

CONCLUSIONS—GOALS—STRATEGIES—TIMELINE

Chapter	Subject	Conclusions	Goals	Strategies	Actions	Responsibility	Time Line
1 HISTORIC AND CULTURAL RESOURCES							
1	1-1 Historic and Cultural Resources	1-1-1 Bridgton Historical Society (BHS) serves to archive the Town's historical records and physical historical assets.	1-1-1-1 To recognize Bridgton's history as a valuable asset and support BHS's work to create an archive of easily accessed historical records	1-1-1-1-1 Conduct a survey and create a computerized inventory of resources in consultation with the Maine Historic Preservation Commission (MHPC). 1-1-1-1-2 Promote links between economic development and historic preservation. 1-1-1-1-3 Create a web site for public access of BHS data files.	See work of Bridgton Historical Society.	Town of Bridgton (BOS), Budget Committee, BHS, citizens BHS, Town Planner, EDC BHS	MT MT
			1-1-1-2 To adequately fund the BHS	1-1-1-2-1 Create and annually update a financial plan for funding BHS programs. 1-1-1-2-2 Create a plan to stimulate membership and volunteers. 1-1-1-2-3 Create a plan for obtaining grants.		BHS BHS, Town Planner BHS, Town Planner	ST ST OG
		1-1-2. Bridgton has a significant number of sites on the National Register of Historic Places, sites eligible for the Register, areas eligible for Historic District Designation, historic graveyards, open land with historical significance, prehistoric and archaeological sites.	1-1-2-1. To protect known significant sites, historical buildings, and sensitive archaeological areas.	1-1-2-1-1 Adopt language to protect historical and archaeological resources, and preserve the character of our traditional village areas and other early settlement locations. 1-1-2-1-2 Seek volunteers to identify additional historic resources including all cemeteries. 1-1-2-1-3 Educate and encourage town and citizen contribution of artifacts through the BHS to the Maine Memory Network. 1-1-2-1-4 Develop name plaques and a mapped program of historical sites to facilitate self-guided auto and walking tours.	Preserve and maintain Narramissic.	BHS, CEO, Planning Board BHS, Town Planner BHS, Town Planner BHS, Town Planner	MT OG OG OG
		1-1-3 Historic sites and records are an economic resource.	1-1-3-1 To utilize BHS's knowledge of the town's historical assets to promote tourism.	1-1-3-1-1 Develop Narramissic, BHS's historic homestead, as an interactive historic tourist attraction.	Study possibilities for restoration and repurposing of Bridgton's Town Hall.	BHS, Town Planner	MT
2 PEOPLE OF BRIDGTON							
2	2-1 People of Bridgton	2-1-1 Population growth is slowing. The census shows that age groups under 44 are decreasing while those over 44 are increasing indicating the Town is becoming more and more a retirement community.	2-1-1-1 To encourage young families to come and stay here.	2-1-1-1-1 Develop and promote increased year-round recreational activities to attract young adults to experience and help define Bridgton as a multi-generational community. 2-1-1-1-2 Promote the continued improvement of the schools. 2-1-1-1-3 Create new and varied employment opportunities.	See work of Bridgton Community Center (BCC)	CDC, EDC, Town Planner, BCC CDC, EDC, School Department CDC, EDC, Town Planner	LT OG OG
			2-1-1-2 To support the needs of senior residents.	2-1-1-2-1 Develop and promote agencies and businesses to provide for senior needs.	See work of Bridgton Community Center (BCC)	CDC, EDC, Town Planner, BCC	MT

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			2-1-1-2-2 Build and fund a multi-generational, community and recreational center offering senior services and recreation.		CDC, EDC, Town Planner	LT
			2-1-1-2-3 Promote increased year round recreational activities for seniors within a multi-generational community.		CDC, EDC, Town Planner, BCC	ST
	2-1-2 The number of residents having a high school degree has increased significantly in the past ten years, while the number of residents with college degrees has decreased, indicating that local kids going on to graduate from college are not returning.	2-1-2-1 To create employment opportunities to retain and attract college graduates.	2-1-2-1-1 Create programs to seek businesses embracing new technologies.		CDC, EDC, Town Planner	MT
	2-1-3 Individual incomes in Bridgton are not increasing as fast as the cost of living, causing the number of citizens living at or below the poverty level to increase.	2-1-3-1 To raise the median income of Bridgton's citizens.	2-1-3-1-1 Create adult continuing and vocational re-training programs.		CDC, EDC, Town Planner, School Department	MT
			2-1-3-1-2 Create programs to seek businesses embracing new technologies.		CDC, EDC, Town Planner, Board of Selectmen	OG
			2-1-3-1-3 Address the need for employment training as a business opportunity.		CDC, EDC, Town Planner, School Department	MT
	2-1-4 There is cause for concern regarding the health of Bridgton's citizens.	2-1-4-1 To raise awareness and offer opportunities for increased health.	2-1-4-1-1 Work with regional groups to address health concerns. Dental, physical activity, local clinic.		CDC, EDC, Town Planner, BCC	
3 HOUSING						
3 3-1 Housing	3-1-1 While the US Census data indicates that 53% or 1,227 households in Bridgton cannot afford a median-priced home, Bridgton does have an adequate balance of types, including affordable housing for full and part-time residents. Median home values and median sales prices are probably distorted by values of lakefront homes as they represent 43%, and with condos, 48% of all homes in Bridgton.	3-1-1-1 To assist in developing and maintaining sanitary and affordable housing for all citizens, whether full-time, part-time, seniors, young singles, or families.	3-1-1-1-1 Continue to develop and support services for health care, emergency care, personal care, and other senior services, such as Meals for Me, to allow seniors to remain in their homes as long as possible.		CDC, Town Planner, Cumberland County, Community Center, Other Third Parties	OG
			3-1-1-1-2 Meet at least semi-annually with builders and realtors to discuss housing needs, learn of their plans, and develop coordinated ideas and plans to meet changing needs.		CDC, EDC, Town Planner, Code Enforcement Officer, Select Board	OG
		3-1-1-2 To ensure that housing is maintained at levels required by Town building codes.	3-1-1-2-1 Continue to require inspection and issuance of occupancy permit for new constructions and conversions.		Planning Board, Code Enforcement Officer, Select Board, Fire Department	OG
			3-1-1-2-2 Develop a voluntary program of inspection of residential homes & rental units.		CDC, Town Planner, Planning Board, Code Enforcement Officer, FD	MT
			3-1-1-2-3 Develop an educational program for updating and maintaining housing to modern and cost-efficient standards.		CDC, Town Planner, Planning Board, Code Enforcement Officer, FD	MT

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			3-1-1-2-4 Continue to administer and enforce the IRC (International Residential Code) that the Town adopted in 2002, and the NFPA (National Fire Protection Association) Code which was adopted by the State Fire Marshal's Office.	Consider adopting codes such as NFPA 101, to streamline local inspection and enforcement efforts	Planning Board, Code Enforcement Officer, Select Board, Fire Department	OG
			3-1-1-2-5 Study the advisability of adopting the International Property Maintenance Code, or parts of it tailored to Bridgton's needs.		Town Planner, Planning Board, Code Enforcement Officer, Select Board, FD	MT
			3-1-1-2-6 Measure and assess the effectiveness of the Town's Fire Suppression Ordinance and amend or expand as needed.		Town Planner, Planning Board, Code Enforcement Officer, Select Board, FD	OG
	3-1-1-3 To promote both smart growth and economic development by building affordable and market housing downtown.		3-1-1-3-1 Amend Town ordinances to make clear that conversion of existing single-family dwellings on central water and sewer to duplexes and multi-family dwellings is permitted, and increase allowable densities for such conversions, and for the construction of new duplexes and multi-family units.		Town Planner, Planning Board, Code Enforcement Officer, Select Board	ST
			3-1-1-3-2 Provide for a mix of housing types and incomes; focus on retirement housing.		CDC, Town Planner, Planning Board, Code Enforcement Officer, Third Parties	MT
			3-1-1-3-3 Encourage housing within walking distance of downtown village. Consider mixed-use properties to accomplish this.		CDC, Town Planner, Planning Board, Code Enforcement Officer, Third Parties	MT
			3-1-1-3-4 Develop a wastewater system capable of supporting mixed-use and increased density of housing units.		Town Planner, Planning Board, Code Enforcement Officer, Select Board, Waste Water Committee	ST
			3-1-1-3-5 Develop a program to educate and facilitate the use of grant and loan programs to develop, rehabilitate and maintain residential housing.		Town Planner, Planning Board, Code Enforcement Officer, Select Board	OG
	3-2-1 While affordable housing choices exist, young people and young families have difficulty purchasing homes because of lack of knowledge, low income levels, or lack of good credit.	3-2-1-1 To facilitate young people, new families and first time buyers in the purchase of affordable homes.	3-2-1-1-1 Develop a program to educate buyers on how to find and purchase a home and what the credit and financial requirements are.		CDC, Town Planner, Planning Board, Code Enforcement Officer, Third Parties	ST
			3-2-1-1-2 Develop a program to assist individuals to improve their credit ratings.		CDC, Town Planner, BCC, Third Parties	ST
			3-2-1-1-3 Implement the strategies in the economy chapter to increase employment and income-building opportunities to facilitate home purchases, particularly for young individuals.		CDC, Town Planner, BCC, Third Parties	OG
	3-3-1 The age of rental units are of concern as many are older. The US Census shows that most meet standards as they have kitchens and plumbing.	3-3-1-1 To encourage the modernization of existing units and the construction of new rental units that particularly meet the needs of either young people or an aging population.	3-3-1-1-1 Enforce existing ordinances to insure that rental properties are maintained at required levels.		Town Planner, Planning Board, Code Enforcement Officer, Select Board, Fire Department	OG

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			3-3-1-1-2 Review and change building codes to allow mixed-use structures and increased residential densities for the purpose of increasing the economic viability of in-town housing units.		Town Planner, Planning Board, Code Enforcement Officer, Select Board, Fire Department	ST
			3-3-1-1-3 Use Community Development Block Grant (CDBG) funds to establish a housing rehabilitation program to develop affordable rental housing from Bridgton's older buildings.		Town Planner, Planning Board, Code Enforcement Officer, Select Board	ST
			3-3-1-1-4 Encourage the construction of Senior Housing as defined in the Fair Housing Act to meet the needs of an aging population.		CDC, Town Planner, BCC, Third Parties	MT
			3-3-1-1-5 Encourage the development of ADA compliant units in accordance with Accessibility Guidelines.		CDC, Town Planner, Third Parties	OG
			3-3-1-1-6 Encourage the conversion of unused and underused housing space for small apartments.		CDC, Town Planner, Third Parties	MT
3-4-1 The Town has no designated entity to plan or oversee its long range housing needs.	3-4-1-1 To develop a means to plan and oversee the Town's varied long range housing needs.	3-4-1-1-1 Designate a Town entity or person to be responsible for planning and overseeing the Town's varied and long-range housing needs.	3-4-1-1-2 Meet at least semi-annually with builders and realtors to discuss housing needs, learn of their plans, and develop coordinated ideas and plans to meet changing needs.		Town Planner, Select Board	ST
			3-4-1-1-3 Compile an inventory of current housing stock. Identify historic trends and compile future housing needs in conjunction with future growth.		Town Planner, Planning Board, Code Enforcement Officer, Select Board, Fire Department	OG
3-5-1 While mobile or manufactured homes is a source of affordable housing the Town has weak building codes to ensure their livability and sanitary conditions.	3-5-1-1 To assist in the development and maintenance of sanitary and affordable mobile and manufactured housing.	3-5-1-1-1 Continue to allow single mobile homes and manufactured housing in any area of town not designated as Resource Protection, subject to the performance standards developed from The Future Land Use Plan.	3-5-1-1-2 Prohibit manufactured homes made prior to June 15, 1976, from being brought into the community unless applicants can demonstrate that these units meet minimum health and safety standards set forth in Rule 02-385 of the Maine Department of Professional and Financial Regulation.		Town Planner, Planning Board, Code Enforcement Officer, Select Board	OG
			3-5-1-1-3 Require that all manufactured housing units located outside of mobile home parks be at least 14 feet in width and with exterior siding that is residential in appearance.		Town Planner, Planning Board, Code Enforcement Officer, Board of Selectment	ST
			3-5-1-1-4 Adopt a mobile home park ordinance, using as a guide the standards for mobile home park development recommended in the latest version of the handbook entitled "Maine's New Mobile Home Park Law."		Town Planner, Planning Board, Code Enforcement Officer, Select Board, Fire Department	ST

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			3-5-1-1-5 Limit mobile home parks to the area adjacent to the village center within one-half mile of the MDOT Urban Compact boundary.		Town Planner, Planning Board, Code Enforcement Officer, Select Board	ST
	3-6-1 Bridgton's tax base is becoming increasingly residential (93%) and less commercial (7%) placing the funding of town functions increasingly on residents.	3-6-1-1 To develop a more balanced tax base of residential and commercial properties to relieve the tax burden on residential homes.	3-6-1-1-1 Implement the strategies of The Economy chapter and The Future Land Use Plan to expand the economic and commercial base of the Town.		Town Planner, Planning Board, Code Enforcement Officer, Select Board	OG
4 THE ECONOMY						
4	4-1 Tourism	4-1-1 Tourism is the town's most consistent economic sector. The major tourist season is June through September with the winter months the slowest . This creates a seasonal economy that hinders business and employment continuity.	4-1-1-1 To create a year-round, 4-season tourist destination.	4-1-1-1-1 Work with existing for profit and non-profit winter-hardy businesses to define winter tourism opportunities. <u>A particular need is the development and expansion of winter lodging of a larger scale to accommodate expanding activities.</u>	CDC, EDC, Town Planner, Chamber of Commerce, Tourist Businesses	ST
			4-1-1-1-2 Develop and promote winter festivals and events. A November half-marathon is an example.		CDC, EDC, Town Planner, Chamber of Commerce, Tourist Businesses, Non-profits	OG
			4-1-1-1-3 Create a volunteer task force, and possibly a paid position to promote tourism.		CDC, EDC, Town Planner, Chamber of Commerce.	MT
	4-1-2 Bridgton has three types of tourist that need to be retained and increased by proactive efforts to enhance their stay here. First are the short-term renters. This group includes cabin and cottage renters, campers at campgrounds, and children attending summer camps.	4-1-2-1 To ensure renters and campers return to the area every year.	4-1-2-1-1 Meet with the summer camps and camp-grounds at least semi-annually to discuss their needs and ways which the town can contribute, to enhance camper experiences.		CDC, EDC, Town Planner, Chamber of Commerce, Owners	OG
			4-1-2-1-2 Meet with agents and owners who rent cabins at least annually to discuss their needs and what services the town can improve upon to assist owners and renters in the experience they offer tourists.		CDC, EDC, Town Planner, Chamber of Commerce, Owners	OG
			4-1-2-1-3 Work with interested for-profit and non-profit parties and individuals to develop public recreational activities targeted to enticing tourists and providing a positive experience for them.		CDC, EDC, Town Planner, <u>Town Recreation Director</u> , Chamber of Commerce, Owners, Non-profits	MT
			4-1-2-1-4 Develop a coordinated and easily understood way to distribute information concerning available activities.		CDC, EDC, Town Planner, <u>Town Recreation Director</u> , Chamber of Commerce	ST
	4-1-3 The second type of tourist is the day tripper.	4-1-3-1 To impress the day tourist with recreational and vacation resources to encourage their return for additional short trips and for longer stays.	4-1-3-1-1 Provide signage that is easily observed and understood.		CDC, Town Planner, Public Works	ST
			4-1-3-1-2 Provide adequate parking for downtown shopping, venues and at trail heads and recreational locations.		CDC, Town Planner, Public Works, Town Manager, Board of Selectmen	MT
			4-1-3-1-3 Define and develop community assets and attractions that will help lodging operators provide a great tourist experience beyond the lodging itself.		CDC, EDC, Town Planner, Chamber of Commerce, Owners	ST

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			4-1-3-1-4 Develop and distribute promotional material in cooperation with the town and for profit and non-profit entities to attract and direct day trippers and bus tours.		CDC, EDC, Town Planner, Chamber of Commerce	ST
	4-1-4 The third type of tourists are the owners of vacation or second homes. They are part-time tax paying residents and tourists who may become full-time residents.	4-1-4-1 To recognize these groups as concerned taxpayers and part-time residents that participate in the community on a seasonal basis and may become full-time residents in the future.	4-1-4-1-1 Develop informational material concerning town and regional facilities, services, regulations, etc. that can be distributed in a cost effective manner.		CDC, EDC, Town Planner, Chamber of Commerce	ST
			4-1-4-1-2 Develop a current and detailed source of products and services provided by businesses and government offices within the town.		CDC, EDC, Town Planner, Chamber of Commerce, Town Manager	ST
			4-1-4-1-3 Provide in-depth informational materials on regional recreational, educational, and entertainment activities.		CDC, EDC, Town Planner, Chamber of Commerce, Recreational Director	ST
		<u>4-1-4-2 To recognize the experience and expertise these people have and provide opportunities for them to serve the community.</u>	<u>4-1-4-2-1 Provide opportunities for seasonal residents to share their expertise: to attend planning meetings, serve on committees, or serve as mentors.</u>		<u>Town Committees, EDC, Town Planner, Chamber of Commerce, Recreational Director, Community Center</u>	<u>ST</u>
4-2 Construction	4-2-1 Construction is a major economic sector stimulated by the building of residential second homes used for retirement and vacation.	4-2-1-1 To manage growth and infrastructure in a way that preserves the town's New England character while stimulating a balance of residential and commercial growth and construction.	4-2-1-1-1 Develop an easily understood growth management plan and ordinances to stimulate quality growth throughout the town.	See Future Land Use Plan, Chapter 11.	CPC, Town Planner, Planner Board, Town Manager, Board of Selectmen	ST
			4-2-1-1-2 Promote Infrastructure and service expansion, including but not limited to, water, wastewater disposal, trash, police, fire, library, community center, parks and beaches as needed to encourage high quality development.		Police, Fire, Sewer, Waste Mgmt., Departments, Library Board, BCC, Recreation Director, Town Planner, Water Department	MT
			4-2-1-1-3 Create a plan to promote the Town as both a vacation and residential home location to promote construction in both sectors.		CDC, EDC, Town Planner, Chamber of Commerce, Recreational Director	ST
			4-2-1-1-4 Develop programs to teach and encourage new building techniques and the use of advanced but affordable technologies.		State of Maine, CEO, School Department, EDC, Town Planner	MT
			4-2-1-1-5 Encourage the building of a range of seasonal housing for those splitting their residence between Bridgton and elsewhere.		EDC, Town Planner, Chamber of Commerce,	MT
			4-2-1-1-6 Encourage the construction of "Fair Housing Act" senior housing.		EDC, Town Planner, Chamber of Commerce, BCC	MT
			4-2-1-1-7 Encourage rehabilitation and remodeling of existing residential properties		EDC, Town Planner, CEO	OG
4-3 Seed/start-up businesses	4-3-1 Bridgton has a history of entrepreneurship that can be revitalized.	4-3-1-1 To rekindle the Town's history for business creation to establish a full range of employment opportunities.	4-3-1-1-1 Identify what businesses are needed in the town and region, particularly those that will provide backbone to the town's economy.		CDC, EDC, Town Planner, Chamber of Commerce	ST
			4-3-1-1-2 Attract and retain businesses that are using or developing new technologies.		CDC, EDC, Town Planner, Chamber of Commerce	OG

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			4-3-1-1-3 Take advantage of the "Three Ring Binder" high-speed communication cable access.		CDC, EDC, Town Planner, Chamber of Commerce	ST
			4-3-1-1-4 Explore development of a commerce park to house businesses of varied types and be located outside of the downtown district, on one of the corridors.		CDC, EDC, Town Planner, Chamber of Commerce	LT
			4-3-1-1-5 Encourage construction or remodeling of mixed-use buildings to house professional, retail, or start-up businesses.		CDC, EDC, Town Planner, Chamber of Commerce	MT
			4-3-1-1-6 Develop a local venture capital entity to privately fund new or expanding businesses.		CDC, EDC, Town Planner, Chamber of Commerce	ST
			4-3-1-1-7 <u>Consider creating</u> a Town Finance Committee to identify financing programs available through grants, State and Federal programs and the banking or private sector to fund both for profit and non-profit financial needs.		CDC, EDC, Town Planner, Chamber of Commerce, Board of Selectmen	ST
			4-3-1-1-8 Explore Federal and State programs for funding employee training for specialized workforce.		CDC, EDC, Town Planner, Chamber of Commerce	OG
			4-3-1-1-9 Expand apprentice program between businesses and schools to train a future generation of skilled workers.		CDC, EDC, Town Planner, Chamber of Commerce, School Department	ST
			4-3-1-1-10 Develop a working relationship between existing businesses, the Chamber of Commerce, EDC and Town government to define the current and future needs that must be met to allow business to flourish and employment to grow.		CDC, EDC, Town Planner, Chamber of Commerce, Town Manager	ST and OG
			4-3-1-1-11 <u>Encourage the development of</u> training programs for the currently unemployed and for those workers lacking skills for advancement to higher paying positions.		CDC, EDC, Town Planner, Chamber of Commerce, School Department	MT
			4-3-1-1-12 Create a program to show the advantage of doing business in Bridgton and supporting new business formation.		CDC, EDC, Town Planner, Chamber of Commerce	ST
4-4 Town Center	4-4-1 A historic New England downtown center exists. It needs substantial infrastructure and physical improvement to attract tourists and varied types of business. Presently the Main Street economy occurs during daylight hours. Owners of some downtown properties lack the real estate management expertise or financial resources to fund structural improvements and retain tenants to make properties economically viable.	4-4-1-1 To create a vibrant Downtown Village Business District that attracts residents and tourists alike and results in an 18-hour economy making it economically beneficial for property owners to remodel or construct new buildings.	4-4-1-1-1 Create a downtown merchant marketing organization.		CDC, EDC, Town Planner, Chamber of Commerce	ST
			4-4-1-1-2 Develop a Main Street <u>streetscape</u> to cause 302 traffic to stop and discover.		CDC, EDC, Town Planner, Chamber of Commerce	ST
			4-4-1-1-3 Encourage web-based marketing.		CDC, EDC, Town Planner, Chamber of Commerce	ST

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			4-4-1-1-4 Provide for tour bus parking and passenger pickup locations.		CDC, EDC, Town Planner, Chamber of Commerce, Public Works, Town Manager, Board of Selectmen	ST
			4-4-1-1-5 Facilitate new or relocating businesses in finding locations.		CDC, EDC, Town Planner, Chamber of Commerce	OG
			4-4-1-1-6 Create a program to show the advantage of doing business in Bridgton and supporting new business formation.		CDC, EDC, Town Planner, Chamber of Commerce	ST
4-5 Medical	4-5-1 Bridgton has a variety of medical and related businesses. The Bridgton Hospital is its foundation. The Town's location and the Affordable Care Act provide an opportunity to develop an expanded business sector around health care.	4-5-1-1 To attract medical and health care businesses and create employment opportunities.	4-5-1-1-1 Identify institutional, professional, and home needed medical services.		CDC, EDC, Town Planner, Bridgton Hospital	ST
			4-5-1-1-2 Develop an expertise in the requirements and funding within the Affordable Care Act.		CDC, EDC, Town Planner, Bridgton Hospital	OG
			4-5-1-1-3 Work with interested parties to develop opportunities in the health care sector and increase local employment.		CDC, EDC, Town Planner, Bridgton Hospital	OG
			4-5-1-1-4 Develop a recruiting committee and promotional materials to solicit businesses and entrepreneurs to locate medically related firms in Bridgton.		CDC, EDC, Town Planner, Bridgton Hospital	ST
4-6 Retail	4-6-1 Because of its location Bridgton is the transportation hub of the Lakes Region. Historically, it has been the retail and service center of the region. While its prominence in these functions has declined, increasing populations across the region's towns is again providing the opportunity for retail growth.	4-6-1-1 To make Bridgton the center of specialized retail stores in the Lake Region and encourage regional retailers to the 302 and 117 corridors, as well as the Downtown.	4-6-1-1-1 Develop a land-use plan of; a) Land and development management b) Infrastructure and service expansion, including but not limited to, water, wastewater disposal, trash, police, fire, library, community center, parks and beaches.	See Future Land Use Plan, Chapter 11.	CDC, EDC, Town Planner, Retail Businesses	MT
			4-6-1-1-2 Create a network of sidewalks and walking trails that link the distinct areas of the Downtown Village Business District and village residential neighborhoods.		CDC, Town Planner, Public Works	MT
			4-6-1-1-3 Enhance downtown parking that links with sidewalks and trails..		CDC, Town Planner, Public Works	MT
			4-6-1-1-4 Provide help to property owners on how to rehab and enhance properties to retain tenants and be financially viable.		CDC, EDC, Town Planner, Chamber of Commerce	OG
			4-6-1-1-5 Create programs for businesses and property owners to address appearance and display opportunities.		CDC, EDC, Town Planner, Chamber of Commerce	OG
			4-6-1-1-6 Enhance access to and appearance of the beaches, streams and rivers of the Downtown so they can assets that welcome use and enhance the properties and businesses that abut them.		CDC, Town Planner, Town Manager, Public Works	MT

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	4-7 Technology	4-7-1 In the past Bridgton had a work force and businesses that understood & used technology for economic gain in a competitive world.	4-7-1-1 To attract a work force trained in current and emerging technologies.	4-7-1-1-1 Develop programs to continually train and re-train individuals and businesses in new technologies. (Training could become an economic sector.)		CDC, EDC, Town Planner, School Department, State	OG
				4-7-1-1-2 Develop apprentice programs.		CDC, EDC, Town Planner, School Department	OG
	4-8 Schools	4-8-1 Bridgton has a foundation of private and public schools that comprise a business sector that produces trained workers in various fields .	4-8-1-1 To recognize and grow the private and public schools to enhance this business sector.	4-8-1-1-1 Work to return adult education courses to Bridgton.		CDC, EDC, Town Planner, School Department	MT
				4-8-1-1-2 Develop public and private schools that offer programs to train and re-train workers.	Work with state officials to explore the possibility of developing the town as a regional business/employee training center.	CDC, EDC, Town Planner	MT
				4-8-1-1-3 Seek out another specialty school to locate in Bridgton.	Seek licensing, building trades, and technology training.	CDC, EDC, Town Planner	MT
				4-8-1-1-4 Meet with <u>private and public</u> schools semi-annually to discuss <u>how best to serve the needs of the community.</u>		CDC, EDC, Town Planner, Town Manager	OG
				4-8-1-1-5 <u>Explore the development of a regional public safety training center in cooperation with area fire and police departments.</u>		<u>CDC, EDC, Town Planner, Town Manager, Fire Department, Police Department</u>	<u>MT</u>
	4-9 Existing Economic Sectors and Companies	4-9-1 Existing businesses are the current economic foundation and must be nurtured and assisted in expanding.	4-9-1-1 To encourage and help existing business to stay and expand in Bridgton.	4-9-1-1-1 Encourage communication between town government and the business community.	Meet with existing business individually and collectively at least semi-annually to review and assist with their needs, especially infrastructure needs that can be provided by town.	CDC, EDC, Town Planner, Town Manager	OG
				4-9-1-1-2 Ensure reasonable infrastructure is available to existing business to facilitate growth.		CDC, EDC, Town Planner, Town Manager	OG
	4-10 Marketing Bridgton	4-10-1 Bridgton currently does not have a professional marketing campaign that supports the town and town assets and growth.	4-10-1-1 Develop a plan to promote Bridgton.	4-10-1-1-1 <u>Look into engaging the services of an accomplished advertising/marketing agency to evaluate and market the Town.</u>	<u>Develop</u> professionally designed branding, website, signage, marketing.	CDC, EDC, Town Planner, Town Manager	ST
5 LAND USE							
5	5-1 Land Use	5-1-1 Bridgton has developed from its mill town origins in a way typical of New England towns. However, residents feel the need to manage growth and development to better ensure Bridgton's appeal and sustainability in the future.	5-1-1-1 To encourage well-placed, well-designed development for the town's betterment and to protect Bridgton's small town appeal.	5-1-1-1-1 Create and implement a Management Plan that includes development standards for the growth areas, to include the following:	See Future Land Use Plan, Chapter 11.	Town Planner, CEO, Planning Board	ST
				5-1-1-1-2 Require roadway buffers for development on Route 302 and 117 corridors.		Town Planner, CEO, Planning Board	ST
				5-1-1-1-3 Require developments to connect with trail systems and vehicle access points.		Town Planner, CEO, Planning Board	ST
				5-1-1-1-4 Encourage rear service drives, combined curb cuts and side road developments to reduce traffic problems on Routes 302 and 117		Town Planner, CEO, Planning Board	ST
				5-1-1-1-5 Encourage agricultural uses in areas of appropriate soils.		Town Planner, CEO, Planning Board	ST

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**Chapter 12
CONCLUSIONS—GOALS—STRATEGIES—TIMELINE**

<u>Subject</u>	<u>Conclusions</u>	<u>Goals</u>	<u>Strategies</u>	<u>Actions</u>	<u>Responsibility</u>	<u>Time Line</u>
			5-1-1-1-6 Encourage manufacturing and industry in the corridors away from the downtown.		Town Planner, CEO, Planning Board	ST
			5-1-1-1-7 Serve the growth areas of the Downtown and the Inner Corridors with town wastewater disposal.		Town Planner, CEO, Planning Board, Town Manager, BOS, Waste Water Committee	ST
			5-1-1-1-8 Allow hotels and conference centers outside of growth areas by special use permit.		Town Planner, CEO, Planning Board	ST
5-2-1 The Planning Board is currently charged with <u>only the</u> enforcement of Subdivision Regulations, Shoreland Zoning Ordinance, and Site Plan Review.	5-2-1-1 To empower the Planning Board to implement the management plan <u>that will be developed from this Plan.</u>	5-2-1-1-1 Modify Town Ordinance to allow Planning Board to undertake amendments <u>to all land use ordinances</u> as part of their charge.	5-2-1-1-2 Modify the legal budget to assist staff in reviewing language and assist in finding inconsistencies in the ordinances during this process.	<u>A citizen group should to work with staff to review staff-generated language to ensure ensuing documents stay true to the tenets of the policies contained in this plan.</u>	Town Planner, CEO, Planning Board	ST
		5-2-1-1-2 Modify the legal budget to assist staff in reviewing language and assist in finding inconsistencies in the ordinances during this process.	5-2-1-1-3 Create a committee to develop a land use and management plan and write a zoning ordinance for the Town.	It is standard planning and zoning practice for the town attorney to participate fully in the crafting of land use regulation. Include Planning Board liaison and Town Planner on this committee.	Town Planner, CEO, Planning Board, BOS, Town Attorney	ST
5-3-1 The town has worked on the concepts of form-based codes to encourage and manage high quality development in the downtown and inner corridor growth areas.	5-3-1-1 To have development in the downtown that is dense and pedestrian scale, and visually compatible with the surrounding environment. and create transitional zones from the downtown area to the outer corridors.	5-3-1-1-1 Downtown Village Business District will allow for pedestrian scale development, walking distance to parking, mixed use, two to three story buildings, proportional window placements, public spaces, civic uses, evening uses, and preservation of historic structures.	5-3-1-1-2 Downtown Village Neighborhood areas allow for pedestrian scale single family, 2 family and multi-family development in a compact pattern to allow convenient pedestrian access to the Downtown Village Business District. Some low impact commercial and home-based occupations will be allowed, and street trees and setbacks required to allow for pedestrian street definition.	See Future Land Use Plan, Chapter 11.	Town Planner, CEO, Planning Board	ST
5-4-1 The citizens have shown real concern about the look and feel of Portland Road and the other highway corridors coming into town.	5-4-1-1 To have well-designed development along the corridors that is both highly functional and visually appealing.	5-4-1-1-1 The Inner Corridor will allow commercial developments at a slightly larger scale than the village, with the size of development being relative to lot size; setbacks will be in keeping with respective frontage speed limits; sidewalks, street trees, and green buffers will be required of all new projects.	5-4-1-1-2 The Outer Corridor will allow a larger scale of development for more vehicular accessed uses, pedestrian access should be addressed and where practical, incorporated into the development, and managed curb cuts will be encouraged to reduce traffic impacts to the corridor.	See Future Land Use Plan, Chapter 11.	Town Planner, CEO, Planning Board	ST
5-5-1 The town has a Shoreland Zoning Ordinance and Subdivision Regulations as required by the State statute.	5-5-1-1 To ascertain that Subdivision Regulations and Shoreland Zoning are as effective as possible in meeting town goals.	5-5-1-1-1 Investigate all possibilities for the town's shoreland zoning and resource protections to best serve town goals, allowing both further protections as needed, and carefully planned development by special permit.		See Future Land Use Plan, Chapter 11.	Town Planner, CEO, Planning Board	ST

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**Chapter 12
CONCLUSIONS—GOALS—STRATEGIES—TIMELINE**

Subject	<u>Conclusions</u>	<u>Goals</u>	<u>Strategies</u>	<u>Actions</u>	<u>Responsibility</u>	<u>Time Line</u>
			5-5-1-1-2 Work with both the Town and DEP to allow shoreland zoning to better serve town goals by accommodating appropriate commercial uses by special permit, including but not limited to, recreational uses, home-based business, camps and lakeside services.		Town Planner, CEO, Planning Board, BOS, Town Attorney	ST
			5-5-1-1-3 Work with the Town, DEP, FEMA, and Army Corps of Engineers to create zoning that allows for re-development, infill, and new development in the Downtown Village Business District.		Town Planner, CEO, Planning Board, BOS, Town Attorney	ST
			5-5-1-1-4 Work with the Town, DEP, FEMA, and Army Corps of Engineers to create zoning that enhances the waterways in the downtown to better serve town goals; protecting these resources from degradation and properties from flooding.		Town Planner, CEO, Planning Board, BOS, Public Works Director	ST
5-6-1	Much of the growth areas of the downtown and the corridors are on state regulated highway, Route 302, which carries the majority of traffic through the town.	5-6-1-1 To manage both the advantages and the disadvantages this reality poses, to best meet town goals.	5-6-1-1-1 Work with MDOT to come up with a plan for curb cut allowances that encourages typical downtown development of small lots; addressing delivery needs, on street parking, and alley or side street signage. 5-6-1-1-2 Conduct a study to determine the validity of a Route 302 truck route.	See Future Land Use Plan, Chapter 11.	Town Planner, CEO, Planning Board, BOS, Public Works Director	ST
					Town Planner, CEO, Planning Board, BOS, Public Works Director	ST

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Chapter 12
CONCLUSIONS—GOALS—STRATEGIES—TIMELINE

Chapter

	Subject	Conclusions	Goals	Strategies	Actions	Responsibility	Time Line
6 NATURAL RESOURCES							
6	6-1 Natural Resources	6-1-1 Bridgton has natural resources, including lakes, mountains, and open spaces that enhance the quality of life, provide recreational opportunities, and create value as a tourist destination. Programs have successfully been developed to protect these assets. These programs must be strengthened and maintained to continue to protect the town's natural resources.	6-1-1-1 To Improve, maintain, and protect the quality of surface and ground waters.	6-1-1-1-1 Continue to monitor water quality of all surface and ground water bodies to ensure water quality.	Continue to work with Lakes Environmental Association (LEA) for testing and monitoring. See LEA Water Report in Appendix.	BOS, Planning Board, LEA	OG
				6-1-1-1-2 Continue to develop a local and regional plan of education about invasive aquatic species, and boat, float plane, and other water craft inspections.		BOS, Planning Board, LEA	OG
				6-1-1-1-3 Continue to administer and enforce phosphorus control standards as part of the subdivision review process.		CEO, Planning Board, LEA	OG
				6-1-1-1-4 Expand the town's wastewater disposal system		CEO, Waster Water Committee, BOS	
		6-1-1-2 To protect significant aquifer areas from inappropriate land uses.		6-1-1-2-1 Develop clear standards for what is appropriate land use in these areas.		CEO, Planning Board, LEA	OG
		6-1-1-3 To protect sensitive areas including forested wetlands, islands, steep slopes, shallow marshy coves, and shorelands.		6-1-1-3-1 Continue to review, administer, and enforce the existing Shoreland Zoning Ordinance to best meet town goals.	Review Development Constraints Map (in Appendix) and "Beginning With Habitat" maps (in Appendix) when planning Land Use initiatives.	CEO, Planning Board, LEA	OG
		6-1-1-4 To ensure that soils are suitable for proposed land uses.		6-1-1-4-1 Continue to require evidence of soil suitability as part of the permit application or site plan review process.		CEO, Planning Board, LEA	OG
		6-1-1-5 To reduce the danger of flood damage to structures in floodplain areas.		6-1-1-5-1 Work with the Federal Emergency Management Agency to revise floodplain maps so they reflect actual flood hazard areas.		CEO, Planning Board, Town Planner	OG
		6-1-1-6 To ensure coordination between towns for watershed and resource protection.		6-1-1-6-1 Work with neighboring towns to develop approaches to regional watershed, lake level management, and aquifer recharge area management.		CEO, Planning Board, Town Planner, LEA	OG
				6-1-1-6-2 Investigate the creation of a regional wastewater management plan..		BOS, Town Planner	
		6--1-1-7 To preserve a balance of agriculture and forest resources as future development occurs.		6-1-1-7-1 Encourage cooperation among organizations and land owners to establish an open space protection program, including woodlands and farm fields.	Develop a procedure to put landowners directly in contact with IF&W and other stakeholders.	BOS, Planning Board, CEO, other stakeholders	OG
				6-1-1-7-2 Encourage the preservation of land with prime agricultural soils and forest resources by encouraging clustering of residential uses.		Planning Board, Town Planner	OG
		6-1-1-8 To minimize adverse impacts of erosion and sedimentation to the watershed.		6-1-1-8-1 Continue to review, administer, and enforce requirements for sediment and erosion control that are currently in the Subdivision Regulations and encourage similar controls with all other development, including phasing of projects and 3rd party inspection.	Develop a method of inspection and enforcement.	BOS, CEO, Planning Board, LEA	OG

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**Chapter 12
CONCLUSIONS—GOALS—STRATEGIES—TIMELINE**

Subject	Conclusions	Goals	Strategies	Actions	Responsibility	Time Line
		6-1-1-9 To encourage and protect high value wildlife habitat.	6-1-1-9-1 Utilize "Beginning with Habitat" maps and resource agencies to <u>define and promote understanding of</u> high-value plant and animal habitat.	See "Beginning With Habitat" maps in Appendix	LEA, CEO, Planning Board	OG
			6-1-1-9-2 Develop a balanced approach in protecting high value wildlife habitat.	Identify and map vernal pools.	Planning Board, CEO, LEA	OG
			6-1-1-9-3 Consider a cooperative alliance with neighboring towns to protect high value habitat and large contiguous land areas across town boundaries.		BOS, Town Planner, other stakeholders	OG
		6-1-1-10 To develop, protect, and maintain adequate public access to lakes and ponds.	6-1-1-10-1 Assess the adequacy of public access to lakes and ponds, recommending additional launching sites or public beaches as appropriate.		CEO, Public Works, Recreation Department, LEA	OG
		6-1-1-11 To develop, protect, and maintain the Town's fishery resources.	6-1-1-11-1 Maintain high water quality in all town water bodies.		BOS, Planning Board, Town Planner, LEA, other stakeholders	OG
			6-1-1-11-2 Replace, re-size, and maintain State, Town, and private culverts.		BOS, Planning Board, Town Planner, LEA, other stakeholders	OG
			6-1-1-11-3 Work with IF&W to develop the brook trout fisheries.	See "Beginning With Habitat" maps in Appendix	BOS, Planning Board, Town Planner, LEA, other stakeholders	OG
7 TRANSPORTATION						
7	7-1 Transportation	7--1-1 Motor vehicles are the main form of transportation using town and state roads. While currently roads are in poor to fair condition, The rising cost of oil and asphalt will make paving significantly more expensive in the future, <u>and continued rising costs will require continued increased funding.</u>	7-1-1-1 To develop and adequately fund a transportation management and growth plan to facilitate mobility and allow safe delivery of persons, goods and services on improved highways and town roads while retaining the town's New England small town character and attractiveness.	7-1-1-1-1 Prepare and regularly update a road improvement plan to improve all town roads over a ten-year period and pave all roads according to a publicly posted schedule that maintains the road surface in good condition.	Town Manager, Public Works, Budget Committee, Board of Selectmen	OG
				7-1-1-1-2 Maintain communications with MDOT to assure continued maintenance and upgrading of state-classified roads.	Maintain regular public meetings between MDOT and Public Works concerning status of roads and work required.	Town Manager, Public Works
				7-1-1-1-3 Review and maintain standards for existing and future public and subdivision roads.	Assess condition of dirt roads and do cost analysis of maintenance for possible paving.	Town Manager, Public Works, Budget Committee, Board of Selectmen, Planning Board, Town Planner
				7-1-1-1-4 For commercial areas, develop consistent standards for road and shoulder cross-section.		Town Manager, Public Works, Board of Selectmen, Planning Board, Town Planner
				7-1-1-1-5 Review policy for accepting ownership of new roads in the designated growth areas of the community. Establish criteria for minimum standards.		Planning Board, Town Planner
				7-1-1-1-6 Review policy for not accepting ownership of private roads in designated rural areas of the community.		Planning Board, Town Planner
		7-1-1-2 To improve signage, landscaping and buffers along highway corridors.	7-1-1-2-1 Ensure adequate signage for municipal roads and parking lots.		Town Manager, Public Works, Budget Committee, Board of Selectmen	ST

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Chapter 12
CONCLUSIONS—GOALS—STRATEGIES—TIMELINE

Subject	<u>Conclusions</u>	<u>Goals</u>	<u>Strategies</u>	<u>Actions</u>	<u>Responsibility</u>	<u>Time Line</u>
			7-1-1-2-2 Develop a growth management plan for the corridors and the downtown to provide for responsible growth and which incorporates design/streetscape standards for commercial areas to maintain the New England small town character and attractiveness of Bridgton.	See Chapter 11, Future Land Use Plan.	CPC, Planning Board, Town Planner	ST
			7-1-1-2-3 Maintain mobility and safety on Routes 302 and 117 and make attractive gateways at approaches to commercial/ growth areas.		CPC, Planning Board, Town Planner, Police & Public Work Departments	ST and OG
	7-1-1-3 To plan for and provide appropriate alternative transportation options.		7-1-1-3-1 Promote means of public transportation.	Work to get bus to Bridgton.	Town Planner, Police & Public Work Departments	ST
			7-1-1-3-2 Develop bike and pedestrian pathways that connect to roads and parking areas to create alternative and connected transportation opportunities.		Town Planner, Police & Public Work Departments	LT
			7-1-1-3-3 Work with MDOT, GPCOG, and neighboring communities on long term solutions to the region's traffic problems particularly on major regional corridors.		MDOT, GPCOG, Town	OG
			7-1-1-3-4 Encourage the creation of public transit opportunities within Bridgton, to and from regional employment and service centers, and in cooperation with neighboring communities.	Seasonal (non-rail) trolley service dock for Songo River Queen	Town Planner, Police & Public Work Departments	ST
			7-1-1-3-5 Work with the MDOT to provide rideshare parking areas.		MDOT, GPCOG, Town Planner	LT
	7-1-1-4 To plan and provide for safe roads.		7-1-1-4-1 Support appropriate measures to alleviate or manage high traffic volume and accident prone areas.		Town Planner, Police & Public Work Departments	OG
			7-1-1-4-2 Evaluate critical locations for road improvements, utilizing accident records maintained by BPW and MDOT.		Police & Public Works, MDOT & Town Planner	OG
			7-1-1-4-3 Conduct a study to determine the validity of a Route 302 truck route.		Town Planner	MT
			7-1-1-4-4 Ensure adequate parking throughout the town at recreational areas, tourist sites, and in the downtown.		Town Planner, Police & Public Work Departments	OG
	7-1-2 The number of private roads in Bridgton exceeds the number of Town accepted roads. Their maintenance is funded privately. Limited or difficult access by emergency vehicles is a health and safety issue.	7-1-2-1 To ensure that private roads are maintained at the level required for their approval to ensure safety of citizens.	7-1-2-1-1 Review criteria for private roads and encourage maintenance of them at safe level.		Planning Board, Fire Department, Public Works, CEO	OG

8 PUBLIC FACILITIES AND SERVICES

8	8-1 Town Administration	8-1-1 The Town's form of government is an acceptable long-range means to govern and manage the provided services. The responsibilities and authorities of officials and committees need to be formally defined.	8-1-1-1 To review the existing 1793 Engrossed Act. Explore the benefits of creating a town charter as needed to clearly define the roles of municipal officials, boards and committees.	8-1-1-1-1 Consider forming a charter commission to create a charter for presentation to the Town's voters and Maine Legislature for approval.	Board of Selectmen	ST
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Chapter 12
CONCLUSIONS—GOALS—STRATEGIES—TIMELINE

Subject	Conclusions	Goals	Strategies	Actions	Responsibility	Time Line
	8-1-2 The strategies of the Comprehensive Plan need to be implemented and the Plan kept current.	8-1-2-1 To designate a group to oversee the implementation of the Plan.	8-1-2-1-1 Create or designate a standing committee to make recommendations to the Selectmen and to see that their directives to implement the plan are carried out.		Board of Selectmen	ST
		8-1-2-2 To continually review the Plan to reflect changes.	8-1-2-2-1 Make the Comprehensive Plan Committee a standing committee.		Board of Selectmen	ST
	8-1-3 the Town lacks an appropriate meeting space for large groups.	8-1-3-1 To develop a modern meeting space for assemblies.	8-1-3-1-1 Review the updating of existing facilities or building of new facilities to meet the town's current and future needs.		Board of Selectmen, CDC	ST
8-2 Fire Department	8-2-1 While presently adequate the Fire Department's staffing, equipment, funding and policies need to be reviewed annually to account for changing population and environment.	8-2-1-1 To develop and review annually a long term plan for staffing, stations, equipment needs and other concerns.	8-2-1-1-1 Keep an updated plan detailing staffing, station and equipment needs.		Fire Depart, Town Manager, Board of Selectmen, Budget Committee, Town Planner	OG
	8-2-2 Mutual aid cooperation with other communities is adequate but needs fine tuning to insure fairness in the cost borne by each town.	8-2-2-1 To develop an effective mutual aid pact with neighboring towns that shares fairly the burden of cost.	8-2-2-1-1 Develop and review annually, mutual aid policies with neighboring towns.		Fire Depart, Town Manager, Board of Selectmen, Town Planner	OG
			8-2-2-1-2 Track the cost of providing and receiving mutual aid to determine its fairness.		Fire Depart, Town Manager, Board of Selectmen, Budget Committee	ST
	8-2-3 Public and private roads can be inaccessible to emergency equipment.	8-2-3-1 To upgrade the accessibility of public roads for emergency vehicles and fund such upgrades.	8-2-3-1-1 Inspect, identify, list and prioritize hazardous roads, including a cost estimate for improvements.		Fire Depart, Public Works, CEO	OG
		8-2-3-2 To assist with upgrading the accessibility of private roads for emergency vehicles, including funding options for such upgrades	8-2-3-2-1 Inspect, identify, list and prioritize hazardous private roads that may prevent fire protection.		Fire Depart, Public Works, CEO	OG
			8-2-3-2-2 Meet with private road owners to encourage and teach methods to upgrade their roads.		Fire Depart, Public Works, CEO	OG
			8-2-3-2-3 Have CEO inspect and enforce compliance to standards and maintenance for Planning Board-approved subdivision roads.		Fire Depart, Public Works, CEO	OG
			8-2-3-2-4 Ensure Planning Board follows ordinances and regulations for approving private roads.		Planning Board, Fire Depart, Public Works	ST
	8-2-4 Presently the central and sub stations are adequate for current needs. However, the town should anticipate the expansion, repair, rebuilding or replacement of the station possibly in a new location.	8-2-4-1 To have modern, well located stations to provide adequate fire protection of all town structures.	8-2-4-1-1 Annually assess the physical condition and needs of each station in light of fire protection needs and changing insurance requirements.		Fire Department, Town Planner	OG
			<u>8-2-4-1-2 Study the feasibility of remodeling existing stations vs new construction.</u>		<u>Fire Department, Town Planner</u>	<u>ST</u>
			<u>8-2-4-1-3 Study the feasibility of combining stations without negatively affecting response times, ISO ratings, etc.</u>		<u>Fire Department, Town Planner</u>	<u>ST</u>

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Chapter

Subject	Conclusions	Goals	Strategies	Actions	Responsibility	Time Line
8-3 Police Department	8-3-1 While presently adequate the Police Department's staffing, equipment, funding and policies need to be reviewed annually in terms of changing population and environment.	8-3-1-1 To develop and review annually a long term plan for staffing and equipment needs: additions and updating.	8-3-1-1-1 Develop an updated plan detailing staffing and equipment needs.		Police Depart, Town Manager, Board of Selectmen, Budget Committee	OG
	8-3-2 Currently the Police Department manages efforts to minimize crime.	8-3-2-1 To continue to minimize crime and its impact on town citizens consistent with Town growth.	8-3-2-1-1 Develop a report stating prior crime facts, trends and plans for combating future crime.		Police Depart, Town Manager, Board of Selectmen,	OG
			8-3-2-1-2 Continue to enhance the effectiveness of the Community Crime Watch.		Police Depart	OG
		8-3-2-1-3 Continue to support a program with the schools to teach about the dangers of substance abuse, its prevention, and crime prevention.				OG
		8-3-2-2 To continue to create opportunities to be open and transparent with the public	8-3-2-2-1 Use all available means of communication to effectively share information.		Police Depart, School Department, Public Health	OG
8-4 Water Supply	8-4-1 The water supply and quality is adequate for the current town commercial and residential density but the town's growth must be planned for.	8-4-1-1 To ensure the availability of a sufficient water supply to an expanding community.	8-4-1-1-1 Develop an annually updated long term plan that anticipates needs and sources with recommendations for protecting water quality.		Bridgton Water District, Harrison Water District, Board of Selectmen	ST and OG
			8-4-1-1-2 Review annually rates and other funding for operations, and for upgrades and expansion.		Bridgton Water District, Harrison Water District, Board of Selectmen	OG
		8-4-1-2 To protect the quality and quantity of the water supply.	8-4-1-2-1 Continue cooperative regional efforts with Bridgton and Harrison Water Districts to protect existing water supplies.		Bridgton Water District, Harrison Water District, Board of Selectmen	OG
			8-4-1-2-2 Continue to administer and enforce the Aquifer Protection Ordinances for Willett Brook & Bear River aquifers.		CEO	OG
8-5 Sewer Department	8-5-1 The existing sewer system is old, serves a limited area of the town, and does not meet the present or future needs of the town.	8-5-1-1 To provide a wastewater disposal system that can serve areas of town that currently have a high density of residences and business and/or where growth is anticipated.	8-5-1-1-1 Develop and update annually a long term plan that anticipates sewer needs and sources with recommendations for protecting water quality.		Wastewater Superintendent, Wastewater Committee, Town Planner, Town Manager, Board of Selectmen	ST
			8-5-1-1-2 Research technologies that will best provide efficient and cost effect sewer services to the greatest number of users.	See Wastewater Disposal Feasibility Study 2/27/14	Wastewater Superintendent, Wastewater Committee	ST
		8-5-1-2 To fund the research, planning and construction of new sewer disposal facility.	8-5-1-2-1 Seek out research, engineering and planning grants.		Wastewater Superintendent, Wastewater Committee, Town Planner, Town Manager, Board of Selectmen	ST and OG
			8-5-1-2-2 Pursue State and Federal construction funding.		Wastewater Superintendent, Wastewater Committee, Town Planner, Town Manager, Board of Selectmen	ST and OG
8-5-2 Most of Bridgton is served by private subsurface sewage disposal systems.	8-5-2-1 To protect the water supplies and natural resources of the town from excessive or defective private subsurface sewage disposal systems.	8-5-2-1-1 Enforce the provisions of Bridgton ordinances, state plumbing code, and shoreland zoning standards relating to subsurface sewage disposal.			CEO , Planning Board	OG

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Chapter 12
CONCLUSIONS—GOALS—STRATEGIES—TIMELINE

Chapter 8

Subject	Conclusions	Goals	Strategies	Actions	Responsibility	Time Line
8-6 Public Works	8-6-1 While presently adequate Public Work's staffing, equipment, physical plants , funding, and policies need to be reviewed annually in terms of changing population and environment.	8-6-1-1 To have a long term plan for staffing and equipment needs.	8-6-1-1-1 Develop and annually update a long term plan that anticipates public works needs.		Public Works, Public, Town Planner	OG
	8-6-2 Funding for town infrastructure has been insufficient, resulting in a lack of updating and modernization.	8-6-2-1 To have well-designed municipal signage with emphasis on the downtown.	8-6-2-1-1 Institute a method for tracking information about signs that need updating or replacing	The CPC recommends a sign committee be formed to address 8-6-2-1.	Public Works, CEO, Town Planner	ST
			8-6-2-1-2 Seek alternative funding for signs.		Public Works, Town Planner	ST
		8-6-2-2 To have a well-maintained sidewalk and trail network.	8-6-2-2-1 Create a plan for connecting the downtown with a network of sidewalks and trails.		Public Works, Town Planner	MT
			8-6-2-2-2 Create a schedule to annually fund the repair and maintenance of sidewalks.		Public Works, Budget Committee, Town Manager, Board of Selectmen	OG
			8-6-2-2-3 Seek alternative funding for construction of new sidewalks and trails with grants and the Safe Routes to School, MDOT Quality Community and Depart. of Environment Trails Fund in addition to CDBG funds.		Public Works, Budget Committee, Town Manager, Board of Selectmen	MT
		8-6-2-3 To have a well-maintained network of public and private roads.	8-6-1-3-1 Develop and annually update a long term plan that anticipates the maintenance and reconstruction of roads.		Public Works, Town Manager, Board of Selectmen	OG
			8-6-2-2-2 Annually fund the repair and maintenance of public roads.		Public Works, Budget Committee, Town Manager, Board of Selectmen	OG
	8-6-3 Condition of equipment and planned replacement schedule is satisfactory. Acquisition of equipment should be considered to save rental and labor cost.	8-6-3-1 To maintain an inventory of equipment that facilitates the maintenance of roads in a safe and efficient manner.	8-6-3-1-1 Analyze potential labor savings to justify new equipment acquisition for cost effective road maintenance.		BOS, Town Manager, Department Heads	OG
			8-6-3-1-2 Conduct cost analysis to consider the purchase of equipment that will save rental and labor cost.		BOS, Town Manager, Department Heads	OG
	8-6-4 The municipal office complex, recreation, public works, and waste disposal facilities are aging and in need of replacement or modernization.	8-6-4-1 To have buildings that are modern, energy-efficient, high-functioning, and cost effective in providing town services.	8-6-4-1-1 Conduct a survey of town facilities to determine their condition, usefulness, and cost-effectiveness in providing services.		Public Works, Budget Committee, Town Manager, Town Planner, Board of Selectmen	ST
			8-6-4-1-2 Consider consolidation of town services and facilities to a new location.		Public Works, Budget Committee, Town Manager, Town Planner, Board of Selectmen	MT
	8-6-5 While the town has an equipment funding program it lacks a capital replacement and/or modernization program for buildings.	8-6-5-1 To plan for required equipment and building replacement.	8-6-5-1-1 Maintain a reserve fund to fund both anticipated and un-anticipated major repairs, updates, and replacement of major town assets such as buildings and sewer system.		Public Works, Budget Committee, Town Manager, Town Planner, Board of Selectmen	OG

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Chapter 12
CONCLUSIONS—GOALS—STRATEGIES—TIMELINE

Chapter

Subject	Conclusions	Goals	Strategies	Actions	Responsibility	Time Line	
8-7 Transfer / Solid Waste Station	8-7-1 Disposal of solid waste is expensive. Cost can be minimized by reducing solid waste by educating citizens to recycle utilizing a well designed recycling/waste facility. An effective program will minimize the environmental impact of the town's solid waste.	8-7-1-1 To develop and review annually a long term plan for staffing and equipment needs for recycling and disposal of waste.	8-7-1-1-1 Develop and annually update a long term plan that anticipates recycling and disposal needs and sources with recommendations for protecting the environment.	See work of Recycling Committee 2013.	Solid Waste Facility Manager, Recycling Committee, Town Manager, Board of Selectmen	OG	
			8-7-1-2 To reduce solid waste disposal cost.	8-7-1-2-1 Develop techniques to change the habits of citizens, causing them to recycle more.		Solid Waste Facility Manager, Recycling Committee, Town Manager, Board of Selectmen	OG
			8-7-1-2-2 Continually review using third-party vendors, handling recycling in-house or other alternatives to maximize revenue or reduce cost.	See work of Recycling Committee 2013.	Solid Waste Facility Manager, Recycling Committee, Town Manager, Board of Selectmen	OG	
			8-7-1-2-3 Perform a cost benefit analysis of purchasing equipment versus using third parties. A town roll off truck to transport waste is an example.	See work of Recycling Committee 2013.	Solid Waste Facility Manager, Recycling Committee, Town Manager, Board of Selectmen, Budget Committee	OG	
			8-7-1-2-4 Consider a user fee based on volume.		Solid Waste Facility Manager, Recycling Committee, Town Manager, Board of Selectmen, Budget Committee	OG	
			8-7-1-3 To have a well organized and well equipped facility allowing time and cost efficiencies.	8-7-1-3-1 Perform an efficiency study of the current facility.		Solid Waste Facility Manager, Recycling Committee, Town Manager, Board of Selectmen	MT
				8-7-1-3-2 Consider planning for a new facility designed for waste transfer.		Solid Waste Facility Manager, Recycling Committee, Town Manager, Board of Selectmen	MT
8-8 Recreation	8-8-1 Recreation programs, serving all age groups, are diverse and excellent. The present indoor facility is fully utilized and unless expanded or replaced will limit services in the near future.	8-8-1-1 To continue to have a full range of Recreation programs and facilities that provide diverse choices, encouraging participation of all citizens for enjoyment and health.	8-8-1-1-1 Develop a comprehensive recreation plan that charts programs and facilities needed to fulfill the needs of all age groups of residents.		Recreation Director, Town Manager, Board of Selectmen	ST	
			8-8-1-1-2 Develop a promotional plan to attract participation.		Recreation Director, Town Planner	OG	
			8-8-1-1-3 Design and plan for an indoor facility that will serve future recreational needs.		Recreation Director, Town Planner, Private groups, Community Center	MT	
			8-8-1-1-4 Link trails and sidewalks to include streamside areas, overlooks, and bridges, for greater recreational use and value.		Recreation Director, Town Planner, Private groups, LEA	MT	
			8-8-1-1-5 Seek funding from multiple sources for recreational programs, facilities, and trail building, including maintenance.		Recreation Director, Budget Committee, Town Manager, Board of Selectmen	OG	
		8-8-1-2 To promote the recreational programs and facilities available to full and part-time residents and visitors.	8-8-1-2-1 Create promotional materials that describe the recreational opportunities Bridgton offers, program-based, as well as access to the natural world.		Recreation Director, Town Planner, LEA	ST	
	8-8-1-2-1 Emphasize Bridgton as a place for active participation in recreational activities for all ages.		Recreation Director, Town Planner	ST and OG			

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Chapter 12
CONCLUSIONS—GOALS—STRATEGIES—TIMELINE

Chapter

Subject	Conclusions	Goals	Strategies	Actions	Responsibility	Time Line	
8-9 Libraries	8-9-1 The Town contributes to Bridgton Public Library, a privately owned public library which provides many services that the Town would otherwise have to provide.	8-9-1-1 To continue to contribute to the funding of the library so it can continue to serve the community as modern libraries.	8-9-1-1-1 Meet annually with the library to the understand its funding needs.		Library Boards, Town Manager, Budget Committee, Board of Selectmen	OG	
			8-9-1-1-2 Ensure the library maintains its partnership in the state's inter-library loan program.		Library Boards, Town Manager, Board of Selectmen	OG	
8-10 Bridgton Hospital	8-10-1 The Bridgton Hospital is at the core of Bridgton's quality medical service sector, and is an indispensable asset.	8-10-1-1 To continue to have a quality hospital, primary care, urgent care and emergency facility.	8-10-1-1-1 Meet at least semi-annually with the hospital administration to discuss any cooperation they may need from the town.		CDC, EDC, Town Manager, Town Planner, Public Health Officer, Board of Selectmen	OG	
			8-10-1-1-2 Partner with the hospital to review infrastructure needs.		CDC, EDC, Town Manager, Town Planner, Public Works, Board of Selectmen, Sewer Committee	OG	
			8-10-1-2 To develop Bridgton as a regional medical center with the Hospital at its center.	8-10-1-2-1 Seek out medical services to locate here that compliment what the Hospital offers.		CDC, EDC, Town Planner, Hospital	OG
			8-10-1-2-2 Facilitate a plan for an annual forum to bring all town medical providers together to discuss and coordinate common needs and ways they can benefit each other.		CDC, EDC, Town Planner, Public Health Officer, Hospital	ST and OG	
8-11 Public Education (SAD #61)	8-11-1 Quality of the education in the public schools is good in grades 1-5, average in junior and senior high but improving rapidly at all levels. The elementary and middle school facilities are good and the high school's are excellent.	8-11-1-1 To provide an excellent education supplemented by specialized vocational, math, science, arts and cutting edge knowledge in existing and emerging fields.	8-11-1-1-1 Encourage parent involvement in students' education.		School Department, CDC, Board of Selectmen	OG	
			8-11-1-1-2 Facilitate plans for semi-annual meetings between businesses, the Economic Development Corporation, and school officials to define real world needs. Communicate consensus to state officials directly and through lobbying.		School Department, EDC, Local businesses, Town Planner, Voc-tec Director, High School Principal, Teacher Department Heads	ST and OG	
			8-11-1-1-3 Prepare students for college, vocational schools, trades and/or the military.		School Department, College, Military, Vocational School Representatives	OG	
			8-11-1-1-4 Develop apprentice and mentoring programs.		School Department, EDC, Local businesses, Town Planner, Voc-tec Director, High School Principal, Teacher Department Heads	OG	
		8-11-1-2 To supplement school funding in diverse ways through private and business sources.	8-11-1-2-1 Create a program for businesses to contribute equipment or help fund equipment purchases.		School Department, EDC, Local businesses, Town Planner, Voc-tec Director, High School Principal, Teacher Department Heads	OG	
			8-11-1-2-2 Create a program for business to sponsor training for various specialties.		School Department, EDC, Local businesses, Town Planner, Voc-tec Director, High School Principal, Teacher Department Heads	OG	

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CONCLUSIONS—GOALS—STRATEGIES—TIMELINE

Chapter

Subject	Conclusions	Goals	Strategies	Actions	Responsibility	Time Line		
8-12 Bridgton Community Center (BCC)	8-12-1 The Bridgton Community Center's physical plant limits programing.	8-12-1-1 To expand or build a facility through a public/private partnership that can provide multi-generational programs and activities that enhance the quality of life for town citizens.	8-11-1-2-3 Communicate directly with School Superintendent and meet with School Board to discuss budget concerns.		School Superintendent, School Board, Select Board	ST		
			8-12-1-1-1 Define all the programs that the BCC would like to offer and update annually.	See work of Bridgton Community Center.	BCC Board of Directors, CDC, Senior and Adult Education Representatives, Town Planner	OG		
			8-12-1-1-2 Design a facility that could house a broad range of multi-generational activities and serve as a community meeting center.	See work of Bridgton Community Center.	BCC Board of Directors, CDC, Senior & Adult E Representatives, Town Planner	OG		
			8-12-1-1-3 Develop and update annually a comprehensive plan that charts programs and facilities needed to fulfill the needs the community.	See work of Bridgton Community Center.	BCC Board of Directors, CDC, Senior & Adult E Representatives, Town Planner	OG		
			8-12-1-1-4 Create and update annually a funding plan.	See work of Bridgton Community Center.	BCC Board of Directors, CDC, Senior & Adult E Representatives, Town Planner, Budget Committee	OG		
9 MUNICIPAL FINANCES								
9 9-1 Expenditures	9-1-1 Expenditures have decreased in the past two years with the emphasis switching from services for citizens to those supporting town government.	9-1-1-1 To evaluate the purposes and goals of expenditures.	9-1-1-1-1 Conduct town wide workshops to determine the future services that require expenditures.		BOS, CDC, Town Planner, Budget Committee, Finance Committee	OG		
			9-1-2 The decrease in the Public Works expenditures, as a % of the whole , reflects a relaxed emphasis on infrastructure.	9-1-2-1 To maintain existing and develop new infrastructure to meet the current and future needs of the Town.	9-1-2-1-1 Budget money annually to a capital replacement fund for maintaining and developing infrastructure.		BOS, CDC, Town Planner, Budget Committee, Finance Committee	OG
			9-1-2-1-2 Seek out, apply for and obtain grants and intergovernmental funding for infrastructure.			BOS, CDC, Town Planner, Budget Committee, Finance Committee	OG	
			9-1-3 At more than 50% education is the largest category of expenditure.	9-1-3-1 To ensure quality education for a more manageable cost.	9-1-3-1-1 Meet with elected school board representatives to receive verbal and/or written reports on the school budgeting process.	Meet with SAD 61 towns and launch campaign to change current formula.	BOS, Budget Committee, Finance Committee	ST
					9-1-3-1-2 Continue to have BOS representatives attend and participate in school board budget meetings.		BOS	OG
9-1-4 The Town presently has a capital improvement plan.	9-1-4-1 To have a clear plan for financing the replacement and expansion of public facilities and services.	9-1-4-1-1 Identify future changing and expanding needs using input from department heads and town wide workshops.		BOS, CDC, Town Planner, Budget Committee, Finance Committee, Departments Heads	OG			
		9-1-4-1-2 Develop an annually updated five-year business plan that includes a capital improvement program.		BOS, Town Manager, Finance Officer, Budget & Finance Committees	MT			
9-2 Revenues	9-2-1 The burden of rising costs is increasingly falling on the property taxpayer, particularly the existing residential owner.	9-2-1-1 To balance the tax burden, by increasing business tax revenue to ease the burden on residential home owners.	9-2-1-1-1 Develop a plan to attract businesses to expand, open or build in Town. Such a plan should be included in the Comprehensive Plan in the future.	Develop an economic development strategy. See Chapter 11, Future Land Use Plan.	BOS, CDC, Town Planner, EDC	ST		
			9-2-1-1-2 Manage personal property taxes to minimize the impact on businesses considering locating in Bridgton.		BOS, Assessor, Town Manager, Finance Committee, Town Planner	ST		
			9-2-1-1-3 Reassess how property values are calculated.		Town Manager	ST		

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CONCLUSIONS—GOALS—STRATEGIES—TIMELINE

Subject	<u>Conclusions</u>	<u>Goals</u>	<u>Strategies</u>	<u>Actions</u>	<u>Responsibility</u>	<u>Time Line</u>
		9-2-1-2 To have alternative means of creating revenue other than property taxes.	9-2-1-2-1 Periodically review town fees and permits to ensure that they recover associated costs and are competitive with other towns.		BOS, Town Manager, Finance Officer, Budget and Finance Committees	OG
			9-2-1-2-2 Maintain rents at levels that are comparable to other leased properties.		BOS, Town Manager, Finance Officer, Finance Committee	OG
	9-2-1-3 To maximize Town land and properties for best use and revenue potential.	9-2-1-3-1 Conduct a study and evaluation of all Town owned land to determine their governmental need vs. privately owned economic value and ability to generate real estate taxes. Trading land and relocating town facilities should be considered.	9-2-1-3-2 Consider placing principal from any Town land sales in trust and use earnings to fund specific expenditures and/or to stimulate expansion of the tax base, particularly the business base.	See work of Community Development Committee 2013.	BOS, Town Manager, Finance Officer, CDC Finance Committee, Assessor, Independent Appraiser	ST
			9-2-1-3-3 Recognize that some portion of the increase in tax revenue because of the sale and development of town properties should be allocated to stimulate expansion of the tax base, particularly the business base.		BOS, Town Manager, Investment & Finance Committees, CDC, EDC	ST
	9-2-2 While it is only a small % of revenue, Bridgton's personal property mil rate is higher than most surrounding towns and hinders the Town being chosen as a place to locate businesses.	9-2-2-1 To mitigate the impact of personal property taxes on businesses to encourage them to locate in town.	9-2-2-1-1 Account for personal and real property taxes separately to determine their % as a total of tax revenues.		BOS, Town Manager, Assessor, Finance Officer	ST
			9-2-2-1-2 Determine what flexibility the Town has in determining the fair market value of business assets.		BOS, Town Manager, Assessor,	ST
			9-2-2-1-3 Develop an expertise in State programs that exempt business assets from personal property taxes		BOS, Town Manager, Town Planner, EDC, Finance Committee	ST
	9-2-3 Charges for services, licenses and permits may or may not be sufficient to recover costs related to them.	9-2-3-1 To ensure that charges for services, licenses and permits recover the cost associated with each.	9-2-3-1-1 Conduct <u>and maintain a current</u> analysis of costs associated with services, licenses and permits to ensure that the charges for the same are sufficient to achieve break-even.		BOS, Town Manager, Finance Officer, EDC, Finance Committee	OG
	9-2-4 Revenues of Transfer Station have decreased significantly in the past three years.	9-2-4-1 To maximize the revenues that are available in the recycling of waste.	9-2-4-1-1 Conduct a study of the value of classes of recycled waste, vendors, cost associated with processing and transporting, and self- managing or contracting.	See work of Recycling Committee 2013.	BOS, Town Manager, Recycling Committee, Transfer Station Manager, Town Citizens	OG
			9-2-4-1-2 Determine if annual user fees should be based on waste volume.		BOS, Town Manager, Recycling Committee, Transfer Station Manager	OG
			9-2-4-1-3 Conduct at least a bi-annual analysis of fees charged for specific waste to determine their adequacy.		BOS, Town Manager, Recycling Committee, Transfer Station Manager	OG
	9-2-5 The Town has a small uncoordinated grant program maintain by individual department heads.	9-2-5-1 To have a town-wide, public and private sector grant program to maximize grant revenues.	9-2-5-1-1 Develop a Town staff member or a committee with expertise to support department heads to identify, write and obtain grants for public and private purposes.		BOS, Town Manager, CDC, EDC, Town Planner, Finance Committee, Departments Heads	ST

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	9-2-6 The Town has limited impact fees to recover capital expenditures necessitated by new growth.	9-2-6-1 To recover capital expenditures incurred solely because of new development.	9-2-6-1-1 Conduct a study to determine the reasonableness, feasibility and methods of instituting impact fees.		BOS, Town Manager, CDC, EDC, Town Planner, Finance Committee	ST
9-3 Liabilities	9-3-1 The Town debt is well managed. Of concern are the contingent liabilities to the county, SAD 61, and Ecomaine totally \$4,188,017 at June 30, 2011.	9-3-1-1 To manage debt with discretion but with wisdom to facilitate the Town's growth and meet its goals.	9-3-1-1-1 Use debt as a revenue tool to spread large expenditures over many years.		BOS, Town Manager, CDC, EDC, Town Planner, Finance Committee	OG
9-4 Human Resources	9-4-1 There are citizens in Bridgton with diverse financial backgrounds and expertise.	9-4-1-1 To use citizen expertise to help Town staff in developing and managing financial assets.	9-4-1-1-1 Create a standing Finance Committee to advise the Board of Selectmen by researching methods and developing solutions to maximize returns on assets and finance projects.		BOS, Town Manager, CDC, EDC, Town Planner	ST
10 REGIONAL COORDINATION						
10-1 Greater Portland Council of Governments	10-1-1 The Greater Portland Council of Governments's mission is providing responsive service and leadership to our municipal members and community partners through regional cooperation and collaboration.	10-1-1-1 To work actively with GPCOG to ensure Bridgton's goals are part of the overall regional partnerships and cooperative efforts.	10-1-1-1-1 Continue work with Mobilize ME as staff time permits.		BOS, Town Manager, CDC, EDC, Town Planner	OG
			10-1-1-1-2 Continue work with regional efforts to foster a collaborative relationship within the GPCOG area.	Actively participate in the regional bus efforts to bring commuters into Portland and commuters and visitors to Bridgton.	BOS, Town Manager, CDC, EDC, Town Planner	ST
			10-1-1-1-3 Partner with GPCOG staff for projects to assist the town to forward our goals.	Continue connections with GPCOG for the future re-development of the Memorial School.	BOS, Town Manager, Town Planner	OG
				Investigate other grant prgrams to collaborate with GPCG to forward other goals of the town	BOS, Town Manager, Town Planner	OG
				Work with GPCOG to puruse data mapping partnerships and collaborations	BOS, Town Manager, Town Planner	OG
				Participate in programs as appropriate to assist the town in reducing energy consumptions and emissions	BOS, Town Manager, Department Heads	OG
10-2 Opportunity Alliance	10-2-1 Opportunity Alliance's mission is in community development in Cumberland County.	10-2-1-1 To work with Opportunity Alliance on shared goals to provide services to our residents in the area of community development.	10-2-1-1-1 Participate as time permits in regional public health initiatives that will benefit Bridgton residents.	Support efforts to provide dental care as well as other health care support services to Bridgton residents.	BOS, CDC	ST
				Support mental health and addiction prevention services to Bridgton residents	BOS	ST
10-3 Lakes Environmental Association and Loon Echo Land Trust	10-3-1 These organizations protect our lakes and the lands that make Bridgton and its surrounding areas special.	10-3-1-1 To support projects that benefit Bridgton and forward the goals and objectives of this plan.			BOS	OG
10-4 Fire Services	10-4-1 Bridgton Fire has agreements with adjoining towns to provide fire services when called.	10-4-1-1 To continue to foster these relationships to provide good response times.	10-4-1-1-1 Support the Regional Chief's Association efforts in training, radio frequency sharing, equipment purchases, and traffic management plans.		BOS	OG

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