

Part D

Implementation Strategy



CHAPTER 8. IMPLEMENTATION STRATEGY

(Revised 12-20-04)

This chapter assigns each proposed activity included in the plan's policies to a responsible party. It also establishes a general timetable for implementation. The schedule is divided into activities already underway and/or to be undertaken within one year; activities to be undertaken within two years; activities to be undertaken within three to five years; and activities likely to require more than five years to accomplish.

Due to the change in the form of the Town's government since the adoption of the Update, references to the Board of Selectmen now apply to the Town Council and references to the Town Administrator now apply to the Town Manager.

***Note: The descriptions of activities are abbreviations of the policies on which they are based. Refer to the indicated policy for the complete statement.**

A. Immediate Implementation Strategies

The Town should undertake the following activities on an ongoing basis or within one year of the adoption of the updated Comprehensive Plan.

Policy Reference	Activity*	Responsibility
	On-Going Implementation Activities	
B.5. B.11. B.12. B.16. B.17. B.18. B.19. B.24. B.29. B.31. B.32. B.33. C.2. C.4. D.14. E.5. G.2. G.10. H.7. H.8. H.11. H.12.	Continue to implement various on-going programs and activities as set forth in the policies and Future Land Use Plan	Current implementer
	Land Use Regulation	
	Review and revise the land use regulations to address the following:	Planning Department and Planning Board
A.1. A.2. B.1. D.6. F.15. F.23. F.24.	1. Review and revise the zoning map, zoning districts and the requirements for those districts as necessary to reflect the policies of the Future Land Use Plan including the creation of Resource Conservation and Moderate Density Residential districts and rezoning of the area adjacent to the airport.	Planning Department and Planning Board

D.11. Future Land Use Plan	2. Review the zoning map and zoning district provisions for the built-up portions of Sanford and Springvale on a parcel basis and make minor adjustments as necessary to reflect the application of the land use policies to these areas.	Planning Department and Planning Board
B.6	3. Update standards for controlling phosphorous runoff to lakes and ponds, particularly those identified as having water quality concerns.	Planning Department and Planning Board
B.7	4. Establish standards for development in the Branch Brook watershed.	Planning Department and Planning Board
B.8.	5. Update provisions to protect surface water quality including erosion control, stormwater management and landscaping.	Planning Department and Planning Board
B.15.	6. Update standards for new developments for the handling, use, storage, and disposal of petroleum products, chemicals, and similar potential groundwater contaminants.	Planning Department and Planning Board
B.13. C.6. C.7.	7. Update wellhead protection provisions for both the Water District wells and other community water supplies.	Planning Department and Planning Board
B.37. B.38. F.22. F.24. I.5. I.6. I.9	8. Require an open space or cluster form of development for subdivisions in rural areas and encourage this form of development in designated growth areas.	Planning Department and Planning Board
D.11.	9. Review and revise the zoning along Route 109	Planning Department and Planning Board

D.12.	10. Revise the development standards in the South Sanford commercial areas to require the creation of service roads	Planning Department and Planning Board
D.13.	11. Enact objective performance standards to be used for the review of commercial and industrial developments.	Planning Department and Planning Board
D.13.	12. Enact objective standards which require new development in commercial and industrial areas to maintain a scale, layout, and orientation consistent with the historic pattern of development and existing structures of architectural or aesthetic significance.	Planning Department and Planning Board
E.4.	13. Establish design standards for new developments in growth areas which will result in a desirable village or urban environment.	Planning Department and Planning Board
E.4.	14. Review the parking requirements in the downtown areas and revise if necessary.	Planning Department and Planning Board
E.6.	15. Adopt a renovation code governing the upgrading of older buildings.	Planning Department and Planning Board
F.26.	16. Prohibit the creation of new residential lots on the major road network in rural areas.	Planning Department and Planning Board
G.3.	17. Review and clarify the standards for the development and use of private ways.	Planning Department and Planning Board
G.4.	18. Clarify the handling of development on "camp roads".	Planning Department and Planning Board
G.5.	19. Review and revise the access management provisions and assure that they are compatible with state provisions.	Planning Department and Planning Board

G.14.	20.	Review and revise, if necessary, the provisions of the Airport Protection Zone	Planning Department and Planning Board
F.10.	21.	Explore the adoption of flexible zoning techniques	Planning Department and Planning Board
B.29.	22.	Require consideration of unique or critical resources in development review	Planning Department and Planning Board
H.10.	23.	Review the zoning around the hospital and revise if necessary to allow expansions or changes in use of medical and health care related uses, staff support activities, and residential uses while protecting surrounding residential area.	Planning Department and Planning Board
K.6. K.7.	24.	Require the submission of information about historic and archeological resources and proposals to protect them as part of development review.	Planning Department and Planning Board
		Historic Preservation	
K.3.	1.	Revise the zoning regulations to preserve the architectural character of the four identified areas.	Planning Department, Historical Committee, and Planning Board
		Economic Development	
D.1.	1.	Create a "blue ribbon" task force to improve the image of Sanford and Springvale.	Council and Town Manager and Chamber of Commerce
D.2. A.4.	2.	Undertake a comprehensive program to enhance the community's image.	Blue Ribbon Committee and the Chamber of Commerce

D.5. D.9.	3.	Continue to fund the designated economic development organization to: ! Market Sanford as a desirable place to do business ! Promote the sale of land and development in the South Sanford Industrial Area. ! Assist the owners of the Mill Yard in marketing that area.	Council and Town Manager
D.9.	4.	Work with the owners of the Mill Yard to enhance its role as an "incubator" for small, young companies, including the provision of appropriate support services as necessary.	Chamber of Commerce and Planning Department
D.15.	5.	Continue to support the work of groups to upgrade the quality of the work force.	Council, Supt. of Schools, School Committee
D.15.	6.	Continue to support efforts to expand educational opportunities in Sanford, including adult education, the USM Center, vocational-technical education, and literacy programs.	Council, Supt. of Schools, and School Committee
Natural Resources			
B.4. B.27.	1.	Work with conservation organizations to obtain a conservation easement to assure that Deering Pond and its surrounding area are maintained in a natural state.	Council and Town Manager
B.7. C.8.	2.	Initiate a cooperative effort with the KK&W Water District and Towns of Wells, Ogunquit, Kennebunk, Kennebunkport and Arundel to protect the water quantity and quality of the brook and aquifer.	Council, Town Manager, Water District
B.9.	3.	Continue to work with the Sanford Sewerage District to separate sanitary and stormwater flows.	Council and Sewer District

B.22. B.23.	4. Develop a program for encouraging the preservation of active farmland and commercial forest land and assuring that the owners are aware of the state Current Use taxation programs.	Council, Town Manager, Assessor's Office
	Downtown	
E.1.	1. Reinvigorate the Downtown Committee.	Council, Town Manager, Planning Department
E.2.	2. Manage traffic improvements to Route 109 in the Downtown.	Council, Town Manager, Planning Department
	Housing	
F.17.	1. Restrict the development of new subsidized housing until a regional housing strategy is developed.	Council, Town Manager, Planning Department
F.11.	2. Work with the owners of old mill buildings to explore converting these to housing.	Planning and Community Development Departments
F.28.	3. Develop a system for monitoring the amount and pattern of residential development.	Planning Department and Planning Board
	Transportation	
G.6. G.7. G.8. G.9. I.8.	1. Support the continued development of trails.	Trails Committee, Council, and Town Manager
G.7.	2. Seek funding for the continued development of the railroad trail.	Trails Committee and Planning Department
G.13.	3. Continue to support development of the Regional Airport as recommended by the Airport Master Plan.	Council, Town Manager, Airport Manager

	Public Facilities and Services	
B.2. C.3. F.14.	1. Establish a program to provide for the extension of utilities to serve residential development on the fringe of the built-up area.	Planning Department, Water District, and Sewerage District
H.2.	2. Undertake a Comprehensive Facilities Analysis	Council, Town Manager, and Department Heads
A.3. D.16. H.9.	3. Focus attention and resources on the school system and enhance the full range of educational opportunities.	Council and School Committee
	Culture	
J.1.	1. Study the need for and feasibility of a cultural and performing arts center as part of the Comprehensive Facilities Analysis	Council, Town Manager, and Department Heads
	Fiscal	
L.1.	1. Revise the Town's capital improvement planning process.	Council and Town Manager

B. Short-Term Implementation Strategies

The Town should undertake the following activities within two years of the adoption of the updated Comprehensive Plan.

Policy Reference	Activity*	Responsibility
	Economic Development	
A.4. D.3.	1. Undertake a regional public relations campaign to educate the region about Sanford/Springvale.	Blue Ribbon Committee and Chamber of Commerce

D.6.	2.	Conduct a detailed wetlands inventory of the South Sanford Industrial Area to develop an accurate assessment of which land is usable for development purposes.	Council and Town Manager
D.7.	3.	Explore the creation of a municipal development district in South Sanford to finance infrastructure improvements.	Council, Town Manager, and Planning Department
Downtown			
E.1.	1.	Seek designation as a "Main Street" community.	Downtown Organization and Planning Department
E.1. D.10.	2.	Update the downtown revitalization strategy, including a downtown master plan.	Downtown Organization and Planning Department
E.3.	3.	Study the feasibility of establishing commuter parking lots outside of downtown and investigate possible locations for such facilities.	Council and Town Manager
Historic Preservation			
J.3. K.2.	1.	Develop larger facilities for the Historical Committee	Historical Committee, Council and Town Manager
K.9.	2.	Work with the owners of sites of private cemeteries	Historical Committee
Natural Resources			
B.34. F.27. I.7.	1.	Establish and fund an open space acquisition fund.	Council and Town Manager, Town Meeting
B.36.	2.	Seek outside funding for the preservation of open space.	Planning Department

B.25. B.26.	3.	The Town should develop a program for working with private landowners to protect deer wintering habitats, other significant habitats, and unique or critical natural resources through voluntary actions.	Council, Town Manager, Planning Department
B.10.	4.	Develop better communications with surrounding towns	Planning Board
B.35. F.25.	5.	Support efforts to privately preserve areas with significant resources	Planning Board
Housing			
F.1.	1.	Undertake a neighborhood master planning process for the older residential neighborhoods of Sanford and Springvale.	Planning Department, Community Development Department and Planning Board
F.2.	2.	Adopt an up-to-date property maintenance code for multifamily housing.	Planning Department, Community Development Department and Planning Board
F.7.	3.	Require multi-family housing to comply with property maintenance code if altered.	Planning Department and Planning Board
F.2.	4.	Establish a program of regular inspections for multifamily housing.	Code Enforcement, Town Manager, and Council
F.4.	5.	Seek funding to assist the owners of older property to renovate and modernize these units.	Planning and Community Development Departments
F.12.	6.	Work with the owners of property in the built-up areas to explore development or redevelopment of market rate housing.	Planning and Community Development Departments

F.16.	7.	Undertake a study of regional housing needs.	Planning Department, Housing Authority, SMRPC, and regional municipalities
F.18.	8.	Undertake a study of available publicly owned land	Planning Department
	Transportation		
G.12.	1.	Prepare a master sidewalk construction and bikeway plan.	Public Works and Planning Departments
	Public Facilities and Services		
F.5.	1.	Develop, fund and implement a program to upgrade the infrastructure in older neighborhoods.	Public Works, Community Development, Town Manager, and Council
H.3.	2.	Begin to implement the recommendations of the Master Facilities Study.	Council and Town Manager
H.5.	3.	Review the adequacy of fire protection water supplies and revise Town requirements if necessary.	Fire Department and Planning Department
	Fiscal		
L.2.	1.	Investigate the use of impact fees to defray some of the costs of growth and development.	Planning Department

C. Medium-Term Implementation Strategies

The Town should undertake the following activities within three to five years of the adoption of the updated Comprehensive Plan.

Policy Reference	Activity*	Responsibility
	Economic Development	
D.9.	1. Develop a plan for upgrading public property, including the Mousam River, in the Mill Yard. This plan should also develop ways to reinforce the linkage between the Mill Yard and downtown.	Council and Town Manager
	Housing	
F.6.	1. Develop a program for owner occupants to purchase and renovate small multi-family properties.	Planning and Community Development Departments
F.28.	2. Periodically review the pattern of residential development to determine if any changes in the Town's regulations need to be proposed	Planning Department and Planning Board
	Natural Resources	
B.8.	1. Develop a comprehensive stormwater management program	Planning Department, Public Works Director, and Planning Board
B.14.	2. Construct a salt shed for storage of road salt.	Council, Town Manager, Public Works
	Downtown	
E.1.	1. Continue working with the owners of the Midtown Mall to develop a program for a private/public partnership to bring about the refurbishing of the Midtown Mall.	Planning Department
E.1. E.5.	2. Undertake a program of improvements in the downtown area including improved crosswalks.	Planning Department and Community Development Program

E.1.	3. Implement the program for upgrading the public facilities at the Midtown Mall.	Council, Town Manager, Public Works
E.3.	4. Establish commuter parking facilities outside of the downtown area.	Town Manager and Council
	Transportation	
G.1.	1. Undertake a study of possible informal bypass routes to relieve traffic volumes on Route 109.	Public Safety Committee, Director of Public Works
G.12.	2. Fund and implement a regular program of sidewalk and bike facilities.	Public Works, Council and Town Manager
	Public Facilities and Services	
H.13.	1. Review status of all private cemeteries.	Council and Town Manager
H.3.	2. Continue to implement the recommendations of the Master Facilities Study.	Council and Town Manager
C.5. D.8.	3. Encourage expansion of water supply as necessary.	Town Council and Town Manager
	Recreation and Open Space	
I.10.	1. Develop a program for the maintenance of open space.	Planning Department and Recreation Department
	Historic	
K.4.	1. Complete survey historic buildings.	Historical Committee
	Culture	
J.1.	27. Develop a program for a performing arts center, explore administrative arrangements and needs, and explore financing for the facility.	Council, Town Manager, School Committee

D. Long-Term Implementation Strategies

The Town should undertake the following activities to implement the updated Comprehensive Plan, recognizing that they may take more than five years to accomplish.

Policy Reference	Activity*	Responsibility
	Economic Development	
D.9.	1. The Town should complete activities designed to upgrade public property in the Mill Yard.	Council, Town Manager, Planning Depart., Dir. of Public Works
	Public Facilities and Services	
H.3.	1. Continue to implement the recommendations of the Master Facilities Study.	Council and Town Manager
	Recreation and Open Space	
I.2.	1. The Town should develop additional recreation facilities in South Sanford if the existing facilities at the airport are displaced.	Council and Town Manager
	Fiscal	
L.3.	1. Enact a system of payments-in-lieu of taxes for tax exempt property if feasible.	Council and Town Manager
	Culture	
J.1.	1. If deemed feasible, the Town should finance and build a performing arts center (see medium-term strategies, item #27).	Council and Town Manager

CHAPTER 9.

UPDATED CAPITAL INVESTMENT STRATEGY

(10-7-02)

This capital investment strategy is designed to assist the Town in planning for the capital facilities needed to service the future growth and development of the community on a rational and systematic basis. The strategy is designed to:

1. identify the needs of the Town of Sanford for capital expenditures to accommodate anticipated growth,
2. to evaluate the relative priority of the various needs, and
3. to structure a funding program for meeting these needs.

In addition to the projects identified in this strategy, the Town faces other capital expenditures to maintain/replace existing facilities or to address existing deficiencies. Many of these activities are identified in the policy and implementation sections. The policies set forth in this Plan also suggest that the Town support some projects aimed at improving the quality of life of residents of Springvale and Sanford. The activities will need to be addressed in the Town's ongoing capital improvements program. This section also outlines key capital expenditures that will be needed to maintain the quality of life in Sanford.

A. Projected Growth

During the decade of the 1990's, the Town's population increased by approximately 350 residents. Because of smaller household sizes, approximately 615 households were added to the Town from 1990 to 2000, an increase of 8.0%.

Projections of growth contained in the inventory and analysis estimate that the Town will see a small decline in its year-round population during the coming decade. In spite of this projected population decline, there is an anticipated household growth of approximately 500 additional households by 2010, or an amount just slightly less than experienced in the last decade.

In addition, the Town supports economic growth to provide the jobs and goods and services needed to support the population.

B. Ability to Accommodate the Projected Growth

A decrease in the population of the community coupled with an increase in the number of households probably results in small increase in demands on public services and facilities especially those that are delivered on a household basis. To some extent, the type of service demand is dependent on the type of residential growth. For instance, new housing for the elderly in the downtown creates different demands than a single-family subdivision in remote areas of the community.

The level of growth projected over the next decade can generally be accommodated by the Town's existing services without the need for major investments in capital facilities. There are two reasons for this:

- 1) The Town has an existing infrastructure of public buildings and facilities which is generally capable of providing services to an expanded population without the need for major new or expanded physical facilities.
- 2) The policies of this Plan direct growth to those areas of Sanford and Springvale where it can be accommodated by existing facilities, while discouraging growth and development in areas where public services and facilities are lacking or deficient.

The appendix contains a detailed inventory and analysis of the physical facilities serving the community. It should be noted that two types of capital facilities that directly affect growth--public sewerage and public water supply--are managed by independent districts. The Town has no responsibility for or direct control over the extensions of these systems that might direct or manage growth. As indicated elsewhere in this plan, the Town will seek the cooperation of the districts in coordinating the extensions of these utilities. The following provides a brief summary of the adequacy of the public facilities within the Town's control to accommodate projected growth:

1. General Government

Adequate space exists in the Town Hall complex to meet the future space needs for administrative purposes.

2. Fire Protection

While the department has capital needs involving the Springvale station and administrative space, these deficiencies are not related to projected growth. The

one area of fire protection that is related to growth and the pattern of growth is the need to develop "rural" water supplies in outlying areas which lack public water service.

3. Emergency Medical Services

The existing emergency medical facilities are adequate to meet the future needs of the community.

4. Police Protection

While the department needs to upgrade space for storage and new technology, it has no specific needs relating directly to growth over the coming decade.

5. Solid Waste Disposal

The existing system is adequate to meet the Town's future needs.

6. Highway Department

The major growth related issue is the need to maintain the existing rural road system if increased development occurs in these areas.

7. Cemeteries

There is adequate space available to accommodate future needs.

8. Schools

The physical plant of the School Department expanded significantly with the construction of the Smith and Lamb Schools to accommodate growing elementary enrollments. This growth has stretched the capacity of the middle and high schools but current enrollment trends are for decreasing enrollments. This will relieve pressure on the department's facilities.

9. Recreation Facilities

The Town's recreation facilities are generally adequate to meet increased demand resulting from the projected growth if the usable period can be extended. Replacement of the South Sanford playing fields may be necessary if the land is sold for industrial development. The number of facilities in a few recreational areas (soccer/multipurpose fields, outdoor basketball courts, skating rinks) falls short of state standards, but not seriously so. They should be supplemented if and when outside sources of funds become available for their construction and operation.

10. Transportation

The major transportation issue relating to growth over the coming decade is the need to improve traffic flow in the Route 109 corridor. A number of locations have poor operating conditions at the present time. Increased traffic associated with growth will worsen conditions at these locations, making improvement projects necessary. In addition, if the South Sanford industrial area expands as envisioned in the Future Land Use Plan, a roadway to serve the expansion and to provide a connection between Routes 109 and 4 will be desirable.

11. Sidewalks and Trails

The construction of additional sidewalks and trails is desirable to integrate municipal facilities with the surrounding neighborhoods and to provide transportation options.

12. Airport

The Town believes that upgrading of the airport is a key ingredient in the community's effort to expand its economic base.

13. Industrial Development

Expansion of the South Sanford industrial area will require the availability of a supply of suitable land which is serviced by suitable supporting facilities.

C. Projects Necessary to Accommodate Projected Growth

To accommodate the residential and nonresidential growth likely to occur in Sanford/Springvale over the next decade, the Town will need to undertake a variety of capital projects. The following descriptions identify each necessary project, provide a brief description of the project, estimate the cost of the project (where possible), and identify possible sources of funding for the project.

1. Rural Fire Protection Water Supply

This project involves developing an expanded system of dry hydrants at various water bodies in areas not serviced by public water mains. The estimated cost of a staged five-year program will be \$35,000 to \$40,000. Funding for the project will come from the annual capital improvements appropriation. New development relying on these facilities should help pay for them, either through direct construction or impact fees.

2. Replacement of South Sanford Playing Fields

This project involves acquiring a site and developing new playing fields if the current site is sold for industrial development. No cost estimate is available for this project because of its tentative nature. Local funding will come from the annual capital improvements appropriation. Outside funding may be available from the State through the Land and Water Conservation Fund. This is seen as a long-term project, which may not be implemented within the next five years.

3. Route 109 Traffic Improvements

This project involves a number of improvements to the Route 109 corridor to improve safety and expand capacity. The exact nature of a number of these improvements is not currently known and will be the subject of ongoing discussion with the Maine Department of Transportation. No cost estimates are available. It is anticipated that the Maine Department of Transportation will fund a major portion of the cost of these improvements. Timing of individual improvements is dependent on funding from the DOT.

4. Route 4 - Route 109 Connector

This connection between Route 109 and Route 4 to the south would have a length on the order of 1,500 feet, depending on its exact location. It would provide access for industrial development without having to go through the Route 4 - Route 109 intersection. It also would improve the fire department's response time to the southwestern part of Town. Cost estimates are not available. It is anticipated that this road would be built with private funds as part of an industrial park subdivision.

5. Sidewalk Improvements

This project involves extending the sidewalk system to expand the walking area of the community. The exact projects will be determined by the Sidewalk Master Plan. No cost estimates have been developed for this project. The implementation strategy recommends that development of a sidewalk master plan be a mid-term (three to five year) activity. Funding for this project will come from a combination of developers whose developments will need the sidewalks (either by means of direct construction or impact fees) and the annual capital improvements appropriation.

6. Airport Improvements

The Airport Master Plan identifies numerous maintenance and operational related improvements. The key improvements needed to expand the capacity of the facility

to meet projected future demand are additional transient aircraft parking and additional nested T-hangers.

7. South Sanford Wetlands Inventory

This project involves conducting a detailed wetlands inventory of potential industrial areas in South Sanford to identify potentially developable areas. The estimated cost of this project is approximately \$45,000. Funding for the project should be shared by the Industrial Development Corporation and the Town. The Town may seek outside funding.

8. South Sanford Industrial Park Improvements

This project involves upgrading the infrastructure in the South Sanford industrial area. No detailed plans or cost estimates for this work have been developed. Funding for this work is proposed to be self-financing, possibly through a tax increment financing approach.

D. Projects Needed to Maintain the Quality of Life

In addition to the projects outlined above that are needed to address the growth and development of the community, the Comprehensive Plan envisions that the Town will undertake a number of other significant spending initiatives to revitalize the community and enhance the quality of life of the residents of Sanford and Springvale. The following is an overview of the major activities:

1. Comprehensive Program to Improve the Community's Image

The policies envision that the Town, Chamber of Commerce, and the business community will undertake a comprehensive program to improve Sanford/Springvale's image as a good place to live, work, do business, and shop. While it is anticipated that much of the cost of this effort will be born by the private sector, the Town will need to be prepared to make a substantial, multi-year financial commitment to assure the success of this program.

2. Comprehensive Stormwater Management Program

The policies envision that the Town will undertake a stormwater study to identify the needed improvements in the community's handling of stormwater. Depending on the results of this study, the community may be looking at the need for significant improvements to its stormwater management system.

3. Open Space Acquisition Program

The policies propose that the Town become active in open space preservation. While the policies envision that most of this activity will be done by private conservation organizations and land trusts or funded through state and federal grants, the Town should be prepared to regularly fund a reserve account to be used as the local share or seed money for open space projects.

4. Expansion of the Sewer and Water Service Areas

While the principal responsibility for extension of sewer and water mains rests with private developers and the two districts, the Town may need to financially participate in the expansion of the sewer and water systems to facilitate the development of good quality, market rate residential development.

5. Downtown Sanford Revitalization Program

The policies envision that the Town will re-invigorate downtown revitalization activities including becoming a Main Street community and improve the municipal infrastructure in Downtown Sanford. This will require an ongoing commitment of financial support by the Town to supplement private investment.

6. Neighborhood Improvement Program

The policies propose a comprehensive program of public and private investment in the community's older residential neighborhoods as part of the implementation of a neighborhood planning program. This ongoing financial commitment by the Town will be essential for revitalizing these neighborhoods. While some outside funding through programs such as the Community Development Block Grant (CDBG) program may be available, this effort will also probably require the commitment of local funding.

7. Property Maintenance Program

The plan proposes that the Town enact a property maintenance code for multifamily and other rental housing and develop an on-going program for enforcing the code. This effort will require an ongoing commitment of Town resources.

8. Regional Housing Study

The policies propose that the Town support efforts to conduct a regional housing study to develop a regional approach for address affordable housing. While this

effort should be supported financially on a regional basis, the Town will need to participate in the funding of this initiative.

9. Comprehensive Facilities Analysis and Improvement Program

The plan proposes that the Town undertake a facilities analysis to look at the adequacy of municipal and school facilities. This study will be a substantial undertaking. Implementation of the recommendations will require an on-going financial commitment by the Town over a number of years.

10. Cultural and Performing Arts Center

The policies propose that the Town investigate the development of a performing arts/cultural center for the community. If such a facility appears to be viable, it will require a significant investment by the public and private sectors to make it a reality.

CHAPTER 10. REGIONAL COORDINATION

(Revised 10-7-02)

Some of the issues facing Sanford extend beyond the boundaries of the Town and therefore require cooperation and coordination among municipalities to be successfully addressed.

A. Issues of Regional Concern

During the comprehensive planning process, policies have been developed which deal with a number of issues which transcend municipal boundaries. These are:

1. Water Quality of Lakes and Ponds

Three of the Town's major water bodies, Estes Lake, Bauneg Beg Pond, and Ell Pond, plus Old Falls Pond in Kennebunk, are located on the perimeter of the community. In each case, the water quality of the water body is threatened and the watershed of the lake or pond extends into other communities. The policies of this plan propose that standards be refined to control phosphorous export to each of these water bodies. For this to be successful in protecting water quality, this effort will need to involve the other communities within these three watersheds to assure that coordinated programs are developed.

2. Protection of the Branch Brook Aquifer

Branch Brook is the principal source of water supply for the Kennebunk, Kennebunkport and Wells (KK&W) Water District. This district provides public water service to parts of Kennebunk, Kennebunkport, Wells, Arundel, and Ogunquit. It does not service users in the Town of Sanford. The headwaters of Branch Brook are located in Sanford, and the Sanford airport is located in the Branch Brook watershed. The Town should work with the KK&W Water District and the towns benefiting from its service to financially support aquifer protection measures at the airport. The Town should work with the KK&W to develop reasonable aquifer protection standards in the Sanford portion of the Branch Brook watershed.

3. Expanded Recycling Program

The Town has a recycling effort. Cost efficiency and conformance with State recycling goals will require expansion of this effort. The Town should explore

possible regional recycling opportunities which would allow it to play a role as a regional center for recycling activities.

4. Mousam River Corridor

The Mousam River serves as the spine of Springvale and Sanford. It also impacts a number of other communities. The Town currently maintains seven of the Mousam River dams, three of which are located outside of the community. The Town should work with State agencies, lake associations, and the Towns of Shapleigh and Acton to share the responsibility for the continuing maintenance of the Square Pond and Emery Mill dams. In addition, the Mousam River flows through Old Falls Pond and the Town of Kennebunk. The Town should work with Kennebunk to understand and realize opportunities for outdoor recreation along this corridor.

5. Affordable Housing

Sanford, as a regional center, has been a major supplier of affordable housing for this area. The Town should work to support regional housing initiatives which assure that the burden of meeting the need for the affordable housing is shared among the region's communities so that this burden does not fall disproportionately on the Town of Sanford.

6. Regional Development Pattern

Route 109 functions as the major traffic arterial through the Town of Sanford. Traffic volumes have increased on this road and there are few alternatives for improving the traffic situation. This problem is exacerbated by the regional development pattern with much of the area's residential growth located to the north and west of Sanford while many of the region's employment opportunities are to the south and east. This results in increasing travel demand on the Route 109 corridor. Sanford should support efforts by the Southern Maine Regional Planning Commission to work with the communities to explore a regional development pattern that minimizes these types of regional conflicts.

B. Conformance with Regional Goals and Policies

The Southern Maine Regional Planning Commission has adopted A Plan for Southern Maine, 1990, which establishes goals and policies for growth and development in Southern Maine. Generally, the community, land use, and affordable housing policies contained in this plan are consistent with those regional policies.

1. Human Needs

The regional policies provide that municipal plans should "encourage human service programs which will reduce the instances of adolescent pregnancy, reduce family stress, chemical dependence and domestic violence, and improve crisis intervention." The policies of this plan are silent on these issues, since the Town feels that this is not an appropriate place to deal with these topics since many of these issues involve services the Town does not directly provide.

2. Siting of Special Waste Facilities

The regional policies provide that the plan should identify sites within the Town with potential for special waste disposal. Based on information collected as part of this Plan, much of Sanford is underlain by sand and gravel aquifers. This, in addition to the large part of the Town that is built up, should disqualify the Town for such sites.

3. Groundwater Nitrate Concentration

The regional policies provide that the Town's regulations should require developments to demonstrate "an increase in nitrates at all wellheads and property lines no greater than one half of the available nitrate loading." The Town has not addressed this issue and believes that the current standard used by the DEP in its review of projects is adequate.

4. Airport Expansion

The regional policies imply that improvements at the Sanford airport should be allowed only if found to be needed on a regional or statewide basis. The Town believes that upgrading of the airport is a vital part of its economic development program that should be locally controlled.

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