


Definition of icons used in “Values” column in following table.

	We Live Locally
	We Work Locally
	Where Culture and Nature Meet
	We are an Involved Community
	The Town is Accessible
	There is a Sense of Community

The Town’s Geographic Information System (GIS) may be useful in implementing some of the strategies in the following table. Notations in the Column labeled “GIS” indicate whether GIS would be:

<b>H</b>	<b>M</b>	<b>L</b>
		
very helpful	moderately helpful	or somewhat helpful

as the Illustrative Plan is implemented.

Definition of terms used in column labeled “Timeline” in following table.

- Near term - 1 to 3 years
- Mid term - 4 to 10 years
- Long term - more than 10 years

Legend for abbreviations used in column labeled “Players” in the following table. Please, note that the first player, which is underlined, is anticipated to take the lead in implementing this strategy.

- A - Damariscotta arts organizations
- CC - Country Charters
- CEI - Coastal Enterprises, Inc.
- DPAC - Damariscotta Planning Advisory Committee
- DRCC - Damariscotta Region Chamber of Commerce
- DRA - Damariscotta River Association
- DRBA - Damariscotta Region Business Alliance
- EDC - Economic Development Committee (proposed new committee)
- GEN - Genesis Fund, Inc.
- GSBS - Great Salt Bay Community School
- HD - Highway Department
- LCEDO - Lincoln County Economic Development Office
- MeDOT - Maine Department of Transportation
- Miles - Miles Memorial Hospital
- PB - Planning Board
- PCom - Piper Commons
- PC - Police Chief
- PTA - Parents Teacher Association
- SB - Select Board
- Schools - Great Salt Bay and Lincoln Academy
- SG - Spectrum Generations
- TM - Town Manager
- TP - Town Planner
- VCC - Volunteer Coordinating Committee (new)
- Y - YMCA

This section of the charrette report is intended to provide a road map for accomplishing the goals of the Illustrative Plan, described in Section D, which focuses primarily on design recommendations. It includes goals and implementation strategies, whether related to community organizing, policy and regulation, design, or investment. It is assumed that the public and landowners/ developers will be involved in reviewing, discussing and, in some cases, implementing these strategies.

In general, there are four types of implementation strategies:


















- **Regulations** – prepare new/revised codes
- **Government actions** – prepare plans for and invest in physical improvements
- **Volunteer efforts** – engage the community, continue to oversee implementation, and undertake special projects
- **Landowner/developer coordination** – continue to work with landowners/developers to ensure buy-in and support of the community’s vision

Most of the goals and strategies in the following tables are organized into the three geographic areas focused on in the charrette. Strategies that are relevant to all three areas are described first. Following the tables are a general summary of DPAC’s 2010 Work Plan (included in the Appendix of this report), potential financing mechanisms, and relevant issues related to the Town’s comprehensive plan.














\*Please, note that a strict reading of some of the following goals may suggest a conflict (e.g., build vs protect). As with any policy document, there are occasional trade-offs or adjustments that will need to be made in specific circumstances to balance competing goals.

This section is intended as a stand-alone resource to be actively used and evolve over time

A = Area-wide


































	GOAL	IMPLEMENTATION STRATEGY	TIMELINE	PLAYERS	GIS	VALUES
A1	Respect environmental resources and encourage access to them.	Adopt a guiding philosophy of preservation, stewardship, and connection that respects environmental resources and constraints (shorelines, streams, wetlands, ponds, significant habitat, etc.) and encourages pedestrian access to them, when appropriate.	Near term. <b>Start now</b>	TM, DPAC, SB, DRA, PB	H 	
A2	Preserve scenic views.	Modify municipal regulations to preserve scenic views of the river, ponds, streams, and key properties, balancing this requirement with other goals above and below.	Near term/ ongoing <b>Start now</b>	TM, SB, DRA, PB	H 	
A3	Preserve and expand working waterfronts and landscapes.	Encourage the continuation and, where possible, expansion of working waterfronts and working landscapes (fishing and farming) and connections to community (farm to markets like schools and the hospital, farm to community gardens, etc.). Ensure that municipal regulations do not prevent water related businesses along the water. Encourage schools and large businesses to use locally grown foods.	Near term/ ongoing <b>Start now</b>	SB, PB, TM, TP	L 	 
A4	Ensure that residents have ready access to playgrounds, playing fields, and community gardens.	Create community playgrounds, playing fields, and gardens, particularly in close proximity to residential neighborhoods.	Mid term	DPAC, SB, TM, PB, SG	M 	
A5	Optimize volunteer efforts in community initiatives.	Create a coordinating mechanism to link volunteers with community initiatives, estimate the number of hours needed for various tasks, and serve as a central clearinghouse. Encourage intergenerational linkages and opportunities. Use natural boundaries of different community groups to involve them in areas where they have expertise and/or interest. Inventory available talents and skills, estimate the number of hours necessary to complete tasks and seek input on where groups can lend talents. Use various organizations' email lists to inform groups. Add emails to DPAC master list. Initially contact people and groups to ask if they would like to serve on a committee and/or work on a project in the future. Encourage different people to host small meetings (10-15 people) in various areas of the community. Present at different organizations' monthly meetings. Engage LCTV as a core group to share information with and engage the community. Establish a regular newspaper column to inform, rally volunteers and supporters, track progress, and celebrate successes.	Near term <b>Start now</b>	DPAC, SG, Y, Schools, Miles	H 	
A6	Increase walking and biking and less dependence on motorized vehicles.	Adopt a guiding philosophy of pedestrian first/park once and plan for vehicles, bikes, and pedestrians. Adjust municipal regulations to require sidewalks and bikeways for areas that conform to the standards proposed in the bikeway plan (see below and Appendix).	Near term <b>Start now</b>	TM, SB, DRBA, DRCC, PB, TP	H 	
A7	Increase bicycling and less dependence on motorized vehicles.	Post on street bike routes and mark shared use lanes (sharrow). Create a bicycle boulevard on Elm and Church streets as well as shared use paths, trails, and lanes. Provide and require accommodations for bike parking.	Mid to long term	TM, SB, TP, HD, DRA		
A8	Improve access to Downtown and other parts of community via sidewalks and trails.	Link Downtown to other parts of community and to each other (schools, Route 1B, hospital, Whaleback Middens, Round Top Farm, etc.) via continuous sidewalks and on and off-road bicycle and pedestrian trails. Provide crosswalks at key locations.	Mid to long term	TM, SB, TP, HD, DRA	M 	 

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	GOAL	IMPLEMENTATION STRATEGY	TIMELINE	PLAYERS	GIS	VALUES
A9	Manage trucks that travel through Town to other communities to reduce impacts on Downtown.	Work with nearby communities, as well as key businesses and their suppliers, to advertise the use of Route 1B north of the Downtown. Investigate posting the southern entrance to Route 1B as “no through trucks”, except for local deliveries.	Mid term	TM, SB, DPAC, MeDOT, DRBA, DRCC	L 	 
A10	Create a shuttle bus and remote parking system to reduce congestion.	Create/take advantage of off-site parking (at schools, etc.) with a shuttle bus system that circulates among remote parking areas and key Downtown and Route 1B locations. Manage employee parking during the summer season. Assess the feasibility of establishing a shuttle bus system to nearby communities like Bristol, Jefferson, and Newcastle, to bring shoppers to Damariscotta during the summer.	Near to mid term	DRBA, DRCC, TM, PC, PB, TP, CC, SG		 
A11	Help visitors and shoppers find local businesses and attractions.	Prepare and distribute a map and add signage to Downtown to enhance wayfinding – to businesses, parking, key natural areas, walking and biking trails, and other attractions.	Near to mid term	DPAC, DRBA, DRCC, HD, TP	M 	 
A12	Calm traffic at key intersections and create community gathering spaces and focal points.	Use “square-about” <sup>1</sup> , roundabouts, and greens to calm traffic at key intersections (near Baptist Church, Visitor’s Center, Church Street, School Street, etc.) and create community gathering spaces and focal points.	Mid to long term	TM, SB, TP, HD, PC		 
A13	Address parking needs while reducing the impact of parking lots on the character of the community.	Amend municipal regulations to require parking lots to be located to the side or rear of buildings, prominently focusing the public view on buildings oriented parallel and close to the street in new construction or substantial renovation/expansion of existing sites. Break up existing large parking fields with new roads that create blocks for new, smaller buildings and on street parking.	Near term <b>Start now</b>	SB, PB, TP, DPAC, TM		
A14	Expand economic opportunities.	Create an Economic Development Committee and undertake a more comprehensive market assessment.	Near term <b>Start now</b>	SB, VCC		
A15	Optimize volunteer efforts.	Create a Volunteer Coordinating Committee to coordinate volunteers from non-government organizations.	Near term <b>Start now</b>	SB, VCC		

<sup>1</sup> A “square-about” is similar to a roundabout, but has a larger and more rectangular center island. The geometry of the corners of the square is the same as the radius of the roundabout. A roundabout is a one-way, circular roadway around a curbed central island that guides circulating traffic. It usually has flared approaches to allow multiple vehicle entry.





















D = Downtown

	GOAL	IMPLEMENTATION STRATEGY	TIMELINE	PLAYERS	GIS	VALUES
D1	Implement the Illustrative Plan	Amend municipal regulations to encourage and allow the goals below. Consider adopting a form based code and adjust the zoning code accordingly.	Near term <b>Start now</b>	SB, PB, DPAC, TP, TM	H 	     
D2	Encourage compact, walkable development.	Amend municipal regulations to eliminate minimum lot size and frontage requirements, except as required by Shoreland Zoning Ordinance, in the Commercial 1 District.	Near term <b>Start now</b>	SB, PB, DPAC, TP, TM	H 	 
D3	Encourage compact, walkable development.	Maintain or create a pattern of sidewalks, shade trees, shallow building setbacks from the street, and mixed uses. Sidewalks should be brick <sup>2</sup> with width varying to fit available space, preference of 8' minimum and no maximum width. Given space limitations, it is unlikely that a continuous esplanade/planting strip with shade trees can be provided. Plant shade trees where possible. Provide granite curbs.	Mid to long term	TM, SB, TP, HD	L 	 
D4	Create workforce housing and mixed income/intergenerational buildings and neighborhoods.	Amend municipal regulations to encourage a mix of housing options from apartments to mixed residential and commercial uses in a single structure.	Near term <b>Start now</b>	SB, PB, DPAC, TP, TM, CEI, GEN		 
D5	Capture a greater share of retail sales.	Encourage merchants to coordinate marketing activities, including expanding evening hours.	Ongoing <b>Start now</b>	DRBA, DRCC		 
D6	Improve community design and address parking and circulation.	Make small changes at key locations, including paint, signage, and landscaping.	Near term <b>Start now</b>	DPAC, DRBA, DRCC, TM, PB		 
D7	Improve parking.	Develop a strategy for parking and development, including improvements to the Back Parking Lot and the Damariscotta Bank and Trust/Griffin property. Ensure that parking for new uses require at least 2.5 spaces per 1,000 square feet of commercial space.	Near term <b>Start now</b>	DRBA, DRCC, DPAC, TM, PC, PB, TP	M 	  
D8	Improve parking.	Encourage merchants to create a parking management plan and strategy in cooperation with the Town to more efficiently manage available parking and investigate additional parking locations and potential structures.	Near to mid term <b>Start now</b>	DRBA, DRCC, DPAC, TM, PC, PB, TP	L 	  
D9	Increase opportunities for new structures and on street parking.	Extend and connect side streets to create blocks that provide opportunities for new structures and on street parking. Keep new buildings close to the street. New structures should be three and four stories and respect a 0-5' build-to line, depending on available space for businesses, apartments, and on street parking. New streets through parking lots will be approximately 34' curb-to-curb with parking on both sides.	Mid to long term	SB, PB, DPAC, TP, TM, DRBA, DRCC	L 	  
D10	Encourage more water dependent uses close to the shore.	Seek water dependent uses to locate closest to the shoreline.	Ongoing	TM, SB, EDC, DRA		 

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<sup>2</sup> Brick is recommended because it is durable and provides an appropriate design focus for high traffic pedestrian locations. It is also easily repaired, provides ready access to utilities, and is permeable which reduces stormwater runoff.



	GOAL	IMPLEMENTATION STRATEGY	TIMELINE	PLAYERS	GIS	VALUES
D11	Allow opportunities for temporary uses during festivals, special events, and seasons.	Amend municipal regulations to allow pop-up stores <sup>3</sup> during festivals, special events, and seasons.	Near term <b>Start now</b>	<u>TM</u> , SB, PB, DRA		  
D12	Improve access to waterfronts.	Reinvigorate and expand access to the waterfronts and provide resting spots and gathering places for the heart and soul of Damariscotta in a park-like setting.	Near term <b>Start now</b>	<u>TM</u> , SB, TP, HD	L 	    
D13	Manage summer congestion.	Amend municipal regulations to designate loading zones and work with merchants and suppliers to coordinate deliveries – identify spot(s) where small deliveries may be picked up, manage timing of deliveries, etc.	Mid term	<u>DRBA</u> , DRCC, DPAC, TM, PC, PB, TP		 
D14	Redevelop the Back Parking Lot to allow greater public gathering opportunities and on street parking.	Explore opportunities for rain gardens, increased plantings, and reduced pavement. Add pedestrian amenities (benches) and, perhaps, bicycle rentals. Provide a boardwalk along the shoreline and spanning the “Gulch”.	Near term <b>Start now</b>	<u>TM</u> , SB, TP, DPAC, DRA	L 	   
D15	Improve the Damariscotta Bank and Trust/Griffin property.	Create a more park-like atmosphere near the Damariscotta Bank and Trust/Griffin property, possibly with a band shell to provide a venue for outdoor music.	Near term <b>Start now</b>	<u>TM</u> , SB, TP, DPAC		 
D16	Provide amenities for visitors and shoppers in Downtown.	Provide public rest rooms in Downtown.	Near term <b>Start now</b>	<u>TM</u> , DRBA, DRCC, DPAC		 
















<sup>3</sup> A pop-up store is a short term retail use that is housed in a temporary space (a tent, cart, shed) or an existing, vacant space for a limited time, anywhere from a day to several months. The use could be seasonal (e.g., Halloween) or could be used as a way to test the market for goods and services.

1B = Route 1B

	GOAL	IMPLEMENTATION STRATEGY	TIMELINE	PLAYERS	GIS	VALUES
1B1	Implement the Illustrative Plan.	Amend municipal regulations to encourage and allow the goals above and below. Consider adopting a form based code and adjust the zoning code accordingly.	Near term <b>Start now</b>	SB, PB, DPAC, TP, TM	H 	     
1B2	Increase compact, walkable development.	Amend municipal regulations to eliminate minimum lot size and minimum square footage per family on sewerred lots, except as required by the Shoreland Zoning Ordinance, in the General Residential and Commercial 2 districts for residences. Reduce minimum lot size for nonsewered lots, except as required by the Shoreland Zoning Ordinance, to state minimum lot size requirements (20,000 square feet if soils permit onsite disposal).	Near term <b>Start now</b>	PB, DPAC, TP, TM	H 	 
1B3	Increase compact, walkable development.	Maintain or create a pattern of sidewalks, shade trees, shallow building setbacks from the street, and mixed uses. Sidewalks should be in compliance with ADA standards and continuous on at least one side of the road, preference of at least 6', though they may have to be as narrow as 3-4' in some places. Esplanades should be required, preference of 3-8' as space allows. Plant shade trees wherever possible, an average of 50' on center. Provide granite curbs everywhere the sidewalk directly abuts the street, when sidewalks are provided on both sides of the street, and at intersections and other obvious pedestrian areas. Where granite curbs are used, sidewalks should be concrete or brick <sup>4</sup> , particularly in obvious pedestrian areas. In other areas, concrete or permeable asphalt may be used to provide a more trail-like appearance.	Mid to long term	TM, SB, TP, HD	L 	 
1B4	Keep new buildings close to the street in most areas.	New structures should be three and four stories and respect a 0-20' build-to line, depending on available space for businesses, apartments, and on street parking. In nodes of development, like Yellowfront/Rising Tide, when accommodating head-in parking to provide front courtyard or outdoor space, buildings may be set back as much as 20'. New streets through the parking lots will be approximately 34' curb-to-curb with parking on both sides.	Near term <b>Start now</b>	SB, PB, DPAC, TP, TM	L 	 
1B5	Create nodes of development.	Amend municipal regulations to create nodes of development (Yellowfront/Rising Tide Neighborhood, Town Hall Green, Biscay Neighborhood, Great Bay Educational), perhaps focused on different purposes, ensure that mixed use is not prevented or discouraged, and that parking standards do not require additional parking for residential uses in mixed use areas.	Near term <b>Start now</b>	SB, PB, DPAC, TP, TM	M 	  
1B6	Create a continuous street front within nodes of development.	Infill large parking lots and undeveloped properties with "liner buildings" to create a continuous street front within nodes of development. "Liner buildings" are small buildings parallel to and relatively close to the road which are intended to help create a continuous street. See B7 below.	Mid to long term	TM, SB, EDC	L 	 
1B7	Calm traffic and encourage greater pedestrian mobility.	Break up parking fields with new roadways, Assure that new, on street parking adequately meets the need for parking to serve existing and new businesses. New roadways, together with tree-shaded sidewalks, crosswalks, and trails, will calm traffic and encourage greater pedestrian mobility.	Mid to long term	SB, PB, DPAC, TP, TM	M 	 






































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<sup>4</sup> Brick is recommended because it is durable and provides an appropriate design focus for high traffic pedestrian locations. It is also easily repaired, provides ready access to utilities, and is permeable which reduces stormwater runoff.

	GOAL	IMPLEMENTATION STRATEGY	TIMELINE	PLAYERS	GIS	VALUES
1B8	Encourage variation in commercial character.	Encourage some new buildings to be developed with a more residential appearance to vary the commercial character of the area.	Mid to long term	SB, PB, TP, TM, SB, EDC		
1B9	Preserve open spaces between nodes of development.	Amend municipal regulations to provide open spaces between nodes of development to break up continuous building fronts and provide places for people to gather and for pedestrians to “rest”.	Mid to long term	SB, PB, TP, TM, SB, EDC	L 	  
1B10	Create a Farm Campus <sup>5</sup> to support environmental and agricultural education.	Work with community groups and institutions to create a Farm Campus for environmental and agricultural education, possibly at the Damariscotta River Association, Great Salt Bay School, and/or YMCA..	Near to long term	DRA, GSBS, Y, PTA, DPAC, LCEDO		   
1B11	Improve traffic safety.	Narrow Route 1B and provide sidewalks, esplanades, landscaping, and on street parking in some places and, in others, a center turning lane or landscaped median to calm traffic.	Mid to long term.	TM, SB, TP, HD, PC, PCom	M 	
1B12	Create a public gathering place and design focus.	Create a commons at the entrance to Piper Commons off Route 1B.	Mid to long term.	TM, SB, TP, PB, DPAC		
B13	Improve linkages between the Great Salt Bay School and YMCA.	Link the Great Salt Bay School and YMCA with walking paths and nature trails. Create community gardens near the school and a skating rink behind the YMCA.	Mid to long term	DRA, GSBS, Y, PTA, SG		  

<sup>5</sup> The layout of agricultural education elements, including community gardens, outdoor classrooms, greenhouses, compost center, and the like in a compact form like a college campus. The core of the campus would be between the YMCA and School and would have links to Round Top Farm, as well as to community sports and nature activities.














P = Piper Commons

	GOAL	IMPLEMENTATION STRATEGY	TIMELINE	PLAYERS	GIS	VALUES
P1	Implement the Illustrative Plan.	Amend municipal regulations to encourage and allow the goals above and below. Consider adopting a form based code. If the community decides not to adopt form based code for Piper Commons, rezone to allow greater intensity of development than Rural District.	Near term <b>Start now</b>	SB, PB, TP, TM, PCom	H 	     
P2	Increase compact, walkable development.	Amend municipal regulations to rezone the Rural portions of the Piper Commons property to other zones that allows more intense use, smaller lot sizes, and smaller frontages.	Near term <b>Start now</b>	PB, TP, TM, SB, PCom	H 	 
P3	Increase compact, walkable development.	Amend municipal regulations to require narrow, interconnected public streets, sidewalks, esplanades planted with shade trees, shallow building setbacks from the street, and mixed uses.	Near term <b>Start now</b>	SB, PB, TP, TM, PCom	H 	  
P4	Increase compact, walkable development.	Maintain or create a pattern of sidewalks, shade trees, shallow building setbacks from the street, and mixed uses. In residential parts of Piper Commons, esplanades and at least 4' wide sidewalks should be provided wherever possible on one side of the street, using concrete, permeable asphalt, or permeable pavers to provide a more trail-like appearance. No curbing should be required. In mixed use, commercial, and industrial areas, granite curbs and concrete or brick <sup>6</sup> (in obvious pedestrian areas) should be required.	Mid to long term	TM, SB, TP, HD, PC, PCom	L 	  
P5	Increase compact, walkable development.	Amend municipal regulations to require new residential and mixed use buildings oriented, in most cases, with their narrow ends parallel to the street (gable end entry) to reduce frontages and encourage greater pedestrian mobility.	Near term. <b>Start now</b>	SB, PB, TP, TM, PCom	M 	  
P6	Increase compact, walkable development.	Amend municipal regulations to require new buildings to be located close to the street in most areas. Buildings in mixed use, commercial, and industrial areas, should be set back 0-20'. The larger setbacks are appropriate to accommodate head-in parking to accommodate a front courtyard or outdoor space. In residential areas, setbacks should be 10' minimum and 30' maximum. New public roads in residential areas should be 20' wide with no restrictions on parking.	Near term <b>Start now</b>	SB, PB, TP, TM, PCom	L 	  
P7	Create workforce housing and mixed income/ intergenerational buildings and neighborhoods.	Amend municipal regulations to encourage a mix of housing options from small cottages, apartments, mixed residential and commercial in a single structure, to attached and detached single family to encourage workforce housing and mixed income/intergenerational buildings and neighborhoods.	Near term <b>Start now</b>	SB, PB, DPAC, TP, TM, CEI, GEN, PCom, SG	M 	 
P8	Respect environmental resources.	Amend municipal regulations to protect environmental resources and to require streams, wetlands, and Paradise Pond to guide the location of protected areas, streets, greens and commons, and nodes of development.	Near term <b>Start now</b>	TM, DPAC, SB, DRA, PB, SB, PCom	H 	  
P9	Respect environmental resources and enhance community character.	Amend municipal regulations to encourage commercial, office, hospitality, and mixed uses near Route 1B and decrease the intensity of use and density of structures toward the interior of the parcel and closer to the ridge that sets off the area near Paradise Pond.	Near term <b>Start now</b>	SB, PM, TP, TM, PCom	H 	  

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<sup>6</sup> Brick is recommended because it is durable and provides an appropriate design focus for high traffic pedestrian locations. It is also easily repaired, provides ready access to utilities, and is permeable which reduces stormwater runoff.



	GOAL	IMPLEMENTATION STRATEGY	TIMELINE	PLAYERS	GIS	VALUES
P10	Enhance community character.	Consider opportunities for focal points, civic and gathering places, and privacy for future residents in fine tuning street design to define nodes.	Near term <b>Start now</b>	SB, PB, TP, TM, PCom	H 	 
P11	Manage traffic congestion and mobility.	Provide multiple entry points to the neighborhood from Route 1B, Biscay Road, and Heater Road.	Near term <b>Start now</b>	SB, PB, TP, TM, PCom	H 	
P12	Support the arts.	Because it is clear that the community is not in agreement about the need and desirability of a new arts center, further engage the community and determine whether a new arts center is desired. If desired and feasible, support the development of a new arts center.	Near to mid term	SB, DPAC, A, PCom		 
P13	Create nodes of businesses and mixed use on Route 1B.	Amend municipal regulations to ensure that mixed use is not prevented or discouraged and that parking standards do not require additional parking for residential uses in mixed use areas.	Near term <b>Start now</b>	SB, PB, TP, TM, PCom		  
P14	Encourage environmentally friendly, local, employment opportunities.	Encourage the creation of green industries/jobs on a portion of the Piper Commons property near existing light industrial uses.	Mid term	TM, SB, ECD, PCom		 
P15	Create a public gathering place and design focus.	Create a commons at the entrance to Piper Commons off Route 1B.	Mid to long term	TM, SB, TP, PB, DPAC, PCom		



DPAC was appointed by the Damariscotta Select Board “to lead a community driven process to make the Damariscotta region a better place to live, work, play, do business and visit for all people by advancing policies and practices that foster sustainable land use and prosperity”. DPAC is charged with “fostering a community visioning process, establishing and maintaining an on-going long range strategic planning process and monitoring implementation, incorporating and promoting public dialogue about community and regional planning and recommending implementation strategies, and providing community outreach and promoting, facilitating, and incorporating public dialogue in on-going planning efforts.” Its work includes establishing and maintaining an on-going long range planning process and incorporating public dialogue in on-going planning efforts.

From early 2007 when DPAC was appointed up to the completion of the charrette planning process, DPAC members have been collecting the comments of hundreds of residents from Damariscotta and neighboring communities, business owners and in some instances, visitors. DPAC compiled and analyzed those suggestions to serve as the basis for their Work Plan. DPAC limited the issues it included in the Work Plan to those that could begin and, in some cases, complete without a change in codes or ordinances. DPAC assessed the impact of completing each strategy, the feasibility or likelihood of its completion, and grouped initiatives into like categories. It also identified when the action should take place, who would undertake it, what re-

sources are available to undertake it, and next steps.

Strategies in the Work Plan are divided into four categories:

- Infrastructure/transportation
- Business attraction and retention - working and living locally
- Maintaining community - places to meet, volunteers, safety
- Communication, public relations and education

None of the strategies stand alone. Each must be integrated into one or more others. DPAC’s role will be different for different strategies – convener, facilitator, active responsible entity, or catalyst for action to be taken by another organization.

DPAC views the Work Plan as a living document to be amended as needed and anticipates that many strategies will become part of the updated Damariscotta comprehensive plan.

See the Appendix for the full DPAC 2010 Work Plan.

There are a number of potential financing mechanisms the Town might use to implement elements of the Illustrative Plan. Toward this end, the Town is working with Eaton Peabody Consulting Group to consider Tax Increment Financing and other mechanisms, which might be appropriate to implement different elements of the Plan. In addition, public agencies and private organizations, like Coastal Enterprises, Inc., may offer technical and financial assistance for elements of the Plan that fall within their economic development and/or housing mission.

Impact Fees/Exactions<sup>1</sup>

New residents and businesses place demands on public facilities. Development may bring in new students, needing additional classroom space or generate traffic, causing the need for improvements to an intersection. One source of funding is impact fees, which are assessed against new development to cover the cost of providing capital facilities needed to serve the development as a way for development to “pay its own way”.

In most circumstances, additional capacity cannot be provided in increments generated by a single development – a school cannot be expanded to accommodate students from one new house. Rather the need for new classrooms is the result of the cumulative demand from a number of projects. Impact fees are an equitable way to collect fees for the incremental cost of growth in demand from those who create that demand, without overburdening any single development for the cost of wholesale improvements.

<sup>1</sup> See <http://www.maine.gov/spo/landuse/docs/comp-planning/impactfeemanual.pdf> for a copy of *Financing Infrastructure Improvements through Impact Fees: A Manual for Maine Municipalities on the Design and Calculation of Development Fees*.

Without an impact fee system, communities often require the last development in to fund offsite improvements, known as “development exactions”, in spite of the fact that the need for the improvement was generated by several developments. With impact fees, developers make a contribution to a public fund for offsite improvements, as long as there is a direct relationship between the development and the need for the improvement, the fees are proportional to the need, and they are used for that purpose.

Impact fees may only be used to finance facility improvements like highway, sewer, water, public safety, school, and recreation facilities and open space needed because of growth. They may not be used to pay operating or other non-capital costs or to cure existing deficiencies.

Offset fees

An offset fee is a one-time fee paid by a developer or property owner to the Town for the right to develop a parcel more intensively than would otherwise be allowed under Town regulations.

Fees collected by the Town go into a separate account that can only be used for specified purposes. For example, revenue from an open space offset fee could only be used to buy open space or conservation easements; revenue from an affordable housing fee could only be used to buy land or otherwise support the development of affordable housing; revenue from an infrastructure offset fee could only be used to plant trees or construct a commons, waste disposal facilities, water systems, or sidewalks.

The concept behind offset fees is one of balancing private and public benefits. By paying the fee, the property owner or developer gets a benefit – the right to do additional development. The fee is then used by the

Town to create an offsetting public benefit. In the case of the proposed open space offset fees – to preserve additional open space.

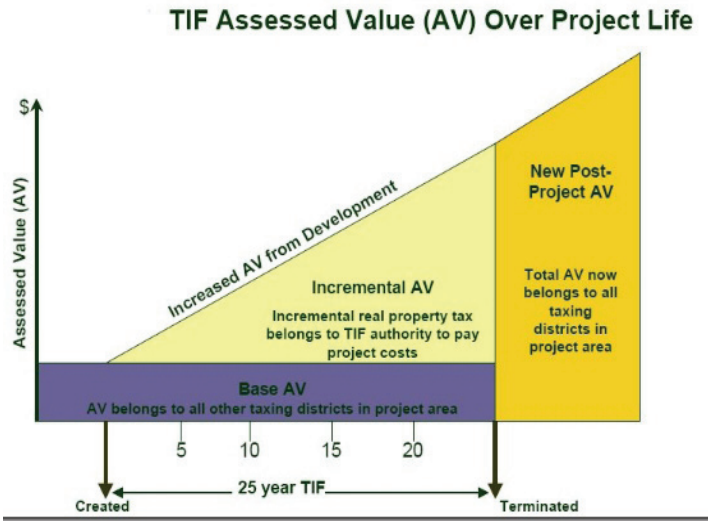
An offset fee is different from an impact fee which is charged to pay for the cost of providing infrastructure such as sewer or road improvements needed to service a development.

Tax Increment Financing

Tax Increment Financing (TIF) is an important public financing tool that focuses on economic development, its ability to capture and shield new value, and its ability to be applied to a broad range of activities. Many communities in Maine, and elsewhere, have used TIFs to help redevelop and make investments in community improvement projects. A TIF protects the community by “sheltering” the value gained from new development from valuation which is used in many state formulas that return funds to the municipality – school aid, revenue sharing, county taxes – reducing the benefit of the development to the community. In general, for every \$1 of new value, \$.60 is lost through losing state subsidies or paying higher taxes.

TIFs may be applied to a broad range of activities - improvement of the Back Parking Lot or other areas of Downtown, constructing a parking garage, supporting marketing efforts, acquiring and/or improving public space that supports economic development, making transportation improvements including the purchase and operation of a shuttle, acquiring land, enhancing credit for private developers to help them take risks in developing the Downtown. One way a TIF might work is to capture the value of developing Piper Commons and use that value to support improvements Downtown. Or for those concerned with the impact of new students on the school system, a TIF could be created for market rate housing that directs funds to the school systems to support both capital and operating costs.

(continued on next page)



Graph of a typical TIF based on Assessed Value over time. Tax revenue from development goes to designated projects and eventually reverts to general tax district.



### Public and Private Grants

Despite the current weak economy and tight budgets, a number of state and federal agencies have funds that support local capital improvement and community development. The Department of Economic and Community Development manages federal Community Development Block Grant Funds (CDBG), which are competitively awarded for infrastructure, public facilities, affordable housing, and community services. The Federal Economic Development Administration (EDA) also offers grants to support economic development initiatives. The Maine State Housing Authority (MSHA) has funds that support the development of affordable housing. The federal Environmental Protection Agency (EPA) recently announced the availability of grants that support smart growth and/or sustainable community initiatives. Furthermore, the focus of current and potential stimulus dollars to create jobs typically takes the form of capital investments to states, regions, and towns.

### Local Development Corporation

A local development corporation is an organization, often made up of local citizens, established to improve the economy of the area by creating economic development programs, drawing new business and industry, and providing financial support.

### Special Assessment Districts/ Development Districts

A special assessment or development district is an area of a community with the power to collect fees to make specific improvements in or directly benefitting that area. The district must be established under state law and local ordinance for a specific purpose.

Special assessment or development districts have been very effective in helping revitalize business areas or making improvements to residential neighborhoods. Their work primarily may focus on cleanliness and safety; center on physical improvements like building facades, streetscape improvements, signage, or off street parking; coordinate special events and programs; or providing general maintenance. One reason for their effectiveness is their ability to generate funds that are channeled into programs directly benefitting the district.

### Capital Improvement Planning

The capital facilities of local governments are essential to meeting the service needs of the community in an efficient and cost-effective manner. Damariscotta does not currently have a capital budgeting system for municipal facilities and equipment called a Capital Improvement Program (CIP).

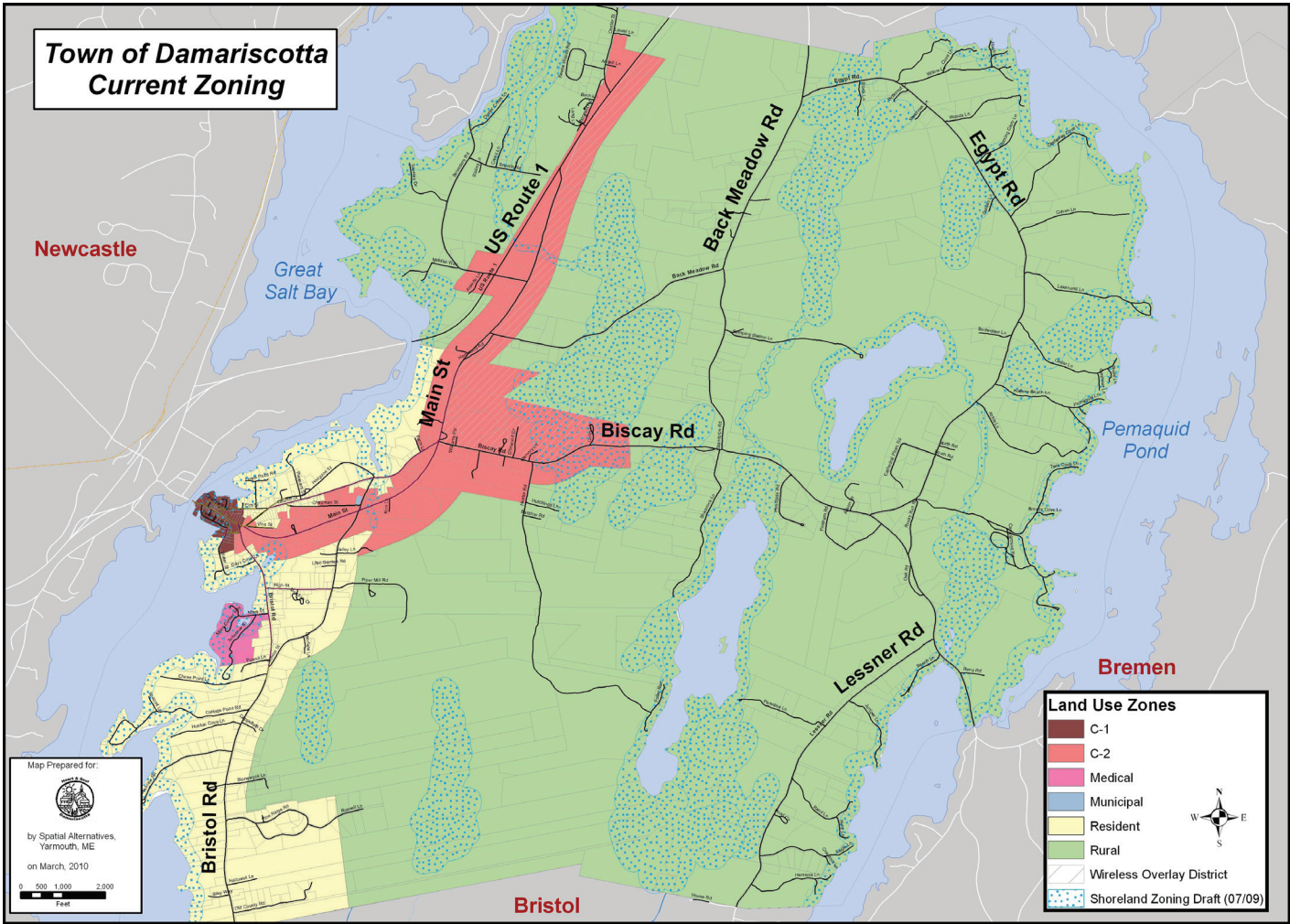
A CIP is a document that includes an assessment of all existing and anticipated public facilities and services required to meet the Town's planned growth and economic development, including but not limited to sewer, water, emergency services, schools, parks and open spaces, and transit facilities. It is generally a five or ten year plan for the maintenance, replacement and expansion of existing public facilities and equipment or the construction or acquisition of new facilities and equipment, including projections of when and where such facilities and equipment will be required, how much they are anticipated to cost, how the costs will be funded, and a schedule of when the improvements will be needed.

Often, the plan is prepared by the Town Manager with assistance from the Finance Director, other Town Departments, and sometimes the Planning Board. Ideally, it is based in the community's comprehensive plan. Generally, it is then reviewed by the Town Select Board, amended following public hearing, presented to the Warrant Committee, and then sent to the Annual Town Meeting.

Lacking a CIP as part of the Town's annual budgeting and administrative process, the temptation may be to defer needed spending on capital projects when the budget is tight and approve whatever is proposed when funds are available. This approach can result in scarce capital dollars being spent on projects that do not reflect the greatest needs of the community. As importantly, project-by-project budgeting can result in unexpected future costs for major projects that are essential or are mandated by state or federal requirements.

A CIP is designed to assist the Town in planning for its needed capital expenditures on a rational and systematic basis. The CIP is designed to identify a community's needed capital expenditures, to evaluate the priority of the various needs, and to structure a spending program for meeting the more important of these needs on an affordable basis.





The process of updating Damariscotta’s comprehensive plan will include looking at the current zoning, and making desired adjustments based on the public process.

As the Town considers adopting changes to its regulations and some financing mechanisms, it will be important to think about how these changes relate to its comprehensive plan. State law requires that zoning and impact fees be supported by a community’s comprehensive plan.

Recognizing that the Town may begin an update of its plan shortly, which is likely to take more than a year, the simplest and quickest way to support changes to its land use ordinances and the adoption of impact fees, may be to simply amend the existing plan to adopt the Damariscotta Heart & Soul Planning Charrette report by reference. Then, as the community updates or prepares a new comprehensive plan, it can weave or highlight appropriate sections of the report into the comprehensive plan.

If the Town is not prepared to adopt the plan by reference, then the following amendments or additions to the comprehensive plan should include, at a minimum:

- Revision of the Future Land Use Plan (map and text) to adjust designated growth and rural areas to reflect the vision for nodes of development and open space along Route 1B, Piper Commons (part of which is currently in the rural area), any overlay zones, any floating zone, any areas where form based codes are envisioned.
- Revision of the Future Land Use Plan (map and text) to establish the framework for mixed use, reduced lot sizes and frontages, height limits, and other space and bulk standards as well as developing an interconnected street network, locating parking lots, sidewalks, and paths, encouraging a mix of housing types and allowing pop-up stores during festivals and events in the appropriate districts.
- Revision of strategies to include impact fees as one option to fund needed improvements.
- Though not specifically required in statue, the Town would be wise to revise strategies to include other potential financing mechanisms like offset fees, TIFs, local development corporations, special assessment or development districts.
- Revision of strategies to support applying for public and private grants to implement the plan. Though not required by state law, reference in a comprehensive plan that demonstrates the Town is thinking about its investments comprehensively and in the long term can be a useful competitive advantage when applying for grants.
- Revision of the Capital Investments Plan (CInP) to call for creation, use, and ongoing maintenance of a capital improvements plan (CIP). Add a description of proposed capital improvements, generally discuss when they should be funded, and what some of the potential sources of funds might be.