

## Job Description: Economic Development

- Profile Local Businesses, esp. major employers (no need for detailed inventory – just count by category/location)
- Profile economic sectors (e.g. retail, tourism, manufacturing) and assess potential for growth. Including regional economy. (Statistical profile already prepared).
- Identify any economic development plans or programs (e.g. TIF, Pine Tree) affecting the town.
- For the growth industries, what are the needs for infrastructure, and what are we doing to provide it?
- Local and regional economic development organizations – profile and compare.
- Review 1998 plan recommendations – were they implemented? Did they work?
- FOCUS GROUP: Local business owners
- POLICIES: Municipal/regional policies to support economic development. Should be aimed at specific weaknesses identified in analysis.
- STRATEGIES: Recommendations for specific actions, including priority and responsible person(s). Specifically identify strategies overlapping into other plan elements (e.g. transportation, public facilities).
- MEASURE OF SUCCESS: A benchmark, such as job creation, business occupancy.

## Job Description: Transportation

- Describe how local roads and bridges are maintained, including whether current amounts budgeted for maintenance are sufficient.
- Describe local roads in terms of condition and safety. (State roads already done). Identify any deficiencies or issues with *private* roads.
- List deficiencies in the current road system, *including* state roads. Bad intersections, congestion points, etc.
- List non-road assets and needs: sidewalks, bike paths, public parking, public transportation, carpooling.
- Review 1998 Plan recommendations – were they implemented? Did they work? Incorporate village streetscape plan.
- STAFF SUPPORT: Road Commissioner, town manager.
- POLICIES: Municipal/regional policies to support improved transportation. Focus on alternates to road travel; impacts of land use policies.
- STRATEGIES: Recommendations for specific actions, including priority and responsible person(s). Specifically identify strategies overlapping into other plan elements (e.g. land use, economic development) and strategies for attention of MDOT.
- MEASURE OF SUCCESS: A benchmark, such as road miles improved, sidewalk developed, traffic volume reduced.

## Job Description: Outdoor Recreation

- WORKING GROUP: Recreation Committee
- Profile local recreation facilities – water access, ballfields, hiking paths, parkland. Identify perceived deficiencies.
- Profile local recreation programs – summer rec programs, snowmobile club, etc.
- Identify problems with access to water or traditional recreation lands.
- Review 1998 comp plan recommendations – were they implemented? Did they work?
- POLICIES: Municipal/regional policies to enhance outdoor recreation. Should be aimed at specific weaknesses identified in analysis.
- STRATEGIES: Recommendations for specific actions, including priority and responsible person(s). Specifically identify strategies overlapping into other plan elements (e.g. transportation, public facilities).
- MEASURE OF SUCCESS: A benchmark, such as parkland acres, trail miles.

## Job Description: Water Resources

- Profile local water bodies, esp. lakes: size, extent of development, water quality (BRIEFLY!) -- could just be update of 1998 plan.
- Identify constraints imposed by water quality concerns: phosphorous allocation, RP zones.
- Review existing ordinances to determine whether development standards re. water quality (phosphorous, stormwater, erosion, groundwater protection) are up to date and sufficient. Discuss potential for LID standards.
- Inventory organizations dedicated to water quality in Belgrade and evaluate regional watershed protection programs or plans.
- Review 1998 comp plan recommendations – were they implemented? Did they work? Are there other local or regional plans? If so, integrate them.
- FOCUS GROUP: lake associations, BRCA, MLRC.
- POLICIES: Municipal/regional policies to protect water quality. Should be aimed at specific weaknesses identified in analysis.
- STRATEGIES: Recommendations for specific actions, including priority and responsible person(s). Specifically identify strategies overlapping into other plan elements (e.g. land use, recreation).
- MEASURE OF SUCCESS: A benchmark, such as erosion control projects, milfoil levels.

## Job Description: Natural Resources

- Check and verify important local natural areas from *Beginning with Habitat* maps and 1998 plan.
- Identify areas of critical natural resources which are threatened by development or other action/neglect.
- Review existing ordinances to determine whether development standards re. resource protection (habitat, wetlands, steep slopes) are up to date and sufficient.
- Inventory local conserved lands and conservation organizations (separate from water-oriented ones).
- Review 1998 comp plan recommendations – were they implemented? Did they work?
- FOCUS GROUP: landowners.
- POLICIES: Municipal/regional policies to protect critical natural resources. Should be aimed at specific weaknesses identified in analysis.
- STRATEGIES: Recommendations for specific actions, including priority and responsible person(s). Specifically identify strategies overlapping into other plan elements (e.g. land use, recreation).
- MEASURE OF SUCCESS: A benchmark, such as acres protected.

## Job Description: Historic and Cultural Resources

- WORKING GROUP: Historic Society
- Prepare a 2-4 page capsule history of Belgrade (from 1998 plan?). Focus on the history of development, not on personalities or early town meetings. E.g. where were original settlements, what kind of farms or resorts characterized past eras?
- Maine Historic Preservation has an inventory of both above-ground (structural) and below-ground (archeological) historic assets in town. Should be checked and augmented (e.g. on historic register, or oldest structure in town)
- Profile cultural assets in town – library, community groups e.g. grange.
- Identify any protection measures or efforts, e.g. museum exhibit, archives.
- Review 1998 comp plan recommendations – were they implemented? Did they work?
- POLICIES: Municipal policies to protect cultural resources. Should be limited to activities which the town government can partake.
- STRATEGIES: Recommendations for specific actions, including priority and responsible person(s).
- MEASURE OF SUCCESS: A benchmark, such as a local protection program in place, map of historic buildings.

## Job Description: Farm and Forest Resources

- Profile local farms: size, location, products, sales outlets.
- Identify local measures in place to help the farm economy, e.g. farmers market, conservation programs.
- Identify and map tracts enrolled in farmland, open space, tree growth tax programs or with agriculture easements or other protective mechanisms.
- Map areas of prime farmland (GIS layers available)
- Profile local forest resource: large timberlands, industrial tracts, harvesting operations, tree farms, mills.
- Review 1998 comp plan recommendations – were they implemented? Did they work?
- FOCUS GROUP: large landowners, farmers.
- POLICIES: Municipal/regional policies to support farming and forestry. Should be focused on what town government can do to support farms/forestry.
- STRATEGIES: Recommendations for specific actions, including priority and responsible person(s). Specifically identify strategies overlapping into other plan elements (e.g. land use, natural resources).
- MEASURE OF SUCCESS: A benchmark, such as farm acres protected, number of farms.

## Job Description: Public Facilities/Fiscal Management

- Profile public facilities and services: solid waste, fire, police, schools, public works, general government. Not a detailed inventory – just enough to identify existing or emerging problem areas, including potential federal/state mandates.
- Analyze critical public services to determine how they would be impacted by population growth or economic growth.
- Review existing ordinance requirements for new development to compensate for impacts on public facilities (e.g. fire protection, road improvements) and if there are deficiencies.
- Evaluate existing regional public service/facility sharing and its effectiveness. Brainstorm potential new opportunities for regional service sharing.
- Analyze municipal budget for past five years for trends in valuation, taxation, revenue sources, fluctuating department budgets. Look at existing debt vs. limit.
- Determine how the town prioritizes and pays for large capital expenditures.
- Review 1998 comp plan recommendations – were they implemented? Did they work?
- SUPPORT STAFF: town department heads.
- POLICIES: Municipal/regional policies to provide efficient public services and facilities. Should be aimed at specific weaknesses identified in analysis.
- STRATEGIES: Recommendations for specific actions, including priority and responsible person(s). Specifically identify strategies overlapping into other plan elements (e.g. land use, transportation) and policies to be pursued regionally.
- CAPITAL INVESTMENT PROGRAM: Compile a list of capital expenditures required to support the growth being planned for (e.g. new parkland, road improvements, fire protection). For each capital expenditure, set a priority (high, medium, low), ballpark cost, timetable, and source of revenue (e.g. bonding, grant, reserve fund).
- MEASURE OF SUCCESS: A benchmark, such as reduced debt.



## Job Description: Land Use/Residential Development

- WORKING GROUP: Planning Board
- Develop a general description of recent development trends, e.g. lakefront, neighborhood, rural, village.
- Briefly profile identifiable neighborhoods, such as village areas.
- Evaluate availability of affordable housing in Belgrade.
- Map and analyze new subdivision and individual building. Calculate how much development has occurred outside of growth areas identified in 1998 plan.
- Review existing ordinances for effectiveness in directing development into growth areas and producing the type of development desired. Make suggestions on how the ordinance could be changed to do a better job.
- Review 1998 comp plan recommendations – were they implemented? Did they work?
- FOCUS GROUP: developers.
- LAND USE PLAN: Begin with the 1998 land use plan. Determine if and where district boundaries should be changed. Determine whether public services, e.g. road, water, sewer, will need to be extended to accommodate changes.
- STRATEGIES: Recommendations for specific actions, both regulatory (ordinance changes), and economic (adding infrastructure, impact fees, financial incentives.) Specifically identify strategies overlapping into other plan elements (e.g. farm and forest, public facilities).
- MEASURE OF SUCCESS: Benchmarks are required: Annual monitoring and reporting on location of development, a percentage of new development that will occur in the growth areas.