

CHAPTER SEVEN: IMPLEMENTATION ACTIVITIES

Types of Implementation Activities

This chapter of the Plan presents a comprehensive list of the activities which New Gloucester will undertake over the next ten years to ensure that there is progress toward the Town's goals. Chapter 3 contained a detailed description of many of these strategies. Another series of strategies for achieving the Town's goals was included in Chapter 6: The Future Land Use Map. The combination of the activities described in Chapters 3 and 6 represent the complete picture of how the Town of New Gloucester will accomplish its goals. In this chapter each of these strategies is summarized in a different format. The tables which follow present the specific action which needs to be accomplished, the group or groups responsible for the activity and the year in which the strategy will begin. Some activities will be ongoing and have already begun and are marked with a triple asterisk, ***. A single asterisk, * denotes a step which is dependent on another event for which no specific date can be set.

In general, the activities which are described fall into specific categories. The types of strategies identified in this comprehensive plan include:

- A. Ordinance Revision or Development
- B. Establishment of New Committees;
- C. Citizen Education;
- D. Areas of Additional Study;
- E. Development of Financial Resources/Incentives;
- F. Techniques to Improve Citizen Involvement;
- G. Regional Cooperation;
- H. Monitoring and Enforcement; and
- I. Miscellaneous Strategies.

The tasks have been organized according to these categories, and further grouped by subject area. For example, the first series of tables in Section A below, titled Ordinance Revision and Development, contains a complete listing of all of the new ordinances or amendments that the plan recommends. If, however, you want to follow all of the tasks necessary to implement the Town's housing strategy, you will have to read through several types of tasks, i.e. Ordinance Development, Appointment of New Committees, etc.

A. Ordinance Revision or Development

| Who | Year | Strategy |
|--|-------------|---|
| Zoning Committee and Housing Committee | 1991-2 | Study and amend zoning ordinance to allow for alternative layouts of housing such as zero lot line. |
| Planning Board | 1991-2 | Evaluate locations for elderly housing. |
| Building Code Committee | 1991-2 | Prepare a Standard Building Code. |
| Planning Board | 1991 | Amend definition of subdivision to include 2 lots & develop streamlined review procedure. |

A. Ordinance Revision or Development Cont'd

| Who | Year | Strategy |
|------------------|--------|---|
| Zoning Committee | 1991-2 | Review extent of Rural Residential zoning and amend to reflect “rural” and “growth” boundaries established in the Land Use Plan. |
| Zoning Committee | 1991-2 | Design mandatory clustering in new residential subdivisions. |
| Zoning Committee | 1991-2 | Design and enact a development timing mechanism to limit development in designated “rural” areas. |
| Zoning Committee | 1991 | Amend cluster housing regulations to encourage better design and management of open space. |
| Zoning Committee | 1991-2 | Review and expand commercial and industrial zoning per recommendations of Economic Development Task Force Report. |
| Zoning Committee | 1991-2 | Create performance standards for commercial and industrial development. |
| Zoning Committee | 1991-2 | Enhance buffering standards to minimize conflict between land uses. |
| Zoning Committee | 1991-2 | Design measures to discourage strip development. |
| Zoning Committee | 1991-2 | Establish standards and regulations to require new development projects to consider preservation of existing or potential trails as identified on the development constraints map. |
| Zoning Committee | 1992 | Develop a method of exactions in subdivision regs. or separate ordinance to require developer contributions for off-site impacts of new development including recreation, transportation and public facilities. |
| Zoning Committee | 1991-2 | Revise appropriate ordinances to include requirements for review and control of phosphorus loading in Sabbathday Lake and Lily Pond watersheds. |
| Planning Board | 1991-2 | Shoreland zoning section of the zoning ordinance should be overhauled and updated per new state requirements and Town studies. |
| Zoning Committee | 1991-2 | Section of zoning ordinance dealing with wetlands should be updated. |
| Zoning Committee | 1991-2 | Review boundaries of and performance standards contained in the groundwater overlay district to ensure adequate protection of water supply. |

A. Ordinance Revision or Development Cont'd

| Who | Year | Strategy |
|--------------------|--------|--|
| Zoning Committee | 1991 | Review requirements for hydrogeologic studies contained in zoning and subdivision regulations to ensure consistency, and adequacy. |
| CEO/Planning Board | 1992-3 | ID deficiencies in State Plumbing Code and address via a supplemental plumbing code. |
| CEO/Planning Board | 1991 | Enact standards for large or engineered, shared septic systems. |
| CEO/Planning Board | 1991 | Regulations requiring inspections and pumping of on site septic systems should be considered. |
| Zoning Committee | 1991 | Clarify via land use ordinances that impact on critical areas, wetland areas and wildlife wintering areas shall be prohibited or mitigated. |
| Forestry Committee | 1992 | Timber harvesting regulations should be reconsidered and presented to Town Meeting. |
| Zoning Committee | 1991 | Performance standards should be developed to protect all natural resources shown on the development constraints map. |
| Zoning Committee | 1991-2 | Performance standards related to clearing, building height and location should be designed and enacted to protect scenic areas. |
| Zoning Committee | 1991 | The development review process which is outlined in local ordinances shall be amended to officially recognize the role of the Conservation Commission in commenting on and providing advise to the Planning Board on pending projects. |
| Planning Board | 1991 | Expand definition and use of “net residential acreage” calculations. |
| Historic Committee | 1991-2 | The current regulations concerning review of the compatibility of new construction w/I Historic Districts should be evaluated for possible changes, including addition of new areas, amendment of allowable uses, and standards for modification of existing historic buildings. |
| Historic Committee | 1992 | Performance standards for preservation of potential archaeological sites should be designed and enacted. |
| Historic Committee | 1992-3 | A method of historic preservation which satisfies the State requirements for participation in the Certified Local Government program should be considered. |

A. Ordinance Revision or Development Cont'd

| Who | Year | Strategy |
|---------------------|--------|--|
| Planning Board | 1991-2 | Street design standards should be amended to allow for construction of new roads that combine features of traditional New England streets. |
| Zoning Committee | 1994 | Require participation in Official Road Plan, when developed. |
| Planning Board | 1991 | Road frontage requirements should be amended to discourage the current practice of development of interior lots on substandard roads. |
| Zoning Committee | 1992-3 | Performance standards for signs should be rewritten to provide a comprehensive approach to sign regulations based on safety and aesthetic considerations. |
| Planning Board | 1991 | Zoning and subdivision regulations should be rewritten to prohibit the clearing and construction of new roads without prior approval of either Town staff or the Planning Board. A new permitting process should be developed for construction of new roads. |
| Zoning Committee | 1991-2 | Performance standards regulating strip development per COG Route 302 study should be designed and adopted. |
| Recycling Committee | 1992-3 | Prepare and present to Town Meeting an ordinance requiring mandatory recycling. |
| Zoning Committee | 1991 | Rezone current business zones based on an evaluation of the presence of environmental constraints. |
| Zoning Committee | 1991 | Amend the zone ordinance to prohibit new residential development in the designed business zone. |
| Zoning Committee | 1991-2 | A mixed use district that allows for light industrial development should be located near the Auburn line. |
| Zoning Committee | 1991-2 | Performance standards should be designed and adopted to address site design and environmental impacts of light industrial development. |

B. Establishment of New Committees

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|-----------|------|--|
| Selectmen | 1991 | Create an ad-hoc affordable housing subcommittee to monitor the amount of new housing being created, to study ordinance provisions, and to review possible locations for projects (including Town-owned land) and to consider whether the town might initiate one or more affordable housing projects to be able to exercise control over siting, aesthetics, etc. |
|-----------|------|--|

B. Establishment of New Committees Cont'd

| Who | Year | Strategy |
|-----------|--------|--|
| Selectmen | 1993 | Support and encourage the creation of Community Land Trust to acquire land for affordable housing. |
| Selectmen | 1991 | Appoint a zoning or general ordinance committee to develop to ordinance-related aspects of the implementation program. |
| Selectmen | 1992 | Establish an ad-hoc building code committee to develop and present a building code to Town Meeting. |
| Selectmen | 1991 | Appoint a standing committee on Water Resources to serve in an advisory capacity on new development, water quality problems, future monitoring and protection. |
| Selectmen | 1991-5 | Work with surrounding towns to establish interlocal committees to continue work on regional projects such as watershed protection, groundwater protection, Royal River corridor planning, etc. |
| Selectmen | 1991 | Establish an ad-hoc committee to prepare a historic preservation ordinance for presentation to Town Meeting and to prepare a guidebook for those intending to do structural improvements to historic buildings. |
| Selectmen | *** | Establish a standing Capital Improvements Subcommittee to work cooperatively with Town Staff, the Planning Board, the Finance Committee and the Selectmen is establishing a revising a five year capital improvement plan. |
| Selectmen | 1991-2 | Expand duties and role of Recycling Committee. |
| Selectmen | 1992-3 | An independent Trails Association should be established to develop and maintain Town-protected trails. |

C. Citizen Education

| | | |
|--------------------------|--------|---|
| Housing Committee | 1991-2 | Publicize current ordinance provisions concerning affordable housing by holding a workshop for area developers. |
| Planning Board | 1991 | Encourage alternative subdivision layout and use of cluster methods by holding a workshop for area developers. |
| Planning Board | *** | Display water resources map showing potential wetland locations in Town Hall conference room. |
| Code Enforcement Officer | 1991 | Initiate an educational program about proper septic system maintenance. |

C. Citizen Education Cont'd

| Who | Year | Strategy |
|-------------------------|-------------|---|
| Conservation Commission | 1991 | Conduct an educational program about appropriate use of woodlands, farms and other non-posted land. |
| Conservation Commission | 1992 | Develop awareness of New Gloucester's farm by producing a marketing pamphlet. Tax Assessor *** Make tree growth and farm/open space tax law information available at Town Hall. |
| Planning Board | *** | Help farmland owners design lotting plans for sale of limited land that protect remaining farmland. |
| Conservation Commission | 1992 | Carry out a program about hazards and prevention of high radon levels. |
| Historic Committee | 1993-4 | Carry out a campaign to design and place markers on all structures of historical importance. |
| Historic Committee | 1993-4 | Organize oral history interviews with older inhabitants of Town. |
| Historic Committee | *** | Expand collection of books and objects pertaining to history of Town. |
| Historic Committee | *** | Compile photographs to serve as examples of typical features of New Gloucester's historic buildings. |
| Planning Board | 1993 | Organize Upper Village property owners to carry out a "strip improvement program". |
| Recycling Committee | *** | Conduct public information programs on recycling |

D. Areas of Additional Study

| | | |
|-------------------------------|------|--|
| Consultant | 1992 | Assess water quality in existing Villages. |
| Zoning Committee | 1993 | Consider the establishment of new Villages if soil quality in existing Villages is prohibitive or if population levels demand. |
| Consultant | 1992 | Investigate new technologies for non-sewered Village development. |
| E.D. Task Force, Planning Bd. | 1991 | Review results of Economic Development Task Force study. |

D. Areas of Additional Study Cont'd

| Who | Year | Strategy |
|-------------------------|--------|--|
| Planning Board | 1992-3 | Conduct area study of Route 100 corridor. |
| Planning Board | * | Conduct area study of proposed Turnpike interchange, if it is proposed by MDOT. |
| Housing Committee | 1991 | Review stock of Town-owned land for affordable housing potential. |
| Housing Committee | 1991 | Review potential for conversions of existing buildings for elderly housing under current zoning regulations. |
| CEO/Planning Board | 1991-2 | Study extent of non-conformities in the Shoreland area and design alternative policies. |
| Planning Board | 1992-2 | Investigate new definitions of wetlands and wetland buffers. |
| Consultant | * | Conduct engineering studies for location of future potential public water supply. |
| Conservation Commission | 1992 | Investigate methods of protection of bedrock aquifer resources. |
| Conservation Commission | 1992 | Further document effects of non-point source pollution. |
| Planning Board | 1991 | Refine and prioritize scenic areas according to accepted methodologies. |
| Conservation Commission | 1992 | Map areas of potential high radon levels. |
| Historic Committee | 1993 | Complete National Register nominations for eligible buildings. |
| Planning Board | 1991-2 | Research design standards for rural roadways. |
| Planning Board | 1993-4 | Develop Official Road Map for the Town. |
| Planning Board | 1992 | Conduct small area study of Upper Village to identify potential access management techniques. |
| Town Manager | *** | Research innovative fiscal management practices. |
| Recycling Committee | *** | Through further study, balance MMWAC needs for municipal solid waste with Town recycling goals. |
| Town Manager/ Selectmen | 1993 | Evaluate alternative septage disposal arrangements. |
| Selectmen | *** | Evaluate alternative solutions for a permanent solution to Upper Village water supply problems. |

D. Areas of Additional Study Cont'd

| Who | Year | Strategy |
|--|------|---|
| Town Manager | *** | Evaluate local social service programs for adequacy. |
| Planner/Planning Board | *** | Continually update town database of economic and demographic statistics. |
| Town Manager/ Selectmen | *** | Evaluate staffing needs, particularly for professional Town Planning services. |
| Conservation Commission | 1993 | Study protection alternatives for Lily Pond. |
| Conservation Commission/ Land Trust | *** | Identify and prioritize land for acquisition or protection via easements. |
| Conservation Commission | 1993 | Investigate acquisition or protection of land needed for public water supply site. |
| Planning Board | * | Evaluate new technologies for gravel pit operation and reclamation. |
| Recreation Committee | *** | Establish priorities for purchase of active and passive recreation land. |
| Planning Board | *** | Evaluate new information on aquifer protection strategies and boundaries of aquifer and recharge area as available. |
| Conservation Commission/ Road Foreman | 1991 | Study methods of winter road deicing and clearing without use or with limited use of salt and other chemicals. |
| Conservation Commission | 1991 | Investigate feasibility of acquiring public access to Sabbathday Lake. |

E. Development of Financial Resources/Financial Incentives

| | | |
|-------------------------|--------|---|
| Conservation Commission | 1991 | Estimate equipment and program costs for continued and expanded water quality monitoring. |
| Manager/Planner | 1992-2 | Explore entering competition for funding through the Community Development Block Grant Program (CDBG) for Upper Village corridor and pedestrian improvements. |
| Recreation Commission | *** | Investigate funding sources including state and federal grants for finance future recreational improvements and for protection of open space. |
| Town Manager/ Selectmen | *** | Continue recent improved fiscal management practices. |
| Selectmen/Town Meeting | 1991-2 | Pursue additional recycling grants. |

E. Development of Financial Resources/Financial Incentives Cont'd

| Who | Year | Strategy |
|--|--------|---|
| Town/Land Trust | *** | Acquire ownership or protective easements on trails and significant open space. |
| Town Meeting | 1991 | Establish a Town Land Acquisition Fund for open space preservation. |
| Zoning Committee | 1991 | Develop incentive programs to offer owners of farm and forest land better opportunities for retention of land in current use. |
| Historical Society | *** | Seek funding for acquiring a meeting place, with record storage and display area. |
| Town Manager | *** | Negotiate with MDOT for improvements to state-maintained roads. |
| Town Manager, Selectmen, CIP Committee, Budget Committee, Town Meeting | *** | Implement capital improvements program. |
| CIP Committee | 1991-5 | Program requests for capital items into CIP. |
| Town Manager | *** | Investigate all possible state and federal grants. |
| Town Meeting, Selectmen, Town Manager | 1991 | Raise funds for landfill closure and proceed as soon as is practicable. |
| Town Meeting | 1992 | Raise funds for energy improvements to Town Hall. |
| Town Manager/ Selectmen | 1993 | Negotiate with MDOT for possible construction of a canoe launch and parking area on the Royal River. |

F. Techniques to Improve Citizen Involvement

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|----------------------------------|------|---|
| Town Manger | 1992 | Propose a board member incentive program that involves funding for attendance at pertinent workshops, and purchase of appropriate video tapes. |
| Selectmen | 1992 | Host a volunteer appreciation day with the intent of repeating it yearly. |
| Planning Board/ Zoning Committee | 1991 | Host a planning fair where information about Town planning efforts can be displayed in a fun format. |
| All Boards and Committees | *** | For the purpose of obtaining citizen input into new or ongoing planning initiatives, organize small focus groups on selected topics, rather than large, formal public hearings. Retain the services of a neutral moderator and facilitator. |

F. Techniques to Improve Citizen Involvement Cont'd

| Who | Year | Strategy |
|---------------------------|--------|---|
| All Boards and Committees | *** | Continue to use the New Gloucester News as a method of getting the word out. Consider the use of full page inserts on major topics, such as any ordinance updates. |
| Selectmen/Planning Board | 1991-5 | Pursue the idea of involving high school students in general town government and in planning related activities. The Alternative Education teacher would be the contact person. |

G. Regional Cooperation

| | | |
|-------------------------|--------|--|
| Conservation Commission | 1991-2 | Develop a regional watershed protection strategy with Gray, Raymond, Poland and others through interlocal meetings. |
| Conservation Commission | 1991-2 | Establish a regional aquifer protection strategy and consistent regulations with other towns who share the resource through interlocal meetings. |
| Town Manager/ Selectmen | *** | Continue representation on MMWAC committees. |
| Selectmen/Town Meeting | 1992 | Consider regional recycling program. |
| Conservation Commission | 1992-3 | Coordinate protection of trail system with surrounding towns. |
| Conservation Commission | 1991-2 | Collaborate with GPCOG on Royal River Corridor Study and associated protection efforts, possibly create a Royal River Corridor Commission. |
| Selectmen/Town Meeting | 1993-5 | Consider joint agreements with Auburn for sharing of utilities and joint investment in facilities and programs. |
| Selectmen | 1991 | Seek representation on Auburn committees that deal with issues of regional concern. |

H. Monitoring and Enforcement

| Who | Year | Strategy |
|--|------|---|
| Comp Plan Committee | 1995 | Update Comprehensive Plan every 5 years. |
| Comp Plan Committee | 1995 | Update development projections for lake watersheds every 5 years. |
| Conservation Commission/ Lake Association | *** | Continue water quality monitoring programs. |
| Code Enforcement Officer | 1991 | Establish septic monitoring program and response system for malfunctioning systems. |
| Code Enforcement Officer | *** | Police unauthorized dumping of white goods and enforce appropriate regulations. |
| Code Enforcement Officer | 1991 | Establish method for tracking land use activity, violations, permits, etc. |
| CEO, Pl. Bd., Manager, T. Attorney | *** | Implement a protocol for preventing land use violations. |

I. Miscellaneous Strategies

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|-------------------------|------|--|
| Selectmen | 1993 | Support and encourage the creation of a Community Land Trust (CLT) to carry out affordable housing projects. |
| Town Manager, Selectmen | 1991 | Lobby for more effective Tree Growth and Farm and Open Space taxation programs. |
| Town Manager, Selectmen | 1991 | Lobby for local option taxation. |
| Road Foreman | *** | Carry out erosion control and buffering in Town Public Works projects. |
| Town Manager, Selectmen | *** | Proceed with relicensing of transfer station. |
| Selectmen, Town Meeting | *** | Continue current agreements for solid waste disposal. |
| Selectmen | *** | Provide adequate civil emergency preparedness. |
| Town Manager, Selectmen | *** | Become active in property tax reform movement, and join with other communities at the regional level. |