

MASTER PLAN 2023

Town of Windham, New Hampshire



ACKNOWLEDGEMENTS

The Master Plan was completed after months of volunteer input, participation, feedback, and help from many community members, residents, and business owners in Windham.

Special thanks to all those that spent time completing surveys, sending e-mails, attending public meetings, and contributing content.

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1 INTRODUCTION

Windham Master Plan

The Master Plan is created and adopted to provide a vision for the Town of Windham, and to identify the necessary steps to achieve that vision. While some aspects of these goals may take longer to realize, the Plan is focused on identifying implementation efforts to meet the ideals set forth in this document. This effort focuses mainly on the physical aspects of the community, which include public facilities and infrastructure and how to best direct the form, type, and density of private development.

In accordance with State law, the Plan provides a basis for the Zoning Ordinance, which is Windham's primary tool for regulating development. Maintaining the feeling of community and small-town atmosphere Windham is known for requires balancing a diversity of challenges. This Master Plan addresses these challenges and works to establish a framework within which future development decisions should be made. The Windham community must also be prepared to address local and global changes, such as shifting demographics, retail shifts, and new energy opportunities. The Plan accomplishes this by delivering a clear vision and actionable implementation strategies to address these challenges.



Pictured Above: Windham Town Common

Master Plan Adoption

The adoption of a master plan is essential for several reasons, but most importantly, a master plan is a legal pre-requisite to the adoption of a zoning ordinance. Under New Hampshire law (RSA 674:18), a Planning Board must adopt a master plan containing a vision section and a land use section before a municipal zoning ordinance is adopted. The foundation of this Master Plan update is based upon extensive research and analysis of existing physical, economic, and social conditions, an understanding of the regional context, as well as projections of the future growth of Windham.

This Master Plan update draws from the Town's previous plan adopted in 2005, the 2012 Recreation Master Plan, 2014 Community Survey and Visioning Workshop, 2015 Chapter Updates, 2019 Hazard Mitigation Plan, 2020 Master Plan Survey, and the 2022 Economic Development, Housing, and Infrastructure Survey. In addition, several workshops were held in 2022 to specifically discuss the vision, contents, and ideals of what the Windham Master Plan should be. The Master Plan should be updated and revised every 5 to 10 years as the Town's conditions, goals, and objectives evolve.

What is a Master Plan?

A master plan is an official, public document that serves as the Town's development plan and land use policy. The basic purpose of a master plan is to assess existing resources and project future growth. Perhaps more importantly, it is a planning tool which can be used to answer questions of policy such as - Where and what type of development should occur in Windham? Ultimately, a master plan is a strategy for the Town's future, which sets the stage for the implementation of specific programs, policies, and regulations designed to achieve the Town's visions and goals.

Pursuant to RSA 674:1, the preparation and amendment of the Master Plan is the duty of the Planning Board. Furthermore, RSA 674:1-II states that "it shall be part of the Planning Board's duties to consult with and advise public officials and agencies, public utility companies, civic, educational, professional, research and other organizations, and to consult with citizens, for the purposes of protecting or carrying out of the master plan as well as for making recommendations relating to the development of the municipality."

The description and purpose, as well as details concerning the preparation and adoption of the master plan, are set forth in New Hampshire state law at RSA 674:2(II).

2 VISION AND PRINCIPLES

Old Values, New Horizons

The residents of Windham are proud of the community they have built. Windham exudes a shared sense of responsibility and volunteer spirit combined with the prudent Yankee values that define New Hampshire. Where there was once a rural hamlet of homesteads and farms now stands a suburban mecca of cul-de-sacs complete with a thriving commercial district.

Windham stands at a crossroads.

The results of 2020 Town survey along with the 2021 municipal election and Town warrant have indicated a clear mandate: ***do what is necessary to hold on to the “rural oasis.”***

Guiding Principles

- **Conserve** the Town’s remaining natural resources
- **Preserve** the character and integrity of existing neighborhoods
- **Enrich** residents’ environmental and recreational quality of life

Conserve

Protection of Natural Resources

Protecting the remaining natural resources in Town is Windham’s highest priority.

Priority should be given to the conservation of lakes, streams, and waterways in Windham.

Conservation and preservation of forests and open spaces should be



actively pursued including the purchase of additional conservation lands. Further, deforestation or increased stress on the lakes, streams, and wetlands should be discouraged along with implementing incentive programs that will improve natural resources.

Protection of drinking water is of paramount importance. Actions that preserve and replenish the existing aquifers are required. The Town needs to research and implement actions that will replenish the aquifer. In addition, to protect the public health and general welfare, it may be necessary to prevent development and land use practices that would contaminate or reduce the recharge of aquifers with the implementation of Aquifer Protection Districts (including WPOD and WWPD).

Conservation Directives

- Protect lakes, ponds, streams, watersheds, and wetlands
- Protect forests and open spaces
- Increase conservation land
- Protect and replenish the aquifer

Preserve

Safeguard the Character & Integrity of Windham's Neighborhoods

Windham neighborhoods are a great variety of single-family homes. Residents love the character of their neighborhoods and want to preserve the sense of community they evoke. Townsfolk have resoundingly said they want to preserve the charm and character of Windham therefore current incentives promoting non-single-family housing should be removed. Several areas of Town have light industrial and commercial zones bordering rural and residential zones. A buffer between these zones should be enacted to protect existing residential homes.

Preservation of the Town's historic sites should be given priority where possible. The historical treasures of stonewalls, barns, and other historic buildings should be protected. Ordinances should be developed to incentivize re-use of historic buildings.

Preservation Directives

- Maintain neighborhood integrity
- Remove residential development incentives
- Enhance buffers between light industrial/commercial and rural and residential zones
- Protect historic sites

Enrich

Improve and Enhance Quality of Life for Residents

Recreational programs promote the tight knit community residents aspire to maintain and expand upon. Community access to Windham's abundant water bodies, town forests, and trails are jewels to be nurtured and promoted. Expansion of community offerings at Windham's parks, especially Griffin Park, should be initiated. The **Recreational Master Plan** should be updated to promote coordination and help organize recreational priorities.



Traffic congestion and lack of pedestrian connectivity have both been identified as problem areas in need of resolution. Solving traffic circulation issues is an important objective in enriching residents' overall quality of life. Route 111 will continue to serve as Windham's main east-west travel corridor and therefore should remain a Limited Access route. Existing access points along Route 111 should be consolidated where possible.

In the existing commercial zones, Windham residents have indicated a desire to see entertainment, destination dining, and educational services developed. Incentives to develop these commercial offerings should be considered.

Enrichment Directives

- Promote and develop new and existing recreational resources
- Solve traffic flow and pedestrian connectivity issues
- Steer commercial development towards entertainment, destination dining, and education

3 LAND USE

The 2020 Town Master Plan Survey re-enforces that Windham residents support less dense housing and increased lot sizes

One of the major vehicles of guiding future development in Windham is the effective use of local ordinances. Zoning Ordinances and Subdivision Regulations should reflect the will of the residents and create a framework to achieve that. Existing zoning needs to be expanded upon to represent the voters' objectives.

RESIDENTIAL DISTRICTS

- Rural
- Residential A
- Residential B
- Residential C

COMMERCIAL DISTRICTS

- Neighborhood Business
- Commercial A
- Commercial B
- Professional Business & Technology
- Limited Industrial
- Gateway

MIXED USE DISTRICT

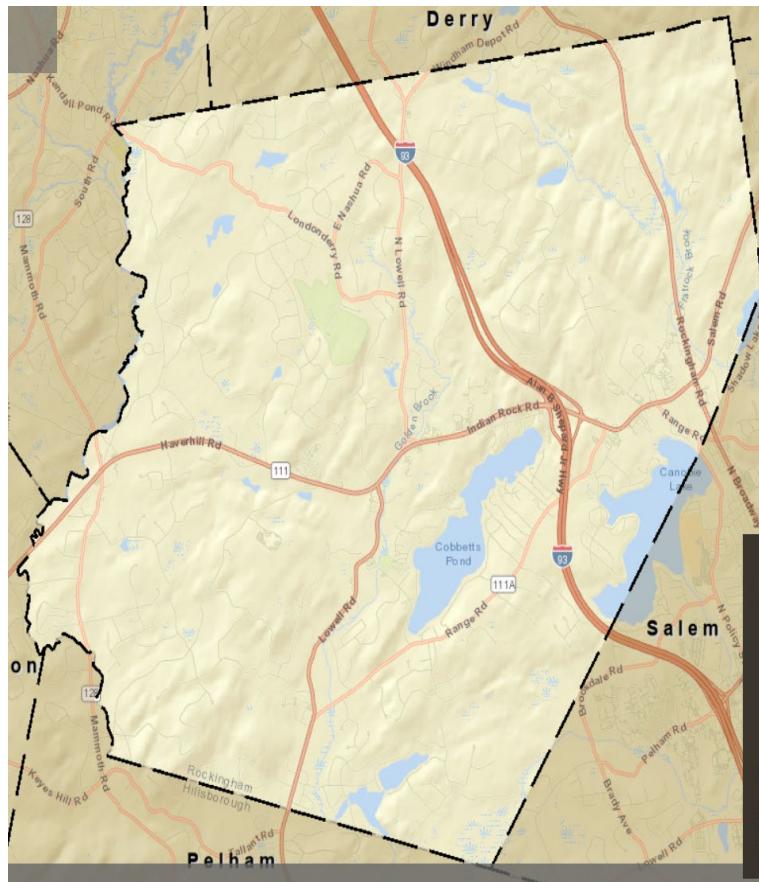
- Village Center

SPECIAL DISTRICT

- Historic

OVERLAY DISTRICTS

- Flood Plain
- Aquifer Protection
- Wetland & Watershed Protection (WWPD)
- Open Space Residential
- Housing for Older Persons
- Route 28 Access Management
- Watershed Protection Overlay District (WPOD)
- Workforce Housing
- Market Square



Pictured Above: Map of the Town of Windham

Many of the zones are delineated on the Zoning District Map Town of Windham, which can be found through the GIS link www.axisgis.com/WindhamNH/ and as well as the appendix. Overlay districts exist “on top of” underlying districts. Overlay districts have unique sets of criteria as defined in the Zoning Ordinances.

Residential Zones

The majority of Windham is zoned Rural, Residential A, Residential B, and Residential C as depicted on the zoning map and as seen in the number of developed parcels.

Current Allowed Uses by Zone

The residential zones primarily restrict construction to housing apart from legacy commercial interests in the rural zone.

ALLOWED USE	RURAL	RES. A	RES. B	RES. C
Accessory Buildings	X	X	X	X
Accessory Dwelling Units	X	X	X	X
Agriculture/Farms	X			
Cemeteries	X			
Charitable Institutions	X			
Churches & Parish Houses	X			
Golf Courses	X			
Hospitals	X			
Medical Institutions	X			
Museums	X			
Nursing Homes	X			
Owner Occupied - Childcare/Daycare	X	X	X	X
Owner Occupied - Customary Home Occupation	X	X	X	X
Owner Occupied -Agriculture/Farm	X	X	X	X
Research Laboratory (non-profit)	X			
Residential Unit: Manufactured				X
Residential Unit: Multi-family dwelling (12 units per structure)				
Residential Unit: Multi-family dwelling (6 units per structure)			X	X
Residential Unit: Workforce Housing (multi-family)			X	X
Residential Unit: Workforce Housing (single-family attached)			X	X
Residential Unit: 55+ (single-family detached)	X	X	X	X
Residential Unit: Single-family detached	X		X	X
Residential Unit: Workforce Housing (duplex)	X		X	X
Residential Unit: Workforce Housing (single-family detached)	X		X	X
School - College	X			
School - College (no dormitory facilities)	X			
School - K-12 Private	X			
School - K-12 Public/Parochial	X			
School - Nursery School	X			
Wildlife Refuge	X			

Figure 3.1: Current Allowed Uses by Zone

PROPERTY BY USE TYPE (Town Appraiser's 2020 USPAP report)

Commercial /Industrial.....	182
Utilities.....	6
Condominium.....	725
Manufactured Homes.....	0
Residential	4,810
Vacant Residential Land.....	306
Current Use and Open Space.....	152
Exempt.....	250
Mixed Use.....	12
Total Parcels.....	6,443

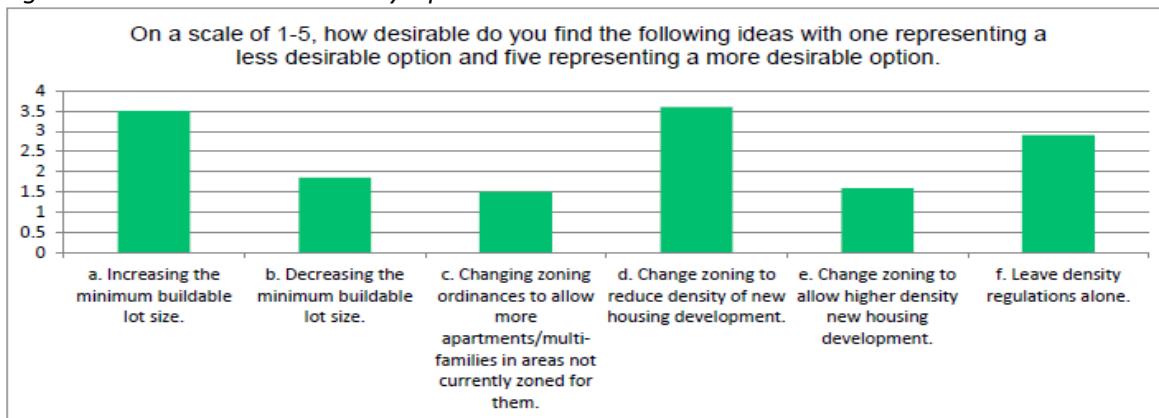
Source: Town Appraiser's 2020 USPAP Report

Objectives

Preserve Neighborhood Integrity

The residents of Windham have given the Town a clear mandate to maintain the character, look, and feel of existing neighborhoods as seen in the 2020 Master Plan Survey.

Figure 3.2: Residents' Desirability Opinions



Source: 2020 Master Plan Survey

Residential growth, especially around the Town's water bodies, must be governed by the same, if not more, restrictions as within other rural or residential districts. Residential change to all development plans must consider:

- The ability of the underlying aquifer to support the growth or the ability to connect to a community water system.
- The ability of the area to support the septic loading.
- The density of the development and the impact on traffic flow.
- The ability of the School District to handle the expected additional student population.
- Variances to the ordinance must meet the Spirit and Intent of the Ordinance.

At the State level, control must be given to local Land Use Boards which need to be given discretionary authority to assess whether a given project will be detrimental to the surrounding residential neighborhoods. Land Use Boards need the authority to make discretionary decisions when the rights of the abutters and the rights of the developer are in conflict.

- Enact new RSAs to give Land Use Boards discretionary authority to preserve neighborhoods.



The 2020 Master Plan survey results highlight the residents desire to preserve the rural characteristics of Windham

79.68% find Maintaining Windham's unique character as desirable
89.93% found protecting Lakes, Streams and Wetlands Desirable
85.79% found protecting drinking water quantity important
88.35% in favor of preserving open space and forests and agricultural land
72.63% in favor of preserving Historic Properties and Sites
63.16% find Increasing Conservation Land purchases as desirable

Overlay Districts

Residential overlay zones will impact development density. The WWPD, Flood Plain District, Aquifer Protection District, Open Space Residential Overlay District, Housing for Older Persons Overlay District, and Workforce Housing all modify the density allowed within a development.

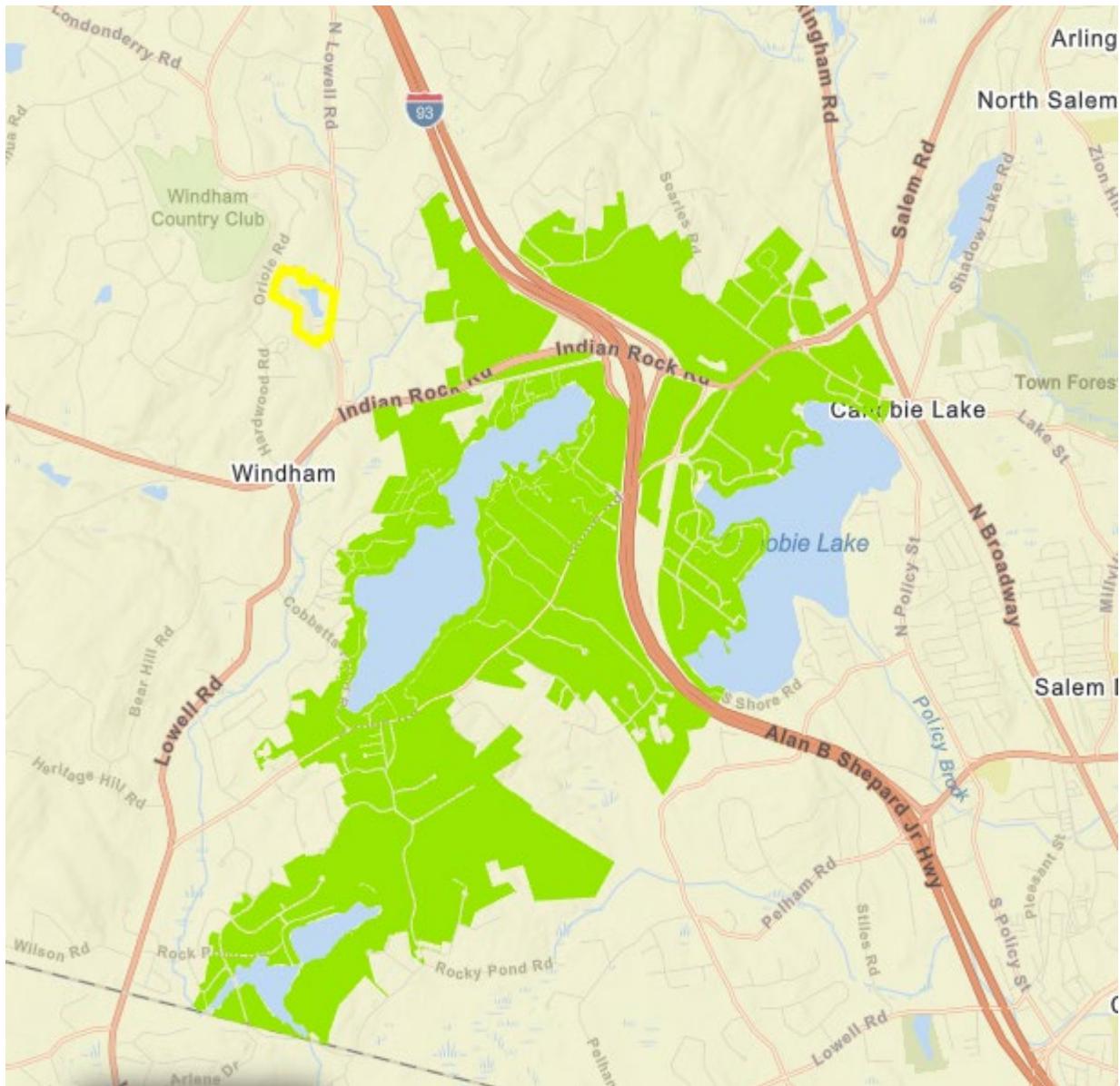
The Wetland and Watershed Protection District's purpose is preserving water resources of the Town for the benefit of public health, safety, welfare, and convenience. The regulations of the Wetland and Watershed Protection District are intended to guide the use of wetlands, lands draining into wetlands, as well as brooks, ponds, and water supply areas in order to prevent the development of structures, or other land uses within the WWPD that would contribute to surface and groundwater contamination, or reduce surface and groundwater supplies.

- Maintain the WWPD ordinances requiring Certified Wetland Surveying and Delineation on Plans.
- Judiciously administer requested waivers to maintain integrity of WWPD.

The Watershed Protection Overlay District purpose is to ensure the protection and preservation of significant surface water bodies within the Town of Windham and their watersheds from the effects of point and non-point source pollution or sedimentation. The establishment of the WPOD and the adoption of these regulations are intended:

- To protect public health,
- To protect aquifers, which serve as existing or potential water supplies, and the aquifer recharge system,
- To protect surface waters and wetlands contiguous to surface waters,
- To protect the natural areas and wildlife habitats within the Watershed Protection Overlay Zone by maintaining ecological balances,
- To prevent the degradation of water quality through the regulation of land uses and development within the WPOD, and
- To assure proper use of natural resources and other public requirements.

The WPOD is delineated as areas around Cobbets Pond, Canobie Lake, Rock Pond and Moeckel Pond and is shown on the attached GIS map.



Source: Windham GIS – WPOD

The Aquifer Protection District is to protect, preserve, and maintain potential groundwater supplies and related groundwater recharge areas within known aquifers. The objectives include:

- To prevent development and land use practices that would contaminate or reduce the recharge to the identified aquifers.
- To assure the availability of public and private water supplies for future growth of the Town in accordance with the Master Plan.
- To encourage uses that can appropriately and safely be located in the aquifer recharge areas.
- To minimize pollution and potential contaminates from reaching public water supply systems and drinking water wells.

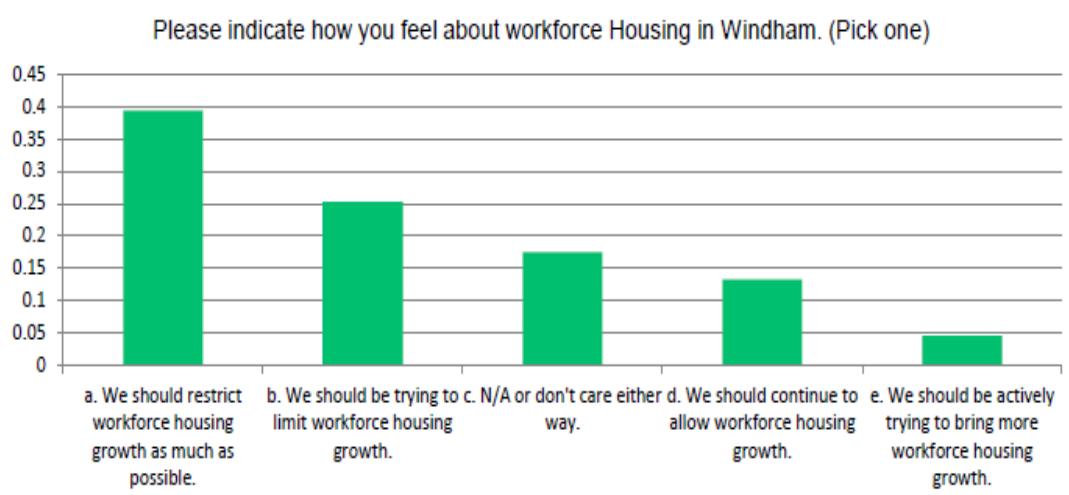
The Flood Plain District limits the types of structures that can be built within this zone.

Workforce Housing Overlay District

The State of New Hampshire (RSA 674:58-61) has directed all municipalities to provide their “fair share” of workforce housing. Windham needs to engage with State authorities to quantify what exactly a community’s “fair share” is. As seen in the 2020 survey results below, Windham feels restricted Workforce Housing is critical to future growth.

Once this fair share is determined, no workforce project that is under the fair share percentage should be considered viable. In addition, a suitable percentage over the total fair share percentage should be codified to ensure the eventual town-wide fair share percentage can be achieved. Ordinances should be enacted to develop a plan to cap workforce once the fair share percentage is achieved.

Figure 3.3: Residents’ Workforce Housing Opinions



Source: 2020 Master Plan Survey

Determine Existing Workforce Housing

In addition, there are financial and physical qualifications for a residential unit to be considered Workforce Housing (\$399,000 valuation as of 2022 for the Lawrence, MA-NH HUD Metropolitan Fair Market Rent Area (HFMA)). A determination must be made as to the existing stock of Workforce Housing based on State definitions. A significant percentage of workforce qualified residential units are currently in commercial zones. This housing needs to be rezoned residential to ensure this housing stock remains available to workforce qualified residents.

- Engage with the NH Housing Authority to quantify what a town’s “fair share” is.
- Determine the available Workforce Housing stock based on State definition.
- Develop concrete plan to achieve state certified workforce percentage with CAP.
- Identify all existing housing in Windham that qualifies as workforce housing.
- Rezone lots with workforce-qualified housing as Residential.

- Work with the community to identify suitable areas in Town where workforce housing development should occur.

Open Space Residential Overlay District is to encourage flexibility in the design and development of land in order to provide for the conservation of open space, to plan for a more efficient use of Town services, and to promote the development of balanced residential communities in harmony with natural land features. The objectives include:

- Preserve open space, forests, farms, orchards and wetlands; especially intending to increase the amount of permanently usable undeveloped land (without steep slopes and wetlands) and to decrease the infringement upon the Wetland and Watershed Protection District.
- Maintain or decrease existing residential densities allowing the same or fewer homes per development as would be permitted in a conventional subdivision (complying with zoning provisions such as, but not limited to, those governing lot design, wetland setbacks, road length, and all other applicable regulations).
- Promote the more efficient use of land by requiring shorter networks of streets and utilities thus saving the Town the expense of additional infrastructure.
- Provide an organized procedure which can allow appropriate, high-quality design and site planning.
- Encourage developments with a variety of housing designs.
- Encourage a smaller scale neighborhood with a more clustered development pattern than is typical in a conventional subdivision.

Rt. 28 Access Management Overlay District is to provide safe access to land development while conserving Route 28, maintain the efficient movement of people and goods, reduce the need to build new roadways and driveways, and enhance the environmental and economic vitality of Route 28.

- Limit the number of conflict points.
- Separate conflict areas.
- Reduce the interference of through traffic.
- Provide sufficient spacing for at-grade signalized intersections.
- Minimize signalized intersections.
- Minimize visual driver distractions by maintaining natural and planted landscaped buffers along the Route 28 corridor.
- Provide adequate on-site circulation and storage. The design of good internal vehicle circulation in parking areas and on local streets reduces the number of driveways that businesses need for access to the major roadway.

Housing for Older Persons (55 plus developments) have been used within Town to provide increased density to allow affordable housing for persons over 55 with restrictions on the occupancy. Due to the increased density allowed, the number of 55 plus developments has grown disproportionately as compared to standard subdivisions. As a result, these overlay districts should:

- Limit the total allowable units within Town to a fair acceptable number.
- Provide density limitations based on availability of water and septic loading.
- Provide services and building amenities conducive to support an elderly population.

Commercial Zones

Commercial A, Commercial B, Neighborhood Business are intended primarily for business which provides goods and services to the transient public or to compliment the neighborhoods they are in.

Figure 3.4: Current Allowed Uses by Zone

ALLOWED USE	NEIGHBORHOOD BUSINESS	COMM. A	COMM. B
Accessory Buildings	X	X	
Adult Entertainment		X	
Agriculture/Farms	X		
Assembly Halls	X	X	X
Banks	X	X	X
Call Centers		X	
Commercial Service Establishment	X	X	
Communication Utility		X	
Funeral Homes		X	
Gas Stations /Garages/Repair Facilities		X	
Hotels		X	X
Inns		X	
Membership Clubs		X	X
Museums		X	
Mortuaries/Crematories		X	
Motels		X	X
Offices	X		X
Owner Occupied - Boarding Houses (max 4 tenants)	X		
Owner Occupied -Bed & Breakfast	X		
Passenger Terminal/Depot		X	
Personal Service Establishment	X	X	
Restaurant	X	X	
Restaurant (no drive-thru)	X	X	X
Retail	X	X	
School - Kindergarten	X		
School - Nursery School	X		
Theaters/Bowling Alleys/Skating Rinks/Clubs/Amusement		X	

Objectives

By wide margins, the residents identified additional entertainment and sit-down dining as desired commercial development.

- Promote restaurants.

- Promote entertainment and dining.
- Promote “services” industry.
- Investigate viability of an “entertainment hub.”
- Develop/modify ordinances to encourage entertainment & sit-down dining venues.
- Develop educational facilities.
- Promote small businesses.

Promote Neighborhood Business

Residents have clearly identified their desire to have local businesses that serve local neighborhoods.

- Engage with local residents to identify what specific neighborhood services are desired.
- Develop/modify ordinances to encourage neighborhood development.
- Consider rezoning portions of existing Commercial A to Neighborhood Business.

Professional Business and Technology, Limited Industrial Zones

The original professional zones are intended to function as employment centers for Windham and surrounding communities featuring professional buildings and offices such as research laboratories, office buildings, and light manufacturing industries.

Figure 3.5: Current Allowed Uses by Zone

ALLOWED USE	PROFESSIONAL BUSINESS & TECHNOLOGY	LIMITED INDUSTRIAL
Accessory Buildings	X	
Banks	X	X
Building Materials Warehouses		X
Call Centers	X	X
Commercial Service Establishment		X
Communication Utility	X	X
Contractor/Storage Yards		X
Fitness Centers	X	X
Firearms Shooting Ranges		X
Funeral Homes		X
Gas Stations /Garages/Repair Facilities		X
Health Clubs	X	X
Manufacturing	X	X
Medical/Dental Laboratories	X	X
Mortuaries/Crematories		X
Offices	X	X
Passenger Terminal/Depot	X	X
Personal Service Establishment		X
Photographic Studio		X
Printing/Publishing	X	X
Research Laboratory (for profit)	X	X
Research Laboratory (non-profit)	X	X
Restaurant (no drive-thru)	X	X
School - College (no dormitory facilities)	X	
School - K-12 Private	X	
School - K-12 Public/Parochial	X	
Serving Professional Building - Childcare/Daycare	X	
Serving Professional Building - Personal Services	X	
Serving Professional Building - Retail	X	
Serving Professional Building Service - Restaurant	X	
Warehouse Distribution Center	X	

Professional Business and Technology Guidance

The residents are neutral on additional business and technology development. There is a clear mandate to discourage additional light industrial development.

- Investigate viability of reducing existing Limited Industrial zones and replacing with PB&T.
- Engage residents to determine which specific professional development is preferred and develop comprehensive guide for developers indicating the Town's development preferences.

Mixed-Use Commercial/Residential Zones

The original intent of Gateway, Market Square, and the Village Center was to create Town center(s) that were walkable “downtowns” with a mixed use of commercial, residential, and professional structures. There is activity in the Village Center District to develop a parcel with residences and a restaurant. The 2020 Master Plan Survey has indicated a hesitancy for this type of development with 59.45% finding this type of development less desirable.

Figure 3.6: Current Allowed Uses by Zone

ALLOWED USE	MARKET SQUARE OVERLAY DISTRICT	GATEWAY COMMERCIAL DISTRICT	VILLAGE CENTER DISTRICT
Accessory Buildings	X		X
Accessory Dwelling Units			X
Adult Daycare	X		X
Agriculture/Farms			X
Assembly Halls			X
Assisted Living Facilities	X		X
Banks	X	X	X
Call Centers	X	X	
Cemeteries			X
Charitable Institutions			X
Childcare/Daycare	X		X
Churches & Parish Houses			X
Communication Utility	X		
Fitness Centers	X		X
Funeral Homes			X
Golf Courses			X
Health Clubs	X		
Hospitals			X
Hotels	X	X	
Inns	X	X	X
Medical Clinic	X		X
Medical/Dental Laboratories	X		
Medical Institutions			X
Museums	X		X
Nursing Homes			X
Offices	X	X	X
Owner Occupied - Childcare/Daycare			X
Owner Occupied - Customary Home Occupation			X
Owner Occupied -Agriculture/Farm			X
Owner Occupied -Bed & Breakfast		X	X
Passenger Terminal/Depot	X		

ALLOWED USE	MARKET SQUARE OVERLAY DISTRICT	GATEWAY COMMERCIAL DISTRICT	VILLAGE CENTER DISTRICT
Passenger Terminal/Depot	X		
Personal Service Establishment	X	X	X
Pharmacy			X
Printing/Publishing	X		
Research Laboratory (for profit)	X		
Research Laboratory (non-profit)	X		X
Residential Unit: Multi-family dwelling (12 units per structure)	X		X
Residential Unit: Single-family detached			X
Residential Unit: Workforce Housing (duplex)			X
Residential Unit: Workforce Housing (multi-family)			X
Residential Unit: Workforce Housing (single-family attached)			X
Residential Unit: Workforce Housing (single-family detached)			X
Restaurant (no drive-thru)	X	X	X
Retail	X	X	X
Sanitariums			X
School - College			X
School - College (no dormitory facilities)	X		X
School - K-12 Private	X	X	X
School - K-12 Public/Parochial	X	X	X
School - Kindergarten			X
School - Learning Centers	X		X
School - Nursery School		X	X
Serving Professional Building - Childcare/Daycare	X		
Serving Professional Building - Personal Services	X		
Serving Professional Building - Retail	X		
Serving Professional Building Service - Restaurant	X		
Theaters/Bowling Alleys/Skating Rinks/Clubs/Amusement	X		
Warehouse Distribution Center	X		
Wholesale Sales		X	
Wildlife Refuge			X

Exempt Properties

Within Windham, there are presently 250 parcels which are exempted from taxation. The most common examples are religious, charitable, educational, or governmental properties. The location of these properties is listed in the 2020 USPAP analysis available through the Town assessor.

Goals and Objectives

- Ensure the ability of the underlying aquifer to support the growth or the ability to connect to a community water system during development.
- Base development on the ability of the School District to handle the expected additional student population.
- Limit the allowable 55 Plus units within Town to a fair acceptable number.
- Consider incorporating Religious and Educational Districts within the Zoning Ordinances.
- Preserve open space, forests, farms, orchards, and wetlands; especially intending to increase the amount of permanently usable undeveloped land (without steep slopes and wetlands) and to decrease the infringement upon the Wetland and Watershed Protection District.
- Promote the more efficient use of land by requiring shorter networks of streets

and utilities thus saving the Town the expense of additional infrastructure.

- Engage with the NH Housing Authority to quantify what a town's "fair share" of Workforce Housing is and determine the available Workforce Housing stock based on State definition.
- Develop a concrete plan to achieve state certified workforce percentage with a cap.
- Rezone lots with workforce-qualified housing as Residential to maintain current stock.
- Work with the community to identify suitable areas in Town where workforce housing development should occur.
- Enact new RSAs to give Land Use Boards discretionary authority to preserve neighborhoods.
- Discourage Residential Housing in Non-Residential Zones.
- Promote restaurants, entertainment and other desirable business-concepts in commercial zones.
- Encourage small businesses, rather than "Big Box Stores."
- Promote connectivity between Commercial lots, limiting curb cuts.
- Encourage the State to minimize signalized intersections.
- Minimize visual driver distractions by maintaining natural and planted landscaped buffer.

4 DEMOGRAPHICS

Windham has a strategic location that offers convenient access to the New Hampshire highway system that serves as a driving force behind its development activity. New Hampshire Office of Planning and Development (OPD) projected that Rockingham County, of which Windham is a part of, to experience increased population growth, reaching a total of roughly 347,444 people by the year 2035, which would be an increase from 314,176 in 2020. The report specifically projected that Windham itself will reach a total of approximately 17,326 by the year 2035, which would be an increase of 1,509 from 2020. Much of this growth is anticipated to occur due to new business growth and development and related in-migration attracted to the region, as a result of the widening of I-93 from two to four travel lanes in both directions between Massachusetts and the City of Manchester. This improved major highway will make it much easier for commuters and interstate commerce to travel between the two states and will likely result in attracting more businesses and people to the region.

As more people move to the region over the next 15 years, some people and businesses will choose to live in smaller communities which have convenient highway access, good schools, adequate public facilities and resources, and most importantly, a sense of community and a rural lifestyle.

With this increase in growth, additional pressures will be placed on local government to expand services, improve public facilities and roads, and provide adequate schools and recreational facilities, including providing necessary services to support an aging population. All of these factors must be considered as Windham plans how to guide future development, infrastructure investments, and land conservation.

Figure 4.1: Population Change in the SNHPC Region, 1990 to 2020

Population

In 1990, the Town of Windham had a total of 9,000 residents. Over the next thirty years the population grew to 15,817 and we remain in the midst of a period of growth and development. Windham has grown an average of 9.87% every five years since 1990. More recently the rate of growth has slowed somewhat in the community and the region.



SNHPC Municipal Population Change 1990-2020						
	1990	2000	2010	2020	Absolute Change	Relative Change
Windham	9,000	10,709	13,592	15,817	6,817	76%
Auburn	4,085	4,682	4,953	5,946	1,861	46%
Bedford	12,563	18,274	21,203	23,322	10,759	86%
Candia	3,557	3,911	3,909	4,013	456	13%
Chester	2,691	3,792	4,768	5,232	2,541	94%
Deerfield	3,124	3,678	4,280	4,855	1,731	55%
Derry	29,603	34,021	33,109	34,317	4,714	16%
Francetown	1,217	1,480	1,562	1,610	393	32%
Goffstown	14,621	16,929	17,651	18,577	3,956	27%
Hooksett	8,767	11,721	13,451	14,871	6,104	70%
Londonderry	19,781	23,236	24,129	25,826	6,045	31%
Manchester	99,567	107,006	109,565	115,644	16,077	16%
New Boston	3,214	4,138	5,321	6,108	2,894	90%
Weare	6,193	7,776	8,785	9,092	2,899	47%
SNHPC	208,983	240,644	252,686	269,413	60,430	29%

Source: Census 2020: DEC Redistricting

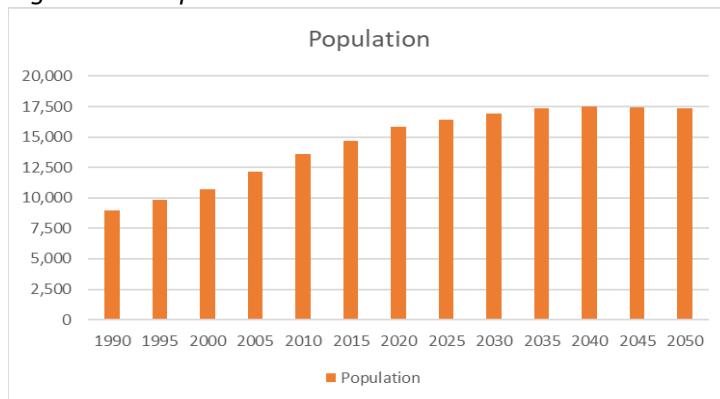
The New Hampshire OPD projects that trend to continue as the projected peak population in Rockingham County will reach 350,560 in 2040 and decrease to 348,082 in 2050.

Community populations can fluctuate due to a variety of factors, including: changes in national and regional economic conditions; employment opportunities; cost and availability of land; quality of transportation networks; availability of public facilities and services; and state and local tax structures. As we attempt to plan for the future and forecast the potential population change that Windham may experience, we must recognize a variety of assumptions that have been made in regards to the future trends for Windham and the region. Population projections are a planning tool designed to aid in providing general direction as to what is likely to be expected in the future based on the stated assumptions and are not a guarantee of actual population.

In Windham's case the New Hampshire OPD estimates that the population growth will continue at a slower rate, level out, and begin to decrease as we approach 2050. By 2040, Windham is projected to grow to a total of 17,467 residents. By 2050, Windham is projected to decrease to a total of 17,354 residents. This projection must continue to be evaluated over the coming years.

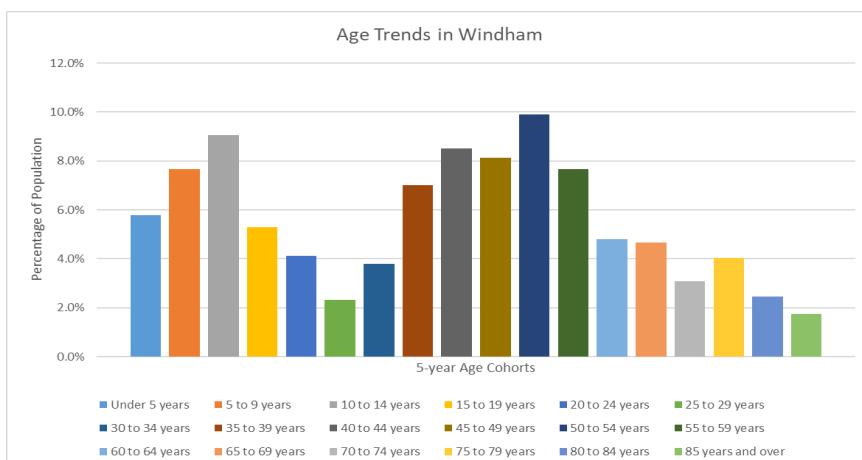
Median Age:
43.1

Figure 4.2: Population Growth Trends in Windham



Source: Census 2020 DEC Redistricting Data (PL-94-171); IPUMS NHGIS; NH Office of Planning and Development

Figure 4.3: Age Trends in Windham



Source: Census 2020 5-Year ACS

Age

Windham continues to age as a community and now has an average age of 43.1. This is on par with the state average of 43 years of age. While the average age of residents is of interest, the distribution of the population by age may be more important as Windham plans for the future. Approximately half the population is distributed across the

0-20 and 30-50 age groups with the largest group composed of residents 50 to 54 years of age. At 11.3%, the population of residents over 70 years of age is fairly small. Windham has 27% of its population between the ages of 50-70. Another small age group is the 20-35 age group which is comprised of 10.2% of the Town's population.

Housing Units and Household Size

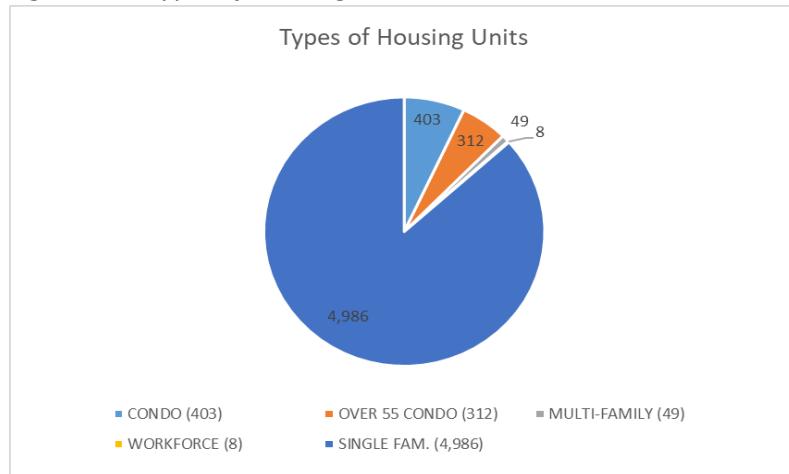
As of September 2022, Windham has a supply of 5,753 housing units. These units are primarily single family detached units.

Single family housing units are also the predominant housing type in the region and make up 86.7% of housing units in Windham.

Compared to the region, Windham experienced a modest increase in the percentage of new residential units between 1990 and 2020 with 2,248 units constructed for an annual growth rate of 2.3%. The most recent 10-year period between 2010 and 2020 experienced an increase of 411 units with an annual growth rate of 0.8%. Similar to the population of Windham, the rate of growth in housing units is stabilizing. During this 10-year period between 2010 and 2020 the following communities have grown at similar rates: Bedford (0.8%), Candia (0.5%), Deerfield (1.0%), Derry (0.6%), Goffstown (0.4%), Hooksett (1.2%), Londonderry (1.2%), Manchester (0.4%), and New Boston (1.1%).



Figure 4.4: Types of Housing Units



Source: Windham Assessing Department, August 2022

While the number and type of dwelling units in Windham is important, we also want to understand what the average number of residents is per dwelling unit is and how that may be changing. Currently the average household size in Windham is 2.9 persons per unit which is similar to 2.98 in the year 2000, and down from 3.15 in 1990. Compared to the region, the average of the towns that make up the Southern New Hampshire Planning Commission

is 2.54 persons per household size. According to the US Census, this trend reflects a combination of factors that include an increase in single person households and smaller family sizes. As a result, a small population increase requires more residential units than similar population increases in the past.

Looking at other housing characteristics, Windham has a very high percentage (93.5%) of its households occupied by owners compared to renters. Only two towns in the region have higher owner-occupied percentages (Chester at 99.2% and Candia at 96.6%). The average percentage of

owner-occupied household of the towns that make up the Southern New Hampshire Planning Commission is 65.6%.

Figure 4.5: Housing Units

SNHPC Municipal Housing Change 1990-2020													
	Number of Housing Units				1990 to 2020			2000 to 2020			2010 to 2020		
	1990	2000	2010	2020	Absolute	Relative	Annual	Absolute	Relative	Annual	Absolute	Relative	Annual
					Change	Change	Growth Rate	Change	Change	Growth Rate	Change	Change	Growth Rate
Windham	3,327	3,906	5,164	5,575	2,248	68%	2.3%	1,669	43%	2.1%	411	8%	0.8%
Auburn	1,354	1,622	1,814	2,138	784	58%	1.9%	516	32%	1.6%	324	18%	1.8%
Bedford	4,156	6,401	7,634	8,279	4,123	99%	3.3%	1,878	29%	1.5%	645	8%	0.8%
Candia	1,192	1,384	1,494	1,574	382	32%	1.1%	190	14%	0.7%	80	5%	0.5%
Chester	924	1,247	1,596	1,848	924	100%	3.3%	601	48%	2.4%	252	16%	1.6%
Deerfield	1,227	1,406	1,743	1,920	693	56%	1.9%	514	37%	1.8%	177	10%	1.0%
Derry	11,869	12,735	13,277	14,009	2,140	18%	0.6%	1,274	10%	0.5%	732	6%	0.6%
Francetown	580	656	755	740	160	28%	0.9%	84	13%	0.6%	-15	-2%	-0.2%
Goffstown	5,022	5,798	6,341	6,619	1,597	32%	1.1%	821	14%	0.7%	278	4%	0.4%
Hooksett	3,484	4,307	5,184	5,785	2,301	66%	2.2%	1,478	34%	1.7%	601	12%	1.2%
Londonerry	6,739	7,718	8,771	9,849	3,110	46%	1.5%	2,131	28%	1.4%	1,078	12%	1.2%
Manchester	44,361	45,892	49,288	51,438	7,077	16%	0.5%	5,546	12%	0.6%	2,150	4%	0.4%
New Boston	1,138	1,462	1,967	2,174	1,036	91%	3.0%	712	49%	2.4%	207	11%	1.1%
Weare	2,417	2,828	3,466	3,631	1,214	50%	1.7%	803	28%	1.4%	165	5%	0.5%
SNHPC	84,463	93,456	103,330	110,004	25,541	30%	1.0%	16,548	18%	0.9%	6,674	6%	0.6%

Source: Census 2020 DEC Redistricting Data (PL 94-171); IPUMS NHGIS

Source: *Census 2020 DEC Redistricting Data*

Income

As of 2020 the median household income in Windham is \$154,032, which is up from the 2011 figure of \$117,402. Elsewhere in the region, the median household incomes for the towns that make up the Southern New Hampshire Planning Commission range from \$62,087 in Manchester to the value in Windham. The median household income the towns that make up the Southern New Hampshire Planning Commission is \$106,957.

Median Household Income:
\$154,032

Mean Travel Time:
35.1
Minutes

Commuting Patterns

The mean travel time to work for a Windham resident is 35.1 minutes. This represents an increase in travel time to work from 31.5 minutes in 2000 to 34.3 minutes in 2011. Currently 90% of working residents commute out of Town. Commuters are headed for Salem (10%), Nashua (8%), and Manchester (7%), but some are heading out of state to Massachusetts (34%). The data below shows how Windham compares to other communities in the region during the last Census.

Currently 76% of the commuters in Windham are driving alone in an automobile. Only 6% of commuters are carpooling and 1% reported that they are walking to work. Also, 14% of Windham's work force works from home and the remaining 1% travel to work by other means. The percentage of folks working from home represents an increase from 3.4% in 2000 to 8.2% in 2011.

Figure 4.6: Commuting Patterns

SNHPC Municipal Commuting Patterns									
	Commutes Originating in...	Work in the Town Where They Live	Work Outside of the Town Where They Live	Most Common External Commute Destination	2nd Most Common External Commute Destination	3rd Most Common External Commute Destination	Work in Massachusetts	Mean Travel Time to Work*	
Windham	6,953	10%	90%	Salem	10%	Nashua	8%	Manchester	7%
Auburn	3,405	4%	96%	Manchester	23%	Hooksett	6%	Nashua	5%
Bedford	11,763	14%	86%	Manchester	20%	Nashua	8%	Merrimack	6%
Candia	2,578	5%	95%	Manchester	20%	Hooksett	6%	Concord	5%
Chester	3,087	5%	95%	Manchester	12%	Derry	7%	Nashua	4%
Deerfield	2,779	7%	93%	Manchester	14%	Concord	9%	Portsmouth	4%
Derry	19,486	11%	89%	Manchester	11%	Salem	7%	Londonderry	6%
Francesstown	795	2%	98%	Peterborough	8%	Manchester	8%	Concord	6%
Goffstown	10,390	9%	91%	Manchester	24%	Bedford	7%	Nashua	6%
Hooksett	7,465	11%	89%	Manchester	29%	Concord	9%	Bedford	5%
Londonderry	14,742	13%	87%	Manchester	13%	Nashua	8%	Salem	4%
Manchester	59,471	37%	63%	Bedford	6%	Nashua	6%	Londonderry	5%
New Boston	3,288	18%	82%	Manchester	18%	Goffstown	7%	Nashua	7%
Weare	5,400	9%	91%	Manchester	18%	Concord	11%	Goffstown	5%
SNHPC		21%	79%						16%
Source	Census LEHD Origin-Destination Employment Statistics 2017-2019 averages								
*Source	Census 2020 5-Year ACS, excludes people working from home								

Source: Census LEHD Origin-Destination Employment Statistics 2017-2019 averages

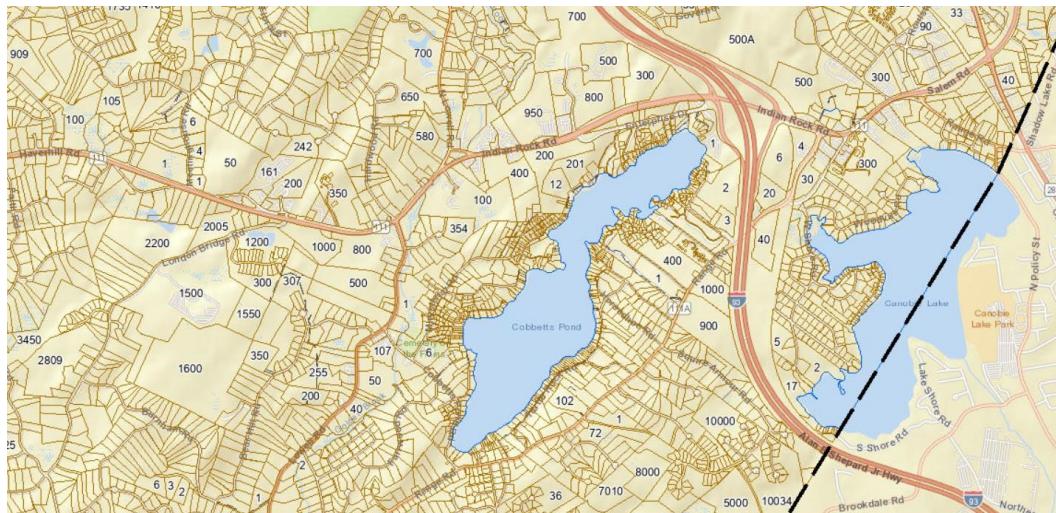
Census 2020 5-Year ACS

5 TRANSPORTATION

There are approximately 114 miles of roadways in Town

Windham's transportation network has been primarily focused on accommodating automobile traffic over the past five decades of growth. While development has increased, so has the demand of our central arteries. At present, significant backups are experienced on Route 111. Few alternative east-west routes exist, with only 3 opportunities (Route 111, 111A, and Lowell Road), to cross Interstate 93.

Route 111 will continue to serve as Windham's main east-west travel corridor, and for this reason, planning for its future should remain a top priority. Though Route 111 is ultimately under the State of New Hampshire's control, the Town needs to explore, with the DOT, a future vision for the roadway corridor prior to addressing any obvious defects. This type of preplanning effort is becoming more common in recognition of the larger role such prominent roadway corridors play in relation to community character and economic development, as well as transportation. However, the Town is unable to act unilaterally with regard to problems on State-owned roadways, lacking the needed authority, resources, and control over sources of regional traffic growth. Windham can, nevertheless, take a wide variety of actions to improve its transportation network over the long term.



Pictured Above: The Roadways in Windham per GIS Maps

In 2011, The Town with assistance from the Rockingham Planning Commission and the New Hampshire Department of Transportation conducted a planning level corridor study of NH Route 111 in the vicinity of the Town Center and a feasibility study regarding extending Wall Street to benefit Route 111. The purpose of the study was to define the problems that exist along the corridor and at the Town Center and to develop recommendations to address both the problems and opportunities to enhance the Town Center.



The study covered the portion of Route 111 from just west of the Lowell Road/Hardwood Road intersection to the Wall Street intersection, a distance of approximately one mile. In addition to these two signalized intersections, there are traffic signals at the North Lowell Road/Fellows Road intersection and at the Windham Village Shops/U.S. Post Office intersection. Although outdated, the NH 111 Corridor and Wall Street Extension Feasibility Study should be considered as a precursor to decision-making regarding potential solutions to traffic issues and backups.

Goals, Objectives, and Strategies

Goal 1:

Reduce automobile volumes on Windham's roadways by finding alternatives and options for Windham residents.

Objectives:

- Reduce commute times and volume by supporting opportunities for residents to work and live in Windham.
- Investigate the viability of convenient public transportation options especially for the elderly and transit dependent. Windham has a Town van that is available to residents Monday thru Friday from 8:00am to 4:00pm. To schedule the van, residents contact the Recreation Director. On Wednesdays, the van takes scheduled trips to Walmart in Salem. There are currently four employed van drivers.
- Support "Work from Home" initiatives.
- Enhance the efficiency and effectiveness of local and regional public transportation facilities and services.

Strategies:

1. Work with the Southern New Hampshire Planning Commission, the Salem-Plaistow-Windham MPO and NH DOT on studies to identify possible links to existing regional transit services and programs such as CART.
2. Expand and promote fixed route van service to meet the demands and needs of elderly and transit-dependent residents.
3. Investigate the ability for the NH DOT to expand the Park'n'Ride facility at Exit 3 to include bus service.

Goal 2:

Balance transportation infrastructure needs with the desire to maintain rural character.

Objectives:

- Ensure that improvements to Route 111 do not detract from Windham's rural character, for example widening Route 111 to a 4-lane road or installing roundabouts.
- Representatives from the Town, including the Town Administrator and the Director of Community Development, will work with the state to study and find solutions to the traffic issues along Route 111.
- Review Town land use plans and other policies, ordinances and standards to incorporate community transportation goals, objectives and strategies.
- Continue to require that all proposed transportation projects consider effects on auto, truck, pedestrian, bicycle and transit access as well as visual and scenic quality.
- Require that streets provide bicycle and pedestrian accommodations in Village Center and other key destination areas.
- Communicate priority transportation infrastructure needs and fiscal constraints to the New Hampshire Department of Transportation, Southern New Hampshire Planning Commission, Salem-Plaistow-Windham MPO, Town residents, and business community.
- Remain open to participating in future light rail initiatives connecting Southern New Hampshire to the Massachusetts Commuter Rail.

Strategies:

1. Work with the Southern New Hampshire Planning Commission, Salem-Plaistow-Windham MPO and New Hampshire Department of Transportation to identify and prioritize major infrastructure needs.
2. Study and designate scenic roads and corridors and establish development guidelines.
3. Sign and map designated scenic roads.

Goal 3:

Seek to improve vehicular traffic flow on roadways and specifically intersections.

Objectives:

- Identify new transportation links to improve intra-community and regional connectivity, especially across I-93.
- Collaborate with Windham Town Government and the New Hampshire Department of Transportation to identify and remedy problems along Route 111.

Strategies:

1. Maintain funding to ensure adequate preservation of public roadway pavement, bridges and sidewalk conditions throughout the Town.
2. Ensure interconnectivity between commercial parcels to reduce trips on and off major roadways.
3. Undertake a study of the Town's intersections and pursue operational improvements such as intelligent traffic lights at key intersections.
4. Establish a task force to work with the Town on a detailed study of possible connection corridors to ease existing congestion on major roadways.

Goal 4:

Collaborate with state agencies to develop strategies to preserve and enhance the quality of life in Windham.

Objectives:

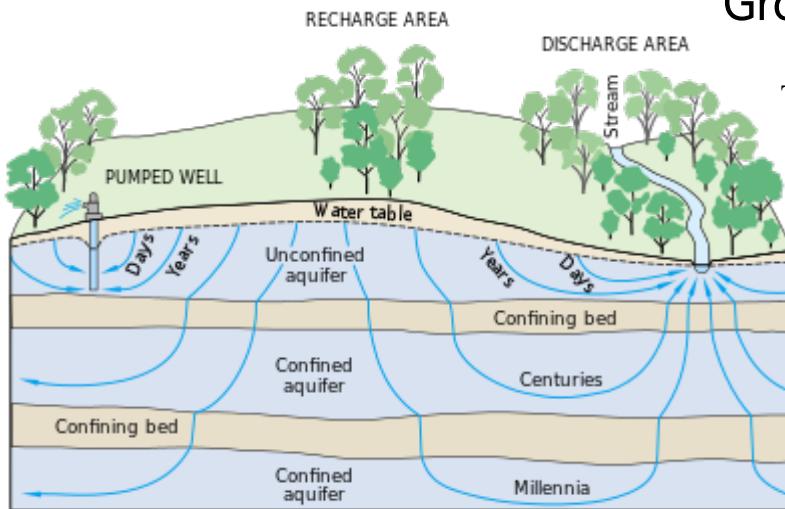
- Continue to work with the New Hampshire Department of Transportation and other agencies regarding the issues with Route 111 and potential solutions to maximize benefits while minimizing impacts to Canobie Lake and Cobbetts Pond.

Strategies:

1. Coordinate regional traffic issues with Derry, Salem, Pelham, Hudson, and Londonderry through the Southern New Hampshire Planning Commission or a new sub - regional task force of Town leaders.

6 WATER

Groundwater

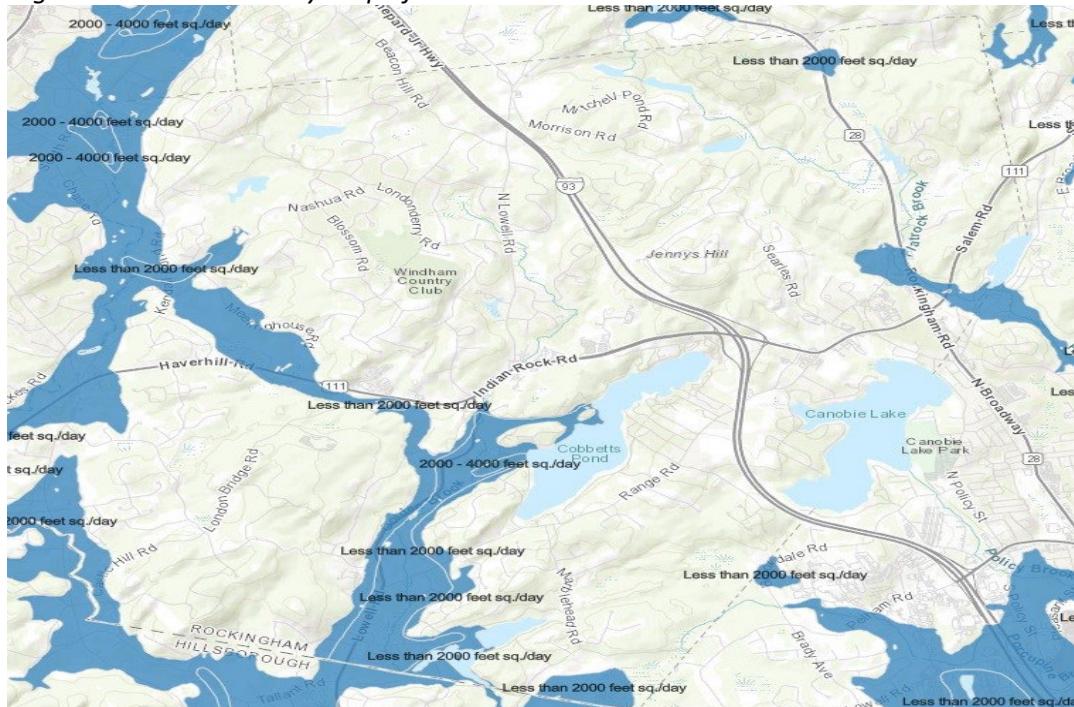


Source: Society, National Geographic (2019-7-30) "Aquifers"

(ground collapse) is paramount to the health and well-being of Windham residents.

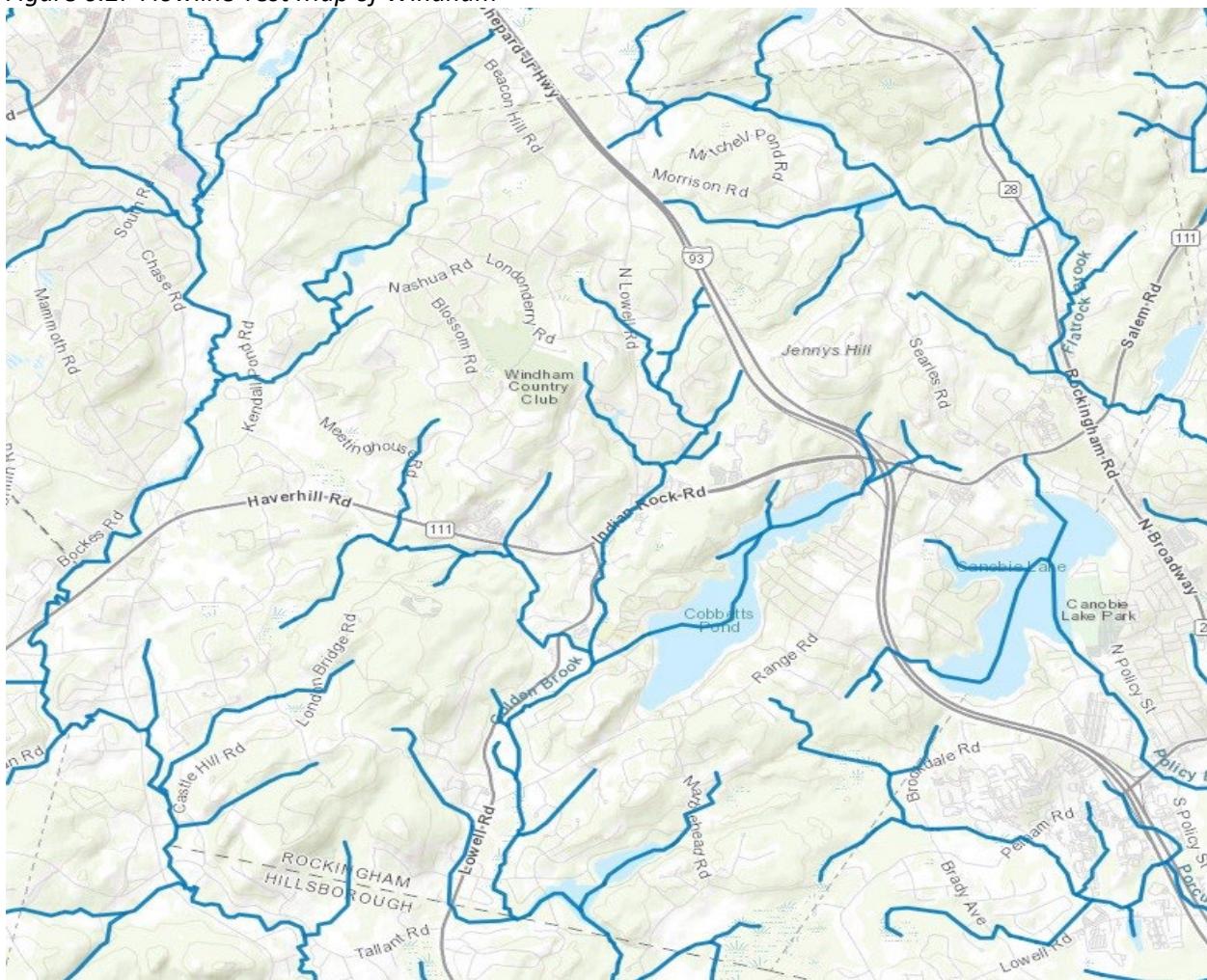
The vast majority of potable water consumed in Windham is from private wells that draw from the local aquifers. This includes several community-well systems that also utilize the local aquifers. Because of this, the de facto "infrastructure" of Windham's water supply is groundwater. Prevention of overdraft (extraction of groundwater beyond the equilibrium yield of the aquifers) and protection from pollutants, increased salinity, and subsidence

Figure 6.1: Transmissivity Map of Windham



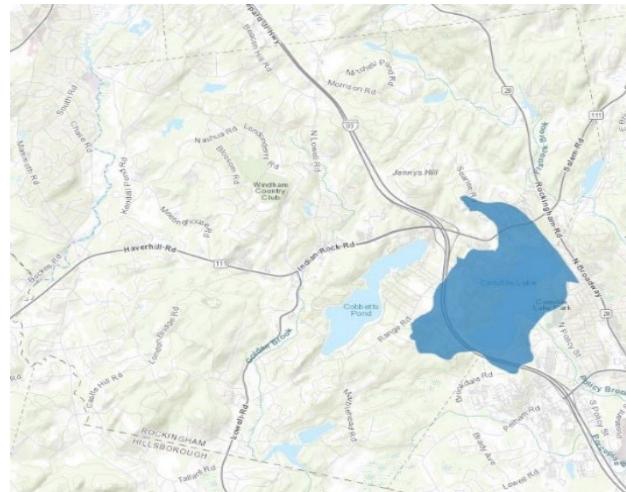
Source: New Hampshire Geographically Referenced Analysis and Information Transfer System (NH GRANIT)

Figure 6.2: Flowline Test Map of Windham



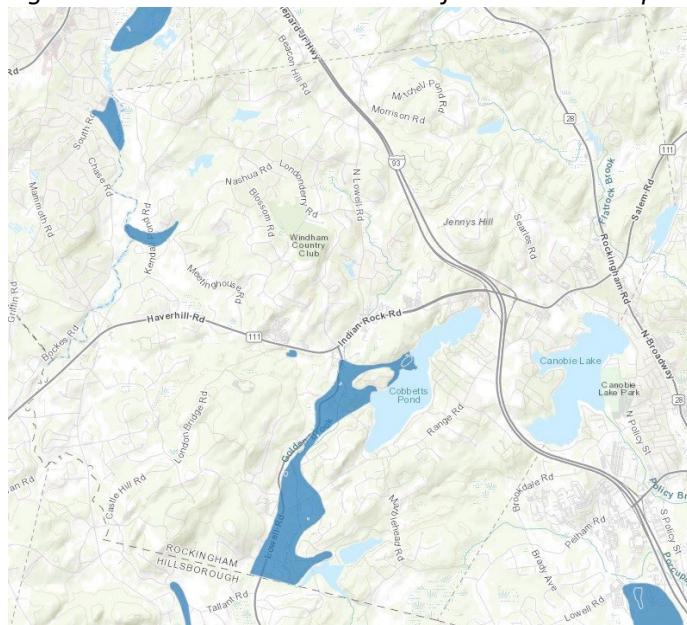
Source: NH Granit Database

Figure 6.3: GA 1 Groundwater Classification Area Map



Source: NH Department of Environmental Services GIS Data

Figure 6.4: GA 2 Groundwater Classification Area Map

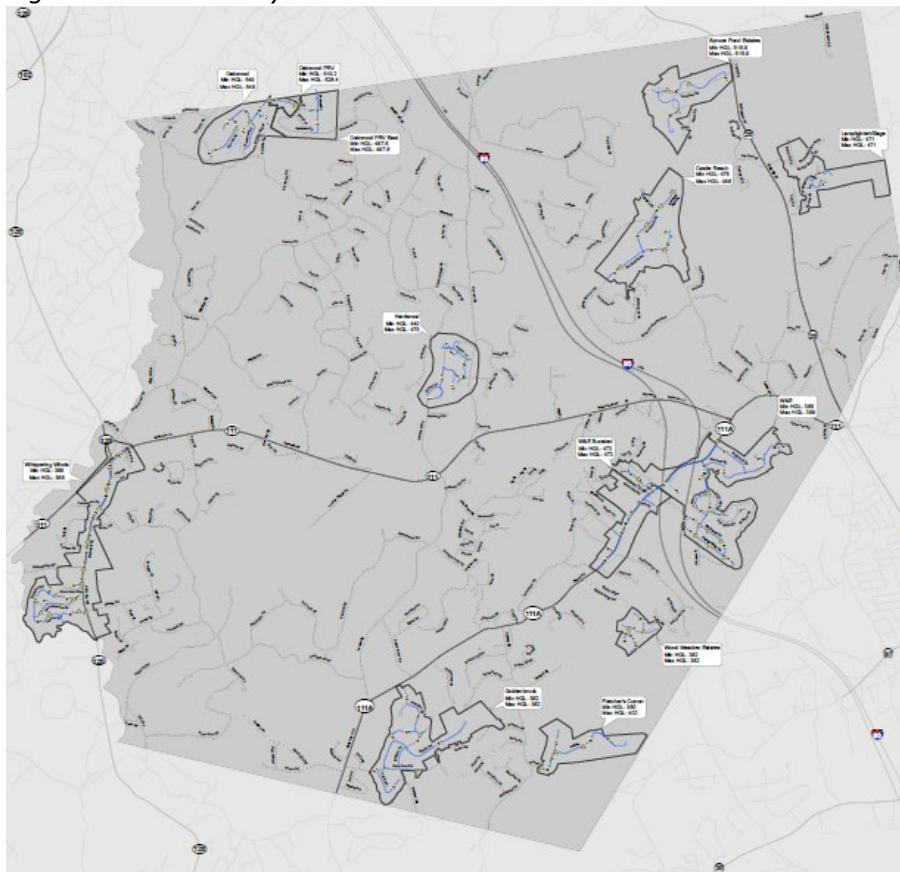


Source: NH Department of Environmental Services GIS Data

GA2 Groundwater

Class II (GA2) sources include all non-Class I groundwater currently used, either by existing drinking water wells (or springs) or if the source is within a water supply reservoir watershed.

Figure 6.5: Community Wells in Windham

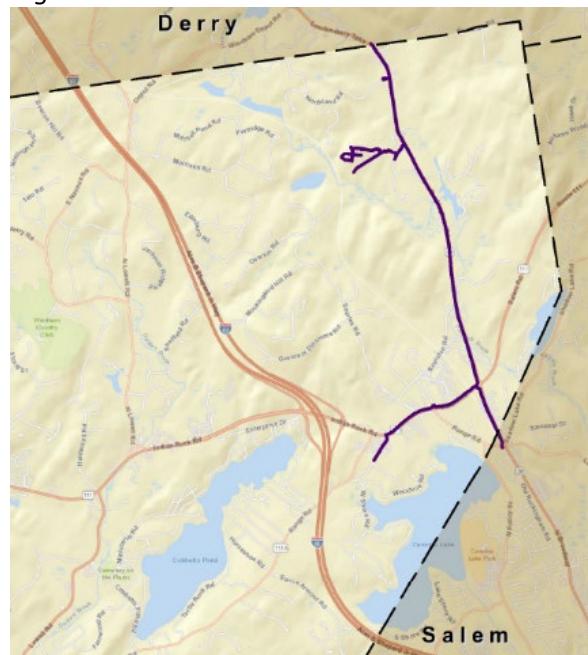


Source: Pennichuck Corporation

Figure 6.6: Current Waterlines in Windham

Waterlines

There are currently two public water lines on the western and eastern sides of Town. A portion of Route 128 is served by a water line originating from Hudson NH. A new waterline originating from the Manchester Water Works transverses Windham from north-to-south along Rte. 28. Windham has contracted to utilize up to 200,000 gallons per day of potable water from the Rte. 28 waterline. While the waterlines provide opportunities to develop land along the Rte. 28 and Rte. 128 corridors, they do not and cannot serve most existing residential homes for the foreseeable future which reinforces the need to protect local groundwater resources.



Wastewater Infrastructure

Source: Town of Windham GIS

Private Septic Systems

The current wastewater infrastructure consists of private septic systems, several of these septic systems are “community systems” serving specific developments.

Public Sewer

There is no municipal sewer in Windham. There is an agreement with the Greater Lawrence Sanitary District (GLSD) to provide sewage capacity to Windham with connection lines through Salem. Utilization of this agreement was met with significant resistance from voters and has not been acted upon.

Goals and Objectives

The primary water infrastructure objective is to maintain the potability and availability of water for Windham residents and businesses. For the foreseeable future, this translates to protect the health of the local aquifers.

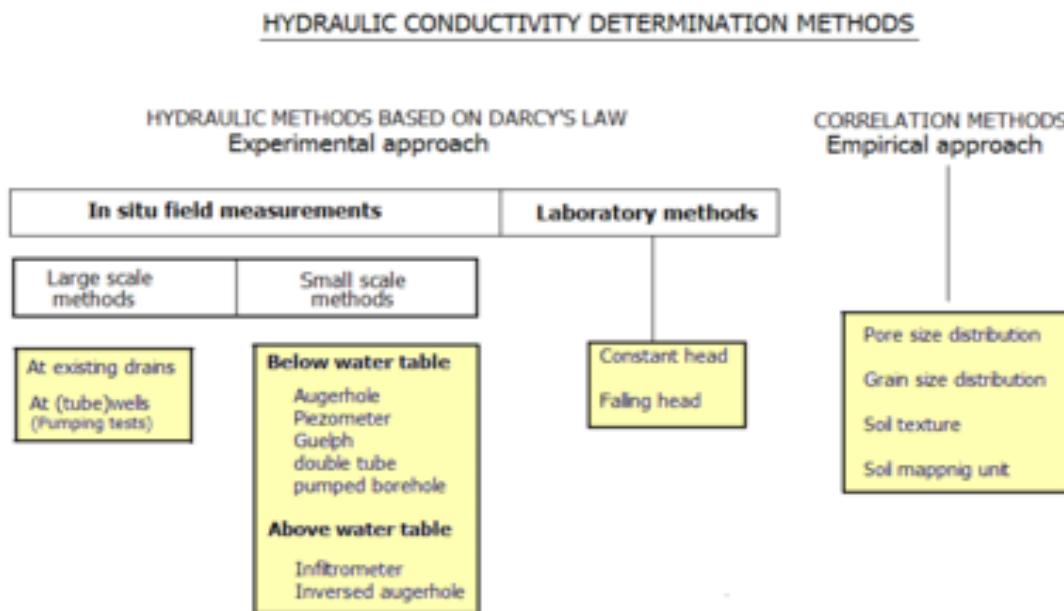
- Ensure volumetric flow rate of water currently accessible to existing private wells is maintained.
- Ensure potability of water currently accessible to existing wells is not diminished.
- Prevent overdraft of local aquifers and ensure sustainability.
- Prevent pollution of local groundwater resources

Conduct Water Study

Windham's current information on groundwater is based on empirical knowledge. It is paramount that a study based on the scientific method is conducted to determine the current state of Windham's groundwater resources.

- Develop a comprehensive evaluation of existing groundwater conditions.
- Develop a comprehensive projection of future water availability based on current and potential additional requirements.

Figure 6.7: Hydraulic Conductivity Determination Methods

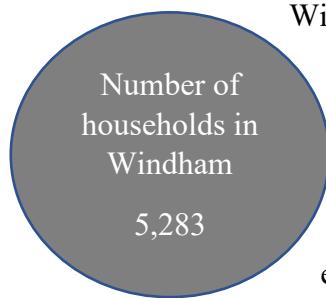


Source: Environmental & Engineering Geoscience, Volume 22, Number 4 1 November 2016, (Sudarsan Sahu, Dipankar Saha)

Investigate Water and Wastewater Solutions

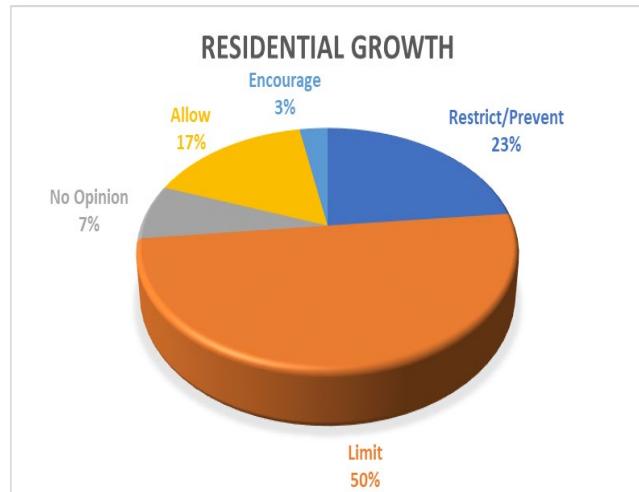
All potential solutions to potable water access and viable wastewater disposal should be investigated. The political will of the local voter and the potentially significant financial impacts to the local taxpayer should be given priority when determining what paths to pursue.

7 HOUSING



Windham's population of 15,817 consists of 5,283 households in Windham averaging 2.93 persons per household.¹ The Town has seen significant population growth over the past several decades. In contrast to the overall state population where 18.5% of the population is under 18 years of age and 19.3% is over 65, in Windham 27.2% of the population is under 18 while 15.6% is over 65 years of age.² This reflects the draw of Windham's strong community spirit and exceptional school system.

Figure: 7.1: Residents' Opinions on Residential Growth

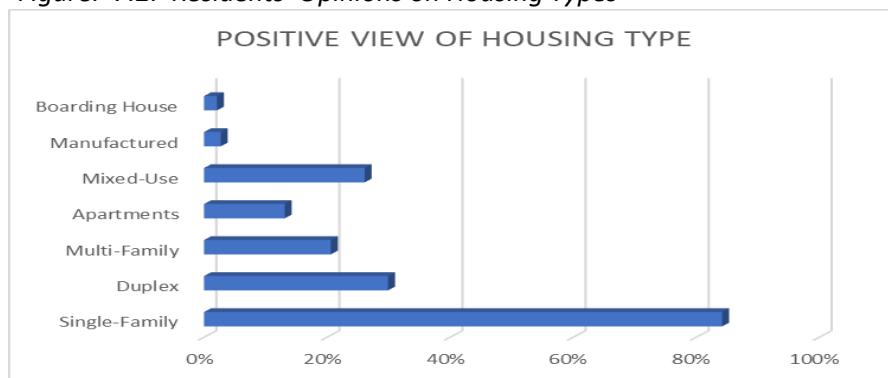


Neighborhoods

As of September 2022, 86.6% of Windham's housing stock are single-family homes that are not age-restricted (4,986 units). The remaining 8.4%, that are not age-restricted (452 units), are a mix of condominiums and multi-family housing.³ Windham residents have indicated an ardent desire for Windham's neighborhoods to maintain their current look and feel. Subdivision regulations and zoning laws should be reviewed and strengthened to reflect this objective.

Source: 2020 Windham Town Survey

Figure: 7.2: Residents' Opinions on Housing Types



Source: 2020 Windham Town Survey

¹ 2020 U.S. Census

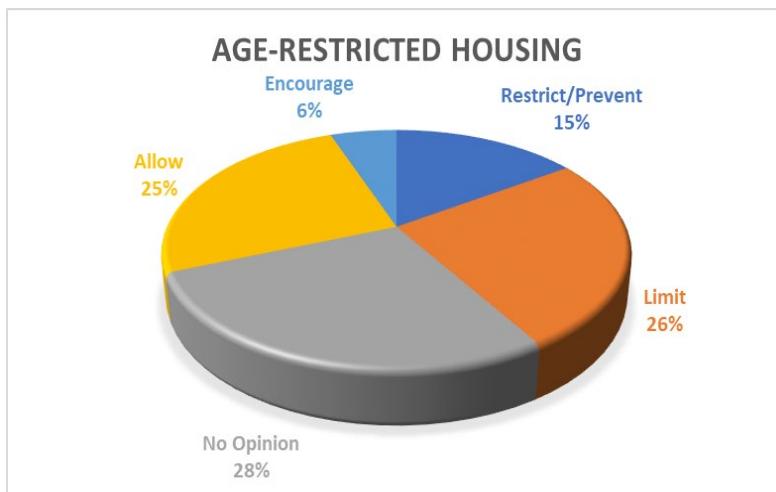
² 2020 U.S. Census

³ Data provided by Town of Windham Assessor, September 2022.

Housing for Older Persons

An objective of the 2005 Master Plan was to increase the available Housing for Older Persons (i.e., age restricted housing). The resulting development has resulted in 312 age-restricted housing units. Bonuses for additional age-restricted housing remain in place with a built-in cap once age-restricted housing reaches 8.75% of available housing. There is a desire for Windham residents to have the ability to transition from large family homes into more modest retirement homes. The current incentive programs have not resulted in this type of retirement housing. A study in how to provide affordable retirement housing for Windham residents seeking to remain in Town should be conducted. The Windham Housing Authority (WHA) is actively pursuing options for affordable housing opportunities for seniors in Windham.

Figure 7.3: Residents' Opinions on Age-Restricted Housing



Source: 2020 Windham Town Survey

Figure 7.4: Residents' Opinions on Workforce Development



Source: 2020 Windham Town Survey

Workforce Housing

New Hampshire law (RSA 674:58-61) requires a municipality to have a "Workforce Housing" provision in its zoning ordinances to incentivize development of workforce housing. These incentives must remain in effect until the municipality achieves its "fair share" of workforce housing. The law requires workforce housing to be allowed in the majority of residential zones within the municipality. Windham has complied with the state law regarding incentives

and currently allows workforce housing in all residential zones. The current NH State laws regarding Workforce Housing are vague. It would serve the community well to request clarification from the State to quantify what a municipality's "fair share" is. It would also be prudent to clarify with the state whether existing qualified housing counts towards the fair share percentage and what factors does the State use to determine home valuations (i.e., is the valuation process used to determine Windham's obligation to the education tax acceptable for determination of qualified workforce housing units?). If only unoccupied workforce housing units count then is the percentage based on total unoccupied units currently in Windham? If the determination is based on "current" availability this brings up a myriad of procedural issues

Windham will need clarified from the State. Finally, it would be advisable to reevaluate where Workforce Housing is currently allowed under local zoning ordinances and if any changes this zoning should be considered.

Land Development Challenges

Windham has experienced exponential growth over the past decades which has resulted in the vast majority of Windham's ideal developable land to have been developed (i.e., flat dry land with good soils). The remaining undeveloped parcels of consequence for potential residential development have challenges. The topography of the remaining parcels of undeveloped land has one or more of the following characteristics:

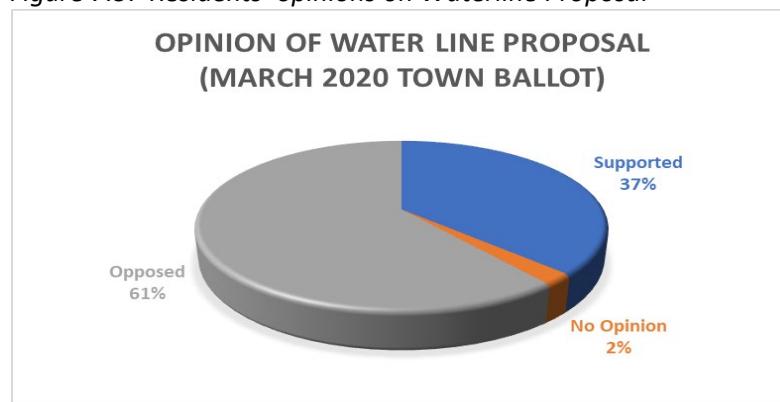
- Significant granite ledge
- Steep slopes (8% grades or more)
- Wetlands
- Within the Wetland and Watershed Protection District (WWPD)
- Within the Watershed Protection Overlay District (WPOD)

Development of this "challenged land" poses risks to the community interests of public safety, quality of surface water, quality of ground water, and the sustainment of local natural resources. A study should be conducted to balance landowner constitutional rights to develop challenged land while protecting the broader interests of the public.

Groundwater Adequacy Issues

Windham faces significant water challenges. Windham relies almost entirely on privately-owned wells for residential water. The exceptions are public water along portions of Rt. 28 and Rt. 111. Residents have rejected additional waterline development multiple times at Town Warrant. Residents have expressed grave concerns that continued residential growth will further diminish the Town's aquifers and continue to cause existing wells to run dry.

Figure 7.5: Residents' opinions on Waterline Proposal



Source: March 2020 Town Ballot

The ability of our aquifers to sustain current levels of water usage, particularly when adverse conditions, such as droughts, occur is problematic. Reports in recent years increasingly show more incidences of private wells becoming unproductive and insufficient to sustain normal household use, even as residential construction continues. Data provided by the NH Department of Environmental Services (DES) indicates that Windham is more reliant on bedrock wells than any other town in the state. Further development will overtax an already stressed system. The Town should investigate implementing a Groundwater Protection Ordinance as per NHDES guidelines.

Goals and Objectives

- Subdivision regulations and zoning laws should be reviewed and strengthened to support citizen's desires to maintain the current look and feel of town neighborhoods.
- A study should be undertaken on how to provide affordable retirement housing for Windham residents.
- Clarification regarding work-force housing needs to happen with the state of NH. Current language is too vague regarding a municipality's "fair share."
- A study should be conducted to balance landowner constitutional rights to develop challenged land while protecting the broader interests of the public.
- Action must be taken to protect aquifers and mitigate groundwater adequacy issues as continued building projects will further tax the water shortage in some areas.

8 COMMUNITY FACILITIES

48.3% in 2020
Town survey
believe
upgrading the
Town Facilities
is desirable

For over a decade, Windham has been planning for new and upgraded community facilities and services through its Capital Improvement Program (CIP), updated annually by the CIP subcommittee of the Planning Board. The CIP subcommittee budgets for improvements to take place over eight years and is a strong tool the Town uses to address impacts from growth. The CIP attempts to address the needs of the community discussed within the Master Plan. In the past, the CIP has included the Master Bond payments for the Police, Fire, Library and Griffin Park projects.

Town Hall

Located at 3 North Lowell, in the Historical Center of Town, this building presently houses the Tax Collector, Town Clerk, Town Assessor and Supervisors of the Checklist. This historic building also is used by local civic groups for meetings. Consolidating Town Administration with these functions in a single structure has been actively discussed in Master Plan meetings since 2005 and identified in an employee survey (2018). Since that time, the Town has added several staff positions and is outgrowing the current building(s). Proposed as part of a 1995 municipal center design plan, this idea would envision a multi-story municipal office building on Fellows Road.



Pictured Above: Town Hall

Bartley House

In 2001, the Town received an LCHIP grant in the amount of \$40,000 to renovate the Bartley House. In addition, the Town contributed \$80,000 as our grant match. The Bartley Building houses the Selectmen Office, the Town Administrator and Administrative Assistant, the Finance Director and Bookkeeper and Human Resource Director.



Pictured Above: Bartley House

Transfer Station

The Transfer Station is located at 2 Ledge Road and operates under the supervision of the General Services Department. Built in 1990, the Transfer Station accepts municipal solid waste from residents using a sticker system and hauls the waste to facilities within the State. Windham also mandates recycling and accepts aluminum, steel, glass, and cardboard. Scrap metal, empty propane tanks, refrigerated appliances, vehicle batteries, clothing, construction and demolition waste, tires, and motor oil are also accepted. Residential yard waste is collected at the Marblehead Land Fill from April through November. Windham residents are able to participate in Household Hazardous Waste Collection Days in Nashua with funds granted by New Hampshire Department of Environmental Services (NHDES).

Highway Division

The Highway Division is located adjacent to the Transfer Station and operates under the General Services Division. The facility consists of a salt shed that is approximately 65 feet by 80 feet to keep the sand and salt out of the elements until used. The garage of 40 feet by 100 feet houses five (5) 33,000 GVW plow trucks with a sixth plow truck to be delivered in 2023. The Town also owns a one (1) ton and a pick-up plow vehicle. The Town presently and has made significant investments over the years to keep pace with community needs (expansion, equipment, salt shed, and highway operations center). Presently, the Town subcontracts out reclaiming and re-paving of roads on a yearly basis. The Town also subcontracts out the road sweeping, catch basin cleaning, road brush cutting, crack sealing, and shoulder and pavement repair. The Town operates winter plowing as a combined contracted service as well as staffing the Town owned fleet of plow trucks. In the coming years, General Services will require more personnel, vehicles, and equipment to maintain existing roads and the drainage infrastructure of older roads as well as additional, accepted roads.



Pictured Above: Nesmith Library

an interlibrary loan program, and print/copy services. The Nesmith conference rooms allow

Nesmith Library

The new Nesmith Library building opened on August 28, 1997 and is an important part of our community as seen by the commitment of our residents to fund, enhance, and support the Nesmith in the past, present, and future. In 2021, the library offered 243 programs compared to the state average of 132, had more than three times the attendance at those programs versus the state averages, and was visited more than 40,000 times. The library also has many exhibits and provides home delivery, numerous digital resources, museum passes,

residents and non-profits to hold meetings and/or arrange for a quiet spot for individuals. The Friends of the Library of Windham, also known as FLOW, provide funding for projects and programs that exceed that library's budget, as well as organize the largest community event in Town, the Annual Strawberry Festival and Book Fair, which is held in June. The library continues to invest in their infrastructure and recently had solar panels installed. A new entry brickwork improvement is slated for 2023. The Greater Manchester Integrated Library Cooperative System (GMILCS) is a regional system connecting library services in Windham with those in Amherst, Bedford, Derry, Goffstown, Hooksett, Hudson, Manchester, Merrimack, Milford, Salem, and New England College.



Police Department

The Town needs to ensure that our Police are able to handle a growing community that requires additional personnel, attention to aging vehicle/equipment, facilities that can accommodate the size of their respective departments, and public needs. The Windham Police Department is a full-time law enforcement agency staffed by twenty (20) full-time sworn personnel, including the Chief, two

(2) Captains, four (4) Sergeants, two (2) Detectives, two (2) School Resource Officers, and nine (9) Patrol Officers. The Department also has on staff: a full-time Prosecutor, a full-time Community Service Officer, a full-time Administrative Secretary, and a part-time Records Clerk. Our Communications Center, which operates 24-hours a day, is staffed by five (5) Dispatchers. The Police Department has expressed a need for building expansion as more police officers have been added to the force, but their facilities (i.e., locker rooms) have remained in their small original form. The basement of the old police station on Route 111, presently shared with the American Legion, has been upgraded to include a facility for housing dogs and animals and provides additional facilities for police. Future needs of the Police Department also include new dispatch computers, real time video surveillance equipment, upgraded Interrogation Room, and body cameras.



Fire

The Windham Fire Department, located at 3 Fellows Road is a full-time, 24-hour department. In addition to providing emergency services, the Department also works closely with community organizations on Fire Prevention units in our school district, CPR, and First Aid classes.

Pictured Above: Engine-2

The Fire Department has thirteen (13) vehicles consisting of one (1) Quint Ladder, two (2)

Fire Department Staff

- One full-time Fire Chief
- Two full-time Deputy Chiefs
- Four full-time Lieutenants
- Twenty-two full-time firefighters
- One part-time Fleet Mechanic
- Three call firefighters
- One full-time Secretary

Tankers, two (2) Engine Trucks, two (2) Ambulances, one (1) Rescue, one (1) Forestry Truck, one (1) Utility vehicle and three (3) Staff vehicles. The Fire Department needs additional room as they have added personnel and large apparatuses to their facility. The Fire Department will continue to evaluate methods to reduce emergency response times which may include adding a substation in Town or expanding the existing station.

Searles School and Chapel

The building, which is located on Chapel Road in Windham, was completed between 1903 and 1908. The Searles School and Chapel was built and donated to the Town of Windham by Edward Francis in exchange for a piece of property on which originally stood "Schoolhouse Number 1." It was designed by Henry Vaughan among whose other works include Washington National Cathedral and Searles Castle. The building opened in 1909 and is, today, listed on the National Register of Historic Places. The building continued in use as a grammar school until the early 1970's when it was then leased to the Windham Cooperative kindergarten. In 1994, restoration began on the chapel and the stained-glass windows. Recent maintenance on the Tower was completed and funded through a bond. It is currently rented for functions; the proceeds of which continue to fund its restoration.



Pictured Above: Searles School and Chapel

Town Museum

In 1893, the Armstrong Memorial Building was dedicated and housed the Nesmith Library until the new library was built in 1997. The library moved to its current location on Fellows Road. The interior of the Armstrong Building was restored as closely as possible to its original state. Since then, the Museum Trustees, along with volunteers from the Windham Historical Society, have worked to restore the Museum artifacts and create displays to showcase and secure these historic items.



Pictured Above: Armstrong Memorial Building

Cable Studio

Housed within the rear of the Armstrong Building is the Cable Studio. This area accommodates the office of the Cable Coordinator, editing, and mixing rooms and transmission equipment for sending live and pre-recorded video out over the local television channels. Located within the studio is the broadcast set complete with studio lighting, high-definition professional cameras, and sound used to host guest shows. New equipment is purchased using the Cable Franchise Fees paid to the Town by the Cable subscribers. The Cable Studio is presently upgrading its equipment to handle High-Definition broadcasts. Windham Community Television (WCTV) supports live broadcasts of many of the Town and School Boards and committees and also provides live streaming of these Board meetings. In addition, prior meetings can be viewed On-Demand for all the meetings that were recorded.



Senior Center

Adjacent to the Bartley Building is the Senior Center which the Town provides for Windham Seniors. This building contains kitchen facilities for preparation of lunches and dinners and two large meeting rooms where the seniors enjoy Bingo, dances, weekly lunches, and fellowship. The Windham Seniors is a private organization utilizing the Senior Center for a token rental fee.

Pictured Above: Senior Center



American Legion

In 2019, the Town Meeting authorized the former Police Station on Haverhill Road (Rt. 111) to be used by the American Legion with a portion of the building to be used by the Police Department for Animal Control and Community Services. After renovating the first floor, the American Legion began functioning in 2021. The Police Department completed renovations of the animal control facility on the basement floor to include cages, offices, and other facilities for the Animal Control Officer.

Pictured Above: Sign at 21 Haverhill Road

Cemeteries

The Town owns approximately 17 acres of land which is organized into two Cemeteries, the Cemetery on the Hill and the New Plains Cemetery. In the 1970s, several pieces of property were purchased and combined to form the New Plains Cemetery; it was dedicated in 1977. The Town maintains the Cemeteries through the oversight of the Trustees of the Cemeteries. The Wonderland Playground and the adjacent baseball fields are presently utilizing a portion of the New Plains Cemetery property. The Town's cemetery availability is continually taxed and the expectation for additional requirements for cemetery space should be considered moving forward.

Town Beach

The Town Beach, located at 45 Cobbetts Pond Road, is staffed by lifeguards from June through August and is operated under the supervision of the Windham Recreation Department. Passes are available to Windham residents at the beach upon proof of residency. A gated access to Cobbetts Pond, by water vehicles, is available by purchasing a key from the Town Clerk.



Pictured Above: Windham Town Beach

Goals and Objectives

- A study to determine if the functioning of the Town Administration and Critical Services should be co-located in a central office complex.
- The present Town Hall requires structural and cosmetic attention to preserve this historic building.
- The Town has begun funding the Town Beautification program to upgrade the Town Commons, the Community Development Department parking lot, sidewalks, and crossings in the vicinity of these buildings.
- Continue the maintenance of the Searles Chapel and complete the Tower renovation project.
- The Library and Police and Fire Stations were built over 20 years and continue to provide adequate service to the community. There may be a need to study expansion, especially the Fire and Police Stations.
- The Highway Division has experienced growth in equipment and may require additional housing.

9 CONSERVATION

89.9%, in the 2020 Town Survey, support protecting lakes, streams, and wetlands and 88% to preserve open space, forests, and agricultural lands

The purpose of this chapter is to assess Windham's open spaces and to recommend strategies for the management and protection of open space parcels, including valuable natural resource features. Open space in Windham is a mixture of public, semi-public, and private land. However, there is a difference between *protected* and *unprotected* open space. Protection can come through a variety of methods such as acquisition, conservation restrictions, easements, and regulations designed to preserve important resources. Additional land protection may be necessary to meet the open space objectives of the community as well as to protect and preserve the Town's character. To this end, the Conservation Commission put forth, and the Windham voters overwhelmingly approved, a multi-year bond in 2022 for \$6.2. million for the purpose of purchasing land to be placed in Conservation.

Open Lands Inventory

Community open space can be allocated into four different categories based on the degree of protection for each parcel of land. This approach to defining open space helps to identify those areas where preservation or acquisition efforts can be targeted. The following categories are a useful way to look at the degree of protection:

Protected Conservation Land - This category includes all land that is held in fee simple ownership by a municipal, state, or federal agency expressly for preservation or recreation purposes or by a non-profit conservation agency. These lands are owned and managed specifically for the purpose of conservation and/or recreation as opposed to a municipality which owns land for a future school site, for example. According to the Town's assessing records, Windham has approximately 1,385 acres of conservation land. This represents about 8.2% percent of the Town's total land area.¹

Restricted Open Land - This category consists primarily of privately-owned land from which development is restricted through a conservation restriction in perpetuity or open space designation for the development as required by the



Pictured Above: Clyde Pond Lands

¹ Data provided by Town of Windham Assessor on Jan 31, 2023

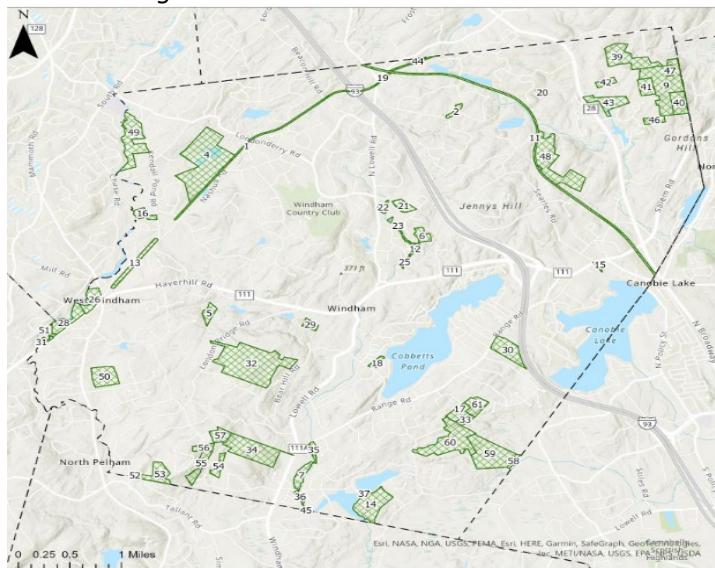
zoning ordinances. A conservation restriction placed on a property allows for the development rights to be held by the state, a municipality, or a non-profit agency. It virtually ensures that the land will remain in its natural, open state. At this time, Windham has 63 acres of land that falls under this category.

Moderately Restricted Open Land - This includes private land that is taxed as forest, farm, or recreation land under the “Current Use” category for tax assessment, and land on which development is restricted through a short-term (5-30 years) conservation restriction. The purpose of the Current Use assessment program is to encourage the preservation of open space. A penalty equal to ten percent of the market value is paid to the Town on lands when they are converted from open space to development. The monies collected from the Current Use Land Tax Funds go into a reserve account which is used to support Conservation land purchases and to maintain the Conservation properties throughout Town. The amount of land in Windham that is in Current Use has been decreasing over the past several years. It has gone from approximately 2,220 acres in 2004 to 918 acres as of 2022, a reduction of 242% since the last Master Plan.²

Unprotected Land - Unprotected land can be broken down into two categories: public and private. Included in these is vacant land that is zoned for residential, commercial, and industrial use that has not yet been developed. In addition, this category includes open land associated with major institutions (public or private) where the open space use is secondary to a non-conservation use. Examples include schools, colleges, cemeteries, hospitals, and military installations. It also includes commercial recreational facilities, such as golf courses. These lands are often perceived as being a secure part of the open space network of a community because of the length of time they have existed as such, but often they are not protected from potential development.

A map of the Town Owned Conservation Lands is provided in the Appendix as is a detailed listing of the properties.

Figure 9.1: Town Owned Conservation Lands



Source: NH GRANIT (2022)

² Data provided by Town of Windham Assessor on Jan 31, 2023

Figure: 9.2: Conservation Lands in Windham

Conservation Lands in Windham

Source: NH GRANIT (2022)

ID	Name	Alternate Name	Conservation Type	Owner	Owner Type	Acres
1	Rockingham Recreational Trail	Rockingham Recreational Trail	Fee Ownership	Town of Windham	Municipal	23.8
2	Mitchell Pond Estates	Mitchell Pond Estates	Conservation Easement	Town of Windham	Municipal	6.0
4	Foster's Pond Natural Area	Foster's Pond Natural Area	Fee Ownership	Town of Windham	Municipal	149.6
5	Town of Windham Land	Town of Windham Land	Fee Ownership	Town of Windham	Municipal	12.4
6	Sheffield Street Parcel	Sheffield Street Parcel	Fee Ownership	Town of Windham	Municipal	12.3
7	Golden Brook Parcels	Golden Brook Parcels	Fee Ownership	Town of Windham	Municipal	15.6
9	Windham Town Forest	Windham Town Forest	Fee Ownership	Town of Windham	Municipal	91.2
11	Manchester-Lawrence RR Bed	Manchester-Lawrence RR Bed	Fee Ownership	NHDOT	State	49.3
12	Camelot Road Parcels	Camelot Road Parcels	Fee Ownership	Town of Windham	Municipal	5.0
13	Rockingham Recreational Trail	Rockingham Recreational Trail	Fee Ownership	Town of Windham	Municipal	17.7
14	Morgan	Morgan	Fee Ownership	Town of Windham	Municipal	54.2
15	Searles School Parcel	Searles School Parcel	Historic Preservation Easement	Town of Windham	Municipal	5.1
16	Kendall Pond Road Parcel	Kendall Pond Road Parcel	Fee Ownership	Town of Windham	Municipal	11.3
17	Bayberry Road Parcel	Bayberry Road Parcel	Fee Ownership	Town of Windham	Municipal	18.2
18	Cobbetts Pond Road Parcel	Cobbetts Pond Road Parcel	Fee Ownership	Town of Windham	Municipal	5.4
19	Rockingham Recreational Trail	Rockingham Recreational Trail	Fee Ownership	NH DRED	State	3.7
20	Spruce Pond	Spruce Pond	Fee Ownership	Town of Windham	Municipal	3.1
21	Pine Hill Road Parcel	Pine Hill Road Parcel	Fee Ownership	Town of Windham	Municipal	12.7
22	Pine Hill Road-Brook Parcel	Pine Hill Road-Brook Parcel	Fee Ownership	Town of Windham	Municipal	6.0
23	Camelot Road Parcels	Camelot Road Parcels	Fee Ownership	Town of Windham	Municipal	3.2
25	Camelot Road Parcels	Camelot Road Parcels	Fee Ownership	Town of Windham	Municipal	1.8
26	Andrew Town Forest	Andrew Town Forest	Fee Ownership	Town of Windham	Municipal	19.5
28	Ingersoll Family Trust	Ingersoll Family Trust	Conservation Easement	SPNHF	Private	27.2
29	Town of Windham Land	Town of Windham Land	Fee Ownership	Town of Windham	Municipal	8.3
30	Griffin Park	Griffin Park	Fee Ownership	Town of Windham	Municipal	36.1
31	Beaver Brook Parcel	Beaver Brook Parcel	Fee Ownership	Town of Windham	Municipal	3.0
32	London Bridge Road Forest	London Bridge Road Forest	Fee Ownership	Town of Windham	Municipal	152.8
33	Pesando	Pesando	Fee Ownership	Town of Windham	Municipal	6.9
34	Landry Family	Landry Family	Conservation Easement	Town of Windham	Municipal	72.3
35	Golden Brook-Range Road Parcel	Golden Brook-Range Road Parcel	Fee Ownership	Town of Windham	Municipal	7.2
36	Golden Brook Parcels	Golden Brook Parcels	Fee Ownership	Town of Windham	Municipal	4.1
37	Deer Leap Addition	Deer Leap Addition	Fee Ownership	Town of Windham	Municipal	0.2
39	Windham Town Forest - Blanchard (Tract 2)	Windham, Town of	Conservation Easement	SELT	Private	53.8
40	Windham Town Forest - Rau (Tract 1)	Windham, Town of	Conservation Easement	SELT	Private	24.8

ID	Name	Alternate Name	Conservation Type	Owner	Owner Type	Acres
41	Windham Town Forest - 2016 Amendment	Windham, Town of	Conservation Easement	SELT	Private	18.0
42	Windham Town Forest - 2016 Amendment	Windham, Town of	Conservation Easement	SELT	Private	8.6
43	Windham Town Forest - 2016 Amendment	Windham, Town of	Conservation Easement	SELT	Private	29.6
44	Rockingham Recreational Trail	Rockingham Recreational Trail	Fee Ownership	NH DRED	State	4.3
46	Village Associates	Windham Town Forest	Fee Ownership	Town of Windham	Municipal	10.1
47	Merrill	Windham Town Forest	Fee Ownership	Town of Windham	Municipal	4.7
48	Mesiti	Orchard Blossom Rd.	Fee Ownership	Town of Windham	Municipal	80.8
49	Campbell	Kendall Pond	Fee Ownership	Town of Windham	Municipal	60.6
50	Covino	Covino	Fee Ownership	Town of Windham	Municipal	34.7
51	Haverhill Rd.	Andrew Town Forest	Fee Ownership	Town of Windham	Municipal	2.2
52	Field Rd.	Ryan Farm - Castlehill	Fee Ownership	Town of Windham	Municipal	3.2
53	School	Ryan Farm - Castlehill	Fee Ownership	Town of Windham	Municipal	26.6
54	Washington St.	Ryan Farm - Castlehill	Fee Ownership	Town of Windham	Municipal	10.7
55	Timberland	Ryan Farm - Castlehill	Fee Ownership	Town of Windham	Municipal	19.7
56	Golden Brook	Ryan Farm - Castlehill	Fee Ownership	Town of Windham	Municipal	10.3
57	Moeckel	Ryan Farm - Castlehill	Fee Ownership	Town of Windham	Municipal	16.6
58	Brookdale	SE Properties	Fee Ownership	Town of Windham	Municipal	4.2
59	Lord	SE Properties	Fee Ownership	Town of Windham	Municipal	75.4
60	Stolarz	SE Properties	Fee Ownership	Town of Windham	Municipal	78.1
61	Bayberry	SE Properties	Fee Ownership	Town of Windham	Municipal	20.4

Source: NH GRANIT (2022) - Please note that following properties, which are all owned by the Town of Windham, have not yet been added to the above table: Clyde Pond; Tax Map 20-D-1200 (35.57 acres) and 20-E-300 (24.97 acres), Moeckel Pond, Tax Map 25-C-251 (40 acres), and the Island in Moeckel, Tax Map 25-C-255 (1.2 acres).

The future focus for the Conservation Commission is to increase the 12% currently inventoried open space by way of land acquisition, easements, and donations. The Society for Protection of NH Forests Recommends a good balance for open space to be 25%, while the Nature Conservancy's recommendation is 30%. Windham is lacking in the proper balance needed to sustain a healthy and quality open space. A recent Town survey provided facts that our citizens of Windham support more conservation lands and reduced development.



Pictured Above: Deer Leap

Walking Trails/Greenways

An important component of an open space plan is to create a network of open lands and parks that provide opportunities to link these amenities to one another, when possible, rather than existing in isolation. Greenways are open space networks that can be used for preservation, natural corridors, and linkages between destinations such as residential neighborhoods. There is a continuing need to connect parks and trails

to neighborhoods in order to provide easier access for users. There is a growing active senior population in the State of NH and in Windham with an influx of 55+ housing. According to the Statewide Comprehensive Outdoor Recreation Plan (SCORP) 2019-2023, seniors are becoming more interested in wellness, safe and easy access to recreation opportunities, and have an increased interest in social activities. To this end, the Town of Windham has financially supported the Windham Rail Trail Alliance, the Conservation Commission, the Trails Committee, and Forestry Committee on additions to the Windham Rail Trail, development of the new Greenway Trail, and establishing a series of trails throughout Town. There is a Walking in Windham booklet which highlights the walking trails in Windham. This is located in the appendix or by accessing the link www.windhamnh.gov/DocumentCenter/View/445/Walking-in-Windham?bidId=. It is incumbent on the Planning Board to determine if trail easements and Interconnectivity should be included in the planning of each subdivision. It may be possible to create a greenway, which connects one part of the community with another by using linear features such as the railroad bed, Golden Brook, Flatrock Brook, Beaver Brook, or a tributary. The potential also exists to extend the existing trail system to link open space parcels. Windham has made a concerted effort to establish a trail and greenway network. The community currently has an extensive network of trails that connects various open space.

Forestry Commission

The Windham Forestry Committee was created in 2014 through the adoption by a Town Meeting vote to designate certain Town owned parcels of land as Town Forest under the provisions of RSA 31:110. Collectively, these parcels comprise approximately 201.4 acres and are known as the McIlvaine Town Forest. The Committee is responsible for the management of the Town Forest, develop and maintain a Forestry Stewardship Plan, encourage the proper management of the timber, firewood, and other natural resources associated with the Town Forest through

plantings, timber stand improvements, thinning, harvesting, reforestation, and oversee other multiple use programs consistent with an approved Forest Stewardship Plan.

Potentially Developable Lands

Areas that are considered favorable for development are mainly served by public utility systems and have soils with low development costs. Areas that are considered less favorable for development include those with steep slopes, soils with high development costs, small wetlands, and “unofficial conservation land.” There are approximately 340 parcels consisting of 877.5 acres in the Town of Windham that have the potential to be developed.³ This figure was derived from the Rockingham Planning Commission Regional Open Space Plan. This plan identified and mapped areas of natural resource constraints, existing developed lands and existing conservation lands to determine the remaining areas for potential development. One of the goals of the Conservation Commission is to acquire land or limit development in certain areas for preservation purposes. As part of the Regional Open Space Plan, Town Conservation Commissions were asked to identify general areas within their towns that might be suitable. The name, location, and estimated acreage of each of the twenty sites identified, along with the reason the site is worthy of protection and listed. They range from seven acres up to several hundred acres in size. The purpose for protecting most of these lands is for river and stream corridor protection, corridor buffers, protection of unfragmented lands, and trail corridors.

Current Regulatory Programs for Natural Resource and Open Space Protection

The Town of Windham’s Zoning Ordinance and Land Use Regulations have been reviewed for compliance with current planning standards and practices relative to natural resource and open space protection, including surface and subsurface water quality and quantity, aquifer protection, wetland regulation, and floodplain protection. As outlined in the Community Design section, the Town has adopted multiple ordinances to protect the open space.

The Wetland and Watershed Protection District purpose is preserving water resources of the Town for the benefit of public health, safety, welfare and convenience. The regulations of the Wetland and Watershed Protection District are intended to guide the use of wetlands, lands draining into wetlands, as well as brooks, ponds, and water supply areas in order to prevent the development of structures, or other land uses within the WWPD that would contribute to surface and groundwater contamination, or reduce surface and groundwater supplies.

The Watershed Protection Overlay District purpose is to ensure the protection and preservation of significant surface water bodies within the Town of Windham and their watersheds from the effects of point and non-point source pollution or sedimentation.

The Aquifer Protection District is to protect, preserve, and maintain potential groundwater supplies and related groundwater recharge areas within known aquifers.

³ Data provided by Town of Windham Assessor on Jan 31, 2023

Flood Plain District limits the types of structures that can be built within this zone.

Open Space Residential Overlay District is to encourage flexibility in the design and development of land in order to provide for the conservation of open space, to plan for a more efficient use of Town services, and to promote the development of balanced residential communities in harmony with natural land features.

Goals and Objectives

- Increase the inventoried Open space by way of land acquisition, conservation easements, and donations.
- Pursue the fee purchase, purchase of development rights, or other conservation measures to protect the remaining open space properties. Conservation easements should be placed on all conservation properties.
- Work with developers to provide walking trail easements during planning.
- Farm protection should be pursued for existing or undeveloped lands with Prime or State designated soils.
- Seek land donations, charitable gifts, easements, & purchases.
- Implement a wildlife study, determine wildlife corridors and update inventory.
- Update WWPD and wildlife corridor mapping and grading.

10

NATURAL RESOURCES



Pictured Above: Canobie Lake

Windham's water bodies, farmlands, forests, and open spaces distinguish it from other communities, and are among its most highly-valued attributes, contributing heavily to the high quality of life enjoyed by residents. According to a survey conducted in 2020 for the Master Plan, over 88% of respondents thought the Town should "preserve open space and agricultural lands," and an even greater number (over 89.2%) favored taking a proactive approach towards "protecting drinking water quality." Support for this conservation ethic remains strong, Windham's natural resources are a critical consideration in establishing a proper approach for land management. Understanding natural resource values provides a rational basis for determining which areas of the Town are more

appropriate for protection and open space and which areas are more suitable for development.

Soils

Soil types are derived from the *Soil Survey of Rockingham County, New Hampshire*, produced by the US Department of Agriculture (USDA) Natural Resource Conservation Service (NRCS). Windham's soils are grouped into four (4) broad categories for planning purposes:

Wetland (Hydric) Soils

These include all poorly and very poorly drained soils often associated with silts and clays, including muck, peat, swamps, and marshes, as defined by the NRCS for the State of New Hampshire. These include such soil groups as Scarboro Muck, Greenwood Mucky Peat, and Walpole. The water table is at or near the surface five to nine months of the year. Wetland soils are associated with low lying areas in Windham, such as near Cobbetts Pond, Moeckel Pond, Seavey Pond, Mitchell Pond, and along watercourses such as Golden Brook. These areas are best suited to natural open space or limited development because wetland soils provide several natural functions that are beneficial to the community. These functions include: absorbing excess flood waters and thereby preventing downstream flooding; providing valuable habitat for fish and wildlife; providing groundwater recharge to local aquifers; and trapping sediment and other pollutants, thus acting as a surface water filter.

Seasonally Wet Soils

These soils are somewhat better drained than the wetland soils, but typically have a seasonal water table within 2 1/2 to 3 feet of the surface, a perched water table or slowly permeable sub-layer during the wet season. These include such soil groups as Woodbridge and Deerfield fine sandy loam. They tend to be located on the lower slopes of hills and on low knolls associated with streams such as Golden Brook and Flatrock Brook and their tributaries. The Town should encourage low density uses and those that are not likely to pollute the groundwater. Flooded basements and submerged leach fields may be expected.

Shallow to Bedrock Soils

This soil group tends to be located on low, knobby hills and ridges that typically have bedrock within 1-3 feet of the surface. They make up well over 50% of the Town and tend to be located in a central east-west spine of Windham northwest of Route 111 as well as the northeast portion of the Town, as seen in Figure 30. This soil group is made up of the Chatfield-Hollis-Canton and Hollis-Charlton soil complexes. While this group tends to have a shallow to bedrock characteristic, there will be some areas that do have deeper soils.

Sandy and Gravelly Soils

Sandy and gravelly soils are excessively well-drained Hinckley and Canton fine sandy gravelly soils that are typically associated with the stratified drift deposits from glacial outwash. These are located along the Golden Brook Corridor, south of Cobbetts Pond and the western portion of Windham that is in part associated with the Beaver Brook Corridor. These soils have good potential for development since there are few limitations for construction. However, these areas may also be associated with significant groundwater supplies. Thus, development density and wastewater discharge must be managed to prevent groundwater pollution from effluent since these soils are very permeable.

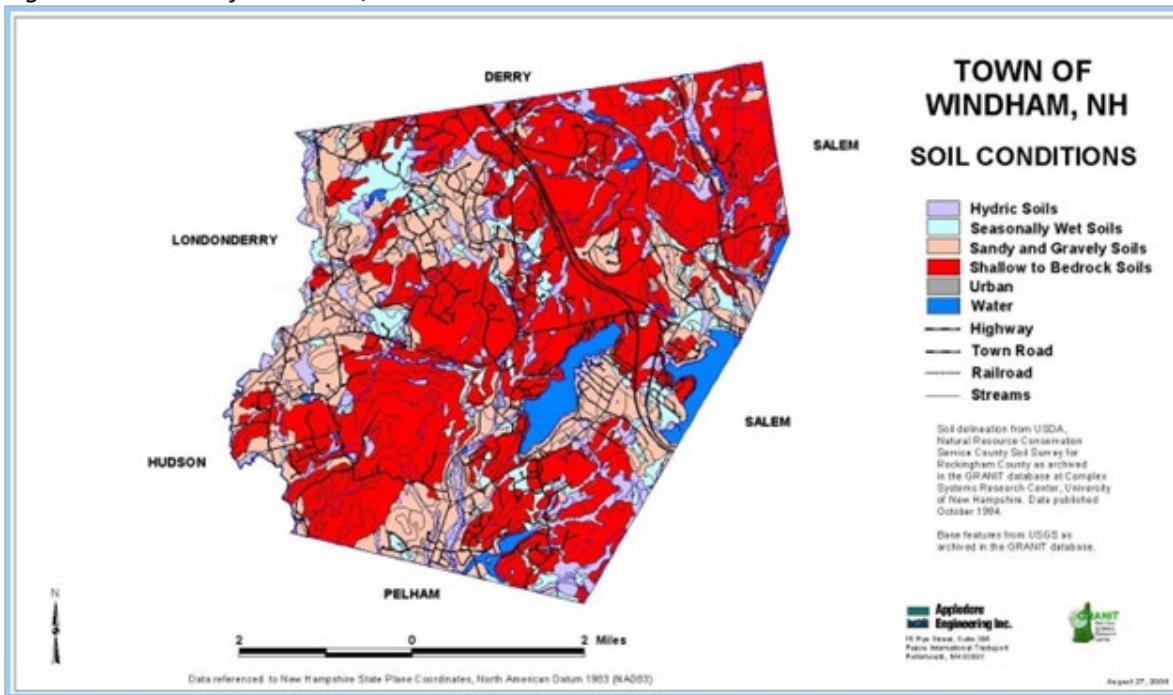


Pictured Above: Johnson's Highland View Farm

Farmland Soil

Windham has approximately 580 acres that are defined as prime farmland and 700 acres that are of state importance. The greatest concentration of prime soils tends to be south and west of Cobbetts Pond with an additional area north of Canobie Lake. The encroachment of development on agricultural soils or lands that are currently in agricultural use is an issue of concern for the long-term use of land in Windham. Once converted to more intensive uses, these lands are usually irretrievably lost for agricultural purposes. Windham presently has only one active, working farm in Johnson's Farm located on Range Road.

Figure 10.1 Town of Windham, NH Soil Conditions



Source: NH GRANIT

Slope

For planning and development purposes the slope or steepness of the land is expressed as a percentage that represents the relationship of horizontal and vertical distance between two points. As slope increases, the potential for surface water runoff and erosion increases. The soil depth is also thinner as slopes increase, thus decreasing the capacity of the land to filter septic system effluent in areas that lack public sewer. In addition, construction costs for development also increase. Steeper slopes tend to occur along the margins of stream corridors and areas of bedrock such as in southwest Windham. Slopes from 0-12% are the most suitable for development. The flattest slopes --0-3%--are suitable for roadways as well as commercial, industrial, and recreational uses. Undulating lands up to 12% are suitable for residential uses and private roads as well as the above uses with increasing limitations as the slopes increase. Land use limitations based on slope begin when the slope is between 12 and 15% and increase as the slope increases. Development on steep slopes is likely to reduce soil stability, causing erosion and sedimentation into brooks, streams, and surface water bodies. Such slopes are usually best left naturally vegetated as part of a community's open space system or to satisfy subdivision open space requirements.

Forest Resources

Although Windham is relatively heavily wooded, most of these areas contain or include second growth deciduous and coniferous species. Much of this tree cover is in large contiguous blocks, especially in the southern, western, and northeastern portions of the Town. Ensuring a long-term

policy toward proper management of the Town's Forest and tree resources has a number of values: open space and scenic enhancement, recreation, preservation of wildlife habitat, and water quality protection.

Fish and Wildlife Resources

Windham's mixture of undisturbed habitats including forests and woodlands, open fields, wetlands, surface waters, and rivers provides habitat for valuable fish and wildlife resources. The NH Fish and Game Department (NHFG) manages game, fish, and wildlife. Windham's upland habitats range from mixed forest lands to wooded swamps to fields and meadows in varying stages of succession as well as freshwater wetlands, ponds, and rivers. This variety of habitat provides for a variety of wildlife to thrive from songbirds to mammals to fish and reptiles. In order to maintain a variety and abundance of wildlife species, maintaining a diverse habitat that is interconnected is necessary. Fields and forests provide habitat for such songbirds as woodpeckers, nuthatches, ruffed grouse, purple finches, woodcock, thrushes, bluebirds, robins, and warblers. Wetlands are a prime habitat for mammals such as beaver, otter, muskrat, and mink as well as toads, frogs, and salamanders. Heron, black ducks, and loons use wetland areas for nesting. Monitoring and maintaining a wildlife inventory is a means to measure the quality and extent of habitat in Windham. Water bodies in Windham and the surrounding area support both cold water and warm water species. The following species have been found in Canobie Lake: smallmouth bass, largemouth bass, eastern chain pickerel, rainbow trout, yellow perch, white perch, brown bullhead, golden shiner, common sunfish, black crappie, pumpkinseed sunfish, and American eel. Cobbetts Pond contains eastern chain pickerel, yellow perch, brown bullhead, pumpkinseed sunfish, and alewives. Smaller ponds and streams that are located in Windham and surrounding communities provide habitat for one or more of these fish species. Local streams support fish species including brook trout, brown trout, and rainbow trout. The NHFG has stocked both the Spickett River and Canobie Lake with brook trout as these are the leading sportfish in Rockingham County.



Pictured Above: McIlvaine Town Forest Game

Rare Plants, Rare Animals and Exemplary Natural Communities

The New Hampshire Natural Heritage Bureau, a bureau in the Division of Forest and Lands, finds, tracks, and facilitates the protection of the State's rare plants and exemplary natural communities. In Windham there are over forty (40) rare species of special concern and exemplary natural communities that have been listed by the NH Natural Heritage Inventory (NHI) under the Native Plant Protection Act of 1987 (NH RSA 217-A) and the New Hampshire Endangered Species Conservation Act of 1979 (NH RSA 212-A). Although there are no federally listed endangered species, there are thirteen (13) state endangered plant species and

fifteen (15) state threatened plant species. In an effort to protect these resource areas, the NHI does not identify precise locations. It does publish upon request from a local community a map of the community illustrating general locations.

Water Resources

Windham is part of two minor watersheds - Beaver Brook and Spickett River. Both of these are part of the Merrimack River Basin, which occupies a total of 5,010 square miles and is comprised of 203 communities in both New Hampshire and Massachusetts with 75 percent lying in New Hampshire. The Beaver Brook watershed originates in the Town of Chester and comprises approximately 94.66 square miles while the Spickett River watershed, which also originates in Chester, is approximately 77.49 square miles. Within the Town of Windham, the Beaver Brook watershed covers approximately nine (9) square miles and the Spickett River watershed covers approximately 18.7 square miles. Within these greater watersheds, there are a number of smaller watersheds associated with a surface water body or brook.

Rivers/Streams

- Golden Brook originates in the center of Windham near Interstate 93 where several small tributaries merge. It flows south and west parallel to Route 111 and eventually discharges into Beaver Brook in Pelham.
- Beaver Brook originates in the Town of Chester and forms the western boundary of Windham. It drains the Beaver Brook watershed that encompasses much of the Town.
- Flatrock Brook originates near Windham Depot, flowing south through the Town and eventually discharging into Shadow Lake that straddles the border between Windham and Salem.
- Spickett River, though not physically in Windham, has much of its watershed therein. The watershed area includes a majority of the easterly portion of Windham, most of the land area in Salem, and some portions of the Town of Derry. The Spickett River empties into the Merrimack River after going over a dam in Methuen, Massachusetts.
- Porcupine Brook originates in the southeast portion of Windham within a large wetland complex just south of Cobbetts Pond. It is fed by groundwater discharge associated with a large stratified-drift aquifer in the area. It has a watershed area of approximately 2,500 acres in size.
- The North Tributary to Canobie Lake has an estimated watershed of approximately 160 acres and supports only seasonal, intermittent flow. It drains into a northwest cove of Canobie Lake.
- Dinsmore Brook is a northeast tributary to Cobbetts Pond and is the principal surface water input to Cobbetts Pond. Its watershed area is approximately 200 acres.

Ponds and Lakes

Lakes and Ponds

Windham has two significant water bodies - Cobbetts Pond and Canobie Lake. These two, along with Rock Pond and Seavey Pond, are monitored for bacteria by the Town and through the State's Volunteer Assessment Program that is sponsored by the New Hampshire Department of Environmental Services (NH DES). Other water bodies include Moeckel Pond, Shadow Lake, and Mitchell Pond. All of these ponds provide not only an aesthetic quality to the Town, but also

significant recreational value for boating and fishing, and conservation value for wildlife habitats.

Canobie Lake

Canobie Lake is located on the Windham and Salem town line. It has approximately 373 acres of surface water, a maximum depth of 44 feet, and a watershed area of approximately 1400 acres. The lake is fed mostly from groundwater with limited surface water inputs from two intermittent streams (referred to as the South Tributary and the North Tributary) that drain from the north. The outlet of Canobie Lake is Policy Brook, which is located on the east shore. The latest VLAP report is included in the Appendix. Last monitored in 2022 by the DES, NHDES has rated this lake as oligotrophic, indicating low biological production. Canobie Lake serves as the primary source of water for the Town of Salem and therefore swimming is not allowed in it.



Pictured Above: Sunrise over Cobbetts Pond

which is a cooperative program between the NHDES, lake residents, and lake associations. The 2020 report is provided in the Appendix. Last monitored in 2022, NH DES has rated this lake as eutrophic.

Rock Pond

Rock Pond, located in the southern part of Windham, is approximately 33.3 acres with a shoreline of 5,904 feet. It is monitored by the Rock Pond Improvement Association annually for bacteria. The 2021 VLAP report is provided in the appendix. The most recent year of sampling (2021) indicates that the water quality parameters continue to remain stable since the initial year of sampling in 1986. The NH DES has rated Rock Pond as mesotrophic (contains moderate nutrients with moderate algae production).

Seavey Pond

Seavey Pond is located near the northeastern part of Windham and is approximately 10.6 acres with a shoreline of 7,005 feet. It is monitored annually by the Town. The NH DES has rated this pond as eutrophic indicating high biological production (nutrient rich). The last year of compiled data was 2002 when there appeared to be an increase in chlorophyll and phosphorous from the previous year.

State Water Quality Assessment

Based on the state's assessment all tested water bodies in the Town of Windham have been assessed as Category 5: they are impaired or threatened for one or more designated uses by a pollutant(s) and require a Total Mean Daily Load. Almost all of the water bodies are impaired because of mercury contamination that will not permit safe fish consumption. These include streams such as Beaver Brook, Golden Brook, and Flatrock Brook, and lakes or ponds such as Canobie, Cobbetts, and Seavey. In addition, Canobie Lake tends to have excess algal growth while Beaver Brook has pH problems as well as exotic benthic species. The water bodies of Windham appear to be threatened in part by land uses activities adjacent to these features. The Town will need to consider policies that not only address impacts to local water from local sources, but also policies that address affects occurring from a larger geographic area.

Wetlands

Wetlands form a significant part of Windham's surface water resources. They generally are contiguous with wetland or hydric soils discussed previously in the Soil Section. Wetlands are usually areas of low topography and poor drainage with standing water for all or part of the year. Wetlands possess a number of major resource values: maintenance of water quality, flood control, groundwater recharge for water supply, wildlife habitat, and vegetative diversity.

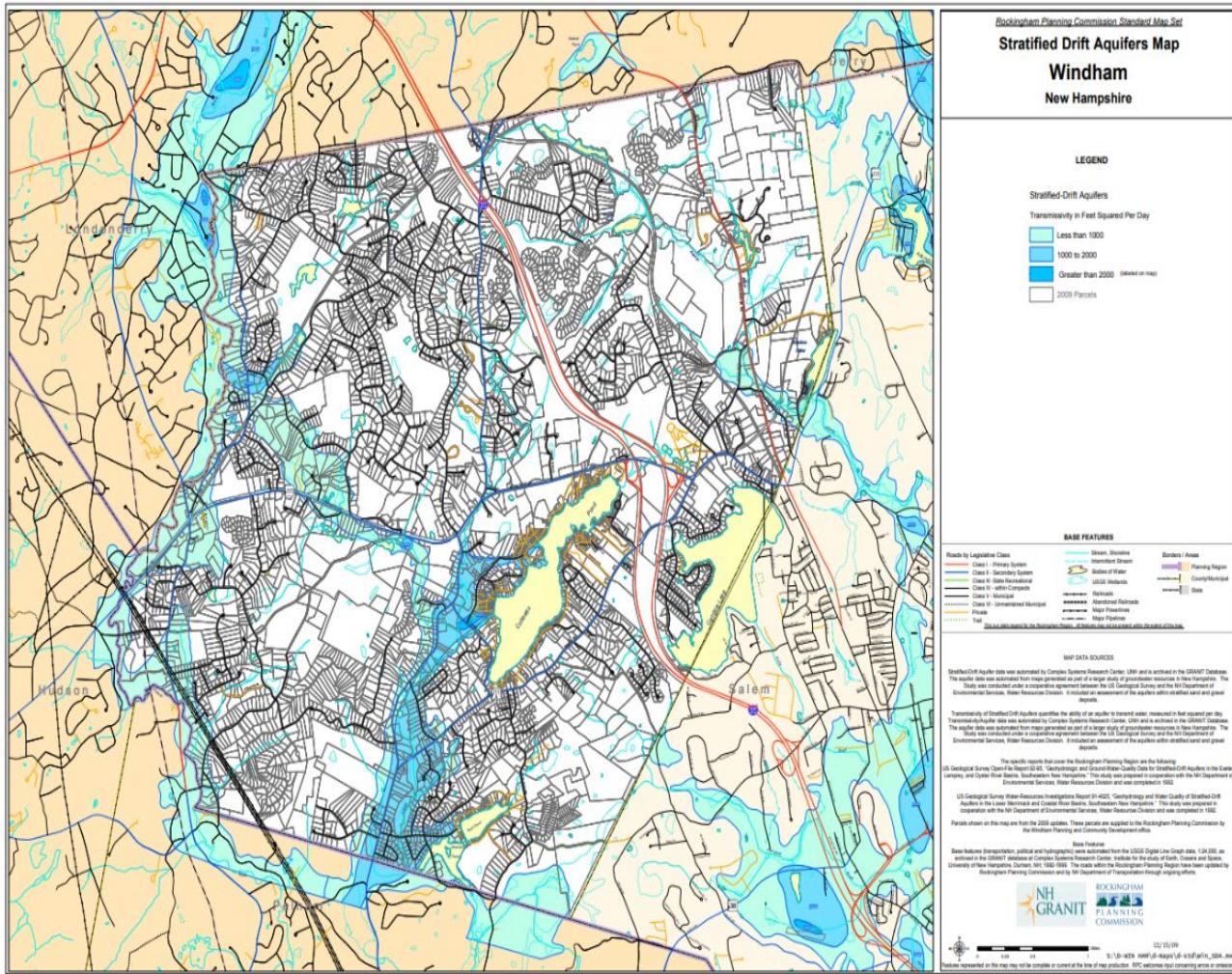
Wetland soils in Windham have been mapped by the NRCS and the data is available through the NH GRANIT/GIS system at the University of New Hampshire (UNH) using the hydric soil classification. Wetlands have also been defined and mapped statewide on the GRANIT System using the criteria of the US Fish and Wildlife Service through the National Wetland Inventory Program. In addition, for purposes of managing and permitting activities in wetlands that are of state interest, the New Hampshire Wetland Bureau has adopted the 1987 US Army Corps of Engineers publication Corps of Engineers Wetlands Delineation Manual, Technical Report Y-87-1. In an attempt to assist local planning boards to determine the appropriate soil and wetland data for development review, the Office of State Planning issued in November, 1998, a guidance document, Data Requirements for Site Review, Guidance for Planning Boards. The Town's Zoning Ordinance and Land Use Regulations has a Wetland and Watershed Protection District to regulate the use of wetlands, lands draining into wetlands, brooks, ponds, and water supply areas. Floodplains are areas adjacent to rivers, streams and surface water bodies, which are susceptible to flooding during periods of excessive storm water runoff. The Federal Emergency Management Agency (FEMA) has prepared Special Flood Hazard Area maps for Windham for the purpose of identifying the 100-year flood areas within the Town that may be eligible for federally subsidized flood insurance. The FEMA maps were revised on April 15, 1980, as Flood Insurance Rate Maps (FIRM). These 100-year flood boundaries are for the most part associated with Golden and Flatrock Brooks. The Town also has a Floodplain District [§ 607] to regulate development in the flood hazard areas.

Groundwater Resources

Groundwater occurs in openings in bedrock or pores in surficial materials. Although water can be withdrawn from bedrock, glacial till, or stratified drift deposits, the most significant amounts of groundwater in New Hampshire and Windham are usually found in stratified drift. A 1992 report by the US Geological Survey (USGS) hydrogeologic investigations identified one primary stratified drift aquifer located within Windham. This area is referred to as the Windham-

Cobbett's Pond Aquifer, which is located in a narrow area just to the west and south of Cobbetts Pond.

Figure 10.2 Town of Windham, Stratified Drift Aquifers Map



Source: NH GRANIT

Potential Threats to Water Resources

Perfluorooctanoic acid (PFOA) has been a manufactured perfluorochemical and byproduct in producing fluoropolymers. Perfluorochemicals (PFCs) are a group of chemicals used to make fluoropolymer coatings and products that resist heat, oil, stains, grease, and water. PFOA persists in the environment and does not break down. PFOA has been identified in bodies of water and in a variety of land and water animals. The human health effects from exposure to low environmental levels of PFOA are unknown. PFOA can remain in the body for long periods of time. In laboratory animals given large amounts, PFOA can affect growth and development, reproduction, and injure the liver. More research is needed to assess the human health effects of exposure to PFOA. Presently, the State DES has determined excessive PFOA concentrations around the Town Center, North Lowell, and the north area of Town in the vicinity of Forest Rd. The present method of dealing with PFOAs in the water is point of entry filters.

Goals and Objectives

- Maintain the High Intensity Soil designation for determining developable area.
- Maintain and strengthen the provisions of the Aquifer Protection District to protect the water quantity.
- Maintain the Wetland and Watershed Protection District to guarantee sufficient water quantity and quality.
- Study the availability of water table and water supply and how it might affect development density.
- Study the feasibility of bringing municipal water supply to residential areas.
- Continue to support the Windham Forestry Committee to maintain the Town Forest.
- Update the wildlife inventory and protect wildlife corridors during development.
- Continue the Volunteer Lake Assessment Program for the major ponds.
- Pressure the DES to update their ratings of Canobie and Cobbetts ponds.

11

ECONOMIC DEVELOPMENT

Local businesses are an integral part of our community. There are 424 private work sites/local businesses in Windham.

Economic Conditions

Businesses and Jobs

As Windham has grown, so have the number of businesses and jobs within the Town (Table 11.1). Resident Labor Force refers to the number of working-age residents, whether they are working in Town or outside of Town.

Figure 11.1: Windham Workforce Changes

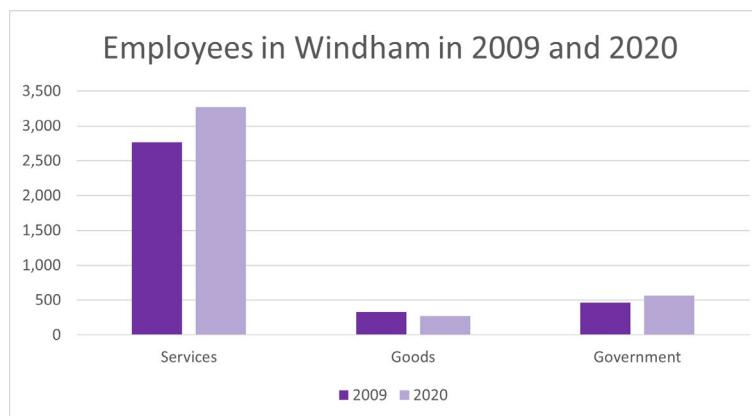
	Resident Labor Force	Total Jobs in Windham
2002	6,786	2,754
2021	7,965	3,870
% Change	17.37%	40.5%

Source: 2002 figures from 2005 Master Plan, 2021 figures from NH Employment Security, Economic and Labor Market Information Bureau. (ELMI-NHES)

The increase in jobs available in Windham from 2002 to 2021 coincided with more Windham residents choosing to live and work in Town. The percentage of Windham residents working elsewhere in New Hampshire remained consistent. However, data shows a decrease in the percentage of residents working out of state, with that decrease primarily being offset by an increase in the percentage of Windham residents working in Town. Post-Covid, the trend of residents working in a hybrid or remote model continues. A study to determine exactly how many residents is warranted. The types of jobs also changed, with services seeing the largest increase over time (Figure 11.2). Service jobs include medical, consulting, professional, technology and personal services. Government - related jobs increased marginally with the rise in population, driving a need for more police, fire and municipal service, as well as school staff.

Figure 11.2: Windham Work Sector Changes

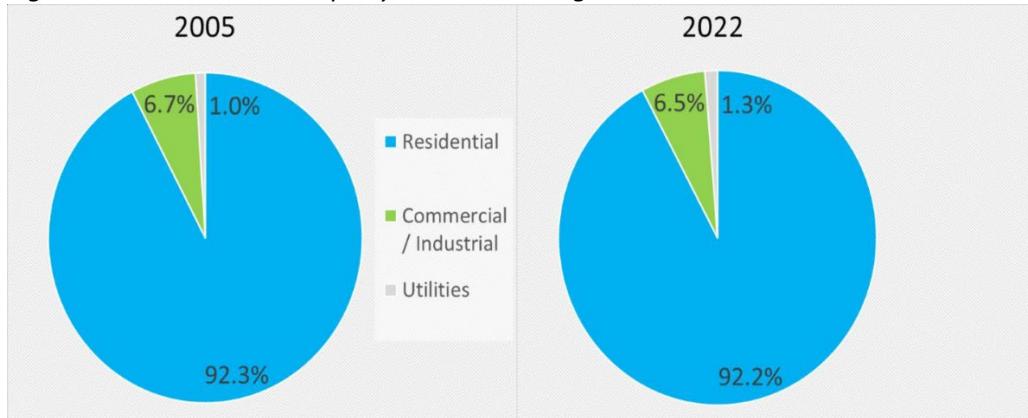
Source: ELMI-NHES



Tax Base

Windham's property tax base is predominantly residential with essentially no change over the past twenty years (Figure 11.3). While the number of jobs and businesses in Windham increased, the number of homes did as well and their associated valuations.

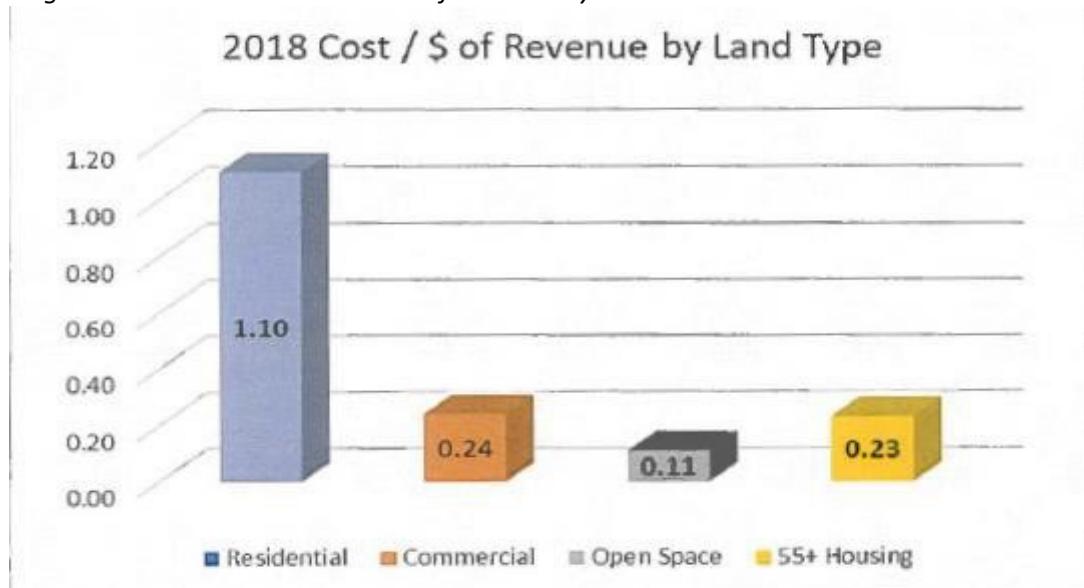
Figure 11.3: Windham Property Tax Base Changes



Source: 2005 Master Plan figures and American Community Survey data compiled by ELMI-NHES

In 2018, a Windham Cost of Community Services study was conducted (see appendix and Figure 11.4). For every residential tax dollar collected, \$1.10 is spent on services for residents as compared to only \$0.24 spent on services for commercial taxpayers. The primary difference in costs is education. While both types of development add demands to emergency services, the transfer station, and administration, residential development increases demand for education, recreation, and the library.

Figure 11.4: 2018 Windham Cost of Community Services

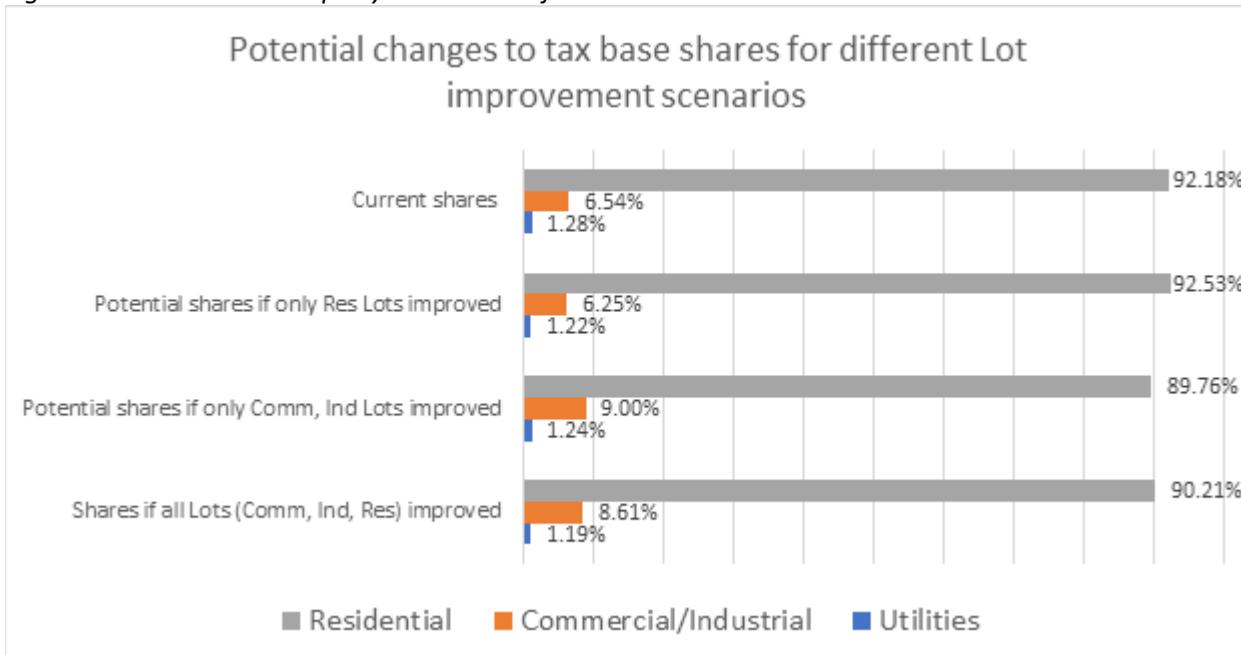


Source: 2018 Cost of Community Services Study

While existing commercial development is revenue positive for the Town, there is a finite amount of commercially zoned land left to develop. At the end of 2022, there were 32 parcels with 320 acres, some of which are constrained by environmental restrictions.

Even if residential development was halted and all commercial parcels developed, it would only shift the residential tax percentage about 2.5% (Figure 11.5).

Figure 11.5: Windham Property Tax Base Projections



Source: Windham Tax Revenues

Strengths for Economic Development in Windham

Windham has a highly educated workforce with strong buying power and discretionary income. Windham's location is ideally situated along New Hampshire's North-South corridor (Interstate 93) and one of the few East-West corridors (Route 111).

Geographically, Windham has proximity to Boston, Manchester, Nashua, and the Seacoast. It is suitable for a satellite office, business incubator, or start- up, with lower costs than the Boston region and has a highly skilled local workforce. There is a high volume of the public traveling through Town each day as a potential customer base. High-speed internet is available in the central commercial zones. Recently, municipal water service was made available to businesses and residences along Route 28 and along Route 111 from Route 28 west to the intersection with Indian Rock Road. Much of the Professional, Business, and Technology (PB&T) zoned properties are along Route 28 and Route 111.

Regional Conditions

The New Hampshire Department of Transportation has widened and increased the capacity of several travel corridors through Windham. Total traffic along Route 111 is

approaching 30,000 cars per day. Surrounding towns are in the midst of large-scale mixed-use development projects. Salem is the site of Tuscan Village while Woodmont Commons is in Londonderry. The NH Department of Transportation is creating a new exit off Interstate 93 north of Exit 4 anticipated to bring development to Derry and Londonderry.

Future Employment Conditions and Trends

Windham's businesses are service-heavy versus goods-producing. This shows sound synergy with the U.S. Bureau of Labor Statistics projections for growth over the next ten years in medical professions, information technology, restaurant/food industries, personal services, and legal services. Service jobs are scalable to small and medium-sized businesses. Another trend in Town is employees working remotely. As the workplace strives to find a new normal (post pandemic), employees are continuing to work from home, either full or part time. IT services, business services, shared workspace or conference space, and even daytime meal delivery to support a growing workforce operating primarily from home are potential growth areas to respond to this trend.

Fiscal Strategies and Resources

There are opportunities that Windham should consider to promote economic development. The NH Community Development Finance Authority (CDFA) provides financial and technical assistance to maximize the value and impact of community and economic development and clean energy initiatives throughout New Hampshire.

Goals and Objectives

Windham is predominantly a residential Town. The available opportunity for commercial development is a finite resource. The Town should refocus its efforts to support economic development to attract and facilitate the types of businesses residents want (see 2020 and 2022 survey results in Appendices) and which will foster diversity and resiliency in the local economy. Maximizing commercial development in Town will not significantly reduce residential taxes however it does serve as a tempering effect due to the low cost of community services for commercial taxpayers.

- Align commercial zoning with objectives of Windham residents (where applicable).
- Encourage development of businesses that provide goods and services that local residents want (see WEDC and Town surveys in appendix).
- All future development should encourage protection of natural resources.
- Preserve the makeup of existing neighborhoods.
- Enhance cellular reception and bring fiber optic internet to Windham to enrich work from home capabilities.

12 EDUCATION

Windham High School is the **"Top Ranked Public High School in New Hampshire"**

- U.S. News World Report



Pictured Above: Windham High School

The residents of Windham have immense pride in their schools. Strong schools enrich the lives of Windham's children, its citizens, reinforces community ties, and increases the collective prosperity through higher property values and public use of school district buildings and resources. Windham voters continually support enhanced opportunities for learning and facility improvements to support Windham School District's high academic achievements.

WINDHAM SCHOOL DISTRICT

- **4 Schools**

- Golden Brook Elementary School (*PK-4*)
- Center School (*5-6*)
- Windham Middle School (*7-8*)
- Windham High School (*9-12*)

- **School Athletic Fields**

- Football, Soccer, Baseball, Turf (*Windham High School*)
- Multi-purpose Soccer/Baseball (*Windham Middle School*)
- 2 Youth Softball Fields (*Center School*)
- Multi-purpose Youth Field (*Golden Brook Elementary School*)

Windham School
District
(October 2022)

3,033 students

478 staff members

Recent Improvements

- Technology upgrades (*all schools*)
- Age-appropriate learning commons (*all schools*)
- Fully functioning engineering lab (*Windham Middle School*)
- Family and consumer science (*Windham Middle School*)
- Expansion of bus drop-off loop (*Center School*)

1:1 Technology Model

The Windham School District completed a decade long transition to a 1:1 student to device ratio in 2021. The program started with the High School in 2009 and was completed with the kindergarten in 2021.

- 2009 Apple MacBooks provided to all High School students
- 2017-2018 Chromebooks provided to all Middle School students
- 2019-2020 Chromebooks provided to all Elementary School students
- 2020-2021 iPads provided to all Kindergarten students



Recent Facility Upgrades

Golden Brook's transformation now includes an all-day Kindergarten program for the children of Windham. All District schools now offer 21st-century learning environments.

- Full reconstruction of Golden Brook Elementary School
- Renovation of Windham Middle School
- Substantial safety and operational upgrades at Center School

Athletics

Windham schools take part in Division I athletic programs. The District's recent successes include state championships for varsity girls' field hockey and varsity boys' soccer.

School Athletic Programs

- Fall - Cross Country, Field Hockey, Football, Golf, Soccer, Bass Fishing, Cheering
- Winter - Basketball, Diving, Gymnastics, Ice Hockey, Track, Skiing, Swimming, Wrestling, Cheering
- Spring - Baseball, Lacrosse, Track, Softball, Tennis, Volleyball



School Safety

The District devotes significant resources to ensure a safe learning environment for students and staff.

- Security cameras
- Secure entrances with double door entry systems
- Administrator training (online FEMA courses, simulated emergency scenario exercises)
- Staff emergency management training
- School Resource Officers (onsite)
- Emergency blue light systems to signal emergency situations (all schools)



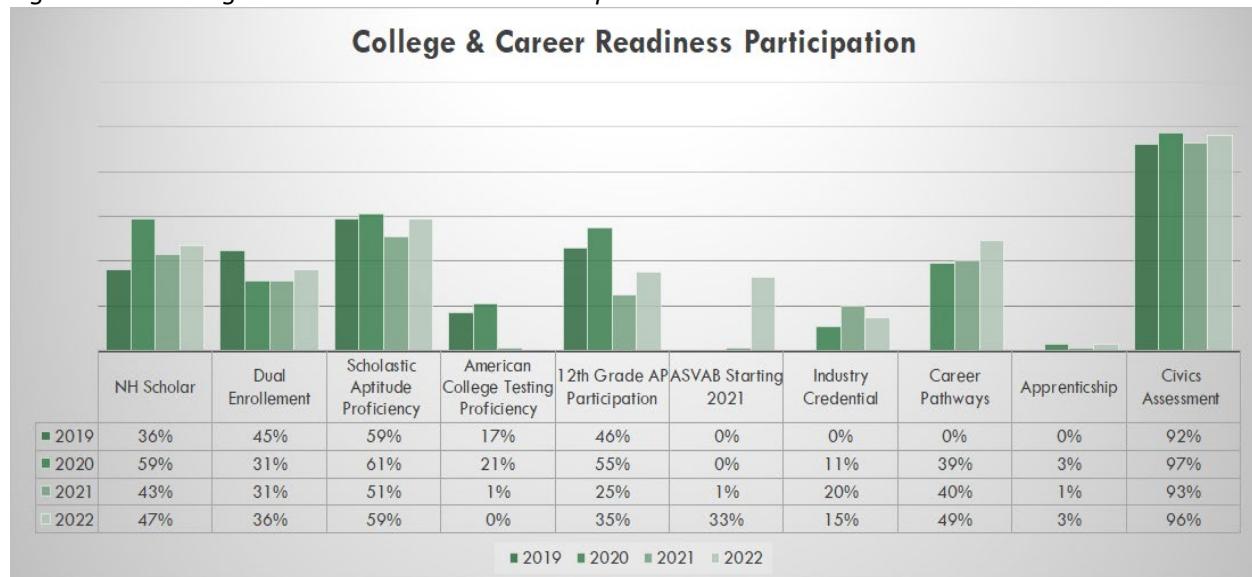
Risk Identification and Mitigation

All schools have mental health and guidance counselors on site to assist in the social-emotional well-being of our students and staff, as it relates to characteristics of mental illness or potential risks.

Student Outcomes

The Windham School District has taken part in the New Hampshire Student Assessment System since its start in 2018. Students in grades 3-8 and 11 take part in the ELA and math assessment subsets with students in grades 5, 8, and 11 additionally taking part in the science assessment subset. Over the past four implementation years, students in the school district have continuously scored well above the NH state average. Windham High School students have a high participant rate taking Advanced Placement tests while simultaneously keeping high median test scores.

Figure 12.1: College and Career Readiness Participation



Source: New Hampshire Department of Education - Initiative for School Empowerment and Excellence (I4See) College and Career Readiness Report for years: 2019, 2020, 2021, and 2022

Future Objectives

District Improvement Plan

The Windham School District has formulated a multi-year District Improvement Plan. This Plan addresses the challenge of delivering quality curriculum and instruction to the entire student body. The system further sets up expectations and support for students to achieve their highest potential. The District Improvement Plan utilizes the Multi-Tiered System of Supports (MTSS) to enhance student outcomes.



District Improvement Plan Categories

- Leadership and Governance
- Curriculum and Instruction
- Assessment
- Human Resources and Professional Development
- Student Services
- Financial and Asset Management

Positive Behavior Intervention System

The district is collaborating with Dr. Howard Muscott from the New Hampshire Center for Effective Behavioral Interventions and Supports (NH CEBIS) to create a K-12 Positive Behavior Intervention System (PBIS) for the district. The PBIS initiative will strengthen the MTSS by focusing on positive behavior intervention for all students.

NEASC Accreditation

The District has a goal to become the first district in New Hampshire to be accredited by NEASC in grades 1-12. Accreditation will acknowledge the educational quality that Windham provides.

Safety

The District uses Homeland Security auditing every three years to find potential areas for improvement. The District partners with the Town of Windham to have Safety Resource Officers in our school buildings.



Mental Health

We now have a certified mental health provider in each school. We also see the correlation and importance for every student to make a connection, so we have been providing teachers and counselors with social emotional activities to use in the classroom.

Athletic Facility Improvements

Budget constraints prevented the first construction of Windham High School from including facilities for track & field sports. Additionally, multiple fields also lack outdoor lighting, adequate seating, and artificial turf. These amenities are typically found in schools with a Division I program.

Athletic Facilities

- Build facilities for Track & Field
- Add outdoor lighting, adequate seating, & artificial turf to proper fields

Address Population Growth Challenges

The New England School Development Council's most recent report (NESDEC Report) shows Windham will see continued growth in the Town's school age population over the next five years. There is also substantial future housing development not included in the NESDEC Report. This joint pressure of domestic population growth and out-of-town immigration of school age residents will require Windham to begin planning for and initiate implementation of facility expansion. The School Board is currently evaluating all available options and actively involving the greater community for comprehensive input.

Goals and Objectives

- Address the needs for our D1 Athletic program to include amenities such as lights, bleachers, a track, proper track and field equipment etc.
- Maintain a high level of fiscally prudent choices in all aspects of the Windham School District to keep the budget as manageable as possible while still offering a high-quality education to Windham students
- Continue offering and enhancing student's access to cutting edge materials and instruction to keep Windham Students competitive in today's world.
- Continue to employ high-quality staff to meet the needs of our students
- Evaluate current and future facility needs to appropriately house the increasing population in our school district

Bridging the Present and the Past



Windham's Historic Resources

Like many New England communities, Windham is rich in historic resources that reveal the Town's relationship to pre-history, as well as to the years since its European settlement in the 1720s. Roughly four eras provide context for interpretation of Windham's evolution, which has encompassed its change from a subsistence agricultural community to a farming town that attracted seasonal vacationers, to the more suburban pattern of development that is seen today.

Windham maintains a connection with its rural heritage. Organizations including the Windham Historical District Commission (HDC), Windham Historical Society, Trustees of the Searles School and Chapel, and the Windham Museum Trustees work to ensure that the Town's history and culture are safeguarded. In addition, resident led groups including the Windham Actors Guild, Windham Musical Arts Association, and Windham Arts Association support the value that the Town places on culture and the arts. The Nesmith Library and Windham Community Television offer a variety of historic and cultural programming as well.

- Settlement to 1849
- 1849 – 1930s (Great Depression)
- 1930s – 1970s (including construction of I-93 in 1961)
- 1970s to present

The HDC, Community Development Department, developers, and private landowners work collaboratively to identify and protect historical resources. These partnerships are vital in preserving the Town's history for the benefit of future generations.

Windham's Historic District Commission (HDC)

Windham's Historic District Commission, which also functions as a Heritage Commission, is charged with the preservation and protection of the Town's historic resources. Established by a vote of residents in 1975, the Historic District Commission was formed to identify the historic

buildings, homes, sites, and cultural resources of the Town. Based on qualifying criteria, the HDC has determined that there are currently more than 500 properties in Town that are sites with historical or cultural significance. The complete list of these properties can be found in the Document Center, on the Town's website, at windhamnh.gov/DocumentCenter/View/8709/Historic-Site-Photos-by-Joan-Normington. In 2000, by Town meeting vote, the HDC assumed additional responsibilities normally handled by a Heritage Commission. These responsibilities include overseeing the preservation of historical and cultural resources for the Town, educating the public on matters of historical interest, and working with other boards, committees, and commissions to ensure responsible development that reflects the Town's Comprehensive Master Plan, per state law. A major focus of Heritage Commissions is the continued use of historic architectural elements including style, material, signage, and landscaping. The Commission advises property owners, land developers, and construction firms on the value of Windham's fieldstone walls, an important cultural artifact found throughout the region. State legislation has revised a centuries-old law to protect New Hampshire's historic stone walls (RSA 472:6 and 227:C). This law protects stone walls that serve as boundary markers against theft and demonstrates an understanding of the historical significance of the walls and the need to protect them.

Windham's Historic Districts

Pursuant to NH State Statute Chapter 674:46, Windham has eight historic districts: Town Center, Searles School and Chapel, Union Hall, Simpson Cellar Hole, Windham Depot and Stickney Cellar, Gage Lands Sheep Pen, Governor Dinsmoor Plaque, and Indian Rock. These districts were created through the collective action of Windham voters and exist as part of the Town's Zoning Ordinance. The Historic District Commission has the authority to accept, review, and act upon all residential building permits and to issue certificates of appropriateness for applications other than individual residences that might be located within any historic districts. All of the structures in these districts are Town-owned except for Union Hall, the Windham Presbyterian Church, and the buildings at the Depot (excluding the Town-owned salt shed).

Town Center (18th, 19th, and mid-20th centuries): Please visit the Town website for more information - www.windhamnh.gov/304/Town-Center



Pictured Above: Town Hall



Pictured Above: Windham Town Center



Searles School and Chapel

(1909): Please visit the Town website for more information - www.windhamnh.gov/306/SearlesSchool-Chapel

Pictured Above: Searles School and Chapel

Union Hall (1890): Please visit the Town website for more information - www.windhamnh.gov/307/Union-Hall



Pictured Above: Union Hall



Pictured Above: Simpson Cellar Hole

Simpson Cellar Hole

(c.1775): Please visit the Town website for more information – www.windhamnh.gov/309/Simpson-Cellar-Hole

Windham Depot (1849) and Edwin Stickney Store/Cellar (c. 1778): Please visit the Town website for more information - www.windhamnh.gov/308/Stickney-Cellar and www.windhamnh.gov/305/Windham-Depot



Pictured Above: Windham Depot

Gage Lands Sheep Pen (19th Century): Please visit the Town website for more information - www.windhamnh.gov/451/Gage-Lands-Sheep-Pen

Governor Dinsmoor Plaque and Wall (1909): Please visit the Town website for more information - www.windhamnh.gov/479/Governor-Dinsmore-Plaque



Indian Rock: Please visit the Town website for more information – www.windhamnh.gov/493/Indian-Rock

Pictured Above: The Plaque on Indian Rock

Historic Buildings/Structures/Landscapes

Only Searles School and Chapel and the Robert Armstrong House are listed in the National Historic Places database. Benefits of National Register (NR) designation include: formal recognition of a historic resource's significance, possible eligibility for grant funding, and Section 106 impact review for any projects that involve federal funding or permitting.

While Windham's National Register listings are limited to these two buildings, the Town has a wide array of identified historic resources. The Windham HDC's compilation of 18th, 19th, and 20th century buildings identifies 166 properties listed in windhamnewhampshire.com/

content/historic-resource-list. Of the forty-seven historic houses mentioned in the 1975 history of the Town, *Rural Oasis*, over one third have been demolished for recent development prompting the second goal listed below.

As part of the Interstate 93 Project's Draft Environmental Impact Statement (DEIS), historic resources within the project area were carefully examined for potential impacts. Part of this evaluation included formal determinations of NR eligibility for eleven properties in Windham. A determination of eligibility affords the same protection under Section 106 and usually qualifies properties for similar benefits as actual listing.

NR Eligible Properties from the Interstate 93 Project DEIS:

The George F. Armstrong House (WND0085) is located on the north side of Range Road (86 Range Road) between the north and southbound lanes of I-93. The property was determined to be eligible for the National Register of Historic Places, under Criterion C in 1992, as one of the best examples of a late 19th century vernacular wood-framed, gable-front dwelling in Windham. The 1992 eligible boundary encompassed the house and its domestic setting. It also extended to parcel 17G/30 to include the Armstrong barn and barnyard, resulting in an eligible parcel of 3.91 acres. Since then, the barn, barnyard, and connected sheds (once associated with the house) have been converted to a Common Man Restaurant and extensively altered and expanded.



Pictured Above: Robert Armstrong House

The Robert Armstrong House (WND0086) is located on the north side of Range Road (88 Range Road), between the north and southbound lanes of I- 93. The property is eligible for the National Register under Criterion C as a very fine, local example of an early Federal period 2 1/2 story, 5-bay, one room deep dwelling. It is further distinguished by the high quality, integrity and originality of its interior features and finishes. It retains some historic landscape features, including a granite block path to the front entryway.

Indian Rock (WND0206) is a large natural boulder with a circular depression on top traditionally held to be the site where Native American inhabitants of the Windham area pounded corn. The rock is located in the woods on the north side of Enterprise Drive (the road previously known as Indian Rock Road) in Windham. Indian Rock is eligible for the National Register under Criteria Consideration F, representing the early 20th century Colonial Revival movement's interest in colonial history and desire to preserve relicts of that history. The erection of the plaque on the rock is symbolic of the value Windham residents put on the former Native American population in the area. The rock is mentioned as an important historic landmark in every Town-wide historical publication since 1883.

The George Dinsmore House (WND0033) is located on the south side of Enterprise Drive (formally known as Indian Rock Road #82) on the shore of Cobbetts Pond, was determined eligible for the National Register in 1994 under Criterion C as a “distinctive and well-executed local example of the Craftsman Style executed in stone, reflecting the strong influence the construction of Searles Castle had on the architecture of the area.” The eligible boundary is limited to a 1.1-acre parcel along Indian Rock Road, which encompasses the dwelling, stone outbuildings, and mature trees that reinforce the historic setting of the property.

The Searles Castle Historic District (WND-D1)

was determined eligible for the National Register under Criterion C in 1994. The district is roughly bounded by Searles Road on the east, NH Route 111A on the south, and Indian Rock Road (NH Route 111) and I-93 on the west. The northern boundary runs between Searles Road and I-93 to encompass approximately 95 acres. The Searles Castle Historic District is significant as it is the best surviving example of the artistic collaboration between architect Henry Vaughan and his patron, Edward Searles. The buildings and structures express an archaeological correctness in the architect’s use of Gothic elements, rustic stone construction, and the ecclesiastical qualities of the interiors. The surrounding grounds offer a sense of seclusion and picturesque qualities.



Pictured Above: Searles Castle

Other areas that have received some consideration from the HDC in the past include the Canobie Lake Neighborhood, London Bridge Causeway, and Simpson Mill/Moeckel Pond.

Other Areas of Historical-Architectural Interests



Pictured Above: Armstrong Building

The Armstrong Building – The Nesmith Library was originally housed in this location. After the Library moved to its current location on Fellows Road, the interior of the Armstrong Building was restored as closely as possible to its original state. Since then, the Museum Trustees, along with volunteers from the Windham Historical Society and HDC/HC, have worked to restore the museum’s artifacts and create displays to showcase and secure these historic items. The final stage of the project, which is ongoing, is the cataloguing of the entire collection.

Simpson Mill and Dam on Moeckel Pond - In 2020, the New Hampshire Dam Bureau approved the use of the Marston-Finn Conservation Dam. It was established to restore the historic dam and pond first created in 1778 with the construction of Simson Mill.

Campbell Farm - The HDC supports the preservation of the Campbell Farm and works with the Windham Conservation Commission to protect this historic site and insure public access.



Pictured Above: Campbell Farm

Goals and Objectives

- The Windham HDC Architectural-Cultural Resource List should be periodically updated to reflect newly identified sites or lost structures.
- The Town should encourage the protection of historically significant structures as defined by the Windham HDC/HC Architectural-Cultural Resource List, and the National Historic Preservation Act.
- The Town, through the initiative of the HDC should be committed to finding unique, new uses for older Town buildings and historic assets, including stone walls and stone box culverts.
- The Town, through the initiative of the HDC should preserve elements of our historic past such as stonewalls, cellar holes and stone structures. When preservation is not possible these elements should be reused or repurposed with guidance from the HDC.
- Developers and landowners should be encouraged to repurpose historic buildings, structures, and elements when planning new developments instead of demolishing these structures.
- Continue to work with the Technical Review Committee and the Design Review Committee on upcoming development in the Town of Windham.
- Work with developers in the naming of new streets with some historical Town significance.
- Identify discontinued roads, stone culverts, and cellar holes and create an overlay map of the Town.
- Participate and take a leading role in Windham's historic celebrations.
- Promote and educate on the historical significance of the Town of Windham to residents and the larger community.

Resources

Many resources are available at the Nesmith Library regarding the Town's history.

- *Historic Tales of Windham* by Derek Saffie
- *Images of America – Windham* by Bradford R. Dinsmore
- *History of Windham in New Hampshire, 1719 to 1883* by L.A. Morrison
- *Rural Oasis: History of Windham, New Hampshire, 1883 to 1975*
by Town History Committee
- windhamnewhampshire.com/content/historic-resource-list

70.5% Ranked
“Increased
Recreational
Opportunities” as
desirable in the
2020 survey

Since 2005, Windham’s population has grown substantially. Historically, rapid population growth has been known to strain any town’s sense of community. The Recreation Department’s goal is to maintain that community spirit by continuously evolving programs and facilities that encourage a positive, ongoing interaction between all residents and their families. Residents are encouraged to participate in a choice of functions sponsored by the Town every year such as Concerts in the Park, Harvest Fest, Easter Egg Hunt, Mother Son Night, Daddy Daughter Dance, Town Day, Fireworks, Senior Christmas Party, Senior Picnic, and Tree Lighting. The Department also offers numerous courses/camps relating to arts and crafts, babysitting, swim lessons, safely staying home alone, and monthly Senior programs.

The Town has full-time and part-time staff and utilizes a strong volunteer network to focus on providing recreation programs. A full-time Recreation Director position, established in 2005, is responsible for planning, organizing, and administering comprehensive recreation services for the community. Windham also has several private organizations working in conjunction with the Recreation Department, including Windham Baseball and Softball, Windham Soccer, Windham Lacrosse, and Windham Basketball. The Director is also responsible for overseeing the maintenance and management of existing facilities, for planning and development of new facilities to meet new demands, and coordinating the scheduling of all fields for athletic programs.

The Town Recreation presently supports programs that benefit all residents of all ages including:

Program	Participants
Tennis	185 participants
Swim Lessons	120 participants
Senior Christmas Party	250 participants
Soccer Recreation League	546 participants
Soccer Travel League	227 participants
Lacrosse Spring / Fall	180 participants Spring / 120 Fall
Basketball	500 participants
Baseball	500 participants baseball / softball / T-Ball
Windham Wolverines (use Roger’s Field) and Cheering	190 participants

The Town's current inventory of complexes and fields is located in the appendix.

The school programs and town recreation leagues currently support each other by sharing fields. The Boys and Girls High School Tennis teams use the tennis courts at Griffin Park during the spring season for matches and practices daily and the school offers fields for recreation use.

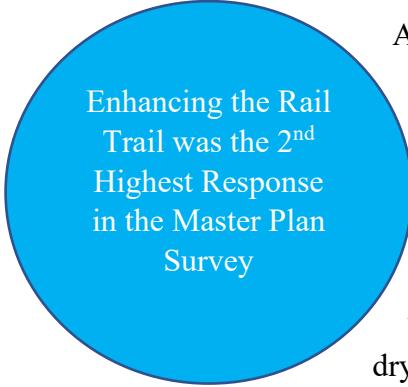
Field Expansion is Necessary to Keep up with Growing Demand

Organized teams continue to compete for field time which can result in the difficulty to properly maintain the facilities. Based on league enrollment each season, the adding of programs, the need for additional practice time, and the increased interest in certain sports such as football, flag football, and lacrosse, it is recommended an additional 2-4 fields are needed to meet the Town's recreational needs.

The Spruce Pond Field complex, located in the Northeast section of Windham, is currently the most feasible potential field addition. This addition of the Spruce Pond Field complex would provide the Town with approximately an additional 20% of field space that could be utilized by multiple sports programs with expandable parking options. Other opportunities such as expanding Nashua Road Field should also be considered.

The Windham Rail Trail

In 2022, the Windham Rail Trail Alliance (WRTA) celebrated the 16th year of continued growth and popularity as the benchmark of paved rail trails in New Hampshire. Together with the Derry and Salem Rail Trails, there are currently 11 miles of a continuous paved passive use rail trail, the longest paved, abandoned rail bed in New Hampshire. Further, it allows movement along, and under, I-93 to the Rockingham Recreational Trail which passes by additional scenic areas including the Depot Historic District, Mitchell Pond and a Stone Arch bridge.



Enhancing the Rail Trail was the 2nd Highest Response in the Master Plan Survey

An Eco Counter installed by Southern NH Planning for the month of May 2020 recorded 31,454 trips heading south from the Depot, exceeding the previous high of 12,418 in a similar period. The daily average was counted at 1,015. Post Covid-19 pandemic numbers expect to be in the 15,000-user count range for a May count.

Supporting passive recreation, the trail is used primarily by bicyclists, walkers, runners, dog owners, equestrians, roller blades, dry land skiers, and wheel assisted users. It is used by many for health rehabilitation purposes, photography, bird/nature observation and passive outdoor activities.

The trail is USTA certified both for 5 and 10K running distances and the two WRTA managed rail trail races are in their 13th year.



Pictured Above: Boston and Maine C16 Caboose

For most of the life of the trail, the WRTA funded certain maintenance items and provided an annual average 350 volunteer hours that included brush and tree cutting, trash removal, and the clearing and blowing the trail and clearing drainage lines of leaves.

The high trail counts, and the location of the Depot Parking compromise crossing safety at Depot and Frost Roads. Heavy trail use, traffic and speed contribute to bring on-going challenges. Seasonal speed bumps are installed generally April – November and

have proven very effective. Additionally, automatic crossing lights were installed, however have been prone to breakdown with inadequate lighting. Additional safety measures in the Depot area are being discussed with the State as this is a state-owned road.

Recognized as a cut through that brings heavy traffic and speed between 111 and Route 28, the Roulston Rd crossing presents challenges. A painted crosswalk exists; however, the installed automatic crossing lights are also prone to breakdown with inadequate lighting and may require additional attention.

Future improvements may include a single connection through a re-design of the North Lowell/Depot Road intersection and widening Depot Road to accommodate a sidewalk for safe passage of trail.

Goals for the Rail Trail

Now in our 16th year, asphalt lifespan for this use is estimated from 18 – 25 years and are at the point that we must be proactive in securing funding for repavement.

1. Approach/Funding of re-paving Plan
2. Solid Maintenance plan/Town Budgeted line item
3. Safe crossing at North Lowell Road
4. Upgraded crossing signals at Depot and Roulston Roads; continued use of Speed bumps.



Pictured Above: Windham Depot

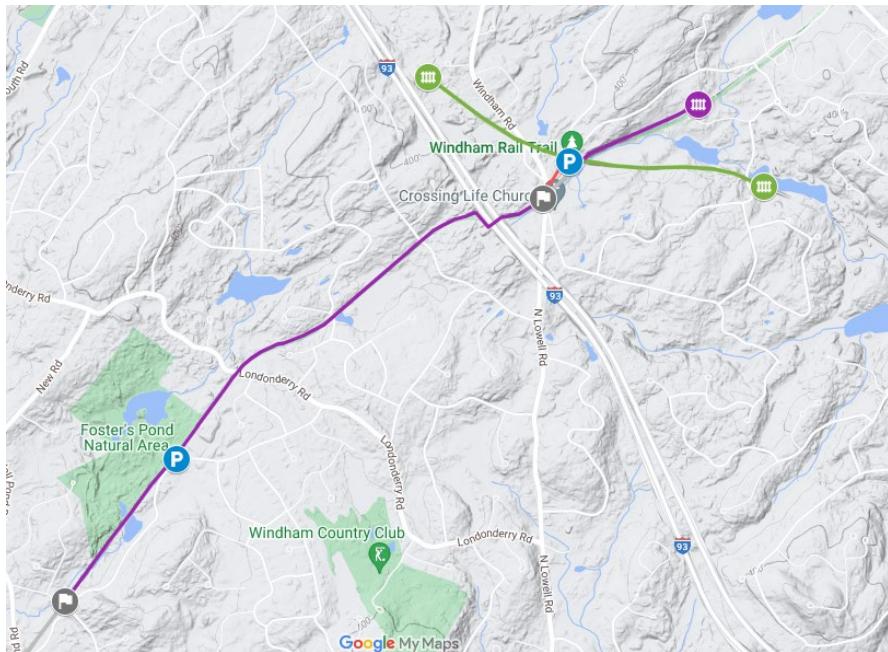
Complete the Greenway Recreational Trail



In addition to the Windham Rail Trail, the Town is looking to improve 2.5 +/- miles of the Greenway Recreational Trail located west of I-93; which is currently owned by the Town and runs over much of the abandoned Boston and Maine Railroad right-of-way (shown in purple on the map below). The improved trail would then terminate at North Lowell Road within a short distance of an existing 4.1-mile paved section of the Rockingham Recreational Trail, which is situated east of I-93; creating a corridor of nearly seven (7) miles of paved trail within Windham. In 2021, the Town voted \$30,000 to begin a Capital Reserve Program for the Greenway Trail.

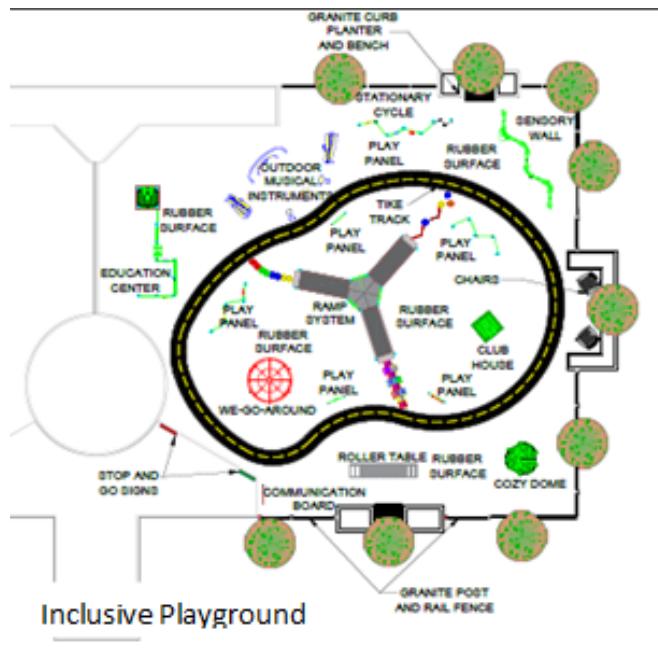
Pictured Above: Bicycle/Pedestrian Culvert under Route 93 on the Greenway

The Greenway Trail goes underneath Rt 93 through the State DOT culvert shown below. In addition to providing alternate means of travel, this railroad bed affords users access to our scenic and attractive Foster's Pond Conservation area. The completion of the Greenway Recreational Trail in conjunction with the existing Windham Rail Trail would address the need to further expand a growing network of paved trails.



Pictured Above: Map of Greenway Trail and Portion of Rail Trail

Complete the Griffin Park Passive Recreation Project and Inclusive Playground



Pictured Above: Plan for Inclusive Playground at Griffin Park

In 2016, the voters approved funding to complete the first phase of the new passive recreation area at Griffin Park. This phase was completed and included benches/tables for seating, shade trees, plantings, walls, and a gazebo. The Recreation Department will complete phase 2 in 2023, which will include an inclusive play area that will be specifically designed and include features for children of all ages and abilities. In 2022, the Board of Selectmen authorized the expenditure of up to \$450,000 for improvements to the Inclusive Playground area at Griffin Park to be offset by donations from individuals, organizations and businesses in our community.

Additional improvements at Griffin Park should include resurfacing the tennis courts, adding parking capacity, and additional restroom facilities.

Continue to Evaluate and Advocate for Specialized Facilities Requests and Programs

The Recreation Department received suggestions to address specialized facility needs and programs. As documented in the 2012 Recreation Master Plan, some new facilities requests include: integration of more elderly and disabled resident recreational areas, outdoor skating rink, a pickle ball court, and a community amphitheater. The Department will continue work with residents and Town officials to strategize and implement financially viable facilities solutions and advocate for Town voter support.



Pictured Above: Wonderland Playground

Continue to Update Programs and Policies

The Recreation Department will continue to promote and offer year-round active and passive recreation opportunities for all ages and abilities. It will also continue to expand or adjust programs to meet the emerging needs of the residents as demands and interests change. Passive opportunities include, but are not limited to kayaking, paddle boarding, bird watching, chess/checkers, walking, archery, concerts, etc. Active programs include fitness, yoga, sports, swimming, and tennis.

Goals and Objectives

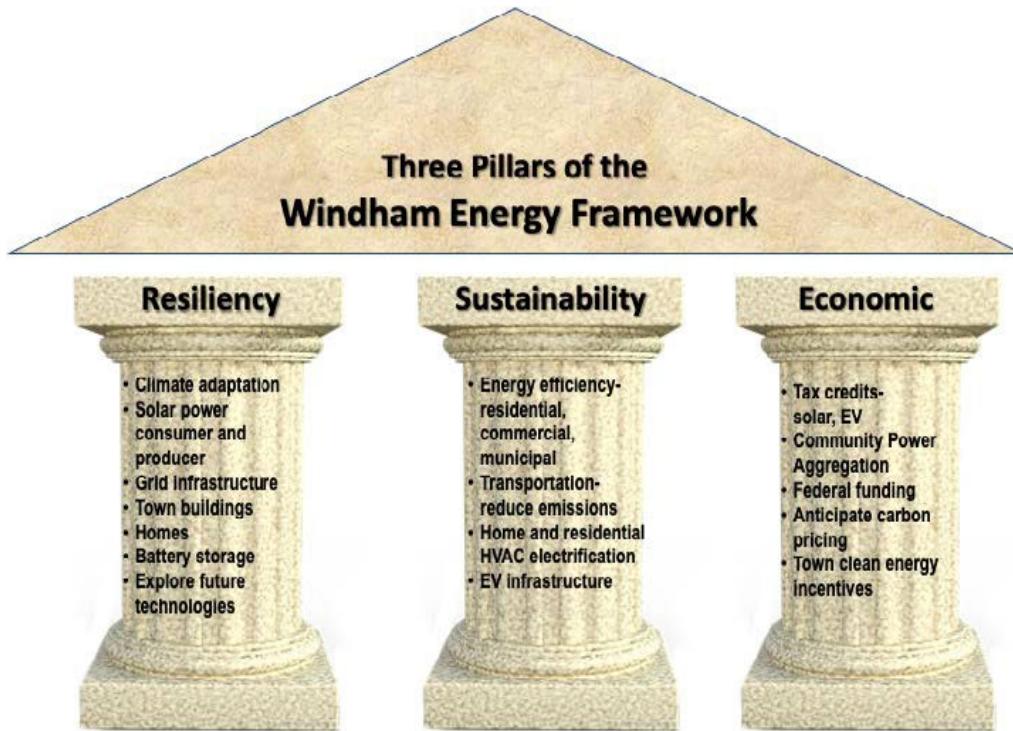
- Maintain the strong relationship we currently have with the School District and Youth Sports Leagues.
- Continue to maintain, upkeep, and improve existing facilities especially Griffin Park, the Town Beach, and Wonderland Playground.
- Work with the WRTA and Town to maintain and improve the existing Windham Rail Trail.
- Complete the Greenway Rail Trail.
- Upgrade the safety features crossings at North Lowell and Roulston Road.
- Build the Inclusive Playground Area at Griffin Park.
- Continue to implement strict procedures regarding preservation of the fields.
- Explore the development of fields, possible artificial turf, and satellite/neighborhood parks, including completing Spruce Pond.
- Explore lands to purchase/acquire for the development of new fields and expand parking availability at existing fields.
- Work with the Conservation Commission and Southern New Hampshire Planning Commission to update the walking trails map.
- Work with Developers to expand the walking trails where feasible.

15 ENERGY

There are two factors that determine how much a household in Windham pays for energy; the amount of energy the household needs (measured in British Thermal Units or BTUs) and the cost per BTU to acquire that energy. The three main sources of energy usage in Windham for municipal, commercial, and residential users are:

• Transportation	894 billion BTUs
• Space heating	659 billion BTUs
• Electricity (non-space heating)	175 billion BTUs

This equates to an annual cost of \$72,000,000. The expenditure of this energy also generates over 132,000 tons of carbon per year. (See table in Appendix).



Electricity Costs

Electricity is the only form of energy available from a utility scale provider. Municipal, commercial, and individual users have very limited control over the cost of energy provided by the electric utilities.

Unfortunately for New Hampshire residents, the lack of state-level demand mitigation compared to all our surrounding states has exponentially increased the cost of supply to Windham.

Regional Factors

ISO New England (ISO-NE) is the governing body responsible for the New England electric grid. Over the past decades, generation stations that use coal, oil, and nuclear fuel have systematically been retired. Seabrook is the sole remaining nuclear power plant. Natural gas plants now represent the majority of the New England generation fleet. There is a finite amount of natural gas that can enter New England through existing pipelines. During the winter months, most of the natural gas is diverted to heating needs on cold days which causes supply constriction and the accompanying high gas prices and subsequent high electricity prices. Solutions to these problems are decades away.

Increased Demand Costs for New Hampshire

One of the core cost factors when determining the cost of electricity for a utility zone, for example Eversource NH, is the “demand profile.” The demand profile is calculated based on the total of required electricity during peak load times, such as hot sunny days in July when air conditioning units are running. Because New Hampshire is unique in not investing heavily at the state level in onsite energy sources (example: distributed solar) and efficiency programs, New Hampshire utility zones have experienced dramatic increases in demand costs as they shift from the other New England states to New Hampshire. This reality further reinforces Windham’s need to decrease its reliance on the electric grid.

A family of four in the United States uses an average of **893 kWh** of electricity each month. But not every household pays the same supply rate - even with the same energy provider.



Eversource rates current as of August 2022. Average household usage data from the United States Energy Information Administration.

Source: New Hampshire Public Radio

Competitive Electricity Supply for Town and School District

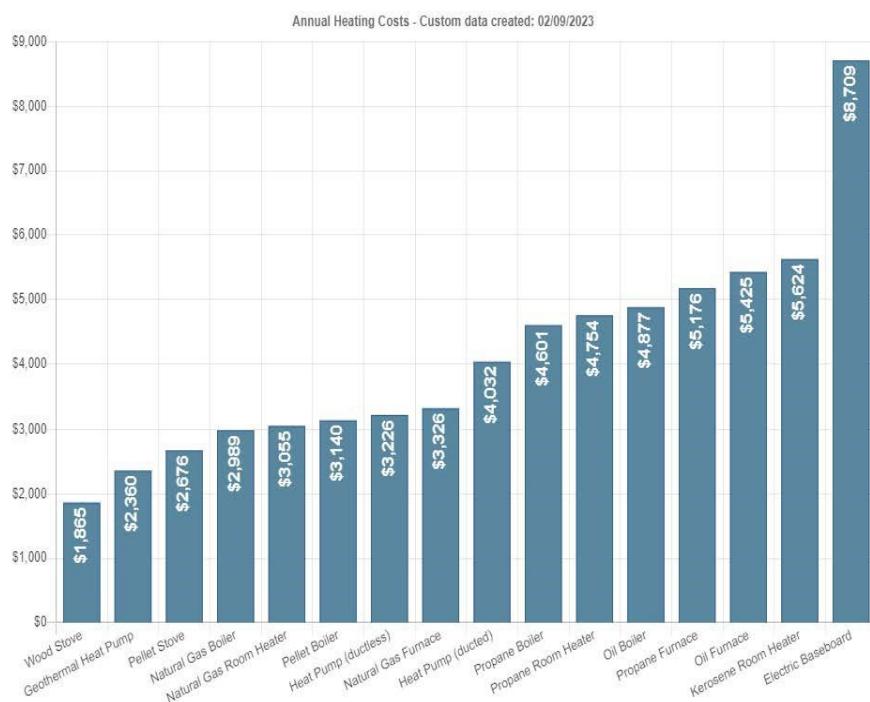
Effective timing and negotiation of competitive supply contracts can help soften electricity costs to a slight degree. It would be beneficial for the Town and school district to continue to prudently utilize competitive electricity suppliers and initiate community power purchase agreements on behalf of individual residents.

Community Power Program for Residents

The Town can choose to implement a Community Power Program which allows the Town to choose a competitive supplier to become the default supplier for the community. While large scale users will still benefit from conventional competitive supply contracts, the program will provide cost benefits of scale to individual Windham residents.

Heating and Cooling Costs

The chart below shows the total costs of heating and cooling a household based on a whole-home heat pump usage of 92 MMBTU/year heat load. The energy supply costs were based on the average cost per BTU in New Hampshire in the month of December 2022.



Visit efficiencymaine.com for more details and information

Source: U.S. Department of Energy

Wood stoves, geothermal heat pumps, and pellet stoves are currently the least expensive forms of heating. Geothermal pumps are currently the cheapest form of cooling. It should be noted that electric baseboard assumes the use of electricity from a utility grid (i.e., not onsite generation).

New England has significant constrictions in the natural gas supply chain. Currently, the necessary infrastructure to support the fuel demand in the winter months does not exist. Initiatives to construct a natural gas pipeline in Windham should be evaluated.

Energy Cost Mitigation

Controlling the cost of grid electricity and fossil fuels is outside of the Town's ability to control. However, mitigating the actual cost of energy is within the Town's control.

- Lessen the need to purchase energy from the electricity grid - **onsite generation**.
- Migrate from fossil fuel-based transportation and space heating – **electrification**.
- Reduce overall energy needs without sacrificing functionality - **energy efficiency**.

Utilize Clean Energy Funds from Inflation Reduction Act

As of December 2022, the Inflation Reduction Act includes a new mechanism for tax-exempt entities, such as the Town of Windham and School District, participating in clean energy incentives to receive direct payments. This provision is applicable for tax years starting after December 31, 2022 and ending before January 1, 2033. Considering these direct payments will cover up to 30% of total project costs, the Town and School District should seek to maximize this resource before its expiration.

- Solar Photovoltaics
- Air-to-Air & Air-to-Water Heat Pumps
- Geothermal Heating & Cooling
- Energy Efficiency Programs
- Hybrid and Electric Vehicles

Right-size solutions should be developed to address current state-level restrictions regarding large scale onsite generation projects which can put limits on the size of onsite generation sites that may utilize net-metering of electricity. For example, multiple onsite generation sites that remain under the state cap would be more advantageous than large single-site projects.



Pictured Above: Nesmith Library

Nesmith Library Solar Project

Onsite generation, in the Town, was recently completed with the installation of 254 photovoltaic panels, also known as solar, on the roof of the Nesmith Library. This system is projected to generate over 118 megawatt hours of electricity per year. Based on current Eversource distribution and supply costs, this saves over \$38,000 in energy costs annually. From a sustainability perspective, this system is averting roughly 10,000 pounds of greenhouse gas emissions every month. It is important to note the

Nesmith Library Project was built before the funds from the Inflation Reduction Act were

available and still only has a 10-year ROI (return on investment) window. A similar project constructed between 2023-2032 would have a breakeven point of only a few years.

Sustainability

Greenhouse gas emissions, the biproduct of carbon-based fossil fuels, are a driving factor that damages the environment. The residents of Windham have indicated a clear desire to protect natural resources and the local environment (see 2020 Town Survey). In the case of energy, this translates to promoting utilization of energy sources that minimize climate change.

A potential initiative could be to initiate a study to determine the viability of electric vehicles (EVs) to replace the existing gas-powered vehicle fleet. Another option could be for the Town to consider using solar fields to generate electricity to power electric vehicles and target effectively zero fuel costs after the ROI period has transpired.

Expand upon Existing Municipal Incentives

The current Windham property tax code allows residents to deduct certain energy improvements, like solar panels, from the assessed value of their homes. Another recommendation includes developing a comprehensive list of onsite energy generation and energy efficiency systems that can be deducted from residential and commercial property taxes to promote making existing Windham buildings as efficient as possible.

Develop Incentives and Requirements for New Construction

It is cost-effective to integrate onsite generation and efficiency systems during initial construction. The Town should investigate and implement incentives and requirements for new construction projects in Windham. These requirements should be considered for all developments that are seeking development bonuses and incentives, such as the zoning overlay districts.

Goals and Objectives

- Create a Sustainability Subcommittee to be chaired by a representative for LEC, with the goal to investigate, promote, and coordinate sustainability solutions
- Investigate incentive programs to encourage energy efficiency and onsite generation of existing structures.
- Modify criteria for variances to existing zoning laws to include implementation of energy efficiency and onsite generation.
- Implement new zoning laws and subdivision regulations to require energy efficiency and onsite generation.
- Develop incentives and bonuses to encourage energy efficiency and onsite generation.
- Encourage commercial development that serves the public to include EV charging stations.
- Develop guidelines for all new Town and School District development to include onsite generation and energy efficiency systems.

16

IMPLEMENTATION

This section of Windham's Master Plan prioritizes each implementation action and goal and assigns who is responsible for implementing them. The table organizes the actions and goals by topics.

PRIORITY
Ongoing – In process
Urgent – Immediate
Attention
Near – 1-4 years
Medium – 4-6 years
Long – 6-10 years

Table Legend

RESPONSIBILITY:

PB = Planning Board

BOS = Board of Selectmen

ZBA = Zoning Board of Adjustment

SB = School Board

SR = State Representatives

LEC = Local Energy Committee

NH DOT = NH Department of Transportation

ST = Searles School and Chapel Trustees

HDHC = Historic District Heritage Commission

CC = Conservation Committee

RC = Recreation Committee

WRTA = Windham Rail Trail Alliance

TC = Trail Committee

RP = Regional Planning

TRC = Technical Review Committee

CAB = Cable Advisory Board

TBC = Town Beautification Committee

WEDC = Windham Economic Development Committee

Windham Master Plan Implementation Actions by Topic	Priority	Responsibility
Protect the Integrity of Residential Neighborhoods		
Lobby for new RSAs to give Land Use Boards discretionary authority to preserve neighborhoods	Near	PB
Advocate to strengthen land use regulations to maintain the current look and feel of town neighborhoods	Ongoing	PB
Maintain rural character when evaluating new infrastructure (i.e., roads) Maintain existing landscaped buffers to preserve existing neighborhoods when developing new infrastructure	Ongoing	PB

Windham Master Plan Implementation Actions by Topic	Priority	Responsibility
Collaborate with state agencies to develop strategies to preserve and enhance the quality of life in Windham	Long	SR
Preserve Cultural & Historic Places & Locations		
Study, designate, and establish development guidelines regarding scenic roads and corridors Sign and map designated scenic roads	Long	BOS & HDHC
Protection of historically significant structures (HDC/HC Architectural - Cultural Resource List) Periodically update historic list to reflect newly identified sites Preserve and find new uses for historic assets (buildings, stone walls, box culverts, etc.) When preservation is not possible historic assets should be reused or repurposed Developers and landowners should be encouraged to repurpose historic buildings instead of demolishing these structures	Ongoing	HDHC
New streets names should have historical Town significance	Ongoing	BOS
Technical Review & Design Committees should have input for all development projects	Ongoing	TRC
Identify discontinued roads, stone culverts, and cellar holes and create an overlay map(s)	Ongoing	HDHC
Promote and educate on the historical significance of Windham Take leading role in Windham's historic celebrations	Ongoing	HDHC
Strengthen Demolition Delay Ordinance	Medium	BOS
Initiate structural and cosmetic preservation of historic Town Hall	Urgent	BOS
Preserve & Protect Wildlife and Undisturbed Land+A21		
Preserve open space, forests, farms, orchards, and wetlands; especially intending to increase the amount of permanently usable undeveloped land (without steep slopes and wetlands) and to decrease the infringement upon the Wetland and Watershed Protection District	Ongoing	BOS
Farm protection should be pursued for existing or undeveloped lands with Prime or State designated soils	Near	BOS
Collaborate with state agencies to develop strategies to preserve and enhance the quality of life in Windham	Long	SR
Protect all existing conservation properties by placing legal easements on them	Medium	BOS & CC

Windham Master Plan Implementation Actions by Topic	Priority	Responsibility
Implement town-wide wildlife study Update wildlife corridor mapping and grading and develop comprehensive map(s) Update town-wide wildlife inventory(s) Advocate for RSAs to protect existing wildlife corridors Protect wildlife corridors during development	Near	PB & CC
Support the Windham Forestry Committee in maintaining the Town Forest	Ongoing	CC
Maintain the High Intensity Soil Surveys (HISS) for determining developable area	Ongoing	PB
Protect Lakes, Ponds, & Environmentally Sensitive Areas		
Conduct comprehensive study to catalogue Windham's environmentally sensitive land areas Determine appropriate balance of landowner rights to develop versus the broader public interest to protect the environment Advocate RSAs and guidelines to ensure encroachment on sensitive areas doesn't not create unsustainable pressure on the environment to recover	Near	PB & CC
Update Wetland and Watershed Protection District (WWPD) Encourage the DES to update their ratings of Canobie Lake and Cobbetts Pond Continue the Volunteer Lake Assessment Program for the major ponds	Near	PB & CC
Update WWPD regulations to specifically guarantee sufficient water supply	Near	PB
Protect the Health & Viability of Local Aquifers		
Conduct comprehensive Water Study Replace current empirical knowledge on existing groundwater is based on empirical knowledge with information from a study based on the scientific method to determine the current state of Windham's groundwater resources Develop a comprehensive evaluation of existing groundwater conditions Study the availability of water table and water supply and how it might affect development density	Near	BOS
Develop regulations that designate aquifer viability as paramount over all other considerations Maintain and strengthen the provisions of the Aquifer Protection District to protect the water quantity	Ongoing	BOS & PB
Protect aquifers to maintain the potability and availability of water for residents and businesses Ensure volumetric flow rate of water currently accessible to existing private wells is maintained Ensure potability of water currently accessible to existing wells is not diminished Prevent overdraft of local aquifers and ensure sustainability Prevent pollution of local groundwater resources	Near	BOS & PB

Windham Master Plan Implementation Actions by Topic	Priority	Responsibility
<p>Ensure the ability of the underlying aquifer to support a proposed development as a condition of approval (in the absence of a community water system) Develop Action Plan to protect aquifers and mitigate groundwater adequacy issues from new projects and prevent water shortage in areas at risk</p>	Ongoing	PB
Recreation		
<p>Maintain Town relationships with the School District and Youth Sports Leagues</p>	Ongoing	RC
<p>Encourage passive and active recreation opportunities by offering athletic and non-athletic activities for all ages, abilities, & interests Maintain, upkeep, and improve existing facilities especially Griffin Park, the Town Beach, and Wonderland Playground Build the Inclusive Playground Area at Griffin Park Continue to implement strict procedures regarding preservation of the fields Explore lands to purchase/acquire for the development of new fields and expand parking availability at existing fields</p>	Near	RC
<p>Work with the WRTA and Town to maintain and improve the existing Windham Rail Trail Complete the Greenway Rail Trail Upgrade the safety features crossings at N. Lowell and Roulston Rd</p>	Near	WRTA & BOS
New Market-Rate Residential Development Considerations		
<p>The ability of the School District to handle the expected additional student population from new residential development must not reduce the quality of education for existing student population</p>	Ongoing	ZBA & SB
<p>No residential development in commercial zones unless explicitly allowed by the zoning</p>	Ongoing	ZBA
<p>The Planning Board must periodically update the School Impact Fees and Public Safety Impact Fees to be levied against new developments to help the Town pay for infrastructure costs occasioned by said growth</p>	Every Five Years	PB
<p>Reevaluate current age restricted (55+) housing cap and determine a fair acceptable percentage of total housing stock Conduct study to determine how to provide affordable retirement housing specifically for current Windham residents Ensure that age-restricted housing cap percentage is identical to workforce housing cap to comply with current state RSAs</p>	Medium	PB

Windham Master Plan Implementation Actions by Topic	Priority	Responsibility
Require shorter road networks & utilities for new developments to reduce eventual expense when these networks are turned over to the Town Require interconnectivity of road networks as opposed to cul-de-sacs	Ongoing	PB
Work with developers to provide walking trail easements during planning process	Ongoing	TC
New Workforce Housing Development Considerations		
Develop specifically legally defensible “workforce master plan” to satisfy state workforce requirements Identify suitable areas in Town where new workforce housing development should occur Engage with community to ensure the will of the voters is followed	Near	PB & SR
Determine what existing housing stock qualifies as Workforce Housing based on State definition Engage with NH Housing Authority/appropriate NH State authority(s) to clarify counts as existing Workforce Housing stock Maintain active list of qualified workforce housing stock Existing qualified workforce housing stock not currently in residential zones (ex. Neighborhood Business) should be rezoned as Rural or Residential A/B/C to ensure existing workforce-qualified housing stock is not reduced	Near	PB & SR
Determine what the legally quantifiable percentage of “a town’s fair share of workforce housing” exactly is Engage with NH Housing Authority/appropriate NH State authority(s) to commit to an official percentage Designate a workforce housing cap based on NH Housing Authority official percentage	Near	PB & SR
New Commercial Development		
Promote development in commercial zones that provides jobs, goods, and services of utility to, and desired by, residents Engage residents to develop list of service/commercial projects that are desired. (<i>Utilize 2020 Town Survey and 2022 WEDC Survey as a baseline</i>) Promote dine-in restaurants, entertainment Encourage small businesses rather than “Big Box Stores”	Ongoing	WEDC
Evaluate existing zoning and determine if existing zoning needs to be modified to align with location and types of jobs, goods, and services desired by Windham residents	Near	PB
The Planning Board must update the Public Safety Impact Fees every five years to be levied against new developments to help the town pay for infrastructure costs occasioned by said growth. (no School Impact)	Every Five Years	PB

Windham Master Plan Implementation Actions by Topic	Priority	Responsibility
Commercial development must consider protection and preservation of natural resources and minimize disturbance of natural resources. Encourage commercial development plans that exceed current environmental requirements in State and Town regulations to protect, preserve, and feature Windham's natural resources	Ongoing	WEDC & CC
Commercial development should consider the integrity of existing neighborhoods and businesses and attempt to improve abutting and connected neighborhoods	Ongoing	WEDC
Promote/regulate interconnectivity between commercial developments to reduce on/off traffic on major road arteries Limit main road curb cuts in favor of interconnectivity Develop regulations and incentives to promote interconnectivity	Near	PB
Water Supply for New Development		
Develop a comprehensive projection of future water availability based on current and potential additional requirements	Urgent	BOS
Investigate water quality and quantity management solutions including: 1. Residential monitoring to ensure overall well health, availability, and quality 2. Evaluation of municipal water to supply affected residential areas 3. Acknowledge that voters, not special interests, will determine whether municipal water will be developed 4. Work to prevent financial impacts to the local taxpayer and preventing the loss of municipal autonomy should be given priority when determining what paths to pursue	Near	BOS
Traffic Management: Local Street Planning & Interconnectivity		
Maintain adequate funding to preserve public roadways (pavement, bridges, sidewalks, etc.)	Ongoing	BOS
Reduce automobile volumes on roadways by developing alternative options for residents Require that all proposed transportation projects consider effects on vehicular and pedestrian/bicycle traffic, transit access, as well as visual and scenic quality	Near	BOS
Develop solutions to improve vehicular traffic flow on roadways (specifically intersections) Minimize visual driver distractions by maintaining natural and planted landscaped buffers	Near	BOS & PB
Require that streets provide bicycle and pedestrian accommodations in key destination areas (ex. Village Center District)	Medium	BOS & PB
Work with the Conservation Commission and Southern New Hampshire Planning Commission to update the walking trails map	Long	CC & WRTA

Windham Master Plan Implementation Actions by Topic	Priority	Responsibility
Traffic Management: State Roads/Regional Roads		
Establish a Task Force to work to develop a detailed study of possible connection corridors to ease existing congestion on major roadways Coordinate with Derry, Salem, Pelham, Hudson, and Londonderry through a new regional task force of Town leaders	Long	BOS, NH DOT & RP
Identify new transportation links to improve intra-community and regional connectivity Conduct comprehensive study of intersections and pursue operational improvements (ex. intelligent traffic lights) at key intersections	Long	BOS & NH DOT
Designate team to engage and coordinate with the State/Regional entities to study and find solutions to traffic issues along state roads Town Administrator and Community Development Director should be core members of municipal team Reach out to Southern New Hampshire Planning Commission, Salem-Plaistow-Windham MPO and New Hampshire Department of Transportation to identify and prioritize major infrastructure needs	Long	BOS, NH DOT, & RP
Ensure that improvements to Route 111 do not detract from Windham's rural character Indicate traffic mitigation solutions in lieu of widening Route 111 is desired Investigate the pros and cons of installing roundabouts on Route 111 Encourage the State to minimize signalized intersections Develop solutions to maximize benefits while minimizing impacts to Canobie Lake and Cobbetts Pond	Long	BOS & PB
Public Transportation		
Conduct comprehensive review of land use plans, policies, and ordinances to explore viability of incorporating community public transportation goals, objectives, and strategies	Long	BOS
Engage with State & Regional authorities (NH DOT, SNHPC, etc.) to investigate and prioritize public transportation infrastructure initiatives Enhance the efficiency and effectiveness of existing public transportation Identify possible links to existing regional transit services and programs Engage NH DOT to expand commuter bus service to Windham at the Park'n'Ride Indicate willingness to participating in future light rail initiatives connecting Southern New Hampshire to the Massachusetts Commuter Rail	Long	BOS & NH DOT
Expand and promote existing Senior Transport Services (fixed route van service) for elderly residents	Medium	BOS
Support Work from Home		
Develop study to investigate options to support "Work from Home" initiatives Investigate what "work from home" residents are looking for from local commercial services	Near	WEDC

Windham Master Plan Implementation Actions by Topic	Priority	Responsibility
Encourage utilities to provide the highest possible internet speeds and enhanced cellular service to Windham to enrich both work from home and home-based businesses	Near	BOS, WEDC, & CAB
Energy		
Promote Public & Private Self Sufficiency Initiatives Implement onsite generation both for electricity and heating needs for Town facilities where viable (<i>Solar panels, Geothermal heat pumps</i>) Maximize whole-building efficiency programs	Ongoing	BOS & LEC
Utilize power supply agreements to reduce energy supply costs Continue to utilize third-party electric supply contracts Investigate community power purchase agreements to support residents	Near	BOS
Study current and future natural gas supply cost trends to determine if engaging with gas utility to bring a pipeline to Windham is cost-beneficial	Long	LEC
Promote Energy Efficiency in New Development Projects Investigate zoning laws and subdivision regulations to require energy efficiency and onsite generation Investigate incentives to encourage energy efficiency and onsite generation	Medium	PB & LEC
Encourage private development to include EV charging stations	Near	WEDC & LEC
Investigate potential financial incentives to make Windham buildings as efficient as possible Maintain current property tax deductions for certain energy improvement Investigate whether to include additional energy improvements to property tax deductions	Ongoing	LEC
Create a Sustainability Committee, to be chaired by a representative from LEC, with the goal to investigate, promote, and coordinate sustainability solutions	Medium	BOS, PB, SB, & LEC
Community Facilities		
Conduct a study to determine if the functioning of the Town Administration and Critical Services should be modernized and/or co-located in a central office complex	Urgent	BOS
Continue Town Beautification program Upgrade Town Commons	Ongoing	HDHC & TBC
Continue the maintenance of the Searles Chapel and complete the Tower renovation project	Ongoing	ST
Study Community Facility Expansion Study expansion of Library, Police and Fire Stations to enable adequate service Study additional housing for Highway Division equipment	Near	BOS

Windham Master Plan Implementation Actions by Topic	Priority	Responsibility
Education		
Make fiscally prudent choices to keep the budget manageable without compromising high-quality education to Windham students	Ongoing	SB
Enhance student access to cutting edge materials and instruction	Ongoing	SB
Address population growth challenges from joint pressure of domestic population growth and out-of-town immigration of school age residents Evaluate current and future facility needs to appropriately house increasing population (<i>Involve community for comprehensive input</i>) Develop plan and initiate implementation of facility expansion	Near	SB, BOS & PB
Utilize District Improvement Plan to deliver quality curriculum and instruction Set expectations and support for students to achieve highest potential Utilize the Multi-Tiered System of Supports (MTSS) to enhance student outcomes Continue to employ high-quality staff to support student needs	Ongoing	SB
Create a K-12 Positive Behavior Intervention System (PBIS) for the district Strengthen the MTSS by focusing on positive behavior intervention for all students	Ongoing	SB
Become first district in New Hampshire to be accredited by NEASC in grades 1-12	Ongoing	SB
Prioritize School Safety Utilize triannual Homeland Security auditing to continually improve school safety Continue to utilize Safety Resource Officers in school buildings	Ongoing	SB
Improve Athletic Facilities Add facilities for track & field sports at high school Provide outdoor lighting, adequate seating, and artificial turf to multiple school fields	Long	SB

It is the Windham Planning Board's objective to focus immediate attention on the urgent and near-term implementation actions, as identified above, while remaining focused on the ongoing items. Those items that require urgent action include: Initiate structural and cosmetic preservation of historic Town Hall, develop a comprehensive projection of future water availability based on current and potential additional requirements, and conduct a study to determine if the functioning of the Town Administration and Critical Services should be modernized and/or co-located in a central office complex.

The Planning Board will work together with the other Windham Town Boards, Town staff, and citizens to carry out these action items as outlined in the Table. The strategy of the Planning Board is to then move forward with the medium and long-term action items over the coming years, in an effort to bring this vision a reality to Windham.

17 APPENDICES

- **2020 Survey Open Ended Answers**
www.windhamnh.gov/DocumentCenter/View/13875/2020-Survey-Open-Ended-Answers
- **2020 Survey Results**
www.windhamnh.gov/DocumentCenter/View/13874/2020-Survey-Results
- **2022 Economic Development, Housing, and Infrastructure Survey**
www.windhamnh.gov/DocumentCenter/View/13872/2022-Economic-Development-Survey
- **Aquifer Map**
www.windhamnh.gov/DocumentCenter/View/13858/Aquifer-Map
- **Cost of Services 2018**
www.windhamnh.gov/DocumentCenter/View/13859/Cost-Of-Services-2018
- **Demographics**
www.windhamnh.gov/333/Master-Plan
- **Energy Consumption Chart**
<https://www.windhamnh.gov/DocumentCenter/View/14600/Energy-Consumption-Chart>
- **Inventory of Fields and Complexes**
www.windhamnh.gov/333/Master-Plan
- **Lake Assessment – Canobie**
www.windhamnh.gov/DocumentCenter/View/13862/Lake-Assessment-Canobie
- **Lake Assessment – Cobbetts**
www.windhamnh.gov/DocumentCenter/View/13863/Lake-Assessment-Cobbetts
- **Lake Assessment – Rock Pond**
www.windhamnh.gov/DocumentCenter/View/14511/Lake-Assessment-Rock-Pond
- **NESDEC**
www.windhamnh.gov/DocumentCenter/View/13864/NESDEC

- **Pennichuck Water Systems**
www.windhamnh.gov/DocumentCenter/View/13865/Pennichuck-Water-Systems
- **Property Type Breakdown**
www.windhamnh.gov/DocumentCenter/View/13866/Property-Type-Breakdown
- **Public Waterline**
www.windhamnh.gov/DocumentCenter/View/13867/Public-Water-Line
- **Recreation Master Plan (2012)**
www.windhamnh.gov/DocumentCenter/View/13868/Recreation-Master-Plan-2012
- **Town Conservation Land**
www.windhamnh.gov/DocumentCenter/View/13869/Town-Conservation-Land
- **Vacant Land Report**
- **Walking in Windham Booklet**
www.windhamnh.gov/DocumentCenter/View/13871/Walking-in-Windham-Booklet
- **Windham Dams**
www.windhamnh.gov/333/Master-Plan

*To access all of the above items, please visit the Town's website
at www.windhamnh.gov/333/Master-Plan*