning & Development Committee/ Town Planner/ Town Council	Immediate
F 7.	Conserving Forest Lands: Explore/implement the following methods to retain active forest lands: Encourage conservation easements or purchase of developments rights by nonprofit groups or the town for the most important forest lands; Provide information on how to qualify for real estate tax reductions under the Tree Growth Tax Law; or Consider some land use restrictions on land now in woodlots such as requiring larger lot sizes or, conversely, allowing smaller lot sizes when the balance of land is kept as a woodlot as part of a cluster/conservation subdivision.	Tree Board/ Town Planner, Assessor/ Conservation Commission	Long-term
F 8.	State Minimum: Consult with the Maine Forest Service District Forester when developing any land use regulations pertaining to forest management practices.	Town Planner	On-going
F 9.	State Minimum: Include agriculture and commercial forestry operations in local or regional economic development plans.	Economic Development Director & Committee	On-going
FC 1.	State Minimum: Implement the capital investment plan (CinP) by developing a capital improvement program (CIP).	Town Manager/ Department Directors/ Town Council	Ongoing and Long-term
FC 2.	State Minimum: Review and/or update the capital improvement program annually or biennially.	Town Manager/ Department Directors/ Town Council/Finance Committee	Ongoing and Long-term
FC 3.	State Minimum: Explore opportunities to work with neighboring communities to plan for and finance shared or adjacent capital investments to increase cost savings and efficiencies.	Town Manager	Ongoing
FC 4.	Budget Committee Review: To better allocate limited discretionary resources, the Budget Committee will continue to review the funding requests yearly and make recommendations for Town meeting review. This process will promote an efficient and cost effective methodology for financing and operating the existing and future facilities of the Town.	Finance Committee	Ongoing and Long-term

	Implementation Strategies	Responsible Party(ies)	Timeframe
FC 6.	Development Costs: To reduce the public costs of private development, the Planning Board, in conjunction with the Town Council, should determine whether the current land use ordinances should be modified to protect the Town's fiscal responsibility for changes to and future maintenance of municipal facilities and services created by new commercial development and residential subdivisions.	Finance Committee, Planning & Development Committee/ Town Council	Long-term
FC 7.	Grant Programs: To reduce the tax burden, the Town Council should determine what state and federal grant programs are available to the Town of Hampden. The Town Council should provide this information to the budget committee and to the townspeople on an annual basis or as often as possible.	Town Manager/Town Council	Ongoing and Long-term
FC 8.	Tax Payment Schedule: To better meet taxpayer needs, the Town Council should analyze current property tax payment schedules and determine whether alternatives, such as monthly tax payments, would be acceptable to the Town and beneficial to Hampden residents.	Town Manager/Town Council	Immediate
H 1.	Housing Committee: Appoint a Housing Committee to implement the housing recommendations in this comprehensive plan.	Town Council	Immediate
H 10.	Land Use Regulation: Review local road frontage requirements for individual and multi-unit housing developments.	Town Planner/Economic Development Director	Immediate
H 11.	Workforce Housing: Create incentives developing affordable/ workforce housing in town through the use of housing TIFs and other mechanisms.	Housing Committee	Immediate
H 12.	Housing Affordability: To encourage increased affordable housing opportunities while protecting the character of existing residential neighborhoods, the Town will allow accessory apartments in the Village Commercial, Residential A, and Residential B District(s).	Town Planner/Planning Board/Planning & Development Committee	Immediate
H 2.	Annual Budget: Develop an annual reserve account for the sole purpose to assist in the provision of affordable housing and other housing goals. Funds from this account could be used for, but are not limited to: 1) helping increase the supply of affordable housing by paying permitting application fees; 2) lending money; 3) acquiring land; or 4) improving infrastructure for projects that will achieve that end.	Housing Committee/ Town Council	Immediate
H 3.	Capital Improvements: Devise a schedule of infrastructure improvements that the Town would be willing to consider making for private developments that incorporate affordable housing units, consider a pro rata approach with greater infrastructure investments made for projects with a greater percent of affordable housing units.	Housing Committee, Town Planner/Town Council/ Infrastructure Committee	Immediate
H 4.	Land Use Regulation: Review local land use regulations that require a double review of multi-family housing projects, and work with the state representatives to streamline state subdivision law requirements.	Town Planner/Planning Board/ Economic Development Director	Long-term
H 5.	Land Use Regulation: Review the existing built-in density bonus for multi-unit buildings in the Rural District. Consider a density-based standard.	Town Planner/Planning Board	Ongoing
H 6.	Land Use Regulation: In order to encourage development of more affordable housing units, the existing cap of 10 units per building in the Residential B district should be increased for projects that will augment the supply of affordable housing units for very low income residents, so long as the density standard for the zoning district is not exceeded.	Town Planner/Planning Board/Planning & Development Committee	Long-term
H 7.	Non-Profit Organizations: The Town should establish a relationship with The Housing Foundations (the current property managers for Roe Village), or another subsidized housing organization, to create a mechanism for developing additional subsidized housing in Hampden.	Housing Committee	On-going
H 8.	Land Use Regulation: To ensure the safety and welfare of residents, the Code Enforcement Officer will address reported violations of local ordinances and State laws and regulations that affect health, safety or community conditions. For example, the Code Enforcement Officer will work with property owners to correct all known failed or inadequate subsurface sewage disposal systems.	Code Enforcement Officer	On-going
H 9.	Grants: Apply for grants (CDBG housing assistance, infrastructure, and rehabilitation) and projects for the construction of subsidized housing whether within the Town or the region, and grants to homeowners for improvements to energy efficiency, habitability, etc.	Housing Committee	On-going
HA 1.	State Minimum: For sites with identified potential for historical and archeological resources, through local land use ordinances require subdivision or non-residential developers to look for and identify any historical and archaeological resources 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.	Town Planner/ Planning & Development Committee/ Town Council	Immediate

Implementation Strategies		Responsible Party(ies)	Timeframe
HA 2.	State Minimum: Through local land use ordinances, 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.	Town Planner/ Planning & Development Committee/ Town Council	Immediate
HA 3.	Continue to maintain and update the extensive historic and archeological survey inventories collected to date. Complete surveys as necessary and practicable.	Historic Preservation Commission	Long-term
HA 4.	Land Use Regulation: Review the performance standards and design guidelines used in the historic districts of other Maine communities and recommend appropriate standards that can be implemented effectively. These may include: a maximum structure size, setback and buffer requirements, based in part on lot size.	Historic Preservation Commission/Town Planner	Long-term
HA 5.	Land Use Regulation: The Historic Preservation Commission should advise the Planning Board on appropriate building design where the Village Commercial Zoning Districts abuts or overlaps the Historic District and a mechanism must be created that provides the opportunity for the Historic Commission to review changes to historic properties not located in the Historic District.	Historic Preservation Commission	On-going
LU 1.	Growth Area Public Investments: To make growth areas (village areas) attractive to new development or renovations and rehabilitations, consider municipal infrastructure investments such as street trees, park land, bike trails, and sidewalks with state, federal and private funding leverage sought.	Town Planner/Town Council	On-going
LU 2.	Business Growth: Based on the implementation strategies of the Employment and Economy Chapter of this plan, review the applicable districts to ensure that opportunities continue to be available for additional business growth in those areas most suitable for such growth. This process should include thorough review related to rural businesses.	Economic Development Director	Immediate
LU 3.	Specific Area Recommendations: Implement recommendations in Section 14.8 for Coldbrook Road, Turtle Head Cove and Four Mile Square.	Town Planner/Planning Board/ Planning & Development Committee	Long-term
LU 4.	Buffers: Enhance buffer ordinance provision standards between transportation corridors such as railways, highways or busy arterial streets, and residential developments, as well as parking areas, outdoor storage areas, and dumpster locations. Buffers should be included in developments with sensitive natural resources such as water bodies or wetlands.	Town Planner/Planning Board/Planning & Development Committee	Immediate
LU 5.	Village Districts: Extend and expand the Village Commercial District to other areas which would benefit from the preservation of traditional village center uses and building design, for example the Lower Corners and portions of the Main Road. Any expansion of commercial zoning in those areas, in close proximity to residential uses, should be designated Village Commercial. Where appropriate, require interconnecting streets with sidewalks.	Town Planner/Planning Board	Immediate
LU 7.	Rural Business: Eliminate current spot zones for rural business and replace with directed provisions in the rural district to allow home based rural businesses of limited scale. Limit multi-unit housing to attached dwellings with densities equal to those of single family dwellings. Amend zoning map.	Town Planner/Planning Board/Town Council/ GIS Specialist	Immediate
LU 8.	Rural Area Forestry: To promote sustainable forestry, the Town will explore establishing a fund and offer a cost-share program for professionally developed forestry and wildlife habitat management plans for landowners in the rural area.	Tree Board/Conservation Commission	Long-term
LU 9.	Rural Area Preservation: Strengthen screening ordinance language to maintain rural character.	Tree Board/Conservation Commission/ Town Planner	Immediate
LU 10.	Rural Area Productivity: To keep rural lands productive informational materials on the following programs will be available for review at the town office by residents (a) the Tree Growth Tax Program, and (b) the Farm and Open Space Tax Program.	Assessor	On-going
LU 11.	Rural Development: To preserve rural resources, the Town will encourage cluster/ open space subdivisions generally, and require them in the Rural District and for subdivisions creating 10 or more lots in any district. For subdivisions of less than 10 lots in Residential A or Residential B, developers must submit preliminary plans for both conventional and open space designs. A cluster/ open space subdivision is a subdivision in which, if the developer provides dedicated permanent open space, the lot sizes may be reduced below those normally required in the land use district but at or above state minimum lot size requirements. Open space may or may not be publicly accessible. Developers will be encouraged to plan for open space contiguous to open space on adjacent land. The intent of this provision is to preserve open space and maintain wildlife corridors. The Zoning Ordinance and/or Subdivision Ordinance will include additional incentives to encourage the preservation of open space in rural areas.	Town Planner/ Planning Board/ Town Council/ Planning & Development Committee	Immediate

Implementation Strategies		Responsible Party(ies)	Timeframe
LU 12.	Critical Resource Area Preservation: To preserve areas of environmental and scenic value, the Town will: - Conduct an inventory of critical habitat land, lots essential to maintaining connectivity, and areas for tree growth and share the information with conservation organizations to guide their prioritization. - Consider the establishment of a fund to assist in critical conservation purchases or stewardship endowments. - Establish buffers so that corridors can be created along the Souadabscook and Reeds Brook. - Include Critical Resource Areas as identified by the State (07 105 Chapter 208) in the Rural Conservation District where practicable. Where critical resources are included in other districts, include provisions in local ordinances to protect them from development by: Requiring adequate buffers; and Requiring subdivision or non-residential property 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.	Conservation Commission/ Planning Board/ GIS Specialist/ Town Planner	Immediate to Long-term
LU 13.	Shoreland Zoning: Amend the shoreland zoning ordinance and map as necessary to include moderate and high value habitats as identified by the state; amend the forestry activities section; and other issues as mandated by Maine DEP.	Town Planner/GIS Specialist/Code Enforcement Officer	Immediate
LU 14.	State Minimum: Limit non-residential development in critical rural areas to natural resource-based businesses and services, nature tourism/outdoor recreation businesses, farmers' markets, and home occupations.	Planning & Development Committee/ Town Planner/Town Council	Long-term
MR 1.	State Minimum: Working with local residents and businesses, neighboring communities, the Department of Environmental Protection, and the Department of Marine Resources, develop an action plan to protect fishery habitats and identify and eliminate point and non-point source pollution.	Conservation Commission	Long-term
MR 2.	Land Use Regulations: Develop and adopt a new Waterfront Development Zoning District consistent with the Waterfront Redevelopment Plan.	Town Planner/Planning Board	Long-term
MR 3.	Harbor Management: Establish mooring plans and docking space that better meet business, resident and visitor needs especially in Turtle Head Cove. Include necessary public improvements/upgrades in the Capital Investment Plan.	Town Manager/Public Works Department	Long-term
MR 4.	State Minimum: Encourage owners of marine businesses and industries to enroll in the current use taxation program and participate in clean marina/boatyard programs.	Assessor/Conservation Commission	Ongoing
MR 5.	Regional Cooperation: Continue working with other Penobscot River communities to improve water quality, improve access to the shellfish resources, and manage the commercial fisheries for sustainable yields utilizing tools such as regional ordinances and inter-local agreements.	Conservation Commission/ Economic Development Director	On-going
MR 6.	State Minimum: Work with local property owners, land trusts, and others to protect major points of physical and visual access to coastal waters, especially along public ways and in public parks.	Town Council	Ongoing
MR 7.	Land Use Regulations: Maintain the existing shoreland zoning provisions which are essential to water quality and habitat protection. Consistently enforce local shoreland zoning provisions and provide adequate training and resources to the Code Enforcement Officer.	Town Council/ Code Enforcement Officer	On-going
MR 8.	Municipal Purchase/Public Access: Consider purchasing rights of first refusal for access points or property, or purchasing permanent easements or fee title to access points or property of critical importance to water-dependent businesses, conservation and/or for recreational uses.	Town Council	On-going
MR 9.	Grants: To improve water quality, the Town will seek to reduce the disposal of untreated waste from vessels by seeking grants and other funds, like the Small Harbor Improvement Program (SHIP) funds from Maine DOT, to purchase a mobile pump-out station, install sewage storage holding tanks dockside, or for other appropriate solutions supported through user fees.	Town Manager	Long-term
PF 1.	State Minimum: Identify any capital improvements needed to maintain or upgrade public services to accommodate the community's anticipated growth and changing demographics.	Town Manager/Town Council	Ongoing
PF 2.	State Minimum: Locate new public facilities comprising at least 75% of new municipal growth-related capital investments in designated growth areas.	Town Council	Long-term
PF 3.	Education: Continue to work closely with MSAD #22 in order to insure that its location and construction of the new school facility can act as a stimulus to other types of complementary development in the area.	Town Manager/ Town Council/MSAD #22 Administration	Ongoing
PF 4.	Education: Continue working cooperatively with MSAD #22 to facilitate a new high school project that will benefit not only local education, but community and economic development as well.	Town Manager/Town Council	Ongoing

	Implementation Strategies	Responsible Party(ies)	Timeframe
PF 5.	Health: Continue working with Bangor Department of Health on a collaborative program for the Health Officer position for Hampden to be operated by the City of Bangor.	Town Manager/Town Council	Ongoing
PF 6.	Health: Continue to pursue a contractual relationship with the City of Bangor and its Public Health Department to serve as the local Health Officer, and continue to plan in conjunction with social service agencies, churches, and other entities to insure that there is a 'safety net' for community residents.	Town Manager/Town Council/City of Bangor/ Social Service Agencies	Ongoing
PF 7.	Library: Assist the library trustees in discussions on a possible library expansion and or relocating to a larger space, perhaps such as part of the school complex being vacated by MSAD#22 as part of a new high school project.	Town Manager/Town Council/Services Committee	Long-term
PF 8.	Public Safety: Fire/EMS: To support the Town Council standard of paramedic-level 24-hour coverage for the community, the Town will apply for AmeriCorps staffing grants to increase call-department participation staffing.	Town Manager/Town Council/ Public Safety Director	Immediate
PF 9.	Roadways: Continue working with the Maine Department of Transportation to provide road maintenance services for some state roads and with the Hampden Water District for coordination of repair and construction of sewer and water lines.	Public Works Department/ Water District/Maine DOT	Ongoing
PF 10.	Sewer: The Town plans on sewer line replacement on a third area of Route 1A as well as the Patterson Street area during 2009/2010.	Town Manager/Town Council/ Public Works Department	Immediate
PF 11.	Solid Waste: Continue as a charter member with the Municipal Review Committee that oversees operations at the Penobscot Energy Recovery Company in Orrington to ensure favorable tipping fees.	Town Manager/Town Council	Ongoing
PF 12.	Solid Waste: Continue to participate in the regional hazardous waste program operated annually through the City of Bangor, and as part of the regional recycling program operated through the City of Bangor. In addition, the Town will continue to annually subsidize the purchase of home composters for residents.	Town Manager/Town Council/Public Works Department/City of Bangor	Ongoing
PF 13.	Stormwater Management Facilities: As an MS4 community, the Town participates actively in the Bangor Area Stormwater Group. The Town will continue to maintain active public information distribution concerning best management practices for homeowners in stormwater management.	Public Works Department/ Code Enforcement Officer/ Economic Development Director	Ongoing
PF 14.	Town Offices: Continue to investigate expansion options for the town offices.	Town Manager/Town Council	Long-term
PF 15.	Water Supply: Adopt aquifer protection performance standards or an aquifer overlay district to protect future drinking water supplies.	Town Planner/Planning & Development Committee	Long-term
PF 16.	Water Supply: Review potential water conservation measures in new construction.	Town Planner/Planning Board/Code Enforcement Officer	Ongoing
R 1.	Recreation Plan: Develop a town recreation plan that specifies programmatic, infrastructure, staffing, and funding needs. Include any capital needs identified for recreation facilities in the Capital Investment Plan.	Recreation Committee/ Recreation Department/Town Manager	Immediate and Ongoing
R 10.	Dorothea Dix Park: Address access issues along Route 1A by relocating the stone wall or reconfiguring access to address safety concerns.	Recreation Committee/Public Works Department	Immediate
R 11.	Town Forest: Establish a town forest to help advance recreation opportunities and ensure connectivity of a trail network.	Recreation Committee/ Town Council/ Tree Board	Long-term
R 12.	As practicable, implement Table G-5 – Recreation Goals in Book 2 of this Plan.	Recreation Committee	Long-term
R 2.	Identify a suitable location for approximately 50 acres of needed recreational field space.	Recreation Committee/ Recreation Department	Immediate to Long-term
R 3.	Explore options for locating a new recreation center.	Recreation Committee/ Recreation Department	Immediate
R 4.	Open Space Plan: Develop an open space plan that harmonizes recreation and conservation open space needs.	Recreation Committee/ Conservation Commission	Immediate
R 5.	Funding: Revise the funding schedule of the Open Space Reserve fund/fee-in-lieu program to reflect increased cost of land and increase the availability of parks, playgrounds, recreational uses, and open space. Work with local land trusts or other conservation organizations to maximize the benefit of this funding.	Recreation Committee/ Recreation Department/Town Manager/ Town Council	Immediate and Long-term
R 6.	State Minimum: 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.	Recreation Committee/ Recreation Department	Long-term

Implementation Strategies		Responsible Party(ies)	Timeframe
R 7.	Public Awareness: Establish a public education/awareness campaign to promote and educate residents about the recreational assets in town and the benefits and protections for landowners allowing public recreational access on their property.	Recreation Committee / Recreation Department/ Town Planner	On-going
R 8.	Parks Department: Consider the creation of a parks department that may or may not be joined with recreation.	Town Manager	Immediate
R 9.	Ordinances: The ordinances associated with recreation should be reviewed and revised as necessary. For example, consider establishing playgrounds at sports areas or requiring playground equipment in subdivision plans.	Town Planner/Planning Board	Long-term
T 1.	State Minimum: Develop or continue to update a prioritized ten-year improvement, maintenance and repair plan for local/regional transportation system facilities that reflects community, regional and state objectives.	Public Works Department/ Town Manager/Town Council	Ongoing
T 2.	State Minimum: Initiate or actively participate in regional and state transportation and land use planning efforts.	Town Planner, Economic Development Director/Town Manager/Town Council	Ongoing
T 3.	State Minimum: Enact or amend local ordinances as appropriate to be consistent with local, regional and state transportation policies identified in this plan.	Planning & Development Committee/Town Council/ Infrastructure Committee	Long-term
T 4.	State Minimum: Enact or amend local ordinances as appropriate to address or avoid conflicts with: a. Policy objectives of the Sensible Transportation Policy Act (23 MRSA §73); b. State access management regulations pursuant to 23 MRSA §704 Entrances to highways regulated; and c. State traffic permitting regulations for large developments pursuant to 23 MRSA §704-A - Traffic movement permit.	Town Planner/Economic Development Director/ Planning & Development Committee/Town Council/ Infrastructure Committee	Long-term
T 5.	State Minimum: Work with the Maine DOT as appropriate to address deficiencies in the system or conflicts between local, regional and state priorities for the local transportation system.	Town Manager/Town Council	On-going
T 6.	Implement specific transportation improvements identified in Section 4.5.	Public Works/Town Manager	Immediate/Long-term
T 7.	Roadway: Evaluate standards and designs based on the surrounding communities and develop specific roadway standards based on functional classification. Specifically: - Develop specific roadway design standards for Commercial/Industrial Roadways. - Review revised cul-de-sac design standards and provisions for temporary cul-de-sacs. -Develop shared driveway and entrance guidelines for arterial streets and rural development. To be included in the Zoning and Subdivision Ordinances. - Establish the maximum width for a road cut to be 45 feet.	Town Planner/Planning Board/Infrastructure Committee	Long-term
T 8.	Coldbrook Road: Develop a Coldbrook Road master plan. Include provisions to limit curb cuts along Coldbrook Road by construction of a frontage/parallel road, or requiring shared driveways/parking areas. Explore MaineDOT grant funding for the frontage road.	Town Planner/ Economic Development Director/Public Works	Immediate
T 9.	Truck Route: Define a truck route based on the BACTS truck study and establish truck route signage.	Economic Development Director/Town Manager/ Public Works	Immediate
T 10.	Annual Budget: Allocate a portion of the Roads and Bridges Reserve for alternative modes of transportation such as park & ride, bike routes, and transit improvements.	Town Manager/Town Council	On-going
T 11.	Annual Budget: Establish an impact fee structure that supports road/pedestrian infrastructure.	Economic Development Director/Town Planner/ Infrastructure Committee	Long-term
T 12.	Parking: Explore the acquisition and development of parcels for public parking in deficient areas. Develop parking requirement waivers based on the provision alternative mode amenities such as bike racks, transit stops, etc.	Town Planner/Planning Board	Long-term
T 13.	Parking: Require screening and a minimum of 10% vegetated space for parking areas for new commercial and industrial developments.	Town Planner/Planning Board/Planning & Development Committee	Immediate
T 14.	Land Use Regulation: Develop ordinance guidelines in the Subdivision Ordinance to include pedestrian and bicycle facilities where warranted.	Town Planner/Planning Board/Planning & Development Committee	Long-term
T 15.	Land Use Regulation: Develop a specific threshold as well as guidelines for detailed traffic analysis in the Subdivision and Zoning Ordinance.	Town Planner/Planning Board	Long-term
T 16.	Street Trees: Establish a street tree program for the entire community, with an initial focus on Turtle Head Cove. Make sure the Tree Ordinance clearly outlines species types and addresses placement in terms of utilities.	Tree Board/Public Works/ Planning & Development Committee	Long-term

Implementation Strategies		Responsible Party(ies)	Timeframe
T 17.	Bike and Pedestrian: Establish a sidewalk network throughout Route 1A and the 4-Mile Square, perimeter and interior. Consider adopting an ordinance requiring all future subdivisions within the 4-Mile Square to have sidewalks.	Town Planner/ Economic Development Director/Public Works Department	Long-term
T 18.	Bike and Pedestrian: Establish a bike path along Coldbrook Road, Route 1A from Bangor to Dorothea Dix Park, and Old County Road.	Recreation Committee/Town Planner/ Public Works Department	Long-term
T 19.	Lighting: Install the following: - In-Town lighting (4-Mile Square, Route 1A) - Emergency access poles throughout the community - Lighting at key intersections in the rural area	Public Works Department	Immediate
WR 1.	State Minimum: Amend local land use ordinances as applicable to incorporate stormwater runoff performance standards consistent with: - Maine Stormwater Management Law and Maine Stormwater regulations (Title 38 MRSA §420-D and 06-096 CMR 500 and 502). - Maine Department of Environmental Protection's allocations for allowable levels of phosphorus in lake/pond watersheds. - Maine Pollution Discharge Elimination System Stormwater Program	Planning & Development Committee/ Town Planner/ Town Council	Immediate
WR 2.	State Minimum: Update the floodplain management ordinance to be consistent with state and federal standards.	Town Planner/Town Council	Immediate
WR 3.	State Minimum: Consider amending local land use ordinances, as applicable, to incorporate low impact development standards.	Planning Board/Town Planner/Planning & Development Committee	Long-term
WR 4.	State Minimum: Make water quality "best management practices" information available to farmers and loggers.	Code Enforcement Officer	Ongoing
WR 5.	State Minimum: Adopt water quality protection practices and standards for construction and maintenance of public roads and properties and require their implementation by the community's officials, employees, and contractors.	Town Planner/Public Works/Town Council	Long-term
WR 6.	Regional Coordination: Continue working with the City of Bangor and the Town of Hermon to develop a consistent set of rules to manage the Shaw Brook Urban Impaired Stream designation, and the upcoming designation of Sucker Brook as an Urban Impaired Stream with a shared watershed as well.	Town Manager/Town Council	Ongoing
WR 7.	State Minimum: Provide educational materials at appropriate locations regarding aquatic invasive species.	Town Clerk/Public Library	Ongoing
WR 8.	Phosphorus Control: Amend Site Plan, Shoreland Zoning, Land Use and Subdivision ordinances for development within the watersheds of Hampden's great ponds to include the methods in Phosphorus Control in Lake Watersheds: a Technical Guide to Evaluating New Development, Comprehensive Planning for Lake Watersheds, and Implementation Strategies for Lake Water Quality Protection.	Town Planner/Planning Board/ Planning & Development Committee	Immediate
WR 9.	Best Management Practices: Amend the Subdivision Ordinance to require use of the erosion control methods outlined in the Maine Soil and Water Conservation Commission's Best Management Practices for new subdivision development.	Town Planner/Planning Board/Planning & Development Committee	Immediate
WR 10.	Water Quality: Amend Land Use ordinances to expand protection areas around public water supply wellheads and recharge areas.	Town Planner/ Planning Board/Planning & Development Committee	Immediate
WR 11.	Septic Systems: Inform residents about the proper maintenance of septic systems, identify and require repair of existing septic systems that are faulty, and encourage landowners to take advantage of cost-share programs to bring septic systems up to code.	Code Enforcement Officer	On-going
WR 12.	Aquifer Protection: Adopt an aquifer protection overlay district to protect important groundwater resources.	Town Planner/ Conservation Commission/ Planning & Development Committee	Immediate
WR 13.	Water Quality: Inform landowners about household and agricultural chemicals that contaminate groundwater. Require commercial operators to use methods that minimize groundwater contamination from industrial chemicals and solvents.	Code Enforcement Officer	On-going
WR 14.	Regional Coordination: Continue to participate in regional planning efforts focused on the Penobscot River.	Town Planner/Economic Development Director	On-going
WR 15.	Stream Protection: For streams and brooks which are not covered by the provisions of the Town's Shoreland regulations, a minimum of a 25 foot undisturbed vegetated buffer should be preserved.	Conservation Commission/ Planning & Development Committee	Immediate
WR 16.	Incorporate the wetland policies identified in Book 2, Section I.5.4 of this Plan into conservation planning and ordinances as appropriate.	Conservation Commission	Long-term
WR 17.	Continue to participate in the Bangor Area Stormwater Management group.	GIS Specialist/ Code Enforcement Officer/ Public Works Director/ Stormwater Coordinator	On-going