

# Section 2: Implementation Plan

## Implementation Matrix

The following are the Time Periods for implementation:

- O - Ongoing: Actions which are continuous or are already being carried out.
- I - Immediate: Actions which should be undertaken within next 2 years.
- S - Short: Actions which should be undertaken within 3 to 5 years.
- L - Long: Actions which will take more than 5 years to be initiated or completed.

The following are the Responsible Parties for implementation:

- BC – Building Committee
- CC – Conservation Commission
- CPUC – Comprehensive Plan Update Committee
- \*CPVC - Comprehensive Plan Vision Committee: Reviewing agency for all priorities and implementation strategies.
- EDC – Economic Development Committee
- HDC – Historic District Commission
- LAB – Library Advisory Board
- PB – Planning Board
- PW – Public Works
- RC – Recreation Committee
- SAD #35 – School District
- SBSD – South Berwick Sewer District
- SBWD – South Berwick Water District
- TC – Town Council
- \*TS – Town Staff: Town Manager to assign staff as required.

The following are the Status of each Implementation Strategy

- \* - Completed
- > - Ongoing
- < - Proposed and Denied
- ! – Not Yet Proposed
- + - Still relevant to pursue
- NA – No longer relevant
- ? - Undetermined

## Housing

Goal 1. Set forth and encourage production of a range of workforce housing in South Berwick.

Strategy	Priority	Responsible Party	Status
1. Examine present and future town owned land for workforce housing (WFH) possibilities by conducting an inventory of present workforce housing.	O	TS	!+
2. Convene a regional meeting to explore regional strategies to provide stable workforce housing, including homeownership and rental housing.	I	TS/EDC	+
3. Suggest to Adult Education that they offer a workshop on creative financing for moderate income workers regarding financing for new/prospective homeowners.	I	TS/EDC	?
4. Have a forum, annually or bi-annually to educate realtors on how to help homeowners find the programs that can assist with financing.	I	EDC	!+
5. Develop and make available in the town offices and superintendent of school office a packet that educates about programs that provide financial assistance in achieving home ownership.	S	TS	+
6. Review policy on tax foreclosed properties, develop a set of criteria to determine cases where conversion to workforce housing be considered.	S	TS/TC	?
7. Continue the accessory apartment section of the zoning ordinance (Section 140-46.1) which provides the capacity to add a dwelling unit without meeting extra dimensional requirements.	O	PB*	*
8. Consider implementing a provision in the subdivision ordinance which requires that a percentage of all new residential dwellings within a subdivision of 10 or more units, be affordable to low and moderate income families.	S	PB/TC	!+

Goal 2. To meet the state requirements for addressing the affordable housing need in South Berwick in the next decade.

Strategy	Priority	Responsible Party	Status
1. Review the zoning and subdivision regulations to determine their potential impact on the supply of workforce housing, including homeownership and rental housing and revise as needed to meet the state requirements for addressing the affordable housing need in South Berwick in the next decade.	I	PB	!+
2. Encourage development that explores regional strategies to provide stable workforce housing.	I	PB/TS/EDC	NA
3. Encourage Town Councilors, Planning Board members, Town Manager, Planning Office employees to attend educational forums regarding the issues of growth and planning.	O	CPVC	>
4. Continue to encourage at the Planning stage development of land in the high density zones which can support construction of workforce housing similar to the Norton Street revitalization.	O	TS/PB	>
5. Accommodate mobile home parks in high density areas serviced by municipal sewer and water.	O	PB	>
6. Consider exempting affordable housing units from any future impact fee ordinance.	O	PB	NA
7. Review and implement the recently enacted provisions of LD 1535, related to growth caps and exemptions for affordable housing.	I	PB	NA

Goal 3. Amend workforce housing policies as new growth information becomes available.

Strategy	Priority	Responsible Party	Status
1. Review the workforce housing policies of the comprehensive plan on no less than an annual basis.	O	CPVC	+
2. In order for the comprehensive plan to be an effective working tool, establish a comprehensive plan vision committee (CPVC) to update as needed and review the WFH goals.	I	TC	+

Goal 4. Identify available grants that the municipality could use to develop WFH and/or rental rehabilitation for WFH.

Strategy	Priority	Responsible Party	Status
1. Participate in the state financial programs aimed at the construction of WFH.	O	TS/EDC	!+
2. Explore partnering with known entities working in the development of WFH, i.e.: Workforce Housing Coalition, the Housing Partnership and York County Initiative to End Homelessness.	O	TS	>

Goal 5. Develop a housing strategy that provides for a congregate care facility in South Berwick.

Strategy	Priority	Responsible Party	Status
1. Consider leasing town land for the development of a future congregate care facility.	O	TS/TC	!
2. Consider reserving town property for a congregate care facility. Review potential use of current Town owned land and future acquired land for this purpose.	O	TS/TC!	!
3. Seek private development of congregate housing and associate changes to land use ordinances to support such development.	O	EDC/TS	!

Goal 6. Determine regional/town congregate care needs over the next ten years.

Strategy	Priority	Responsible Party	Status
1. Begin the conversation with surrounding towns to create a regional strategy for congregate care.	I	TS	!+
2. Convene a regional meeting with surrounding towns, Maine State Housing, the Workforce Housing Coalition, SMRPC and others to discuss a regional strategy for WFH goals.	I	TS	!+

## Historic and Archeological Resources

Goal 1. To ground South Berwick's future development in solid, accurate information, the town should survey, identify and catalog areas of historic and archaeological significance throughout town.

Strategy	Priority	Responsible Party	Status
1. Complete the survey of the downtown conducted in 1998, by providing historical documentation.	O	HDC	?
2. Expand the 1998 survey beyond downtown. Encompass areas of historical and archaeological significance throughout South Berwick: mill sites, historic churches, schools, railroad/trolley features, important transportation routes, archaeological sites, sites of important events, cemeteries and homes of significant people.	O	HDC	!
3. Develop GIS mapping to include a map of actual and eligible National Historic Register historical and archaeological properties in both downtown and elsewhere. These places will be noted as deserving priority efforts of protection.	O	TS/HDC	!
4. Identify "Historic Scenic Views/Areas," and incorporate into possible "Hamlet" areas outside of downtown (Old Fields, Emery's Bridge, Witchtrot, etc.)	O	HDC/CC	!

Goal 2. To insure our treasured resources benefit future residents as they have benefited our children and us, the town should encourage the preservation and maintenance of areas of historic and archaeological significance.

Strategy	Priority	Responsible Party	Status
1. Provide officials and citizens with accurate, quality information about policy options to make informed choices. Explore planning tools such as: National Register of Historic Places listings, local historic district ordinances, size restrictions, design review, Impact Assessment Committees, etc.	O	TC/HDC/PB	!
	O	HDC/TC	

road traffic impact for the entire downtown if desired by individual property owners.			?
3. Explore expanding the downtown South Berwick Historic District as a means of discouraging the loss of historic features in the downtown. Likely expansion areas include the following corridors and adjacent neighborhoods: Main Street (bridge to bridge), Portland Street (to the Golf Course), and Norton, Academy, Liberty, Vine and Brattle Streets.	I	HDC/TC	!
S4. Explore extending the benefits of the South Berwick Historic District Ordinance to priority areas of historical and archaeological importance identified through surveys.	S	HDC	!
5. Explore Town assuming overall responsibility for cemetery maintenance as a means of honoring our veterans and protecting important monument sites. Working with the South Berwick Cemetery Commission, veterans groups and historians, initiate a five-year Cemetery Restoration and Maintenance Plan. Steps to include: gathering expertise through such resources as the New England Cemetery Association; surveying cemeteries; prioritizing sites; grant writing and fundraising; restoration; and development of a periodic maintenance plan.	I	TC/CPVC	?
6. Ensure new construction harmonizes with South Berwick's traditional character.	I	HDC/PB/TC	>
7. Provide adequate tools and funding for maintenance and repair in historic neighborhoods.	I	TC/EDC	!
8. Seek Community Development Block Grants for a downtown rehabilitation project managed by a full or part-time downtown planner.	I	TC/TS	!+
9. Obtain Certified Local Government status for South Berwick and lead grantwriting efforts to attract state and federal funds to eligible properties and survey projects.	S	TS/EDC	<
10. Establish a Main Street Program for South Berwick.	O	HDC/TC/PB	<
11. Explore / implement local tax incentives for repairs to historic buildings.	I	EDC/TS/HD C	!
12. Develop photographic and annotative document of historic buildings prior to demolition.	I	HDC	?

13. Develop strategies to protect known historical resources in the development review process.	I	PB/HDC/TS	>
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Goal 3. To encourage all citizens to enjoy and protect South Berwick’s history, the town should build a heightened awareness of our architectural and archaeological treasures.

Strategy	Priority	Responsible Party	Status
1. Lead local businesses in rejuvenating the South Berwick Board of Trade as a local Chamber of Commerce with the possible long term goal of becoming a Main Street Program.	I	HDC/EDC/ TS	!
2. Develop heritage tourism program to attract visitors, benefit residents and bolster local businesses. Such a program could include: maps and brochures guiding visitors and residents to historic and scenic areas, A South Berwick information office / welcome center at the Jewett Eastman House, the Counting House or elsewhere, to direct visitors and citizens to cultural resources, local artisans, farmers, events, etc. Such a facility could offer display of art and other projects by our schools.	I	HDC/EDC/ TS	?+
3. Create attractive and interesting signs and/or plaques around town with dates, names and pertinent information to enrich the experience of visitors and residents alike.	I	HDC/CPVC/EDC	!+

## Downtown

Goal 1. Develop mechanisms to preserve the character of downtown, recognizing history, scale and architectural style.

Strategy	Priority	Responsible Party	Status
1. Encourage attention to Historic Preservation as stated in Historic Resources Goals B & C.	S	HDC	>
2. Develop ordinances to preserve the unique character of downtown.	I	TC/PB/TS	>
3. Review scale and setback of new buildings.	I	TC/PB/TS	>
4. Provide developers with information guide regarding historic information, options, and lighting and planting recommendations.	I	TS/HDC	>
5. Establish an impact review committee.	O	PB/TC	!
6. Review strategies and tools to limit and discourage drive thru and chain stores in the downtown.	O	PB/TC	*
7. Encourage residential/commercial mixed use development.	I	PB/EDC/T C	>
8. To maintain unique character of downtown, ensure existing zoning & proposed zoning supports mixed use development in the downtown.	I	PB/TC/ED C	>
9. Develop policies to encourage commercial uses on the ground floor in the commercial district.	I	PB/TC/ED C	!+
10. Review and refine performance standards for downtown.	I	PB	>
11. See Historic and Archeological Resources Goal 2.	S	CPVC	

Goal 2. Promote history of downtown.

Strategy	Priority	Responsible Party	Status
1. Develop historic value of Landing area.	L	CPVC	*
2. Support Historical Society.	O	CPVC	?
3. Place historical plaques to mark historical sites.	O	HDC/TC	!
4. Develop a walking tour and brochure.	O	HDC	!+
5. See Historic and Archeological Resources Goal 2.	O	CPVC	



Goal 3. Enhance beautification of downtown area.

Strategy	Priority	Responsible Party	Status
1. Encourage development of tree "scape".	I	CC/PW	!
2. Create a Downtown Merchants Association, Chamber of Commerce, Board of Trade or Main Street Program.	I	EDC	!
3. Explore funding sources, including grants and tax incentives that can assist landlords in improving building conditions in the village.	O	TS/EDC	!

Goal 4. Expand cultural activities in the downtown and promote public awareness of such activities.

Strategy	Priority	Responsible Party	Status
1. Construct or recommend a weatherproof bulletin board.	I	PW	*
2. Encourage construction of a gazebo or half shell in downtown (possibly by new library).	S	TC	!
3. Encourage music and the arts in downtown.	O	CPVC/EDC/ TS	*
4. Encourage Farmer's Market.	I	EDC/TS/CP UC	!+

Goal 5. Night time activity in town.

Strategy	Priority	Responsible Party	Status
1. Promote a place for youth orientated activities downtown, i.e., music, theater, restaurants, ice cream parlor, service orientated businesses.	L	CPVC	>
2. Promote family friendly businesses.	L	EDC	?
3. Encourage holiday seasonal events.	O	TS/EDC	*>

Goal 6. Provide better access to the river and expand the use of the Point and/or the Landing.

Strategy	Priority	Responsible Party	Status
1. Developing Counting House Park for recreational access to the river.	O	TC/CC	*
2. Expand existing open spaces for river access.	O	CC/CPVC	>

3. Encourage municipal acquisition of riverfront land for public cultural and recreational use.	S	TC/CC	>
4. Expand development of existing public access.	O	CC/TC	>
5. Develop Harold K. Joy memorial picnic area.	L	CPVC	?

Goal 7. Promote mixed use in the Point and the Landing to attract artists.

Strategy	Priority	Responsible Party	Status
1. Encourage mixed use (residential, commercial, industrial) of buildings in the Point that specifically attract artists so they can live and work in buildings on Salmon Falls Street and side streets.	I	EDC/PB/TC/ TS	?

Goal 8. Develop a market/grocery store.

Strategy	Priority	Responsible Party	Status
1. Actively recruit location of a market/grocery store in downtown area.	O	EDC	*

Goal 9. Encourage new infrastructure improvements that enhance visual appeal, convenience, safety and accessibility.

Strategy	Priority	Responsible Party	Status
1. Encourage expansion of underground utilities by requiring of new construction or assessing supplemental fees. Also, investigate grants and partnerships with groups such as CMP to develop a policy to further underground utilities.	S	TS/PW/PB/TC	>
2. Provide public restrooms (consider use of Town Hall basement).	O	PW	*
3. Develop a program of uniform lighting on both sides of street, with a green buffer between the sidewalk and street where possible. Consider the use of impact fees or pursue grants for this purpose. Adopt a universal light policy. Ensure that lighting plan is in keeping with character of downtown.	S	TS/PW/PB/TC	!+
4. Enhance universal access, including ramps and handicapped parking. Encourage all development to provide universal	O	PW/TS	?

access. Develop a handicapped parking plan.			
5. Encourage adding bike lanes in the downtown and in the reconstruction of existing roads.	O	PW/TS	>
6. Develop a plan for connecting downtown areas with sidewalks and bike paths. Provide pedestrian and bike rest points.	O	➤ PB/ PW/ TS	>
7. Develop program for sidewalks, benches and awnings.	O	PW/TS	>
8. Develop a plan for traffic calming measures.	I	➤ PW/ TS/P B	>
9. Supplement crosswalks with reflectors.	I	PW	!
10. Work with DOT to formulate traffic control and with Maine Turnpike Authority to change toll structure.	O	TC/PW/TS	?
11. Encourage police presence in downtown on foot or on bicycle.	I	TS/TC	?

Goal 10. Develop a Town green or outdoor meeting area.

Strategy	Priority	Responsible Party	Status
1. Encourage municipality to purchase areas surrounding existing Town Hall and Central School.	O	TC	*
2. Encourage recreational development of Powderhouse (i.e. gazebo/amphitheater for multi-season use).	I	EDC/TS/TC	>

Goal 11. Passive and active recreation areas.

Strategy	Priority	Responsible Party	Status
1. Encourage bike racks and town playground.	O	PW/TS	>
2. Expand existing recreational facilities in the downtown.	O	PW/TS	+

Goal 12. Public and community facilities remain downtown (Library, Central School, Town Offices, Post Offices).

Strategy	Priority	Responsible Party	Status
1. Encourage municipal expansion and relocation to downtown municipal core.	O	TC	>

Goal 13. Traffic control or traffic calming measures (sling shots, square comer, etc.)

Strategy	Priority	Responsible Party	Status
1. Support design programs to control traffic and make pedestrian friendly.	O	TS	>+
2. Encourage police presence in downtown on foot or on bicycle.	I	TC/TS	?
3. Provide additional crosswalks with raised deflectors.	I	PW/TS	!

Goal 14. Strengthen parking management.

Strategy	Priority	Responsible Party	Status
1. Develop small satellite parking areas.	I	PB/TC/TS/EDC	!
2. Reduce perception that parking is limited (develop sign & education program).	I	EDC	!
3. Provide incentives to property owners to use their parking areas in off hours.	O	TC/PB	!

Goal 15. Investigate forms of public transportation to and around town.

Strategy	Priority	Responsible Party	Status
1. Investigate a seasonal trolley with handicapped access in summer months.	L	CPVC	?

## Land Use

Goal 1. Concentrate areas of increased density growth near public water and sewer.

Strategy	Priority	Responsible Party	Status
1. Maintain allowable residential densities in the current R-1 District.	O	PB	*
2. Continue to support multi use in the downtown business district	O	PB/EDC	*
3. Encourage extending water and sewer service throughout R-1 and R1-A, and maintain current dimensional requirements of Zoning Ordinance.	I	SBSD/PB/TS/ SBWD	*
4. Promote condominium/multi-family development.	I	PB	?
5. Consider expansion of water and sewer service throughout R1, R1A, R2, R2A, B1, B2 and I1 Districts from buildout scenario 3.	I	SBSD/SBWD/ PB/TS	?

Goal 2. Implement a clear Impact Fee Schedule to accompany development as it relates to the Town's Fiscal Capacity.

Strategy	Priority	Responsible Party	Status
1. Develop strategies to identify all potential services for which impact fees can be charged and implement an Impact Fee Ordinance consistent with state law that covers some or all of these services.	O	PB/TC/TS	<
2. Implement an appropriate Impact Fee Ordinance.	O	PB/TC/TS	<
3. Review this policy regularly to ensure compliance with the Law, and the Town's ability to provide infrastructure improvements while maintaining its Fiscal Capacity.	O	TS/TC	<

Goal 3. Promote infill development (infill development is the use of vacant land in built up portions of Town).

Strategy	Priority	Responsible Party	Status
1. Examine the use of a Transfer of Development Rights Program, which would encourage the use of land in the R-1 and R-2 districts.	I	PB/TC	NA
2. Encourage expansion of Water and Sewer services within R-1, R-1A, R-2, and R-2A that is consistent with the Policies and Expansion Priorities of these Agencies.	I	SBWD/SBSD/PB/TS	>
3. Coordinate project reviews and implementation of work between Water, Sewer, and Public Works.	O	PW/SBSD/SBWD	>
4. Examine and encourage appropriate aspects of the “Great American Neighborhoods” concept of development that emphasize interconnected streets that are bicycle and pedestrian friendly, while intermixed with some commercial and public uses.	S	CPVC/PB	!+
5. Seek funding opportunities for infrastructure development and downtown improvements as provided by the Maine Municipal Trust Fund, Community Development Block Grant, Maine Municipal Bond Bank and other grant funds.	I	TS/EDC	+
6. Examine the feasibility of “Contract Zoning” in which proposed developments are allowed to exceed established base densities. In return consider the developer paying a density transfer fee that is allocated to a Trust or similar vehicle for purchasing development rights in highly valued rural areas.	O	PB/TS/TC/EDC	<

Goal 4. Seek a level of growth that corresponds to the Town’s ability to provide services.

Strategy	Priority	Responsible Party	Status
1. Refine and renew the building permit limitation ordinance, tying it to availability of Town services. Provide additional points for those permits applied for within the Town’s designated growth areas. Adjust number of yearly permits based on provision of additional school space, the upgrading of the South Berwick Sewage Treatment Plant, the location of a	O	TC/TS/PB	<

new well for the South Berwick Water District, status of the Capital Improvements Plan, and other factors as deemed significant by the South Berwick Planning Board and Council.			
2. In conjunction with build out and future land use plans, refine the Subdivision Phasing requirements. The basis of these requirements are subdivision size, location as determined by these maps and how these dovetail with current and projected growth rates, the town's ability to provide services and the growth ordinance.	O	TS/PB	!
3. Regularly review growth permit allocation.	O	TC/TS	NA
4. Identify trends for development and potential development capacities by review of build-out and land use maps and growth ordinance.	O	TS	NA
5. Ensure appropriate planning and coordination of future capital investments to support existing and future land uses.	O	TS/TC/PB	>
6. Explore the feasibility of a differential growth cap.	I	PB	!

**Goal 5. Provide adequate management and controls of subdivisions and other divisions of land in rural areas to reduce invasive development.**

Strategy	Priority	Responsible Party	Status
1. Maintain the Subdivision Ordinance requiring two plans to be filed when a development is proposed in the R-3, R-4 and R-5 districts, as well as the expanded portion of the R-2 district. Plans shall present both a clustered approach to the subdivision of land as well as a plan showing normal lot sizes in the district. The Planning Board shall have the option of choosing the plan, which is most representative of the principles and policies of the Comprehensive Plan.	O	PB/TS	*
2. Review criteria for establishing and implementing a "Critical Rural Overlay Zone" with standards that restrict development.	I	PB/TC	*
3. Examine and develop "Conservation Subdivision Guidelines". Encourage the use of Conservation Subdivisions.	I	CC/PB	!
4. Apply recommendations of the Natural Resources Committee for developing Conservation Subdivision Guidelines.	I	CC/PB	!
5. Strongly encourage preserved lands within conservation	O	CC/PB	>

subdivisions be contiguous with other preserved lands to create greenbelts.			
6. Examine and develop standards for buffer zones around vernal pools and review and maintain standards for wetlands.	O	CC/PB	*
7. Review and consider increasing lot sizes, frontage, and setback requirements in R-3, R-4, and R-5.	I	PB/TS	!
8. Examine and recommend limits to extending additional town services in the R-3, R-4, and R-5.	I	TC/PB	!
9. All potential subdivisions within R-3, R-4, and R-5 shall consider their relationship to Resource Protection Zones, other critical habitat and buffers, prime farmland soils, and all environmental inventories within GIS overlay maps.	O	CC/PB	>
10. Examine and encourage opportunities for the selling and buying of development rights to secure environmentally critical areas safe from development in the R-3, R-4, and R-5.	I	PB/CC	>
11. Expand the R5 zone to incorporate land between Belle Marsh Road and White's Marsh.	I	PB/TC/CC	<

Goal 6. Expand some of the current high-density residential areas to accommodate further growth.

Strategy	Priority	Responsible Party	Status
1. Expand high-density areas in accordance with the recommendations of the Land Use Map. Lot standards for these zones will be lowered upon the provision of water and sewer to these areas. Ensure that new subdivision activity within the expanded R1 district is in keeping with the architectural integrity of the area through a site plan review process.	I	PB/TC	>
2. Periodically review the boundaries and minimum land requirements of each zoning district.	O/S	TS/PB/TC	>+
3. Consider expanding high density residential development into R-2A. Examine increasing setbacks when approving cluster/conservation developments that adhere to Conservation Subdivision Guidelines.	I	TS/PB/CC	!



Goal 7. Develop standards for the rural zones, which avoid scattered strip development along country roadsides and other potential forms of sprawl.

Strategy	Priority	Responsible Party	Status
1. Maintain the R-3 and R-4 districts as zoning categories subject to more restrictive standards to protect rural character. Continue an R5 zone aimed at preserving natural resource systems within the Mt. Agamenticus area. Regulate uses according to their environmental impact.	I	TC/PB/CC	*
2. Review criteria for establishing and implementing a “Critical Rural Overlay Zone”.	I	TS/PB/TC	!
3. Review and implement road standards for paving & widening of roads and provision of sidewalks and curbs, while encouraging innovative design practices to preserve rural character.	I	TS/PW/PB	>+
4. Consider increasing minimum lot sizes, frontages and setbacks in conjunction with density standard minimums	I	PB/TS	!+
5. Incorporate inventories of cultural and historic structures, working forests and timber management activities, active farm lands, maintaining and expanding contiguous forestlands, protection of rare floral and fauna habitat, and insuring surface and groundwater quality to protect watersheds into build out and growth maps.	O/I	CC/TS/HDC	!
6. Encourage Cluster/Conservation Subdivisions.	O	PB/TS/CC	>
7. Encourage private landowners and the Town to further the conservation efforts of the Mt. Agamenticus area.	O	CC/TC/TS	>
8. Inventory land use plans of abutting municipalities and seek to encourage a similar land use vision for their lands bordering South Berwick.	I	TS/CC	!
9. Examine ramifications of extending additional town services in the rural zones.	I	TS/TC/SBWD/SBSD	!
10. Utilize digital mapping of natural resource maps as overlay maps on tax maps.	O	TS	!+
11. Encourage the buying of development rights for open space, and the placement of conservation easements.	O	CC/TC/TS	>
12. Promote enrollment in current use taxation programs such as Tree Growth, Farm, and Open Space.	I/O	CC/TS/TC	>

13. Expand minimum lot size in the R5 zone to 200,000 s.f.	I	PB/TS/TC	<
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Goal 8. Protect environmentally sensitive lands and severely restrict development where there are significant development limitations, including wetlands, steep slopes and flood plains.

Strategy	Priority	Responsible Party	Status
1. Review Town ordinances to ensure they are consistent with the Natural Resources Protection Act (38 MRSA 400-A et. seq.), the Endangered Species Act (12 MRSA 7751 et. seq.), the Mandatory Shoreland Zoning Act (38 MRSA 435 et. seq.) and any other applicable state or federal regulations.	O	TS	>
2. Continue to encourage programs to help landowners protect and preserve wildlife habitat, including fisheries and help them take advantage of conservation programs to preserve undeveloped lands.	O	CC/TS	>
3. Continue existing development prohibitions on building in flood plain areas.	O	TS/PB	*
4. Work closely with “Beginning with Habitat” to guide conservation efforts and its relation to development town wide.	O	CC/TS	*
5. The Planning Board and Code Enforcement Office shall consider use of all available mapping compiled for this plan including, but not limited to those maps generated by the Maine Department of Inland Fisheries and Wildlife, Maine Natural Areas Program, The Nature Conservancy, US Fish and Wildlife, South Berwick Conservation Commission, and the Great Works Regional Land Trust as a basis for determining development constraints. Ensure compatibility with Geographic Informational Systems (GIS) mapping.	O	<ul style="list-style-type: none"> <li>• TS/P</li> <li>B/C</li> <li>C</li> </ul>	!
6. Explore the possibility of the Conservation Commission and other Town commissions to study and recommend for the Town funding strategies for purchasing development rights, creating Trusts and Land Banks, density transfer fees, and other mechanisms proven effective in protecting environmentally sensitive lands.	I	CC/TC/PB/EDC	!
7. Continue to develop close working relationships with land trusts and conservation commissions such as the Great Works	O	TS/CC	*

Land Trust, York Land Trust, Wells Conservation Commission, York Conservation Commission, and Eliot Conservation Commission for the Rural Districts.			
8. Seek land acquisition funding from government administered funds such as the Land and Water Conservation Fund, Maine Outdoor Heritage Fund, and the Land of Maine Future's Board.	I	• CC/ TC/ TS	>
9. Develop an inventory analysis system as a reference tool for the Municipal Offices, in particular the Planning Office, specifically including build out and growth maps.	I	➤ TS	!
10. Create a new Capital Reserve account called "Natural Resources & Recreation Development" and invest seed money for the upcoming fiscal year. Moneys obtained through efforts including those listed in strategies H7 - H9 and from other sources, can be secured for future acquisitions eventually defined and permitted by this account.	I	TC	!

Goal 9. Ensure as land is developed, networks for open space, transportation, and wildlife are developed and maintained.

Strategy	Priority	Responsible Party	Status
1. Amend the Zoning and Subdivision Ordinances to require that important natural resources, as defined in this Plan, are retained as land is developed. These resources and networks should be tied into a plan for open space.	O	TS/PB/CC	>
2. Retain natural cover and vegetation in developments.	O	PB/CC	>
3. Create easements and buffer zones to protect areas of scenic value and the preservation of scenic vistas.	O	PB/CC	!
4. Set aside recreational and passive open space in developments for contiguous greenbelt lands.	O	PB	>
5. Identify and map existing wildlife corridors.	O	TS/CC	>

Goal 10. Discourage roadside sprawl by preserving greenbelts and by developing buildings and parking areas in a concentrated manner, which conserves land along arterials and major collectors to maintain scenic character.

Strategy	Priority	Responsible Party	Status
1. Strive for consistency in the application and enforcement of the Zoning Ordinance.	O	➤ TS /T C/ PB	>
2. Strengthen performance standards for individual lot development.	I	TS/TC/PB	?

Goal 11. Promote a mix of building types, which reinforce and reflect existing patterns of use.

Strategy	Priority	Responsible Party	Status
1. Continue to use the adopted Site Plan Review procedures, and review them regularly for further recommendations.	O	PB/TS	>
2. Continue to allow a diversity of housing types, including single family homes on large and small lots, apartment additions for older homes on sewer, duplexes and attached housing, multiple and apartment housing, mobile home parks, manufactured housing on single lots, and group homes for the elderly and handicapped. Continue to ensure that adequate parking is provided to serve residential uses.	O	➤ EDC /PB/ TS	>
3. Continue to allow mobile home parks in specific areas of Town.	O	PB	*
4. Promote the continuity of architectural facades for all renovations and new buildings.	I	• HDC /PB/ TS	?
5. Review footprint restrictions based on average existing property use.	I	PB/TS	?
6. Consider a review period for demolition applications.	O	HDC/PB/TS/ TC	?
7. Review and consider expanding existing performance standards particularly as to their application in the village area as shown in Map F1 (Downtown chapter).	I	PB/TC/TS	>

Goal 12. Locate commercial areas in districts consistent with both local and regional development patterns.

Strategy	Priority	Responsible Party	Status
1. Consider expanding the commercial zone in the village as shown on the Land Use Map.	I	TC/PB/HDC/ EDC	?
2. Consider rezoning areas that are zoned commercial but are predominantly residential in use.	I	TC/PB	?+
3. Continue to require that non-residential development be subject to Site Plan Review.	O	PB/TS	*
4. Promote the existing pattern of multi-use in downtown commercial district. Multi-use is defined as a combination of business and residential uses.	O	PB/TS/EDC	>
5. Encourage preserving the integrity and architectural consistency of buildings within the commercial districts.	I	HDC/EDC/ PB/TS	>
6. Actively revitalize and pursue funding grants that recognize and support the value and integrity of the Village, such as Community Development Block Grants, Applications to Maine's Main St. Programs, and Certified Local Government Status. See Downtown Goals & Strategies.	O	TS/TC/EDC/ HDC	?

Goal 13. Encourage and promote policies that maximize developing the Industrial Zone in a comprehensive and cohesive manner for commercial/service related and/or industrial businesses.

Strategy	Priority	Responsible Party	Status
1. Continue to redefine industrial uses, denoting categories for light and heavy industrial uses. Rezone land along Route 236 for commercial and industrial use conditional upon a "corridor study" along Route 236 and the development of strict performance standards identifying limitations, uses, access and impacts of such a rezoning. Consider the use of contract or conditional zoning for new industries.	O	PB/TC/EDC	>
2. Locate industrial development near water and sewer without impacting the village district.	O	PB/TC/EDC	>
3. Continue to reevaluate the location of the existing Industrial	O	TS/PB/EDC	>

Park and the uses in that park.			
4. Public sewer connection shall be necessary.	I	SBSD/PB/TS	?
5. Seek growth-related capital investment funds from Department of Commerce, Community Development Block Grants and other potential sources	O	TS/TC/EDC	+
6. Examine the use of State and Federal Grants with local Tax Increment Financing (TIF).	I	TS/TC/EDC	+
7. Consider forming an industrial development authority or commission to study industry trends to best determine target businesses for partnering with the Town. Also determine how the Town can be a potential investor partner in a development project within the Industrial Zone.	I	EDC/TC/TS	?
8. Continue to develop and maintain a working relationship with MDOT, especially concerning the status of road cuts, traffic volume and speed, acceleration and deceleration lanes, and other factors relating to Rt. 236 and the Industrial Zone.	O	TS/TC/PW/PB	>
9. Work closely with the Transportation Public Facilities Goals and Strategies on these matters.	I	TS/TC/PW	?
10. Study Tax Base Sharing concepts as a regional development strategy with other towns.	I	TS/TC/EDC	<

Goal 14. Ensure that mechanisms are developed to oversee implementation of the Comprehensive Plan on a continuing basis.

Strategy	Priority	Responsible Party	Status
1. Continue to update the Comprehensive Plan on a regular basis.	I/O	CPVC	+
2. Monitor growth in neighboring communities and coordinate planning efforts whenever possible.	I	TS	?
3. Establish a COMPREHENSIVE PLAN VISION COMMITTEE (CPVC).	I	TC	NA
4. Develop a representative system for the CPVC that insures continuity amongst members.	I	TC	NA
5. Continue working relationships with regional planning agencies and consultants, the State Planning Office, and other appropriate State and Federal Agencies, as necessary, to develop and implement strategies of the Comprehensive Plan.	O	TS/PB/CPVC	>

6. Continue to utilize services of professional planning consultants and consider expanding in house planning capacity to support the Comprehensive Plan.	O	➤ TC/TS/CPVC/PB	>
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Goal 15. Enact a GROWTH MANAGEMENT PROGRAM consistent with Maine State Law under Section 4326 of Title 30-A.

Strategy	Priority	Responsible Party	Status
1. Ensure INVENTORY AND ANALYSIS applies to the State goals of this section.	I	CPUC/TS/CPVC	*
2. Ensure POLICY DEVELOPMENT is consistent to the State goals of this section.	I	CPUC/TS/CPVC	*
3. Ensure an IMPLEMENTATION STRATEGY that is consistent to the State goals of this section.	I	CPUC/TS/CPVC	*
4. Ensure a REGIONAL COORDINATION PROGRAM is enacted to manage shared resources and facilities.	I	CPUC/TS/CPVC	*
5. Ensure that an IMPLEMENTATION PROGRAM is adopted and is consistent with State goals of this section.	I	TC/TS/CPVC	*

## Natural Resources

### I Water Resource: Surface Water

Goal 1. Establish a system to continually monitor surface water quality for the purpose of maintaining or upgrading that quality.

Strategy	Priority	Responsible Party	Status
1. Obtain from DEP copies of water quality tests undertaken on great ponds, rivers and streams and review these tests to identify sustained water quality changes warranting Town action.	O	CC/PW	?+
2. Re-establish volunteer surface water quality monitoring.	O	CC	?+
3. Support volunteer monitoring programs through public education and purchase of equipment and reagents.	O	CC/TC	?+
4. Investigate partnerships with schools for surface water monitoring.	I/S	CC	?

Goal 2. Ensure that water quality is sufficient to provide for the protection and propagation of fish, shellfish and wildlife. Provide for recreation in and on the water.

Strategy	Priority	Responsible Party	Status
1. Continue to require that developers demonstrate that projects will have no adverse impact on the quality of surface water resources.	O	PB/TS	>
2. Continue to acquire easements and/or fee purchases of land, but also consider the potential impact and required infrastructure associated with increased public access.	S	CC/TC/TS/PW	>
3. Maintain the current resource protection district and add greenbelt links or corridors where appropriate.	O	CC/PB/TC	>
4. Develop GIS mapping to include resource protection, shoreland and floodplain areas so that this information is used in land use	O/I	TS	?



decisions and print on tax maps.			
5. Review wetlands dredging and filling criteria for impact on down gradient water bodies.	I/S	TS/CC/PB	>

Goal 3. Require practices that minimize runoff, soil erosion and sedimentation, which may result in excess nutrients being added to surface waters.

Strategy	Priority	Responsible Party	Status
1. As part of Subdivision review, continue to require impact studies demonstrating that runoff, soil erosion and sedimentation will be prevented or mitigated by adequate control measures.	O	PB/TS	>
2. Incorporate DEP's phosphorus loading standards into the Subdivision Ordinance, particularly in relation to protecting Great Works River, Salmon Falls River, Knight's Pond, Cox's Pond and Warren Pond, to maintain existing water qualities.	I/S	➤ PB/ TS/ TC	!
3. Consider requiring Subdivision Stormwater Management Plans to be clearly stated within Homeowner's Association Agreements.	I	PB/TS/PW	>
4. Consider streamlining on-going oversight of stormwater management plans by creation of databases and/or GIS that can be utilized by appropriate Town staff.	I	TS	!+

Goal 4. Ensure that development is located on land capable of supporting on-site water and septic disposal systems in areas where no municipal water or sewer services are available.

Strategy	Priority	Responsible Party	Status
1. Continue to require that a high intensity soil survey be prepared as part of the development review process.	O	PB/TS	>
2. Continue to require an approved septic design or appropriate sewer connection prior to the issuance of a building permit.	O	TS	>
3. Apply the "suitable land calculation" table to any lot division, whether located in a subdivision or not (Section South Berwick Zoning Ordinance).	I	➤ TS/T C/PB	?
4. Check to ensure that subdivision and zoning ordinances are	I	TS/CPVC/PB	>

consistent with these goals.			
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**Goal 5. Direct development to areas with appropriate soil, slope and drainage conditions.**

Strategy	Priority	Responsible Party	Status
1. Continue to regulate development through appropriate standards in the Town's Ordinances.	O	PB/TS	>
2. Protect environmentally sensitive areas	O	CC/PB/TS/TC	>
3. Require that all development plans show medium intensity soils data.	I	➤ TS/P B	>

**Goal 6. Develop cooperative efforts with surrounding communities on issues related to watershed planning.**

Strategy	Priority	Responsible Party	Status
1. Establish with Berwick, North Berwick, York and Eliot, as well as other communities, a dialogue and exchange of information on watershed planning issues.	O	CC/TS/TC	>
2. Consider increasing minimum lot sizes and conditions into the Kittery Water District areas of South Berwick.	I/S	PB/TS/TC	!
3. Consult where appropriate with Strafford Rivers Conservancy and Great Works Regional Land Trust.	S	CC/TS/TC	>

**Goal 7. Educate the public about State and Federal laws governing water resources.**

Strategy	Priority	Responsible Party	Status
1. Promote awareness in schools.	S	SAD35	?
2. Use the Town newsletter.	I/S	CC/TS	>
3. Enhance communication between the Water District and the Town.	O	TC/TS	>
4. Encourage water conservation.	I/S	CC/SBWD	>

Goal 8. Develop alternative plans for future water supply needs of the community.

Strategy	Priority	Responsible Party	Status
1. Establish a contingency plan for the use of an alternate water supply source, including another aquifer.	O	SBWD, TS, PW	?
2. Develop a long range plan for the development of other water supply sources other than in the existing aquifer. Long range planning efforts may include possible use of the Belle Marsh Reservoir.	O	SBWD, TS, PW	?

## II Critical Resources: Topography, Geology and Land Cover

Goal 9. Direct terrain alteration and other development away from landforms with slopes greater than or equal to 15%.

Strategy	Priority	Responsible Party	Status
1. Prior to issuing permits, document existing conditions by on the ground topographic surveys performed by qualified professionals.	I	TS/PB/TC	>
2. Ensure that high intensity soil surveys performed for the development review process document areas of steep slopes and shallow soil cover.	O	TS/PB	>
3. Adopt ordinance language that places the same requirements on individual lot development as on subdivisions (see definitions in Title 30A MSRA).	I	> TC/ PB/ TC	?

Goal 10. Ensure that new development shall be designed to be compatible with existing topography and to preserve natural land and vegetation.

Strategy	Priority	Responsible Party	Status
1. Retain ordinance language that restricts land development on steep slopes, floodplains, wetlands and environmentally sensitive areas; promotes clustering; minimizes road length and provides for stream, river and great pond buffers.	O	PB/TC/TS	>
2. As part of Subdivision review, encourage retention of natural	O	PB/TS	

cover and vegetation to the maximum extent possible for example through the use of building envelopes.			>
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Goal 11. Ensure passive land uses through easements and buffer zones in areas of scenic value.

Strategy	Priority	Responsible Party	Status
1. Develop GIS mapping to use as a tool to prioritize significance of natural and scenic areas.	I/S	TS	+
2. Revise Subdivision Ordinance to mandate protection of scenic areas.	I/S	PB/TS/TC	!
3. Encourage development that considers preservation of scenic vistas and sets aside recreational and passive open space.	O	PB/TS	>

### III Critical Areas: Floodplains

Goal 12. Continue to maintain the current floodplain standards.

Strategy	Priority	Responsible Party	Status
1. Retain Zoning Ordinance prohibition on developing floodplains.	O	> TC	*
2. Eliminate the filling of wetlands within floodplains.	I	PB/TS/TC	!

### IV Critical Resources: Soils

Goal 13. Evaluate land use with respect to physical, chemical and biological characteristics of soils, such as depth of water table, texture, permeability, slope, etc. as defined by the USDA, Natural Resources Conservation Service.

Strategy	Priority	Responsible Party	Status
1. Continue to require high density soil survey to determine soil types.	O	PB/TS	*
2. Suggest definition of specific soil types for all land proposed for development through use of high intensity soil surveys.	O/I	PB/TS	?
3. Continue to require that erosion and sedimentation controls be implemented for land redevelopment.	O	PB/TS	*

4. Analyze patterns of runoff (pre and post development) and implement controls to prevent flooding, erosion and off site transport of soil sediment.	I	TS/PB	*
5. Develop GIS mapping to include prime agricultural soils and print on tax maps.	O/I	• TS	!
6. Protect prime agricultural soils. Acquire easements or purchase development rights. Consider Transfers of Development Rights.	O/I	TS/PB/CC/ TC	!

## V Critical Resources: Wetlands

Goal 14. Map and identify wetlands based on soils and vegetation, while recognizing the role and implications of wetland loss.

Strategy	Priority	Responsible Party	Status
1. Continue to require developers to identify wetlands boundaries.	O	PB/TS	*
2. Develop GIS mapping to include wetlands. Include updates as new information becomes available. Supplement existing mapping sources with on the ground delineation for determination of wetland edges. If available, use funds from capital improvement plan to do this work. Print on tax maps.	O/I	TS/PB/CC	!
3. Consider changing the definition of wetlands in the Zoning Ordinance (suggested reference is the US Army Corps of Engineers Wetlands Delineation Manual, 1987).	I	TS/TC/PB	!
4. Refer to current established wetland mapping criteria as developed by the National Wetlands Inventory, State GIS Wetland Mapping and Maine State Planning Office ranking to update town maps to determine total wetland size.	I/S	TS	!

Goal 15. Regulate the discharge of dredged or fill material into all waters, including wetlands.

Strategy	Priority	Responsible Party	Status
1. Revise Zoning Ordinance regulating the discharge of dredged or fill material.	I	TS/PB/TC	?

Goal 16. Provide adequate protection for wetlands through buffer zones as currently defined in the Resource Protection and Shoreland Zoning section of the Zoning Ordinance.

Strategy	Priority	Responsible Party	Status
1. Continue the 100 foot setback around 2 acre wetlands.	O	TS/PB/TC	?
2. Consider extending resource protection to all 10 acre wetlands, including forested wetlands and/or those of moderate and high value.	I	TS/PB/TC/CC	!
3. Consider shoreland zoning protection for wetlands 2 to 10 acres in size.	O	TS/PB/TC	!
4. Consider a 25 foot setback for wetlands under 2 acres.	O	TS/PB	!

Goal 17. Define those activities for which the draining, filling into or on a wetland is considered unacceptable.

Strategy	Priority	Responsible Party	Status
1. Amend the Zoning Ordinance to prohibit the draining and filling of 2 acre wetlands and resolve conflict with current state law on allowed filling.	I	TS/PB/TC	!
2. Regulate discharge of dredge, fill materials.	I	TS/PB/TC	>

Goal 18. Develop reasonable performance standards for the use of wetlands and their adjacent areas.

Strategy	Priority	Responsible Party	Status
1. Prioritize wetlands based on the functions and developed performance standards based on these priorities.	I	TS/CC/PB	!
2. Continue investigations on the type and quantity of wetland resources.	S/L	CC/TS	!
3. Apply information such as mapping or other inventories as they become available for possible inclusion into Town information bases.	I/O	CC/TS	>

## VI Critical Resources: Wildlife

Goal 19. Undertake further studies and investigation of additional wildlife resources, including fisheries, and establish the actual value of these and existing resources as documented by Inland Fisheries and Wildlife.

Strategy	Priority	Responsible Party	Status
1. Conduct a town-wide inventory of wildlife resources in consultation with Maine Audubon, Inland Fisheries and Wildlife and the Nature Conservancy.	I	CC/TS	!
2. Adopt Best Management Practices for vernal pools in the Mount Agamenticus area.	I/S	CC/PB/TS/TC	!
3. Consult with officials from the Department of Inland Fisheries and Wildlife and Department Marine Resources whenever a proposed development project would impact deer wintering areas, high value plant and animal habitat (ref. Maine Natural Areas Program), fisheries and endangered or threatened species.	O/I	CC/TS/PB	>
4. Develop GIS mapping to reflect latest research.	I	CC/TS	!

Goal 20. Consider activities, which involve the draining, filling and waste disposals in wetlands as unacceptable.

Strategy	Priority	Responsible Party	Status
1. See Wetlands Goals 14 – 18.			

Goal 21. Protect the riparian habitat of all wetlands greater than or equal to two acres and vernal pools from development and modification such as filling and clear cutting.

Strategy	Priority	Responsible Party	Status
1. Regulate areas within 250 feet of high to moderate value wetlands and/or those greater than or equal to 10 acres.	O/I	CC/TS/TC/ PB	>
2. Consider implementation of shoreland zoning in areas within 100 feet of wetlands between 2 and 10 acres.	O	PB/TC	!
3. Recognize the value of vernal pools in the Greater Mount	I/S	CC/TS/TC/ PB	!

Agamenticus area as significant breeding habitat that supports other forms of wildlife and afford appropriate protection. Consider shoreland zoning.			
4. Include endangered species habitat in the definition of high value wetlands.	I/S	CC/TS/PB	!

Goal 22. Preserve deer wintering areas (as currently defined) as significant natural resources.

Strategy	Priority	Responsible Party	Status
1. Consult Inland Fisheries and Wildlife or other organizations and agencies to continue to document changes to deer yards.	O/I	CC/TS	!
2. Prohibit subdivisions from deer yards and require conditional use permits for all other newly established uses, which impact deer yards.	O/I	CC/TS/PB	!

Goal 23. Establish a riparian buffer zone within wildlife corridors, include fisheries, as defined important by Inland Fisheries and Wildlife, Strafford Rivers Conservancy, Great Works Regional Land Trust, Maine Audubon and Maine Natural Areas Program on waterways such as the Salmon Falls estuary, Great Works River, and the greater Mount Agamenticus area.

Strategy	Priority	Responsible Party	Status
1. Maintain a resource protection district along the Salmon Falls Rivers Estuary.	O	TC/CC/TS	*
2. Establish conservation corridors between existing conservation lands.	I/S	CC/TS	!
3. Consider connecting Resource Protection Zone from the Great Works River to Hooper's Swamp via Hooper's Brook.	I/S	CC/TS/PB/TC	!
4. Work with Berwick, North Berwick, Wells, York and Eliot to create conservation corridors and, where appropriate, add existing protected lands.	S/L	CC/TS	!
5. Establish a greenbelt along the Salmon Falls and Great Works Rivers through the acquisition of easements, land purchases and State grant programs.	S/L	CC/TS/TC	>
6. Work with neighboring communities and the State of New Hampshire on the preservation of the Salmon Falls Corridor.	S/L	CC/TS	>



Goal 24. Preserve existing R4 and R5 zones, and examine other zoning considerations to preserve large block habitat.

Strategy	Priority	Responsible Party	Status
1. In areas of documented large block habitat included in the Greater Mount Agamenticus region, consider changing the current R3 zone to R4 or R5. The suggested areas include: York Woods Road southerly to the Eliot Town Line and the Industrial Zone; northeasterly of York Woods Road and easterly of Witchtrot, Emery's Bridge, Rodier and Thurrell Roads.	I/S	CC/TS/TC/PB	!
2. Consider using build out scenarios to determine if zoning is adequate to protect natural resources.	O/I	TC/TS/PB	!

## VII Critical And Natural Heritage Areas

Goal 25. Update inventories of critical and natural areas, and expand resource protection areas to include those areas not currently identified.

Strategy	Priority	Responsible Party	Status
1. Work with the State Planning Office to expand and refine existing inventories of critical and natural areas.	O	CC	!
2. Develop GIS mapping to include critical and natural heritage areas. Update as new information becomes available.	I	CC/TS	!
3. Continue to recognize resource protection district standards to the Balancing Rock, Spring Hill Overlook and the Gorge. Periodically review the Zoning Ordinance to determine whether these standards should be applied to other critical and natural areas	O	CC/PB/TC	*

Goal 26. Continue to designate Resource Protection, Shoreland, floodplains and slope areas as currently defined in the Zoning Ordinance.

Strategy	Priority	Responsible Party	Status
1. Continue to designate shoreland, floodplains and slope areas.	O	PB/TS/TC	*
2. For individual divisions of land, consider application of standards currently applied to subdivisions of land, including soils and wetlands for building envelopes and other site improvements.	I	PB/TS/TC	!

Goal 27. Ensure that recreational and/or commercial uses permit and promote the area's unique natural, scenic and historic value.

Strategy	Priority	Responsible Party	Status
1. Continue to inventory and review all proposed development areas for their intrinsic natural attributes. Balance proposed uses to ensure minimal impact.	I/S	CC/PB/TS	>

Goal 28. Work with land owners to promote public use and access to natural areas where appropriate to the landowner and the resource.

Strategy	Priority	Responsible Party	Status
1. Through the Town newsletter and Assessing office, communicate to residents the benefits available in landowner preservation options (tree growth, open space and easements).	O/I	CC/TS	?
2. Adopt State rates for Open Space assessment of value.	I	TS	?
3. Work to develop incentives on the local level for conservation and recreational easements. Consider Wells ordinance examples.	I/S	TS/TC/CC/PB	!
4. Develop an instrument for Town acceptance of easements, donations and gifts related to land conservation.	I	TS/TC/CC	?

Goal 29. Remain involved with the preservation of the Mount Agamenticus Region.

Strategy	Priority	Responsible Party	Status
1. Acquire easements on properties with critical natural resources. Property tax compensation through existing State programs on newly created local programs should be examined.	S	CC/TC	>
2. Consider incorporating findings from Mount Agamenticus conservation planning process into strategies.	I/S	➤ TC/T S/CC	!
3. Continue to advocate that the Land for Maine's Future Board purchase important parcels in the Mount Agamenticus area. Pursue other funding strategies for such land purchases.	O/L	TC/TS/CC	>
4. Pursue strategies regarding potential changes to the R3 zone as outlined in the wildlife section.	I	➤ TC/T S/CC /PB	!
5. Seek to align Town zoning boundaries with the Mount Agamenticus area and amend ordinances where possible to develop consistent land use approaches between Town, Regional, State and Federal interests.	I/S	TC/TS/CC/P B	!

Goal 30. Promote joint efforts with all adjoining towns to protect natural resource areas which cross Town and State Boundaries (such as the Great Works River, Salmon Falls River, the Mt. A Region and aquifers).

Strategy	Priority	Responsible Party	Status
1. See Natural Resources Goals 39 - 41 (Ground Water).			
2. See Natural Resources Goals 19 – 24 (Wildlife).			
3. Consider implementation of drinking water protection zones in tributary areas to the Belle Marsh Reservoir.	I/S	CC/PB/TS/TC	!

## VIII Scenic Areas

Goal 31. Require the preservation of identified scenic views.

Strategy	Priority	Responsible Party	Status
1. Amend the Subdivision Ordinance to require that scenic views be retained as land is developed.	I/S	CC/TS/TC/PB	!

2. Recognize scenic roads and retain dimensional roadway characteristics and elements that define their scenic views.	I	CC/TS/PB/PW	!
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Goal 32. Undertake a more complete inventory of the Town's scenic resources including input.

Strategy	Priority	Responsible Party	Status
1. Identify an established and accepted methodology for inventorying and assessing natural and scenic resources.	I/S	CC/TS	!

#### IV Agriculture, Forestry and Open Space

Goal 33. Require forest management practices that assure a sustainable forest resource.

Strategy	Priority	Responsible Party	Status
1. Continue to limit clear cutting of large tracts of land, in consultation with the Maine Forest Service.	O	CC/TS/PB	>
2. Implement review of timber harvests located within the Resource Protection and Shoreland Zones.	O	CC/TS/PB	*

Goal 34. Require land use development practices that preserve expanses of open space, agricultural and forest land.

Strategy	Priority	Responsible Party	Status
1. Encourage the use of the Tree Growth Tax Law and the Farm and Open Space Law, donations to the Great Works Regional Land Trust and the establishment of life estates.	I	CC/TS	>
2. Inventory farm and forest lands in the community and identify those areas, which, because of their high-grade soils, agricultural, forestry or other important resource values, warrant the most attention for preservation efforts.	I	CC/TS	!
3. Explore transfer of development rights options for significant farmland and open space areas.	I	CC/TS/PB/T C	NA
4. Adopt a differential building cap or differential impact fee system for rural versus high density areas which would conserve the rural character and infrastructure.	I	CC/TS/PB/T C	NA

Goal 35. Encourage the retention of unspoiled rural surroundings in close proximity to the populated areas.

Strategy	Priority	Responsible Party	Status
1. See strategies in Housing, Land Use, Wildlife.			

Goal 36. Work to preserve through a system of easements, set asides and acquisition, lands which contain unique resource values.

Strategy	Priority	Responsible Party	Status
1. See strategies in Land Use, Critical Resources, Critical and Natural Heritage Areas and Outdoor Recreation.			

Goal 37. Consider designating Town owned open space lands as permanently conserved.

Strategy	Priority	Responsible Party	Status
1. Consider adoption of ordinance language similar to Wells Open Space Ordinance.	I	CC/TS/TC/PB	!

Goal 38. Consider creation of a land bank to purchase high value open space and working landscape easements.

Strategy	Priority	Responsible Party	Status
1. Consider using designated revenue sources such as annual appropriations and undesignated revenue sources such as tree growth and open space withdrawal penalties and/or sales of tax acquired properties. A possible format for land bank disbursements could include a point ranking system for parcels and execution to the Town Council.	I	TC/CC	!+
2. Investigate Wells Open Space ranking system and North Berwick's use of impact fees to fund open space purchases.	O/I	CC/PB/TC	<

## V Water Resources: Ground Water

Goal 39. Continue the identification of potential water resources.

Strategy	Priority	Responsible Party	Status
1. Gather well log data from newly dug private wells to help define bedrock well information.	I	TS	!
2. Incorporate into the town's information resources, information collected as part of the Hooper Sands Road study (on file in the Planning Office).	S	TS	>
3. Update Gillespie Aquifer study (on file in the Planning Office).	S/L	TS/SBWD/TC	!
4. Develop a GIS to organize information about ground water resources.	S	TS/SBWD	!

Goal 40. Continue to identify and monitor threats to ground water resources.

Strategy	Priority	Responsible Party	Status
1. See strategies in public facilities – See Goals 4 & 6, Natural Resources, Section I.			
2. Inform building permit applicants of the need for water quality testing.	I	TS	?
3. Consider implementing a ground water management zone at known contaminated sites.	I	TS/PB	?
4. Maintain existing wellheads on Hooper Sands.	I	TS/PB/CC	>

Goal 41. Work on cooperative efforts with surrounding communities on issues related to aquifer protection.

Strategy	Priority	Responsible Party	Status
1. Work with Berwick, North Berwick, Eliot and York to establish a mutual aquifer protection zone.	S/L	CC/TS/TC	!
2. Ensure ordinances are consistent with zoning in York regarding the Belle Marsh Watershed.	S	CC/TS/TC/PB	!

## VI Marine Resources

Goal 42. Maintain and enhance the water quality, wildlife and open space (historic, scenic and recreational) values currently existing on the tidal portions of the Salmon Falls River.

Strategy	Priority	Responsible Party	Status
1. Continue to recognize the resource protection district along the tidal portion of the Salmon Falls River.	O	TC/CC	*
2. Update the Salmon Falls Greenbelt Plan to reflect current information.	O	TC/CC	>
3. Use the public access points along the river to enhance public education about the river and its values.	S	CC	>

## Fiscal Capacity

### I Town Finances

Goal 1. Actively seek new non-tax sources of revenue and other methods of financing growth.

Strategy	Priority	Responsible Party	Status
1. Require that developments which would create an unreasonable burden on Town services be built in phases which parallel planned expansion of municipal facilities as provided in Town's Capital Improvement Plan.	O	TC/TS	!
2. Consider an impact fee program to address impacts of new development.	O	PB/TS/TC	<
3. Include in the Subdivision Ordinance provisions to allow the town to require that developers participate in the provision or expansion of public facilities to service the development.	I	PB/TS	>
4. Investigate programs and services that can operate on a fee basis.	I	TS/TC	>
5. Increase efforts to pursue excise tax evaders.	O	TS/TC	?
6. Maximize the yield on interest income. Review investment program and investment alternatives annually.	O	TS/TC	>
7. Maintain a general fund balance equal to three months operating expenses.	O	TS/TC	*
8. Support lobby efforts to increase State aid to municipalities.	O	TS/TC	>

Goal 2. Maintain a responsible tax rate which is consistent with maintaining the current levels of service.

Strategy	Priority	Responsible Party	Status
1. Analyze financial impact of new growth and new housing units and attempt to have new growth pay for itself.	I	TS/TC	!
2. Consider an impact fee program to address impacts of new development.	O	TS/TC/PB	<
3. Annually analyze existing fees to determine if levels are	O	TS	>



consistent with the costs of providing services.			
4. Refine and renew the building permit limitation ordinance, but examine the numerical cap on a yearly basis and readjust the cap as the Town and related agencies expand their ability to provide services. See Land Use Goal 4.	I	TS/TC	NA
5. Fund long lived capital expenditures through bonding.	O	TS/TC	>
6. Maintain a 5 – 10 year capital improvement plan.	O	TS/TC	>
7. Decrease Town reliance on property tax to the maximum extent possible.	O	TS/TC	>
8. Analyze the desirability of tax increment financing as a tool to promote commercial and industrial development.	I	➤ TS/T C/E DC	*
9. Investigate collaborative purchase of materials and equipment with adjoining towns.	I	TS/TC/PW	>
10. Continue to develop build out scenarios based on current zoning standards. Use available mapping to identify development constraints.	O	TS/TC	!

## II CULTURAL RESOURCES

Goal 3. Develop and implement framework to promote and sustain Town wide cultural advocacies.

Strategy	Priority	Responsible Party	Status
1. Establish a Town Council appointed Cultural Committee.	I/S	TC	?
2. Develop and maintain a South Berwick Artisan directory.	I	EDC/TS	?

Goal 4. Develop and expand cultural activities as well as facilities to house them and promote public awareness of such activities.

Strategy	Priority	Responsible Party	Status
1. Consider using the Jewitt Eastman House as a site for cultural communication and display.	I	HDC/EDC/ TS	!
2. See Downtown Goals.			
3. Develop a central location for the visual, performing and literary arts as well as expand the use of existing facilities for these purposes.	I/S	EDC/TS/TC	>

4. Consider parking when designing existing common spaces for cultural events.	I/S	➤ PB/TC/TS/EDC	?
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### III Transportation

Goal 5. Reduce traffic volume on roads in town during peak commute periods, reduce overall commute times for South Berwick residents and provide a greater range of transportation choices for South Berwick residents

Strategy	Priority	Responsible Party	Status
1. Encourage more local employment opportunities.	I	TC/EDC/TS	?
2. Encourage telecommuting by providing high speed Internet access in all parts of town.	I	TC/EDC/TS	*
3. Change zoning in village center to allow greater development of new businesses downtown (see Land Use & Downtown strategies).	I	TC/PB/TS	>
4. Encourage carpooling and transportation alternatives.	I/S	TC/EDC	+
5. Enhance car pooling facilities through a web site and phone number and improving the visibility of car pooling facilities through better signage and publicity.	I/S	TC/EDC/TS	!+
6. Improve publicity for the South Berwick volunteer ride network for senior citizens.	O	TS	?
7. Explore potential transit service to the Dover Transportation Center and to Eliot, Kittery and Portsmouth by working with COAST and pertinent state agencies in Maine and New Hampshire.	I	EDC/TC/TS	?
8. Encourage the town's representative to the KACTS committee to be a strong advocate for public transportation facilities to link the KACTS communities with existing transportation and employment centers in New Hampshire.	O	TC/EDC/TS	?
9. Design school bus routes and times to provide maximum convenience for students and to minimize bus riding time. Consider adding buses and routes to achieve this objective.	O	TS/SAD #35	?
10. Hold community forums to determine barriers to school bus ridership for all public and private schools in town and to	I/S	EDC/TS/SAD #35	?

develop incentives for greater ridership.			
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Goal 6. Ensure a balance between the mobility function of the state highways, safety of the traveling public and accessibility to abutting property, especially in downtown and in areas where development may be encouraged.

Strategy	Priority	Responsible Party	Status
1. Review the results of the origin destination study to help determine if a bypass road should be built to connect Route 236 south of the town center and Route 4 east of the town center; preserve the old railroad grade from the intersection of Routes 91 and 236 to Route 4 in North Berwick as a transportation corridor.	S	TS/PW	<
2. Explore alternative means of access such as parallel service roads or interconnected side streets on Route 236, south of Route 91 to the Eliot town line.	I	TC/TS/PW	>
3. Include requirements for single point access to the industrial zone in the zoning ordinance.	S	PB/TS/TC	>
4. Adopt an access management policy of combining driveway and entrances of adjacent properties used for industrial, commercial or high density residential development.	I	➤ PB/TS/TC/PW	>
5. Develop a parking management strategy for downtown. Review parking requirements in zoning ordinance to ensure that they do not provide disincentives for business and development in downtown.	I	EDC/PB/TS/TC	?
6. Develop an enforcement program for on-street parking limits in the downtown (amend downtown strategy).	O	TS/TC	?

Goal 7. Reduce the volume of heavy vehicles and oversize vehicles on Routes 236 and 4 and in the village center.

Strategy	Priority	Responsible Party	Status
1. Initiate a concerted effort to urge agencies that regulate and permit the movement of heavy vehicles to make it easier for heavy vehicles to travel on Interstate 95.	O	EDC/TC/TS/PW	<

2. Urge State agencies in Maine and New Hampshire to adopt PrePass or other automated weigh station technology.	I	TC/TS	?
3. Advocate a regional forum, through the town's representative on the KACTS committee on ways to encourage heavy trucks to stay on the Maine Turnpike.	O	TC/TS	?
4. Continue to encourage strict enforcement of commercial vehicle laws on all state highways in town.	O	TS/TC	>
5. Urge the State of Maine to change the designation of Routes 236 and 4 so that they are no longer the preferred routes for oversize loads.	O/I	TS/TC	?

Goal 8. Improve safety on all roads in town.

Strategy	Priority	Responsible Party	Status
1. Explore traffic calming design standards for new and existing roads.	S	TS/PB/TC/PW	!+
2. Install traffic calming measures on Portland Street.	I	PW/TS/TC	!+
3. Encourage the Police Department to strictly enforce speed limits and other traffic safety laws and procure or expand the use of any and all measures, including the use of electronic surveillance to reduce speeding.	O/I	TC/TS	>
4. Request MDOT to review reducing the speed limit on Route 236 from the center of town to the intersection of Route 91 to 35 mph as well as on Route 236 south of Route 91 to 45 mph (to be consistent with Kittery and Eliot).	I	TC/TS	>
5. Establish a school zone on the portion of Route 236 in front of Marshwood Middle School or restrict access to Academy Street to the two extreme ends of the street.	I	TC/TS	*
6. Enhance lane and control paintings at various locations in town, including the exit from Old Mill at Quarry Drive to designate left and right turning lanes, left and right turning lanes on Route 236 northbound at it's intersection with Route 4, adding a left turning lane to Route 236 southbound at its intersection with Route 91.	I	TC/TS	>

Goal 9. Provide safe and adequate roads in areas designated for growth while maintaining the rural character of town roads.

Strategy	Priority	Responsible Party	Status
1. Maintain consistency between transportation improvements and the land use and economic development goals of the town.	I	➤ PB/ TS/ EDC	?
2. Develop different design standards for designated growth and rural areas to help direct growth.	I	TS/PW	!
3. Develop an impact fee system (see fiscal capacity strategy).	O	PB/TC/EDC	<
4. Ensure that the design of sidewalks will preserve the rural character of town roads while retaining safety for all users.	I	TS/TC/PW	>
5. Discourage the use of roads such as Alder Drive, Liberty Street, Colcord Street and Norton street as unofficial bypasses by increasing traffic safety enforcement and traffic calming devices.	I	TC/TS/PW	?
6. Investigate making some streets in the village center one way if at least 75 percent of residents of the street agree to such a change.	I	TC/TS/PW	<

Goal 10. Encourage walking and biking to the greatest extent possible for people of all ages as means of reducing air pollution and increasing wellness.

Strategy	Priority	Responsible Party	Status
1. Design new and rebuilt sidewalks and roadway shoulders outside the town center to allow for both pedestrians and bikers. Amend the zoning ordinance to specify bicycle specific signage and compatible pavement.	S	TS/TC/PW/PB	>
2. Build a pedestrian/bike tunnel under Route 236 near Marshwood Middle School.	L	TC/TS	?
3. Encourage the construction of off road trails and on road spur trails to access the Eastern Trail.	S	CC/TC/PB/TS	!
4. Redesign access to Central School to provide safer conditions for students who walk and bike to school.	O	SAD #35/TS/ TC	*
5. Clearly mark the 25 mph portion of Portland Street with pedestrian/bike crossings at all intersections.	I	PW/TS	?

6. Rehabilitate the abandoned trolley/train line from Fogarty's to Young Street for safer student access to Central School.	S/L	TC/TS	!
7. Create trails to provide off road access to Marshwood Middle School from Old Mill and Agamenticus Estates.	S/L	TC/TS	!
8. Develop a bike-friendly initiative including installation of bike racks at town facilities and in downtown, recruitment of a bike shop to locate downtown.	S/L	TC/TS	!

## Public Facilities

### I Municipal Buildings

Goal 1. Develop a master plan to address the future needs for municipal buildings.

Strategy	Priority	Responsible Party	Status
1. Review and update the master plan regularly through the CPVC.	I	TC/BC	?
2. Ensure that improvements to municipal buildings are included as part of a ten year master plan. Consider regionalization of services.	S	TC/TS/BC	>!

### II Library

Goal 2. Provide for adequate library facilities.

Strategy	Priority	Responsible Party	Status
1. Work with the Library Committee to provide adequate Library services.	I	TS	*
2. Investigate alternate funding sources such as grants.	S	TS	*
3. Increase public awareness of community access to the Marshwood High School Library and Internet services.	S	LAB	*

### III Solid Waste

Goal 3. Continue to provide facilities and services for disposal of all residential waste, including household hazardous waste.

Strategy	Priority	Responsible Party	Status
1. Continue to identify sites for disposal of items that cannot be sent to MERC or recycled.	O	TS	>
2. Continue to work with other Southern Maine towns to protect	O	TS	

municipal interests in dealing with MERC and other solid waste companies.			NA
3. Continue to maximize recycling efforts at the local level and work with other communities to develop regional solutions.	O	TS	>
4. Develop contingency plans to deal with the temporary or permanent closure of MERC.	I	TS	NA
5. Develop regional strategies for waste disposal.	O	TS	?

Goal 4. Maintain and expand a comprehensive recycling and composting program.

Strategy	Priority	Responsible Party	Status
1. Establish an educational program in the schools and at the transfer station and town wide aimed at increasing the awareness of solid waste disposal solutions.	S	TS	?
2. Continue to provide a hazardous waste collection system at the transfer station for all residents and provide adequate notification of timing.	O	TS	?
3. Provide public education and enforce mandatory recycling policies.	O	TS/TC	>

## IV Sewage Treatment

Goal 5. Continued communication with the South Berwick Sewer District on issues related to planning, water quality and capital improvements.

Strategy	Priority	Responsible Party	Status
1. Increase communication and cooperation to allow for efficient use of resources.	O	TC/TS/SBS D	>
2. Ensure that all interested parties are given the opportunity to offer input in the planning of future growth and development.	O	TC/TS/SBS D	?



Goal 6. Discourage the use of large community septic systems in new developments.

Strategy	Priority	Responsible Party	Status
1. Ensure that the zoning ordinance encourages high density development to occur in areas with public water and sewer services (see Land Use Goal 1).	O	TS/SBSD/PB	>

Goal 7. Continue to ensure that lots are of sufficient size to accommodate on site subsurface sewage disposal systems.

Strategy	Priority	Responsible Party	Status
1. See Natural Resources Goal 4.			

Goal 8. Ensure that future users of the sewage treatment system pay their fair share of costs of upgrading and expanding the system.

Strategy	Priority	Responsible Party	Status
1. Monitor the impact fee system to ensure that developers are bearing an appropriate prorata share of future upgrades and improvements.	O	TS/SBSD	<
2. Review the fee structure to ensure that connection to public sewer is not discouraged by cost.	O	TC/SBSD	?

Goal 9. Affirm that sewage treatment through the South Berwick Sewer District's facilities is preferred over subsurface sewage disposal in the core section of town.

Strategy	Priority	Responsible Party	Status
1. Extend public sewers to newly developing areas adjacent to the existing sewer service areas when developers will pay the costs and where such extensions will not occur in environmentally sensitive.	I	TS/SBSD	>

## V Public Schools

Goal 10. Continue dialogue with MSAD #35 to work on mutual long term planning goals.

Strategy	Priority	Responsible Party	Status
1. Meet with school officials on a regular basis to consider facility needs, to analyze the impact of school assessments on the tax rate and to analyze the implications of residential growth.	O	TS/TC	>

Goal 11. Maximize the community use of school district facilities.

Strategy	Priority	Responsible Party	Status
1. Educate the public about facilities available for community use.	O	SAD #35	?
2. Explore new ways to work with the district to maximize the use of school facilities.	S	TS/SAD #35	?

## VI Emergency Services

Goal 12. Ensure that public safety and rescue services keep pace with the growing population and maintain quality and cost effectiveness.

Strategy	Priority	Responsible Party	Status
1. Evaluate the current level of service and monitor the extent to which the town's needs are met relative to national and state service standards.	S	BC/TS	!
2. Conduct a feasibility study and cost/benefit analysis regarding the possibility of regionalizing police or dispatch services.	O	TS	*

Goal 13. Monitor and participate in regionalization efforts for providing police, fire and rescue services.

Strategy	Priority	Responsible Party	Status
1. Initiate a study for the local region and work with county and state officials regarding regionalization.	S	TS	?

## VII Water

Goal 14. Continue to work closely with the South Berwick Water District on issues related to planning and water quality.

Strategy	Priority	Responsible Party	Status
1. Consider water district needs and concerns in potential zoning ordinance revisions.	L	SBWD/PB/TS	>
2. Encourage the development of community water systems.	S	PB/SBWD/TS	!

Goal 15. Protect future water supply.

Strategy	Priority	Responsible Party	Status
1. See Natural Resources Goal 8 (Water Resources).			
2. Explore strategies for enhanced efficiency and costs through regional cooperation.	O	TS/SBWD	?

## VIII Outdoor Recreation

Goal 16. Plan for recreation lands and facilities based on identified needs, aimed at overcoming existing deficiencies and providing a wide range of recreational opportunities.

Strategy	Priority	Responsible Party	Status
1. Research public access rights to open space properties and bodies of water.	L	TS/RC	!
2. Develop GIS mapping to include trails, natural areas and potential open space corridors.	L	TS/CC	!

Goal 17. Implement a policy for maintenance, development and use of all existing and potential facilities and open spaces.

Strategy	Priority	Responsible Party	Status
1. Authorize funds to plan for recreational use of town owned land.	S	TC	?
2. Investigate the feasibility of creating a walking/jogging/biking trail system in the Powderhouse Hill and Agamenticus fields' complex area.	S	TS/PB/CC	!
3. Continue to assign fees which fairly reflect the cost of programs (see Fiscal Capacity Goal 2).	O	TC	>
4. Continue to support a yearly parks maintenance program and budget for all recreational facilities.	O	TC	>
5. Investigate alternate funding sources for maintenance and development.	I	TS	?

Goal 18. Increase public awareness of potential recreational use of public lands.

Strategy	Priority	Responsible Party	Status
1. Develop GIS mapping to include all Town owned lands and amend the Recreation Plan as necessary to include uses for these lands. Include the current inventory in the annual town report.	L	TS/RC/CC	!
2. Provide better identification of the Town Forest and maintain areas for passive uses.	O	TS/CC	*

Goal 19. Acquire recreational and conservation lands through a broad based strategy including acquisitions, donations and easements, with particular attention to providing tax relief of potential recreation/conservation lands, providing access to water bodies and extending greenbelts through the Town.

Strategy	Priority	Responsible Party	Status
1. Encourage the establishment and preservation of walkways and open space corridors by utilizing easements or by acquiring rights of way.	S	TS/TC	>
2. Provide education about tax incentives for allowing recreational	S	TS	?

use of land.			
3. Establish an account for dedicated funds and donations for open space and recreational purposes. Include this fund as part of the capital improvement plan.	S	TC/TS	!
4. Investigate the potential for dedication of penalty funds for land taken out of Tree Growth, Farm or Open Space protection to be used as an open space fund.	S	TC/TS	!
5. Investigate the sale of tax foreclosed properties with the proceeds to be dedicated to an open space fund and recreational maintenance fund.	S	TC/TS	?

Goal 20. Expand cultural activities as well as facilities to house them and promote public awareness of such activities.

Strategy	Priority	Responsible Party	Status
1. See Cultural Resources Goals 3 & 4.			