

TOWN OF WELLS, MAINE

COMPREHENSIVE PLAN UPDATE COMMITTEE

Meeting Agenda

Thursday, June 9, 2022, 6:00 P.M.

Wells Town Hall

208 Sanford Road

MINUTES

Documents:

[CPUC MIN 05-19-22 DRAFT.PDF](#)

PUBLIC HEARING(S)

OPEN TO THE PUBLIC (MAXIMUM 10 MINUTES AND MAXIMUM 3 MINUTES PER PERSON)

Maximum 10 minutes unless extended by vote of the Committee and maximum 3 minutes per person unless extended by the Chair.

To share a comment or ask a question please attend the meeting at the Wells Town Hall,

2nd floor, Littlefield Meeting Room or submit an e-mail or letter to the Wells Planning Office prior to the meeting.

CPUC BUSINESS

- Feedback on Drafts, and discussion of edits/additions:
 - Continue Editing Part 3 (left off at Economic Development)
 - Review Part 4 – Capital Investment Strategy (two additional items)
- Timeline for Submission to the State of Maine
- Feedback received from other Boards and Committees
- Next Meeting

Documents:

[PART 3_IMPLEMENTATION_5_23_2002.PDF](#)

[PART 4_CAPITAL INVESTMENT STRATEGY_5_23_2022.PDF](#)

[PART 4_CAPITAL INVESTMENT STRATEGY_5_23_2022_CLEAN COPY.PDF](#)

OPEN TO THE PUBLIC (MAXIMUM 10 MINUTES AND MAXIMUM 3 MINUTES PER PERSON)

Maximum 10 minutes unless extended by vote of the Committee and maximum 3 minutes per person unless extended by the Chair.

ADJOURN

OTHER BUSINESS



TOWN OF WELLS, MAINE

COMPREHENSIVE PLAN UPDATE COMMITTEE

Meeting Minutes
Thursday, May 19, 2022, 5:30 P.M.
Town Hall
208 Sanford Road

5:30 P.M. CALL TO ORDER & DETERMINATION OF QUORUM

A quorum being present, the meeting was called to order at 5:30 p.m. on Thursday, May 19, 2022, from the Littlefield Room at Town Hall.

Those present were Committee Members Chris Chase, Carol DesJardins, Tim Gowen, Linda Grenfell, Jon Moody, Martin Morse, James Smith and Jason Vennard. Also in attendance was Mike Livingston, Town Engineer.

Steve Whitman represented Resilience Planning and Design.

MINUTES

April 21, 2022 – Review and consider for approval.

MOTION

Motion made by Jim Smith to approve the April 21, 2022, minutes as presented, seconded by Tim Gowen. Motion approved.

April 28, 2022 – Review and consider for approval.

MOTION

Motion made by Martin Morse to approve the April 28, 2022, minutes as presented, seconded by Tim Gowen. Motion approved, with one abstention.

OPEN TO THE PUBLIC

None.

CPUC BUSINESS

- Part 4 Document Review Continued

1 Review of Part 4 continued from the previous meeting. There were edits and wording changes in
2 some of the sections and some priority ratings were changed.

3
4 Public Works Garage, Page 4: Chris Chase questioned a metal roof being placed on the sand and
5 salt shed. There was confusion on what buildings were being referenced and it was suggested
6 that dates be added on when the buildings were built. Wording was added that there are other
7 facilities in the town available for staff gatherings. Sentence on not having enough space for all
8 the equipment was to be deleted.

9
10 Flood Hazard Mitigation, Page 4: Four additional roads added: Bourne, Coles Hill, Atlantic and
11 Webhannet. Post Road at Merriland River was deleted. Last four lines in category were deleted.
12 Priority rating changed from Urgent to Desirable. Suggestion made to reference the flood maps.

13
14 Stormwater Management and Drainage Improvements, Page 5: Priority rating changed from
15 Urgent to Necessary.

16
17 Sidewalk Master Plan, Page 7: Martin Morse noted if a road is going to be rebuilt, sidewalks
18 should be part of the project. Tim Gowen suggests adding sentence regarding future sidewalk
19 construction specifically for clarification.

20
21 Harbor Dredging, Page 7: Paragraph should be left in, not deleted. Priority rating changed from
22 Desirable to Necessary.

23
24 Marsh Walk, Page 7: Martin Morse feels this needs a further feasibility study, and \$750,000 is
25 not sufficient. Deleted.

26
27 Field House, Page 8: Deleted.

28
29 Eastern Trail Development, Page 8: Chris Chase suggested noting how much money the town
30 has put into the project to-date, and how much more will need to be contributed.

31
32 Summary of Capital Investment Strategy, Page 10: Items 4, 5, 6, 19 and 20 were removed. Item
33 11 needs to be clarified.

34
35 Martin Morse wants wording indicating costs are not accurate.

36
37 • Part 3 Document Review

38
39 Part 3, Implementation Program was reviewed, designating “Responsible Party” and “Priority”
40 for each Action. Priority categories are Immediate (1-2 years), Short Term (2-4 years), and Long
41 Term (4-10 years). Each item was discussed in depth.

42
43 Wording was changed and added, and deletions were Item 14, Page 4 (Motion), Item 4, 8 and 9,
44 Page 15, Item 5 (Motion) and Item 12, Page 18, and Item 17 and 22, Page 19.

45
46 **MOTION**

47 Motion made by Martin Morse, seconded by Tim Gowen to delete Item 14, Page 4. Motion
48 approved.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48

MOTION

Motion made by Jim Smith, seconded by Tim Gowen, to delete Item 5, Page 18. Motion approved.

MOTION

Motion made by Jason Vennard, seconded by Jim Smith, to extend the meeting by 15 minutes. Motion approved.

Discussion and review of Part 3 will continue at next meeting.

- Draft 2022 Plan Status

Not discussed.

- Timeline to Adoption

Mike Livingston presented a memo outlining dates for completing the project, moving backwards. Although it may not be possible to timely get the plan back from the state to have it ready to be voted on the ballot in November, the Committee would like to try to meet the required dates.

Meeting extended an additional five minutes. All approved.

- Next Steps

Not discussed.

- Next Meeting

June 9, 2022, 6-8 p.m.

OPEN TO THE PUBLIC

None.

OTHER BUSINESS

None.

ADJOURN

MOTION

Motion made by Jason Vennard, seconded by Chris Chase to adjourn. Motion approved.

Meeting adjourned at 8:20 p.m.

1 MINUTES APPROVED _____, 2022

2

3

4 ACCEPTED BY:

5

6

7

8 _____
Carol DesJardins, Recording Secretary

Chris Chase, Chairman

DRAFT

Part 3 – Implementation Program

The Comprehensive Plan’s Implementation Program describes how the goals, policies and standards will be implemented; when they will be implemented and who is responsible. The Implementation Program consolidates the implementation strategies for each policy-topic area found in Part 2. The intent of this section is to ensure coordination across the many topics and needs addressed in this planning document. Wells is committed to the holistic implementation of this Plan, and that will require the ongoing coordination of municipal boards, committees, and professional staff throughout the implementation phase of this planning process.

The Implementation Program is organized into the following categories:

Regulatory Implementation Programs

- a. Land Use ~~and Development Implementation (Zoning and Subdivision)~~
- b. ~~Residential Growth Management~~

~~Non-Regulatory Implementation Programs~~

Capital Improvement

- a. Open Space/Land Acquisition and Protection
- ~~b. Planning and Management~~
- ~~e.b.~~ Regional/Intergovernmental Cooperation
- ~~d.c.~~ Historic Preservation
- ~~e.d.~~ Town Character and Appearance
- ~~f.e.~~ Transportation and Circulation
- ~~g.f.~~ Economic Development
- ~~h.g.~~ Housing
- ~~i.h.~~ Public Facilities and Services
- ~~j.i.~~ Public Utilities
- ~~k.j.~~ Flood Hazard Mitigation

In addition, a responsible party is assigned to each action and a priority is given to each action—Ongoing indicates these efforts are underway; *Immediate* is to occur within the next 1-2 years; *short term* is to occur in the next 2 to 4 years and *long term* is to occur within the next 4-10 years.

REGULATORY PROGRAMS

Land Use, ~~Development and Resource Protection~~ Implementation Program

Action	Responsibility	Priority
1. Appoint a Comprehensive Plan Implementation Committee (CPIC) to initiate and monitor Plan implementation.	Board of Selectmen	Immediate
2. Revise the zoning districts and requirements for those districts identified and described in the Land Use Section.	CPIC with Planning Board	Immediate Short
3. Revise the official zoning map to incorporate critical rural and transitional zones put forth in the Future Land Use Plan.	CPIC with Planning Board	Immediate
4. Revise the cluster ordinance in the Land Use Ordinance based on the Comprehensive Plan's Policies.	CPIC with Planning Board	Immediate
5. Establish a program to ensure there is proper inspection of all septic system installations and a program to monitor septic system performance in/or adjacent to the Branch Brook Critical Rural areas.	CPIC	Short
6. Maintain the current buffer around surface water bodies and wetlands in the Land Use Ordinance to prohibit septic systems and other uses with the potential to contaminate both the groundwater and the groundwater/ surface water interface.	CPIC with Planning Board	Short
7. Continually integrate the State of Maine Guidelines for Municipal Shoreland Protection, as may from time to time be revised, into the local land use regulations.	CPIC with Planning Board	On-going
8. Revise local subdivision and site plan review regulations to require stormwater management, erosion and sediment control and landscaping plans including a reference to a suitable guidance document that requires currently accepted Best Management Practices.	CPIC with Planning Board	Immediate
9. Require all applications for subdivision and site plan review investigate and map the presence of any significant wildlife habitat and habitat for state rare or endangered species that may not have been previously mapped.	CPIC with Planning Board	Short
10. Amend the land use code and subdivision regulation to require a timber cutting permit prior to construction of any large scale activity.	CPIC with Planning Board	Immediate
11. Retain the currently designated buffers along rivers and streams in the Town's Land Use Ordinance to maintain the quality of these areas for wildlife and fishery habitat.	Citizens	On-going
12. Implement the Flood Mitigation Policies and Implementation Strategies.	CPIC	Short

13. Adopt Town Character and Appearance standards to implement adopted Policies.	CPIC	Short
14. Adopt an ordinance to prohibit the placement of merchandise in building setbacks.	Board of Selectmen	Immediate
<u>1. Amend the Wells Land Use Ordinance consistent with the Land Use Policies, desired uses and land use guidelines.</u>	<u>Comprehensive Plan Update Committee (CPIC) / Planning Board</u>	<u>Ongoing</u>
<u>2. Establish a program to identify, select and prioritize appropriate lands in critical rural areas for open space protection and possible acquisition.</u>	<u>Conservation Commission</u>	<u>Ongoing</u>
<u>3. Work with the Wells Conservation Commission, State and Federal entities and private land trust and conservation organizations to assemble a database of parcels suitable for protection based upon guidance policies established by the Conservation Commission. The parcels should focus on Town Natural Resource, Land Use, and Transportation goals, such as establishing protected lands for salt marsh migration due to rising sea levels or parcels that will provide sustainable transportation links such as bike paths or pedestrian commuter paths</u>	<u>Conservation Commission</u>	<u>Ongoing</u>
<u>4. Maintain, and enhance where possible, the scenic views and corridors along the easterly side of Route 1 that incorporate coastal waters and marshes.</u>	<u>Planning Board</u>	<u>Ongoing</u>
<u>5. Work with owners of agriculture and forestry lands so they are aware of, and kept up to date with, Maine “current use” programs and encourage the donation or sale of land or conservation easements to the Town or conservation organizations.</u>	<u>Conservation Commission</u>	<u>Ongoing</u>
<u>6. Manage the development of public infrastructure and facilities in a manner that limits development pressure in rural and critical rural areas.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>7. Develop an open space plan for the Town of Wells.</u>	<u>Conservation Commission / Planning Board</u>	<u>Ongoing</u>
<u>8. Encourage the participation and comments from the conservation commission on public and private plans for open space.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>9. Continually assess existing and future Town-owned lands based upon conservation, recreation, and facility needs.</u>	<u>Selectboard / Conservation Commission</u>	<u>Ongoing</u>
<u>10. Update ordinances regarding floodplains following the release of updated FEMA maps in 2022.</u>	<u>Comprehensive Plan Update Committee (CPIC) / Planning Board</u>	<u>Short</u>
<u>11. Direct the Selectboard to consider traffic congestion, water resources, and development rates in planning for future growth.</u>	<u>Comprehensive Plan Update Committee (CPIC) / Planning Board</u>	<u>Ongoing</u>
<u>12. Aside from health and safety considerations do not extend sewer and water services west of I-95 which would increase development and reduce lot</u>	<u>Comprehensive Plan Update Committee (CPIC) / Planning</u>	<u>Ongoing</u>

<u>sizes.</u>	<u>Board / Selectboard</u>	
<u>13. Continue funding of the Land Bank to acquire open space to sustain public recreation, resources conservation, watershed protection, and wildlife habitat.</u>	<u>Selectboard / Conservation Commission</u>	<u>Ongoing</u>

~~Residential Growth Management Implementation Program~~

1. Appoint a Growth Management Committee to develop alternative strategies to the existing Residential Growth Management Ordinance (growth cap) within a three year period from the adoption of the Comprehensive Plan. The Committee will examine the potential of growth management strategies such as: a differential growth cap, Transfer of Development Rights (TDR), Purchase of Development Rights (PDR), Impact Fees and other innovative planning tools.	Board of Selectmen	Immediate
2. Temporarily maintain the existing Residential Growth Ordinance for a period of no more than three years while the Growth Management Committee works to implement an alternative system to replace it.	Growth Management Committee	Short

~~NON-REGULATORY PROGRAMS~~

Capital Improvement Implementation Program

1. Program public facility improvements through the Capital Improvement Program (CIP) based upon the Comprehensive Plan's policies, implementation programs and an appropriate system of priorities.	Capital Improvement Program Committee	Immediate-Ongoing
--	---------------------------------------	-------------------

Open Space/Land Acquisition and Protection Implementation Program

1. Work with the KKWWD to acquire key parcels of land with high value for ground water protection through fee simple acquisition or conservation easement.	Board of Selectmen	Immediate-Ongoing
2. Establish a Committee to review and assess the quality of current wetland management within Wells and, if deemed appropriate, establish guidelines for a local wetland regulation.	Board of Selectmen	Short
3. Establish a program to identify, prioritize and protect high value freshwater wetlands including those containing vernal pools.	Conservation Commission	Short
4. Within areas of Wells designated as Rural Use, seek to maintain large parcels of land and to ensure that wildlife habitats are connected by travel corridors through both regulatory and non-regulatory means.	CPIC with Board of Selectmen, Planning Board and Conservation Commission.	Immediate
5. Charge the Conservation Commission or establish an open lands protection committee to identify and	Board of Selectmen	Immediate

prioritize high value open lands for protection and management including wetlands, wildlife habitat, forestry and agriculture.		
6. Establish a program to work with landowners with high value habitats to protect these areas.	Board of Selectmen	Immediate Ongoing
7. Appoint a Committee to recommend specific implementation programs to assure public access to beaches, manage beach use, protect the physical quality and create transportation links.	Board of Selectmen	Short
8. Establish a graphic inventory of all sand dunes on the Town's Geographic Information System (GIS) and update as new data becomes available. Ensure that any landowner with property on a sand dune obtain any necessary state permits prior to obtaining any local permits.	Office of Planning and Development	Short
9. Continue to support the Conservation Commission's use of the Town of Wells' Land Ranking System to identify and prioritize lands with significant wetlands, groundwater sources, scenic view sheds, wildlife habitat, agriculture and forestry uses, outdoor recreation, and other values; and to make recommendations for their protection through the development of an open space plan. The plan will contain input from community recommendations to identify large land tracts throughout the Town within which a conservation area of significant size could be located.	Board of Selectmen	Immediate Ongoing
10. Employ the classification system for existing and future Town owned lands for the purposes of conservation, recreation and facility needs.	Planning Board and Conservation Commission	Immediate
11. Expand funding of the Town's Land Bank Fund to provide for adequate public open space in the Town of Wells.	Board of Selectmen	Immediate
12. Charge the Conservation Commission to work with land owners and other reservation groups, such as the KKW Water District, Great Works Regional Land Trust, The Nature Conservancy, the Rachael Carson National Wildlife Refuge, and the State and Federal Government to leverage existing for open space in areas of mutual concern such as Branch Brook Area, Fenderson Wildlife Commons, the Tatnic Region and the Great Heath.	Board of Selectmen	Immediate
13. Encourage prospective developers to preserve key open space parcels	Planning Board, Conservation Commission	Immediate Ongoing
<u>1. Continue to support the Conservation Commission's use of the Town of Wells' Land Ranking System to identify and prioritize lands with significant wetlands, groundwater sources, scenic view sheds, wildlife habitat, agriculture and forestry uses, outdoor recreation, and other values; and to make recommendations for their</u>	<u>Selectboard</u>	<u>Ongoing</u>

<u>protection through the development of an open space plan. The plan will contain input from community recommendations to identify large land tracts throughout the Town within which a conservation area of significant size could be located.</u>		
<u>2. Employ the classification system for existing and future Town owned lands for the purposes of conservation, recreation and facility needs.</u>	<u>Conservation Commission</u>	<u>Ongoing</u>
<u>3. Continue to fund the Town's Land Bank Fund to provide for adequate public open space in the Town of Wells.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>4. Continue to support the Conservation Commission to work with land owners and other reservation groups such as the KKW Water District, Great Works Regional Land Trust, The Nature Conservancy, the Rachel Carson National Wildlife Refuge, and the State and Federal Government to leverage existing funding for open space in areas of mutual concern such as Fenderson Wildlife Commons, the Great Heath, the Tatnic Region, and upland areas adjacent to sand dunes, beaches, and salt marshes that may serve as migration areas in response to sea level rise.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>5. Continue to have the Conservation Commission review and comment on public or private plans involving open space areas identified via natural resource data, as high value wildlife habitat, before the Town's reviewing authority makes any decision on the plan.</u>	<u>Selectboard / Planning Board</u>	<u>Ongoing</u>
<u>6. Continue to have the Conservation Commission review tax foreclosed properties and other land proposed for public auction to determine its suitability for retention as conservation land.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>7. Work with landowners with high value habitat to protect these areas using tools such as acquisition, education, collaborative management, as well as economic incentives such as Tree Growth, Open Space and Critical Habitat Programs.</u>	<u>Conservation Commission</u>	<u>Ongoing</u>
<u>8. Produce public education and outreach materials that inform the public about their conservation options and the natural history of Wells.</u>	<u>Selectboard / Conservation Commission</u>	<u>Ongoing</u>
<u>9. Use Fenderson and other Wildlife Commons for environmental education opportunities for the students of the Wells/Ogunquit School District and the public.</u>	<u>Recreation Department</u>	<u>Ongoing</u>
<u>10. Use up-to-date State Inland Fisheries and Wildlife maps of wetlands and Threatened and Endangered species (See Appendix) as well as open space priorities as identified by the Wells Conservation Commission, when evaluating subdivision applications. In the event the proposed subdivision is in an area where such resources exist, the</u>	<u>Planning Board</u>	<u>Ongoing</u>

<u>Conservation Commission will make recommendations for the building and open space locations.</u>		
<u>11. Work with the KKWWD to acquire key parcels of land with high value for ground water protection through fee simple acquisition or conservation easement.</u>	<u>Conservation Commission / Selectboard</u>	<u>Ongoing</u>
<u>12. Assign to the Implementation Committee the responsibility to review and assess the quality of current wetland management and regulations within Wells including consistency with state and federal laws and regulations, and, if deemed appropriate, establish guidelines for a local wetland regulation.</u>	<u>Selectboard</u>	<u>Immediate</u>
<u>13. Establish a program to continue to identify, prioritize, and protect high value freshwater wetlands including vernal pools.</u>	<u>Planning Board</u>	<u>Ongoing</u>
<u>14. Periodically evaluate the subdivision rules and the results of existing cluster subdivision projects, to determine whether the existing rules are successfully preserving valuable open space.</u>	<u>Planning Board</u>	<u>Ongoing</u>

Planning and Management Implementation Program

Plans and Policies Preparation		
1. Prepare a local Development Plan for Harbor Management that addresses harbor use issues, marine resource protection, adjacent land use and public access.	Harbor Committee	Short
2. Review and implement the Wells Bay Regional Beach Management Plan.	Board of Selectmen	Short
3. Initiate a study to determine the feasibility of an underground utilities program for Routes 1 (Post Antiques and Arts Corridor) and 9/109 and coordinate with future major construction.	Board of Selectmen	Short
4. Encourage educational programs to use a variety of community resources including conservation lands, historic resources, community facilities and local businesses.	CPIC	Immediate
5. Continue to review the Town's Land Use Ordinance to ensure that the quality of the ground and surface waters are protected.	CPIC	Immediate Ongoing
6. Prepare and adopt Development Plans for the Wells Post Road Antiques and Arts Corridor (Route 1); Route 9/109; and the Wells Transportation Center.	CPIC with Planning Board	Short Long
7. Establish a graphic inventory of all sand dunes on the Town's Geographic Information System (GIS) and update as new data becomes available. Ensure that any landowner with property on a sand dune obtain any necessary State permits prior to obtaining any local permits.	CPIC with Planning Staff	Long
8. Update the local harbor management plan that addresses harbor location and use issues, jetty issues, marine resource protection, adjacent land use and public access. The updated plan should be submitted to the Maine State Planning Office for approval and become a part of the Comprehensive Plan.	CPIC with Harbor Committee	Intermediate
9. Enable the Conservation Commission to review and comment on public or private plans involving open space areas identified via natural resource data, as high value wildlife habitat, before the Town's reviewing authority makes any decision on the plan.	Board of Selectmen	On-going
10. Enable the Conservation Commission to continue to review foreclosed properties and other land proposed for public auction to determine its suitability for retention as conservation land.	Board of Selectmen	On-going
11. Work with landowners with high value habitat to protect these areas using tools such as acquisition, education, collaborative management, as well as economic incentives such as Tree Growth, Open Space and Critical Habitat Programs.	Conservation Commission	On-going

12. Produce public education and outreach materials that inform the public about their conservation options and the natural history of Wells.	Conservation Commission	Immediate Ongoing
13. Use Fenderson Wildlife Commons and other locations for environmental education opportunities for the students of the Wells/Ogunquit Community School District and the public.	Conservation Commission with School District	On-going
14. Use up to date State Inland Fisheries and Wildlife maps of wetlands and Threatened and Endangered species (See Appendix) as well as open space priorities as identified by the Wells Conservation Commission, when evaluating subdivision applications. In the event the proposed subdivision is in an area where such resources exist, the Conservation Commission will make recommendations for the building and open space locations.	Planning Board with Conservation Commission	On-going
15. Work with the KKWWD to acquire key parcels of land with high value for ground water protection through fee simple acquisition or conservation easement.	Board of Selectmen	On-going
16. Establish a Committee to review and assess the quality of current wetland management within Wells and, if deemed appropriate, establish guidelines for a local wetland regulation.	Board of Selectmen	Short
17. Establish a program to identify and prioritize and protect high value freshwater wetlands including vernal pools.	CPIC	Short
18. Evaluate the use of impact fees for new development.	Growth Management Committee	Short
General Planning and Management		
1. Maintain a coordinated, accurate system for data management that allows for efficient transfer of uniform data and information from one department to another including geographic information.	Board of Selectmen with Town Manager	On-going
2. Continue to review the needs of all other community facilities to determine the need for replacement or additions including, but not limited to: fire substations, police station, highway department and recreational facilities.	Board of Selectmen with Town Manager	Immediate Ongoing
3. Continue to monitor all town-owned properties and resources to ensure that there is a program for ongoing capital maintenance, repairs and acquisition.	Board of Selectmen with Planning Board, Capital Improvement Program Committee and Conservation Commission.	Immediate Ongoing
4. Program public facility improvements through a Capital Improvement Program (CIP) that is based upon the Comprehensive Plan's policies and implementation strategies and an appropriate system of priorities.	Board of Selectmen with Planning Board and CIP Committee.	Immediate Ongoing

5. Develop and implement Town planning and management educational programs for volunteers of all ages involved in the business of the community which use a variety of community resources including conservation lands, historic resources, community facilities and local businesses.	Planning Board with Office of Planning and Development	Short
6. Establish a monthly inter-department/inter-board newsletter to communicate appropriate information among the Town departments and town committees and commissions.	Town Manager	Short
7. Conserve the Town's financial and environmental resources through group purchasing and waste reduction and recycling.	Board of Selectmen with Town Manager	Immediate
8. Work directly with the businesses and community groups of Wells to determine areas where cost sharing for municipal facilities and services may be appropriate.	Town Manager	Immediate
9. Establish a continuing program for re-evaluating the policies and implementing the programs established by the Comprehensive Plan.	CPIC with Board of Selectmen	Short-Ongoing

Regional/Intergovernmental Cooperation Implementation Program

1. Continue the cooperative relationship with the Wells National Estuarine Research Reserve to expand the water quality monitoring program with annual monitoring results and analysis made available to the Town.	Shellfish Commission	Immediate
2. Work with adjacent communities to maintain water quality standards for surface waters that occur in more than one community. Specifically, work with the Towns of Sanford and Kennebunk to undertake policies and programs for the protection of the Branch Brook watershed and aquifer and Merriland River.	Board of Selectmen	Immediate
3. Ensure that the water quality of Ell Pond is not degraded by working with the Town of Sanford to implement a consistent set of standards for water quality protection.	Board of Selectmen	Short
4. Continue to work with appropriate state agencies and the Wells National Estuarine Research Reserve to manage point and non-point source pollution into the harbor and estuary to ensure appropriate water quality levels for shell fish harvesting and other marine recreation activities	Board of Selectmen	On-going
5. Work cooperatively with the Maine Inland Fisheries and Wildlife to manage and protect high value habitat and areas for significant habitat and rare and endangered species.	Board of Selectmen	Immediate

6. Continue to work with the Department of Marine Resources and the DEP to ensure the viability of the recreational shellfish harvesting program and prohibit any commercial harvesting.	Shellfish Commission	Immediate
7. Actively participate with the MDOT in the US Route 1 Corridor Study and on the Route 109 Improvement Program between Exit 19 and the High Pine area.	Board of Selectmen	Immediate
8. Work cooperatively with the MDOT to ensure that there is proper planning and implementation of projects in Town.	Board of Selectmen	Immediate-Short
9. Participate in the MDOT Regional Needs Assessment process in order to coordinate local transportation planning with the regional and State effort and to become aware of funding and program opportunities.	Selectmen	Immediate
10. Continue to work with the Maine Turnpike Authority in the negotiation for a major bus company to provide Boston to Portland bus service with a stop at the Transportation Center and for bus service from the Center to link surrounding communities. Transportation Center and for bus service from the Center to link surrounding communities.	Board of Selectmen	Immediate-Ongoing
11. Establish an ongoing dialogue with the water and sewer utility districts to ensure that they are aware of the growth area designations as well as other land use policies of this Plan.	Board of Selectmen	Immediate
12. Work cooperatively with the Maine Department of Transportation for a new Turnpike interchange between Wells and Ogunquit to ease traffic congestion on Route 1.	Board of Selectmen	Short
13. Continue to work with the Town of Sanford on the Route 109 corridor study and implement its recommendations when complete.	Town Manager and Planning staff	Immediate-Ongoing
14. Continue to participate in the Coastal Explorer planning process to evaluate and improve trolley service to adequately meet the needs of the community and the region.	Town Manager and Planning staff	Immediate-Ongoing
<u>1. Continue the cooperative relationship with the Wells National Estuarine Research Reserve to expand the water quality monitoring program.</u>	<u>Town Manager / Planning Staff</u>	<u>Ongoing</u>
<u>2. Work with adjacent communities to maintain or improve water quality standards for surface waters that occur in more than one community. Specifically, work with the Towns of Sanford and Kennebunk to undertake policies and programs for the protection of the Branch Brook watershed and aquifer.</u>	<u>Selectboard</u>	<u>Ongoing</u>

<u>3. Ensure that the water quality of Ell Pond is not degraded by working with the Town of Sanford to implement a consistent set of standards for water quality protection.</u>	<u>Selectboard</u>	<u>Long</u>
<u>4. Work cooperatively with US Fish and Wildlife, the Maine Inland Fisheries and Wildlife Department, and other local, State and Federal agencies to manage and protect high value habitat and areas for significant habitat and rare and endangered species while addressing the realities of climate change and its impact on these resources and other infrastructure in Wells.</u>	<u>Conservation Commission</u>	<u>Ongoing</u>
<u>5. Continue to work with the Department of Marine Resources, the Wells National Estuarine Research Reserve and the Maine Department of Environmental Protection to ensure the viability of the recreational shellfish harvesting program and prohibit any commercial harvesting.</u>	<u>Shellfish Commission</u>	<u>Ongoing</u>
<u>6. Actively participate with the Maine Department of Transportation on all active projects in Town while advocating for a comprehensive US Route 1 Corridor Study.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>7. Work cooperatively with the MDOT to ensure that there is proper planning and implementation of all projects in Wells, and that a “complete and green streets” approach is incorporated.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>8. Participate in the MDOT Regional Needs Assessment process in order to coordinate local transportation planning with the regional and State efforts, and to become aware of funding and program opportunities.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>9. Establish an ongoing dialogue with all utility providers to ensure that they are aware of the growth area designations, sea-level rise projections, complete street policies, and the other policies established in this Plan.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>10. Work cooperatively with other Towns to help implement the regional Eastern Trail system.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>11. Participate in regional approaches within York County that address housing choice and the creation of workforce housing options that fit with the Visions of the communities involved. Continue to advocate for change to toll policy to alleviate the impact on local and regional roadways (i.e. Post Road, Route 1).</u>	<u>Selectboard</u>	<u>Ongoing</u>

Historic Preservation Implementation Program

1. Seek Local Government Certification with the State Historic Preservation Office to be eligible for matching grants to assist the work of the Wells Historic Preservation Commission.	Historic Preservation Commission with Historical Society	Immediate
2. Continue to support the identification and documentation of historic and archaeological resources for purposes of building a written and photographic record that can be used to maintain and protect these valuable community resources.	Board of Selectmen	Immediate-Ongoing
3. Identify scenic historic landscapes resources areas including agricultural lands and fields, rock walls, etc	Historic Preservation Commission	Immediate-Short
4. Manage the "Gateways" or major roadway entrances into the Town of Wells to protect their historic community character and ensure that any new development be consistent with this character.	Historic Preservation Commission	Short
5. Continue and enhance the education and outreach program for both the residents and visitors to Wells about the Town's historic and archaeological resources.	Historic Preservation Commission	Ongoing
6. Work with public and private groups to establish a permanent heritage trail that would include a map and permanent markers for specific historic properties	Historic Preservation Commission	Short
7. Encourage more property owners to place their properties on the National Register of Historic Places.	Historic Preservation Commission	Immediate-Ongoing
8. Strengthen requirements in the Land Use Ordinance regarding proximity to and impacts on historic and archaeological resources.	CPIC with Historic Preservation Commission and Planning Board	Short
<u>1. Seek Local Government Certification with the Maine Historic Preservation Commission in order to be eligible for matching grants related to preservation planning and cultural resource protection.</u>	<u>Selectboard / Historic Preservation Committee</u>	<u>Ongoing</u>
<u>2. Re-establish and maintain the Wells Historic Preservation Commission to assist with implementation of these actions and collaborate with the Historical Society.</u>	<u>Selectboard</u>	<u>Immediate</u>
<u>3. Continue to identify and document historic and archaeological resources for purposes of building a written and photographic record that can be used to maintain and protect these valuable community resources. The Maine Historic Preservation Commission has noted that a comprehensive survey of Wells' historic above-ground resources needs to be conducted in order to identify other properties that may be eligible for nomination to the National Register of Historic Places.</u>	<u>Selectboard</u>	<u>Ongoing</u>

<u>4. Identify scenic historic landscape resource areas including agricultural lands and fields, rock walls, and other features that should be preserved as important cultural viewsheds.</u>	<u>Selectboard / Historic Preservation Committee</u>	<u>Ongoing</u>
<u>5. Manage the “Gateways” or major roadway entrances into the Town of Wells to protect their historic community character and ensure that any new development is consistent with this character.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>6. Continue and enhance the education and outreach program for both the residents and visitors to Wells about the Town’s historic and archaeological resources. Annual historic walks, walking and driving tours and education resources are examples.</u>	<u>Historic Preservation Committee</u>	<u>Ongoing</u>
<u>7. Work with public and private groups to establish a permanent heritage trail that would include map and permanent markers for specific historic properties.</u>	<u>Historic Preservation Committee</u>	<u>Long</u>
<u>8. Encourage more property owners to place their properties on the National Register of Historic Places.</u>	<u>Historic Preservation Committee</u>	<u>Long</u>
<u>9. Strengthen requirements in the Land Use Ordinance regarding proximity to and impacts on historic and archaeological resources. For known historic and archeological sites and areas sensitive to prehistoric archeology, use the local land use ordinances to require developers to take appropriate measures to protect those resources, including but not limited to, modification of the proposed site design, construction timing, and/or extent of excavation.</u>	<u>Planning Board</u>	<u>Long</u>
<u>10. Adopt or amend the land use ordinances to require the planning board (or other designated review authority) to incorporate maps and information provided by the Maine Historic Preservation Commission into their review process.</u>	<u>Planning Board</u>	<u>Long</u>
<u>11. Continue to utilize design standards for all commercial zoning districts that are modelled after the existing design standards for the northern portion of the Route 1 Corridor and informed by the vision and purpose of each zoning district.</u>	<u>Planning Board</u>	<u>Long</u>

Town Character and Appearance Implementation Program

1. Initiate a street tree planting programs for Routes 1 and 9/109.	Board of Selectmen with Beautification Committee and Chamber of Com- merce, Garden Club	Short
2. Establish a program to preserve scenic views along the Route 1 Corridor and other specific locations as identified by the Scenic Resources Committee.	CPIC	Immediate

3. Identify scenic landscape resource areas including agricultural lands and fields, rock walls, etc	CPIC with Scenic Resources Committee	Immediate Ongoing
4. Install Town Entrance signs that reflect the traditional New England Traditional New England Wells Maine Style. See also the recommendation in the Historic Preservation Program.	Board of Selectmen	Short
5. Initiate a street curb and sidewalk improvement program.	CPIC with Capital Improvement Program and Sidewalk Committees	Immediate Ongoing
<u>1. Work on Town Character and Appearance design standards for all commercial zoning districts that can be used to evaluate site plan, sign and subdivision applications and Town Development Plans required to implement the Comprehensive Plan.</u>	<u>Planning Board / CPIC</u>	<u>Short</u>
<u>2. Continue a street tree planting and initiate a green infrastructure implementation program for Routes 1 and 9/109.</u>	<u>Selectboard / Planning Board</u>	<u>Ongoing</u>
<u>3. Initiate a street curb, sidewalk, and paved shoulder improvement program for all town owned and maintained roadway corridors.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>4. Adopt a Development Plan for the Route 1 Corridor that includes a form-based code, access management plan, and streetscape standards to guide future development activity.</u>	<u>Planning Board / CPIC / Selectboard</u>	<u>Short</u>
<u>6. Adopt a Development Plan for Route 109 east of the Turnpike including a form-based code, access management plan, and streetscape standards to guide future development activity.</u>	<u>Planning Board / CPIC / Selectboard</u>	<u>Short</u>
<u>7. Continue to implement and expand upon the Development Plan for the Wells Transportation Center.</u>	<u>Planning Board / Selectboard</u>	<u>Short</u>
<u>8. Adopt an ordinance to regulate the placement of merchandise in building setbacks.</u>	<u>Planning Board / Planning Staff</u>	<u>Short</u>

Transportation and Circulation Implementation Program

1. Study alternative transportation options to ease congestion on Route 1	Board of Selectmen	Short
2. Reduce the seasonal congestion by providing off street parking adjacent to Route 1 and encour-aging residents/ tourists to use the trolley system, the park and ride facility and rideshare programs.	Board of Selectmen	Short

3. Continue to investigate and implement seasonal traffic calming measures in high density residential and commercial areas, especially adjacent to and east of Route 1.	Board of Selectmen	Immediate-Ongoing
4. Encourage users of alternative transportation modes to use the Wells Transportation Center.	Board of Selectmen	Short
5. Implement the recommendations of the <i>Route 109/9 Corridor Plan</i>.	CPIC	Immediate-Short
6. Prepare Development Plans for Streets, Sidewalks and Bikeways.	CPIC	Immediate-Short
7. Prepare and fund a roadway improvement program with priorities for inclusion in the Town's Capital Improvement Program (CIP). This process will provide formal notice to all concerned regarding the Town's intention for future roadway improvements.	CPIC with Board of Selectmen	Short
8. Continue to study alternative routes to ease congestion on Route 1 such as the turnpike exit between Wells and Moody.	CPIC	Short-Ongoing
9. Build the connection between College Drive and Mile Road.	Board of Selectmen	Short
10. Continue the firm policy ensuring that all roads accepted as public Town roads be built and constructed to the Town's roadway standards.	Road Commissioner	On-going
11. Consider establishing an impact fee for all roads accepted as public town roads appropriate for the impact of the development on Town services.	Board of Selectmen, Growth Management Committee	Short
12. Establish a committee to evaluate and improve the trolley service to adequately meet the needs of the community.	Board of Selectmen	Immediate
13. Provide screened off street parking adjacent to Routes 1 and 109.	Board of Selectmen	Short
14. Encourage residents and tourists to use the trolley system in conjunction with the off street parking areas, the park and ride facility and rideshare programs.	Board of Selectmen	Short
15. Consider the use of private mass transit	Board of Selectmen	Long
16. Establish a committee to prepare a Development Plan for Bicycle Ways and Trails based on existing regional and local data and plans and also consider their relationship to sidewalks and other pedestrian ways. Said pedestrian /bicycle paths will be for non-motorized vehicles, i.e., no ATV, 4 wheelers, minibikes, etc.)	Board of Selectmen	Immediate
17. Have the Bicycle Ways and Trails Committee review local or state roadway improvements and where possible connect existing trails in Town and eventually connect with the Eastern Trail.	Board of Selectmen	Immediate
18. Continue to investigate and implement seasonal traffic calming measures in high density residential and commercial areas, especially adjacent to and east	Board of Selectmen	Short

of, US Route. Also, identify appropriate locations for pedestrian sidewalks, crosswalks, and signage to enhance pedestrian safety and traffic calming.		
19. Plan for the expansion of the rideshare/vanpool facilities as the usage increases.	CPIG	Long
20. As the central area of Town develops, plan for appropriate multi-modal linkages using sidewalks, trails and bicycle paths.	CPIG	Long
21. Develop a comprehensive sidewalk and streetscape program for Route 109 east of the Turnpike.	Board of Selectmen	Immediate
23. Effectively utilize the new internal Transportation Center access road and the existing traffic signal at Route 109.	Planning Board	Immediate-Ongoing
<u>1. The Town completed the Route 109/9 Corridor Study that specifically recommended that this portion of the Corridor maintain its existing rural character. It will be necessary to cooperate with MDOT to ensure that the implementation is consistent with the goals and recommendations of this corridor study. Some intersection improvements are needed at: Dodge Road, Route 9B, Willie Hill Road, including the intersection at Bears Den.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>2. Work with MDOT to initiate a corridor study of Route 1 to identify infrastructure improvements, access management opportunities, and to coordinate the changes in local land use regulations needed to reinforce the future of this corridor and the integration of the identified growth areas.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>3. Work cooperatively with the state to ensure that there is proper planning and implementation of projects that address key roadway locations, bridges that need attention and high accident locations throughout the community.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>4. Maintain, enact or amend local land use ordinances as appropriate to address or avoid conflicts with: a. Policy objectives of the Sensible Transportation Policy Act (23 M.R.S.A. §73); b. State access management regulations pursuant to 23 M.R.S.A. §704; and c. State traffic permitting regulations for large developments pursuant to 23 M.R.S.A. §704-A.</u>	<u>Planning Board</u>	<u>Ongoing</u>
<u>5. Participate in the MDOT Regional Needs Assessment process in order to coordinate local transportation planning with the regional and State effort and to become aware of funding and program opportunities.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>6. Support and coordinate with York County Community Action (YCCA) on regional transit solutions.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>7. Identify locations in Wells and funding opportunities for establishing additional electric vehicle charging infrastructure.</u>	<u>Selectboard</u>	<u>Ongoing</u>

<u>8. Amend local regulations and standards to provide sufficient or additional right-of-way for raised sidewalks, bicycle paths, landscaping, access management, and other priority transportation issues.</u>	<u>Selectboard / Planning Board</u>	<u>Ongoing</u>
<u>9. Prepare and fund a roadway improvement program with priorities for inclusion in the Town's Capital Improvement Program (CIP). This process will provide formal notice to all concerned regarding the Town's intention for future roadway improvements.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>10. Continue to seek alternative routes to ease congestion on Route 1 such as the turnpike exit between Wells and Moody.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>11. Continue the firm policy ensuring that all roads accepted as public Town roads be built and constructed to the Town's roadway standards, and foster transportation-efficient growth patterns that provide for future street and transit connections.</u>	<u>Selectboard / Planning Board</u>	<u>Ongoing</u>
<u>12. The Route 1 Corridor is in need of signal upgrades to improve pedestrian and bicycle safety.</u>	<u>Selectboard / Planning Board</u>	<u>Ongoing</u>
<u>13. Adopt a municipal Complete and Green Streets Policy.</u>	<u>Selectboard</u>	<u>Short</u>
<u>14. Continue to participate in the Shoreline Explorer planning process to evaluate and improve trolley service to adequately meet the needs of the community and the region.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>15. Continue to encourage residents and tourists to use the Shoreline Explorer in conjunction with the off-street parking areas, the park n' ride facility, and rideshare programs.</u>	<u>Town Manager</u>	<u>Ongoing</u>
<u>16. Consider the use of private mass transit.</u>	<u>Town Manager</u>	<u>Ongoing</u>
<u>17. Prepare a Development Plan and design standards for Pedestrian and Bicycle pathways and trails based on existing regional and local data, and plans. Said pedestrian /bicycle paths will be for non- motorized vehicles (i.e., no ATV, 4 wheelers, minibikes, etc.)</u>	<u>Selectboard / Planning Board</u>	<u>Ongoing</u>
<u>18. At the Selectmen's discretion, review local or state roadway improvements to ensure compliance with the locally adopted Complete and Green Streets Policy, and where possible connect existing trails in Town and eventually connect with the Eastern Trail. As part of this planning, identify appropriate locations for pedestrian sidewalks, crosswalks, and signage to enhance pedestrian safety and traffic calming. This will enable better connection of the western side of town with the Route 1 corridor, and should also parallel the Route 1 corridor. This will provide an alternative, healthy means for residents in western Wells to shop and work while providing coastal residents with a means for reaching the</u>	<u>Selectboard</u>	<u>Short</u>

<u>conservation areas in the west.</u>		
<u>19. Continue to investigate and implement seasonal traffic calming measures in high density residential and commercial areas, especially adjacent to and east of US Route 1.</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>20. Encourage users of alternate transportation modes to use the Wells Transportation Center by providing them with the necessary infrastructure to access the Center, and amenities such as covered bicycle storage and charging facilities.</u>	<u>Town Manager</u>	<u>Ongoing</u>
<u>21. Plan for the expansion of the rideshare/vanpool facilities as the usage increases.</u>	<u>Town Manager</u>	<u>Long</u>
<u>22. Work to implement improved pedestrian and bicycle connections along Route 109 to the Route 1 Corridor</u>	<u>Selectboard</u>	<u>Ongoing</u>
<u>23. As the central area of Town develops, plan for appropriate multi-modal linkages using sidewalks, trails and bicycle paths.</u>	<u>Selectboard / Planning Board</u>	<u>Ongoing</u>
<u>24. Develop a comprehensive sidewalk, bike lane, and streetscape program that is specific to this corridor and reinforces the municipal Complete and Green Streets Policy.</u>	<u>Selectboard / Planning Board</u>	<u>Long</u>

Economic Development Implementation Program

1. Establish a non-profit economic development corporation (EDC) whose responsibility would be to market Wells and its resources to companies who would be compatible with the Town's existing small town character, scale and market	Board of Selectmen	Immediate
2. Identify areas in Town that would be suitable for future wholesale commercial, research and development or low impact businesses such as the Crediford Road Area. These areas should have good access to the local and regional highway network and be consistent with the Land Use goals and policies.	CPIC with Planning Board and EDC	Short
3. Identify and attract companies that would be suitable for Wells.	EDC	Short
4. Identify and attract companies that would be suitable for Wells and would also complement the existing business environment. Such businesses could take advantage of Wells' environmental resources as tourist attractions and could include bicycle/kayak touring, small restaurants, personal service establishments, business service and repair, and arts and crafts type shops.	EDC	Short

5. Establish a revolving loan fund coordinated with the local Chamber of Commerce and fund through local financial institutions to encourage small business development.	EDC	Long
6. Retain and expand existing businesses by facilitating technical assistance and training through State sponsored economic development programs as well as business planning and management workshop.	EDC	Short
7. Participate in the Southern Maine Regional Economic Development Program for technical assistance.	EDC	Immediate
8. Foster the development of home occupations and	EDC	Short

cottage industries that are consistent with Wells' rural, small town character. Review land use regulations and revise, if necessary, standards for home occupations that provides opportunity for small business yet minimizes impact on adjacent uses or the environment.		
9. Establish a committee to explore ecologically oriented tourist opportunities. Said committee should include representatives from business and natural resource oriented organizations such as the Wells National Estuarine Research Reserve, Laudholm Trust, Nature Conservancy, Great Works Regional Land Trust, and the Rachel Carson National Wildlife Refuge and the Mount Agamenticus Regional Trust.	Board of Selectmen	Immediate
10. Continue to maintain Wells Harbor as an active harbor that provides access, service and mooring facilities for both commercial, marine related vessels and recreational boats.	Board of Selectmen	Ongoing
11. Continue to support the farmers' market community.	Board of Selectmen	Ongoing
<u>1. Establish a non-profit economic development corporation whose responsibility would be to market Wells and its resources to companies who would be compatible with the Town's existing character, scale and market. Financial support will need to be provided to this organization for this level of marketing and coordination.</u>		
<u>2. Complete a comprehensive Route One Corridor study in coordination with Maine DOT. As the primary commercial district in Wells, and the largest generator of transportation and congestion related concerns this corridor needs a plan that addresses coordinated infrastructure and regulatory changes.</u>		
<u>3. Review and amend local land use regulations to ensure they reflect the desired location, scale, and design of future development. These regulations must also address the connection to the local transportation network, and articulate how to best</u>		

<u>integrate new development activity in Wells over time. This should include the identification of “village” areas to serve as higher density mixed-use growth areas, and areas for lower density development and open space protection.</u>		
<u>4. Identified “village” growth areas will require zoning changes and planned infrastructure improvements over time. Other tools such as Tax Increment Financing districts should be evaluated in conjunction with these changes.</u>		
<u>5. Identify areas in Town that would be suitable for future wholesale commercial, research and development or low-impact businesses such as Transitional Area 5 (the Crediford Road area). These areas should have good access to the local and regional highway network and be consistent with the Land Use goals and policies.</u>		
<u>6. Identify and attract companies that would be suitable for Wells and would also complement the existing business environment. Such businesses could take advantage of Wells’ environmental resources as tourist attractions and could include bicycle/kayak touring, small restaurants, personal service establishments, business service and repair, and arts and crafts-type shops.</u>		
<u>7. Retain and expand existing businesses by facilitating technical assistance and training through State sponsored economic development programs as well as business planning and management workshops.</u>		
<u>8. Participate in the Southern Maine Planning and Development Commission (SMPDC) for technical and financial assistance.</u>		
<u>9. Establish a committee to explore ecologically oriented tourist opportunities. Said committee should include representatives from business and natural resource-oriented organizations such as the Wells National Estuarine Research Reserve, Laudholm Trust, Nature Conservancy, Great Works Regional Land Trust, and the Rachel Carson National Wildlife Refuge and the Mount Agamenticus Regional Trust.</u>		
<u>10. Continue to support the farmers’ market community and other types of “pop-up” markets and events. This should include regular programing and activity at the Wells Harbor Community Park to draw people to this wonderful area of the community without the need for permanent structures or development.</u>		
<u>11. Limit residential and commercial development in areas surrounding existing resource- based industries.</u>		

Housing Implementation Program

1. Adopt the Maine State Housing Authority (MSHA) definitions of affordability for York County and update affordability targets as new MSHA data are available	CPIC	Immediate, ongoing
2. Continue to allow housing for the senior population in growth and transitional areas and allow higher densities for this age group than other types of housing through a density bonus program where the facility can be served by public sewer and water.	CPIC	Immediate
3. Establish incentives such as those currently allowed for congregate housing to encourage the development of senior housing as long as the development is consistent with the goals and policies of this Comprehensive Plan	Planning Board	Short
4. Revise the mobile home regulations to ensure that they meet the State law for mobile home parks and mobile home park expansion. Such regulations must provide standards to minimize the impact on the Town's services, natural and cultural environment and be respectful of adjoining neighborhoods.	Planning Board	Immediate
5. Review the zoning ordinance and subdivision regulations to ensure that housing density is consistent with the Land Use Plan, is directed to Growth Areas of the community and is consistent with the capacity of municipal services to ensure new or redeveloped sites. See also Policies and	Planning Board	Immediate

Recommendations for Land Use:		
6. Review town land use ordinances to determine if these regulations can be revised to encourage more affordable housing.	CPIC	Immediate
7. Work with other communities to create a regional non-profit housing organization to foster affordable housing programs for low and moderate income families. Such a group could: a. Ensure that local land use regulations do not present a barrier to the development of affordable housing. b. Work cooperatively with nonprofit organizations and private developers to provide opportunities for affordable housing. c. Seek loans and grants from the State of Maine; d. Work with area banks through the Community Reinvestment Act. e. Consider the use of Town-owned land for affordable housing programs.	Board of Selectmen	Short
8. Adopt or revise provisions in the land use and building codes to provide greater opportunities for the rehabilitation of low and moderate-income properties.	Planning Board	Short

9. Provide opportunities for multiple uses of buildings, including housing, in commercial areas of the community.	Planning Board	Short
10. Ensure that any revisions to the Growth Management Ordinance retain or expand the exemptions for affordable family and senior housing.	Growth Management Committee	Short
11. Work with York County Community College and the development community to pursue a student housing development in the vicinity of the college.	Board of Selectmen	Short
<u>1. Adopt and follow the Maine State Housing Authority (MSHA) definitions of affordability for York County and continue to update affordability targets as new MSHA data are available.</u>		
<u>2. Review existing land use regulations to determine if they allow for adequate opportunities to create housing for the senior population and for households needing access to affordable housing units.</u>		
<u>3. Review the zoning ordinance and subdivision regulations to ensure that housing density is consistent with the Land Use Plan resulting from this Comprehensive Plan, addresses the opportunity for multi-family and higher density residential developments in the identified Growth Areas of the community, and is consistent with the capacity of municipal services to these new or redeveloped sites.</u>		
<u>4. Regularly review town land use ordinances to determine if these regulations can be revised to incentivize affordable housing and if the price of the units created can be easily tracked.</u>		
<u>5. Consider the development of an Inclusionary Housing Ordinance that would further incentivize the creation of affordable housing units, and could be used in combination with the Cluster provision.</u>		
<u>6. Collaborate with housing-related organizations in the region, to support efforts to provide diverse housing for all citizens, including affordable and workforce housing.</u>		
<u>7. Work with other communities to create a regional non-profit housing organization to foster affordable housing programs for low-and moderate-income families. Such a group could:</u> <u>a. Ensure that local land use regulations do not present a barrier to the development of affordable housing.</u> <u>b. Work cooperatively with nonprofit organizations</u>		

<p><u>and private developers to provide opportunities for affordable housing.</u></p> <p><u>c. Seek loans and grants from the State of Maine;</u></p> <p><u>d. Work with area banks through the Community Reinvestment Act.</u></p> <p><u>e. Consider the use of Town-owned land for affordable housing programs.</u></p>		
<p><u>8. Adopt or revise provisions in the land use and building codes to provide greater opportunities for the rehabilitation of low- and moderate-income properties including health, safety, and energy efficiency improvements.</u></p>		
<p><u>9. Provide opportunities for mixed use buildings that include housing, in commercial areas of the community.</u></p>		
<p><u>10. Work with York County Community College and the development community to pursue a student housing development in the vicinity of the college.</u></p>		
<p><u>11. Refine and promote the use of the Cluster Subdivision provision as a regulatory strategy for rural portions of the community, reducing development impact and infrastructure costs through density and open space protections, a minimum of one acre lots, and reducing visual impact through vegetative buffering requirements along municipal roadways.</u></p>		
<p><u>12. Host a work session and evaluation with land use boards, municipal staff, developers, and Home Ownership Associations to discuss how infrastructure is currently being constructed and managed in Wells.</u></p>		
<p><u>13. Maintain, enact or amend ordinances to allow the addition of at least one accessory apartment per dwelling unit in designated areas, subject to site suitability, and regulate the use of these as short-term rentals.</u></p>		
<p><u>14. Create or continue to support a community affordable/workforce housing committee and/or regional affordable housing coalition.</u></p>		
<p><u>15. Seek to achieve a level of at least 10% of new residential development built or placed during the next decade be affordable.</u></p>		
<p><u>16. Evaluate the impact and potential benefits of seasonal housing units and short-term rentals, and identify how to best regulate these uses in Wells.</u></p>		

Public Facilities and Services Implementation Program

General		
1. Monitor the space needs of Town Hall and consider future expansion as the need arises to ensure high quality and efficient level of service.	Selectmen	Immediate-Ongoing
2. Continue to review the needs of all community facilities to determine the need for replacement or additions including, but not limited to: fire substations, police station, highway department and recreational facilities.	Selectmen	Immediate-Ongoing
3. Continue to monitor all Town-owned properties and resources to ensure there is a rational basis for capital maintenance, repairs and acquisition.	Selectmen, — Town Manager	Immediate-Ongoing
4. Program public facility improvements through a	Selectmen — with	Immediate-Ongoing
Capital Improvement Program (CIP) based upon the policies and actions from this Comprehensive Plan and an appropriate system of priorities.	Capital Improvement Program Committee	
5. Encourage educational programs that use a variety of community resources including conservation lands, historic resources, community facilities and local businesses.	CPIC — with School District	Long
6. Establish a monthly inter-department/inter-board newsletter to communicate appropriate information among the Town departments and Town committees and commissions.	Board of Selectmen	Short
7. Conserve the Town's financial and environmental resources through group purchasing and waste reduction and recycling.	Board of Selectmen	On-going
8. Conserve the Town's financial and environmental resources through group purchasing and waste reduction and recycling.	Board of Selectmen	Immediate
9. Work directly with the businesses and community groups of Wells to determine areas where cost sharing for municipal facilities and services may be appropriate.	Town Manager	On-going
Fire Protection		
1. Continue the program of installing dry hydrants.	Board of Selectmen	On-going
2. Adopt a specific development plan for fire protection addressing issues such as volunteer fire fighting resources, fire ponds, dry hydrants and response times. Said plan shall become part of the Comprehensive Plan.	Board of Selectmen	Short
3. Adopt an ordinance to require either the installation of fire ponds or payment by a developer into a fire protection fund where the development is not on Town water and installation of fire dry hydrant or pond to serve the development is not feasible.	Board of Selectmen	Immediate

<p>Parks</p> <p>1. Adopt a specific development plan for parks and recreation facilities addressing issues such as maintenance of current facilities and acquisition of new facilities to meet Town needs. Said plan shall become part of the Comprehensive Plan.</p>	<p>Board of Selectmen</p>	<p>Short</p>
<p>Public Lands</p> <p>1. Continue to plan and manage publicly owned lands to meet Town needs consistent with the Comprehensive Plan and where possible maximize their asset and environmental resource value.</p>	<p>Board of Selectmen with Planning Board and Conservation Commission</p>	<p>On-going</p>
<p>2. Employ the Town's land ranking classification system for existing and future Town owned lands for the purposes of conservation, recreation and facility needs.</p>	<p>Planning Board and Conservation Commission</p>	<p>On-going</p>
<p><u>1. Program public facility improvements through a Capital Improvement Program (CIP) that is based upon the policies and actions from this Comprehensive Plan, anticipated growth and changing demographics, and an appropriate system of priorities.</u></p>		
<p><u>2. Locate new public facilities within or adjacent to identified growth areas in Wells.</u></p>		
<p><u>3. Establish regular communications with Wells Sanitary District and the Kennebunk, Kennebunkport and Wells Water District to coordinate their efforts with land use and municipal service planning in Wells, and continue to require capacity letters during the review of development applications.</u></p>		
<p><u>4. Establish regular communications with the School Board.</u></p>		
<p><u>5. Monitor the space needs of Town Hall and consider future expansion and new ways to provide access as the need arises to ensure high quality and efficient level of service.</u></p>		
<p><u>6. Continue to review the needs of all community facilities to determine the need for replacement or additions including, but not limited to: fire substations, police station, highway department and recreational facilities.</u></p>		
<p><u>7. Utilize asset management plans to monitor all Town-owned properties and resources to ensure that there is a rational basis for capital maintenance, repairs and acquisition.</u></p>		

8. <u>Continue to work with the Community School District on educational programs that use a variety of community resources including conservation lands, historic resources, community facilities and local businesses.</u>		
9. <u>Continue to the inter-department/inter-board newsletter to communicate appropriate information among the Town departments and Town committees and commissions.</u>		
10. <u>Continue to conserve the Town's financial and environmental resources through group purchasing and waste reduction and recycling.</u>		
11. <u>Work directly with the businesses and community groups of Wells to determine areas where cost sharing for municipal facilities and services may be appropriate.</u>		
12. <u>Conduct a municipal staffing analysis to determine future staff needs by department or changes in how services are provided as the population grows and demographics shift over time</u>		
13. <u>Continue the program of installing dry hydrants.</u>		
14. <u>Adopt a specific development plan for fire protection addressing issues such as staffing needs, volunteer fire fighting resources, fire ponds, dry hydrants and response times.</u>		
15. <u>Adopt an ordinance to require either the installation of fire ponds or payment by a developer into a fire protection fund where the development is not on Town water and installation of fire dry hydrant or pond to serve the development in not feasible.</u>		
16. <u>Adopt a specific development plan for parks and recreation facilities addressing issues such as maintenance of current facilities, the acquisition of new facilities, and programming, and encourage the tracking of programs to meet Town needs. Include the many recreational trails within the open space areas of the community and the organizations managing those recreational resources.</u>		
17. <u>Continue to plan and manage publicly owned lands to meet Town needs consistent with the Comprehensive Plan and where possible maximize their asset and environmental resource value.</u>		
18. <u>Employ the Town's land ranking classification system for existing and future Town owned lands for the purposes of conservation, recreation and facility needs.</u>		

Public Utilities Implementation Program

1. Continue the program of installing dry hydrants.	Planning Board	Immediate
2. Conserve the Town's financial and environmental resources through group purchasing and waste reduction and recycling.	Selectmen, Town Manager	Short
3. Program public utility improvements that are based upon the policies and actions from this Comprehensive Plan and an appropriate system of priorities	Planning Board, Selectmen	Immediate Ongoing
4. Approve new developments that rely on public water only when the applicant can prove that adequate water supply for fire protection is available.	Planning Board	Immediate Ongoing
5. Establish an ongoing dialogue with the water and sewer utility districts to ensure that they are aware of the growth area designations and other land use policies of this Plan.	Board of Selectmen with Planning Board	On-going
6. Reconfigure the Branch Brook Aquifer Protection District to protect the Town's water supply.	Board of Selectmen with Planning Board	Short
7. Cooperate with the Towns of Sanford and Kennebunk to adopt policies and programs to protect the Branch Brook watershed and aquifer.	Board of Selectmen	On-going
8. Continue to review the Town's land use regulations to ensure the quality of the ground and surface waters are protected through the proper management of wastewater and stormwater from residential, commercial and community sources.	Board of Selectmen with Planning Board	On-going
9. Prepare a specific Development Plan for drainage.	Board of Selectmen	Short
10. Work with appropriate utility companies to program public utility improvements based upon the Comprehensive Plan's policies and implementation programs and an appropriate system of priorities.	Board of Selectmen with CPIC	On-going
11. Approve new developments that rely on public water only when the applicant can prove adequate water supply for fire protection is available.	Planning Board	On-going
12. Continue to explore and implement methods to reduce, re-use and re-cycle Town waste.	Board of Selectmen	On-going
13. Continue to work with wireless, cable and data utility system providers to ensure state-of-the-art facilities are available for residents and economic development.	Board of Selectmen	On-going
14. Explore the feasibility of implementing a program to locate overhead utility wires along key roads, (e.g. Route 1, 9/109, 9 and 109) underground over time.	CPIC	Short
<u>1. Continue to communicate with the Wells Sanitary District and the Kennebunk, Kennebunkport and Wells Water District to ensure that they are aware of the growth area designations and other</u>		

<p><u>land use policies of this Plan, and that land use planning in Wells is informed by the realities each organization is facing</u></p>		
<p><u>2. Continue to utilize the Branch Brook Aquifer Protection District and other initiatives to protect the Town's water supply.</u></p>		
<p><u>3. Cooperate with the Towns of Sanford and Kennebunk to adopt policies and programs, including the securing of easements, to protect the Branch Brook watershed and aquifer.</u></p>		
<p><u>4. Continue to review the Town's land use regulations to ensure the quality of the ground and surface waters are protected through the proper management of wastewater and stormwater from residential, commercial and community sources.</u></p>		
<p><u>5. Work with appropriate utility companies to proactively plan for public utility improvements based upon the Comprehensive Plan's policies and implementation programs, and an appropriate system of priorities.</u></p>		
<p><u>6. Approve new developments that rely on public water only when the applicant can prove adequate water supply for fire protection is available.</u></p>		
<p><u>7. Continue to explore and implement methods to reduce, re-use and re-cycle Town waste including the composting of organic materials.</u></p>		
<p><u>8. Continue to work with wireless, cable and data utility system providers proactively to ensure state of the art facilities are available for residents and economic development.</u></p>		
<p><u>9. Explore the feasibility of implementing a program to locate overhead utility wires along key roads, (e.g. Route 1, 9/109, 9 and 109) underground over time.</u></p>		

Flood Hazard Mitigation Implementation Program

<p>Planning 1. Establish a Flood Hazard Mitigation Committee to ensure the Plan remains current. Review this Plan once a year and update it every three years.</p>	<p>Board of Selectmen</p>	
<p>Prevention (Prevention activities include planning and zoning, open space preservation, floodplain development regulations, stormwater management, drainage improvements and pre-disaster mitigation activities.)</p>		
<p>Land Use Planning Activities 1. Identify local and state policies, programs and practices that directly or indirectly promote growth and development in the Special Flood Hazard Area and increase the potential for coastal damage due to flooding conditions. Once these policies and programs have been updated, recommend policy and regulatory changes that will discourage growth and development in the Special Flood Hazard Area.</p>	<p>FHMC</p>	<p>Short</p>
<p>2. Work with local, state and federal conservation organizations such as the U.S. Fish and Wildlife Service to identify and acquire parcels in the Special Flood Hazard Area that have the potential to reduce the risk from flooding.</p>	<p>FHMC</p>	<p>Short</p>
<p>3. Consider the inclusion of a floodplain management criteria as the Town formulates its open space strategy for management and acquisition of open space lands.</p>	<p>Conservation Commission</p>	<p>Short</p>
<p>4. Amend the Town's Floodplain Management Ordinance (Chapter 115) to be consistent with State requirements after the Town has accepted the Food Insurance Study (FIS) and Flood Insurance Rate Map (FIRM).</p>	<p>Board of Selectmen</p>	<p>Short</p>
<p>5. Review the findings and conclusions of the Wells Bay Planning Committee to determine what recommendations should be included in the Town's flood plain management program and public education activities.</p>	<p>CPIC</p>	<p>Short</p>
<p>Stormwater management and drainage improvements 1. Conduct an inventory of all culverts and bridges to determine their adequacy to handle the 100 year flood event i.e., determine their capability to provide for the efficient runoff of peak stormwater discharge and to prevent localized flooding conditions.</p>	<p>Town Manager</p>	<p>Short</p>
<p>2. Seek the assistance and cooperation of landowners to gain access to drainage ways so debris can be removed to improve drainage. Because the existing drainage ways have become plugged over time and</p>	<p>Board of Selectmen</p>	<p>Short</p>

there is a 1 to 1 ½ feet change in elevation, some coastal areas experience minor and, on occasion, moderate flood conditions. This should restore to some degree the drainage system function.		
3. Initiate a regular program to clean out and maintain existing catch basins on public lands or rights-of-way so that they can retain an adequate amount of water during periods of peak discharge.	Town Manager	Short
4. Ensure that all proposed developments have an acceptable stormwater retention plan and drainage plan as part of the subdivision and site plan review process.	Planning Board	On-going
5. Adopt regulations for stormwater management.	Board of Selectmen	Short
Property Protection (Property protection activities include relocation, acquisition, demolition, building elevation, flood retrofitting, retrofitting and insurance. The Town should consider focusing its initial efforts on the seven repetitive loss properties.)		
1. Conduct a flood hazard audit and analysis of the seven repetitive loss properties located on Atlantic and Ocean Avenues and Webhannet Drive to determine how the risks can be reduced.	FHMC	Immediate
2. Ensure that all critical public facilities such as the Wells Sanitary Sewer District facilities and the KKW's water system plant are properly floodproofed to prevent the infiltration of floodwaters. These facilities should be adequately insured against the risk of flood damage.	Board of Selectmen	Short
3. Identify residential and commercial properties in the Special Flood Hazard Area that would be appropriate candidates for structural improvements such as elevation and retrofitting to reduce the risk of flood damage.	FHMC	Short
4. Work with property owners within the floodplain to identify loan programs for floodproofing or other appropriate mitigation activities for structures located within the Special Flood Hazard Area.	FHMC	Short
5. Initiate a pilot mitigation program to provide additional incentives for residential and commercial buildings located in the flood hazard area. For example, if a sufficient number of projects were generated in a localized area, a local contractor may be able to offer a discount to property owners who wish to elevate or retrofit their structures.	FHMC	Short

<p>Natural Resource Protection (Natural resource protection includes dune stabilization, beach nourishment, wetland protection, and erosion and sediment control measures and best management practices.)</p> <p>1. Seek engineering assistance to review the Town's practice of relocating sand to the eroded beach area at the beginning of Laudholm Beach at the northeastern part of Drake's Island.</p>	Board of Selectmen	Short
<p>Emergency Services (Emergency services include flood warning, flood response, critical facilities and public health and safety maintenance.)</p> <p>1. Review and update the Town's local Emergency Response Plan. Since the Plan was first prepared, changes in land use have occurred with new commercial and industrial development, and in the emergency planning context, such as the flood warning notification system, the updated evacuation plans and the Emergency Alert System (EAS). An updated Emergency Response Plan should reflect these changes.</p>	FHMC	Immediate
<p>2. Conduct a tabletop flood response drill once a year to test the notification and communication procedures, the responders' knowledge of their procedures and the extent of local resources such as sandbags, barricades, generators and shelters.</p>	FHMC	Short
<p>3. Provide additional support to the Town's Emergency Management Director in the form of a computer and part time administrative assistance.</p>	Board of Selectmen	Short
<p>Structural Projects (Structural projects include seawalls, floodwalls and beach nourishment.)</p> <p>1. Continue to repair and improve the seawall footing along Webhannet Drive by placing sheet pile facade in from the existing seawall. This project provides protection from storm and flood damage to properties along Webhannet Drive. The project should continue for approximately 1,500 feet at an estimated cost of \$1,600,000. This project should be completed over a 5 to 7 year period</p>	Board of Selectmen	Short
<p>2. Monitor the results of the recently completed beach nourishment program so that minor alterations can be made, as needed.</p>	Conservation Commission	Short
<p>Public Information (As one of the initial members in the Community Rating System (CRS) program, Wells has been active in various public information and education programs</p>	FHMC	Short

<p>associated with an effective floodplain management program.)</p> <p>1. Initiate public information activities including providing:</p> <ul style="list-style-type: none"> a. FIRM map information; b. Technical assistance on the floodplain regulations and flood mitigation activities; c. Information at the library; d. Outreach projects; e. Real estate disclosure f. Environmental education and g. Coordination with adjacent communities. 		
<p>2. Prepare a public information brochure that describes in detail the comprehensive nature of the Town's floodplain management program.</p>	FHMC	Short
<p>3. Establish a committee of concerned flood hazard property owners who are advocates of the Town's floodplain management efforts. Use the committee as a sounding board for new ideas and initiatives regarding an effective floodplain management program.</p>	Board of Selectmen	Short
<p>4. Use the community cable access program to publicize the Town's floodplain management programs.</p>	FHMC	Immediate
<p>1. <u>Identify local and state policies, programs and practices that directly or indirectly promote growth and development in the Special Flood Hazard Area and areas subject to future flood hazards and increase the potential for coastal damage due to flooding conditions. Once these policies and programs have been updated, recommend policy and regulatory changes that will discourage growth and development in the Special Flood Hazard Area and areas vulnerable to future flood hazards, including sea level rise and storm surge.</u></p>		
<p>2. <u>Work with local, state, and federal conservation organizations such as the U.S. Fish and Wildlife Service to identify, acquire, and conserve parcels in the Special Flood Hazard Area and those in areas vulnerable to future flood hazards that have the potential to reduce the risk from flooding.</u></p>		
<p>3. <u>Consider the inclusion of floodplain management and sea level rise criteria as the Town formulates its open space strategy for management and acquisition of open space lands to promote conservation of areas vulnerable to flooding.</u></p>		
<p>4. <u>Continue to amend the Town's Floodplain Management Ordinance (Chapter 115) to be consistent with State requirements after the Town has adopted the new Flood Insurance Study (FIS)</u></p>		

<u>and Flood Insurance Rate Map (FIRM).</u>		
<u>5. Review the findings and conclusions of the Wells Bay Planning Committee to determine what recommendations should be included in the Town's floodplain management program and public education activities.</u>		
<u>6. Continue to encourage the Town's land use ordinances to include flood resilience measures and standards and direct development away from areas that are vulnerable to existing and future flood hazards.</u>		
<u>7. Continue to encourage the Town's land use ordinances to promote land conservation and protection of open space, especially for subdivisions and large developments.</u>		
<u>8. Continue to support the Conservation Commission in the implementation of the land bank program to support land conservation, especially in areas vulnerable to existing and future flood hazards and areas that can support landward migration of critical natural resources, such as saltmarshes, to address the impacts of climate change.</u>		
<u>9. Periodically update the inventory of all culverts, bridges, and stormwater infrastructure components to determine their adequacy to handle the 100-year flood event i.e., determine their capability to provide for the efficient runoff of peak stormwater discharge and to prevent localized flooding conditions.</u>		
<u>10. Seek the assistance and cooperation of landowners to gain access to drainage ways so debris can be removed to improve drainage. Because the existing drainage ways have become plugged over time and there is a 1 to 1 ½ feet change in elevation, some coastal areas experience minor and, on occasion, moderate flood conditions. This should restore to some degree the drainage system function.</u>		
<u>11. Initiate a regular program to clean out and maintain existing catch basins on public lands or rights-of-way so that they can retain an adequate amount of water during periods of peak discharge.</u>		
<u>12. Continue to ensure that all proposed developments have an acceptable stormwater retention plan and drainage plan as part of the subdivision and site plan review process.</u>		
<u>13. Adopt regulations for stormwater management and ensure they account for climate change and expected increases in precipitation frequency and intensity.</u>		

<p><u>14. Collaborate with others to utilize the reports from recent coastal flooding projects, including the New England Climate Adaptation Project, and the Tides, Taxes, and New Tactics project to assess the impacts of sea level rise, storm surge, and more frequent and intense precipitation events on stormwater infrastructure.</u></p>		
<p><u>15. Continue to require future developments to employ low impact development measures for stormwater management.</u></p>		
<p><u>16. Continue to use Stream Smart principles when designing culvert upgrades and replacements for municipal projects.</u></p>		
<p><u>17. Investigate establishing a municipal fund to support infrastructure improvements that enhance the community's resilience to coastal and flood hazards.</u></p>		
<p><u>18. Property protection activities include relocation, acquisition, demolition, building elevation, flood retrofitting, retrofitting and insurance. The Town should consider focusing its initial efforts on repetitive loss properties.</u></p>		
<p><u>19. Conduct a flood hazard audit and analysis of repetitive loss properties located on Atlantic and Ocean Avenues, Webhannet Drive, and other flood-prone areas of town to determine how the risks can be reduced.</u></p>		
<p><u>20. Identify residential and commercial properties in the Special Flood Hazard Area and areas vulnerable to storm surge and sea level rise that would be appropriate candidates for structural improvements such as elevation and retrofitting to reduce the risk of flood damage.</u></p>		
<p><u>21. Work with property owners within the floodplain to identify loan programs for floodproofing or other appropriate mitigation activities for structures located within the Special Flood Hazard Area.</u></p>		
<p><u>22. Work with FEMA, conservation groups, the U.S. Fish and Wildlife Program, other appropriate partners and property owners to identify and pursue opportunities to purchase properties repeatedly damaged by flood hazards and conserve them as open space.</u></p>		
<p><u>23. Initiate a pilot mitigation program to provide additional incentives for residential and commercial buildings located in the flood hazard area and areas vulnerable to sea level rise. For example, if a sufficient number of projects were generated in a localized area, a local contractor may be able to offer a discount to property owners who wish to elevate or retrofit their structures.</u></p>		

<p><u>24. Continue to seek engineering assistance to review the Town’s practice of relocating sand to the eroded beach area at the beginning of Laudholm Beach at the northeastern part of Drake’s Island.</u></p>		
<p><u>25. Continue to work with state and federal partners to evaluate the feasibility of beach nourishment through the beneficial reuse of dredged material where appropriate.</u></p>		
<p><u>26. Continue to assess how Wells’ beaches and other coastal resources will be impacted by sea level rise and increasing erosion.</u></p>		
<p><u>27. Continue to work with regional, state, and federal partners to investigate opportunities to protect natural resources and areas that provide natural flood mitigation benefits.</u></p>		
<p><u>28. Continue to preserve and protect natural wetland and coastal waterbody buffers through zoning, regulatory setbacks for development and land conservation.</u></p>		
<p><u>29. Continue to review and update the Town’s local Emergency Response Plan. Since the Plan was first prepared, changes in land use have occurred with new commercial and industrial development, and in the emergency planning context, such as the flood warning notification system, the Code Red Program, the updated evacuation plans and the Emergency Alert System (EAS). An updated Emergency Response Plan should reflect these changes.</u></p>		
<p><u>30. Conduct a tabletop flood response drill once a year to test the notification and communication procedures, the responders’ knowledge of their procedures and the extent of local resources such as sandbags, barricades, generators and shelters.</u></p>		
<p><u>31. Complete evacuation route signage.</u></p>		
<p><u>32. Continue to repair and improve the seawalls along town owned property.</u></p>		
<p><u>33. Continue to monitor the results of the recently completed beach nourishment.</u></p>		
<p><u>34. Initiate public information and engagement activities including providing:</u></p> <ul style="list-style-type: none"> <u>a. FIRM map information</u> <u>b. Sea level rise and storm surge hazards, impacts, and community vulnerability information</u> <u>c. Technical assistance on the floodplain regulations</u> 		

<p>and flood mitigation activities</p> <p>d. <u>Information at the library</u></p> <p>e. <u>Outreach projects</u></p> <p>f. <u>Real estate disclosure</u></p> <p>g. <u>Environmental education</u></p> <p>h. <u>Flood mitigation actions that property owners can implement to protect their homes and businesses.</u></p> <p>i. <u>Coordination with adjacent communities.</u></p> <p>j. <u>Opportunities for residents and property owners to share their flood hazard knowledge, concerns, and experiences, as well as ideas for flood adaptation and mitigation activities, with town officials.</u></p>		
<p>35. <u>Prepare a public information brochure that describes in detail the comprehensive nature of the Town's floodplain management program, flood resilience, and sea level rise adaptation activities.</u></p>		
<p>36. <u>Continue to use the community cable access program to publicize the Town's floodplain management programs and sea level rise adaptation and resilience efforts.</u></p>		

Part 4 – Capital Investment Strategy

Introduction

A “Capital Investment Strategy” highlights the capital investments needed to manage growth in Wells. It is not a formal capital improvements program (CIP), but it will serve as a guide to future capital expenditures that relate to the Town’s growth. It is to be updated annually and contains in its appendix a ~~Five-Year~~Five-Year CIP.

In addition to the major investments identified in this section, the Town also faces other smaller, ongoing capital expenditures. For example, it must continually replace and maintain vehicles and equipment or address other existing deficiencies that are unrelated to growth. This chapter does not address those “as needed” items and instead only deals only with items needed to accommodate growth or to meet the policies of this Comprehensive Plan.

Two major capital items -- public water and public sewer – are the responsibilities of separate, independent districts. The Town’s capital investments therefore are free of these items except to the extent that the Town itself wishes to initiate the extension of one of the systems for its own purpose (such as to support economic development). However, as stated elsewhere in this Plan, coordination between the Town and the utilities is important to the success of the Plan. The Town is fortunate to have a good working relationship with both the Wells Sanitary District and the KK&W Water District.

The Wells / Ogunquit Community School District (CSD) was formed in 1980 through the vote of both communities as a part of the State Legislature action to allow Ogunquit to separate from the Town of Wells. The ownership of the school facilities was turned over to the CSD at that time. New facilities are bonded through a vote of the two towns and debt retirement is the responsibility of the Towns of Wells and Ogunquit through the CSD statutory funding formula. ~~In recent referendum in 2001, the voters agreed to bond up to \$19.5 million for the construction of a new elementary school and renovations to the Junior High School. In that same referendum, the voters of Wells donated public lands purchased in the 1990’s for future siting of municipal facilities next to Town Hall to the CSD for the purpose of constructing the new Elementary School. This facility was constructed~~

It also should be noted that a capital investment item, as opposed to capital expenditure that typically would be found in an operating budget, usually involves a large expenditure paid for over time or with the help of outside funds. Financing over time does not necessarily mean borrowing. It may involve a reserve fund or a tool such as tax increment financing. But, frequently, the best way to finance a capital investment is through borrowing. ~~Section 10 of the Inventory reviewed the Town’s fiscal capacity and outstanding capital debt. It documented that Wells’ debt level as of 2003 was \$26.88 million, including its share of school debts. Of this amount, \$1.24 million is the Town’s own debt and \$25.64 million is from the CSD. Wells has a very modest level of long-term debt relative to its borrowing capacity. Debt obligations in Fiscal Year 2020 amounted to about 1.05% of the total municipal valuation. As of June 30, 2020, the total amount of long-term debt carried by the Town of Wells was \$16,213,148. In addition to the Town’s debt, Wells owes a much higher level of debt to the Wells-Ogunquit~~

Consolidated School District. As of June 2020, the CSD's total outstanding debt level was \$22,948,385 (\$22.25 million in principal, \$723,385 million in interest). Of the total amount, Wells' current share is set at 78.77 %. This is pegged to present levels of enrollment and property valuation and changes each year as the two variables change. At the current level, though, Wells' obligation is estimated to be \$18.04 million. Adding together Town and School debts, the total debt level of the Town of Wells as of June 2020 is \$34,289,590, or 1.05% of the Town's total property valuation. This level is well within the limits of measures of credit worthiness for a town of its size, and the payout schedule is rapid.

Each of the capital investments derived from the Comprehensive Plan is rated by priority. The rating system is:

- **In Progress:** First priority. This indicates that the project is already underway to some degree.
- **Urgent:** First-Second priority. The improvement is required to address an immediate public health or safety problem, to comply with a governmental regulation or mandate, or to complete an important, unfinished project. Failure to address the problem or mandate would hinder the Town's ability to accommodate expected growth.
- **Necessary:** Second-Third priority. The project is not needed to solve an immediate public health or safety problem but should be undertaken in the near future.
- **Growth Dependent:** Third-Fourth priority. The project gives the Town the ability to accommodate expected growth and would enhance the community's quality of life, but the improvement can wait until other more pressing projects are finished and additional funds are available.
- **Desirable, further study required:** Fourth-Fifth priority. The project would allow for ideal operations given the projected growth, but can be deferred without detriment to delivering the basic services.

Capital Investments

This section outlines the capital investment needs by department for the Town of Wells. All cost figures expressed here only account for cost of buildings and facilities and do not include any potential land costs.

1. General Administration

~~As documented in Section 9 (Public Facilities and Utilities) of the Inventory, Wells Town Hall is overcrowded and no longer meets the needs of the Town's growing population. After several unsuccessful attempts to expand Town Hall over the past ten years, the 2004 Town Meeting finally approved funds to expand the building to accommodate more office space for the Town's Code Enforcement and Planning staff and to improve the building's accessibility. Project completed~~

~~These improvements will help to meet current deficiencies, but they will not be sufficient to~~

serve the Town's needs for office and meeting space for the next 10 years. Additional Town Hall space will be needed, either at the location of the existing facility or at a satellite location. The estimated cost of expanding Town Hall is \$4 million.

Priority Rating: Desirable, further study required

2. Public Safety

Project completed

Police Department: The Police Department has been in the same location since 1986 and its space and equipment needs have now been maximized at its present location. Space needs of the Police Department will need to be considered in the near future.

A particular concern is the location of the current facility in the Route 1 corridor. Considering that much of Wells' growth is occurring further from the coast, there may need to be a greater police presence in the Town's inland area. To meet the Town's needs, a new Police Station needs to be built and an additional substation may be needed as well. The estimated cost of a new main station would be \$2.5 million, and the cost of a substation would be \$500,000.

Priority Rating: Growth Dependent

Fire Department: The Wells Fire Department operates three ~~two~~ stations at this time, the main station at Wells Corner and two substations at Wells Branch and Highpine ~~one~~ located by the Public Works buildings on North Berwick Road. The two substations are both outdated and were identified in the Inventory as not being the ideal locations to serve the Town's growing population, particularly in its southern and western sections. It is recommended that these two facilities be replaced with two new substations: a northern one in the Sanford/Meetinghouse Road area and a southern one in the Littlefield/Bear's Den Road area. Each of these stations is estimated to cost \$1 million, for a total investment need of \$2 million. ~~Based on NFPA standards additional stations should be considered within the town to meet the four minute response times to 90% of the community. These stations will need to house several firefighters/EMTs, along with a fire engine and an ambulance based on the most recent MRI study on "Fire and Emergency Medical Services.~~

In addition to these new stations, an addition to the main station at Wells Corner is needed as well. This addition would allow the main station to raise its level of service in the coastal areas of the Town. Its estimated cost is \$750,000. **Project completed**

Priority Ratings:

New substations: Growth

Dependent/Necessary:

Addition to Wells Corner station:

Necessary:

3.1. Public Works

Garage: The existing public works garage on Route 9 (North Berwick Road) is 50 years old, outdated, and lacks some of the basic equipment for efficiency and safety, such as adequate ventilation and proper overhead doors. A lean-to facility houses much of the equipment along with a donated round metal garage

building. The fueling depot is not in compliance with DEP Underground Tank regulations and an above ground storage facility is being investigated. The estimated cost for a new garage is \$3.5 million. **Project completed**

The existing public works garage on Route 9 (North Berwick Road) ~~is 10 years old~~ was built in 2011. Not all the equipment fits in the new building, and the building is not easily expandable. ~~The current facility does not have a room large enough to allow for an area sufficiently large enough to get the entire staff together for health and safety training. Although, there are other facilities in the Town to accommodate a meeting such as this. If any additional equipment is added, it will have to be housed outdoors because there is no more available space.~~

~~The old garage lacks some of the basic equipment for efficiency and safety, such as adequate ventilation and proper overhead doors. A donated round metal garage building houses the rest of the equipment but is unheated and not well suited to this use. The fueling depot is not supported by an uninterruptable power supply. A generator has to be manual started to power the garage, and the pumps must be manually reset after a power outage.~~

~~If more lane miles are added to the town's roadway system, additional equipment and personnel will be needed to provide the current level of service. It is anticipated that MS 4 environmental requirements will be expanded to include Wells in the area covered by these rules. This will mean expanded maintenance and reporting requirements.~~

Priority Rating: ~~Urgent~~ *Desireable, further study required*

Sand and salt shed: ~~Sand and salt shed: To meet a State mandate, the Town must build a sand and salt storage shed facility. The MDOT Salt Shed Priority program rates Wells a "2" with 1 the highest need. A salt shed reserve fund has been established with the Town appropriating funds to engineer and design it. The new shed will be able to store 5,000 cubic yards of sand/salt mix. Its location is on the Highway Department site. The estimated cost of this facility is \$1.4 million.~~ **Project completed**

The town has an updated salt storage facility. Routine maintenance is performed on the metal roof, but it will need replacement in 5 years.

~~**Solid waste disposal:** Disposal of domestic solid waste is managed through MERC from the Wells Transfer Facility off the Willy Hill Road. The facility was constructed on the parcel containing the Town's Landfill that was officially closed in 1986 and DEP Closure in 1996. The Transfer Station has been added onto in 2000 to include a recycling building. The Landfill requires water quality monitoring annually. The Transfer Station operation has become dependant on a Solid Waste and Material Broker for all materials other than solid waste. The Town contracts for hauling services of its waste trailers to MERC. These very expensive trailers wear out fairly quickly and are thus considered capital equipment. Replacing them all would cost \$100,000.~~ **Project completed**

Priority Rating: ~~Desirable~~ *Desirable, further study required*

4.2. Flood Hazard Mitigation

The Public Works Department has identified flood problem areas in Wells:

- Mile Road
- Eldridge Road
- Furbish Road at Stevens Brook
- ~~Post Road at the Merriland River~~
- Tatnic Road
- Ocean Avenue
- ~~Branch Road at the Merriland River~~
- Bourne Avenue
- Coles Hill at the Merriland River
- Webhannet Drive
- Atlantic Avenue

Problems include flooding, the undermining of roadways, ~~and erosion~~ and inadequate drainage capacity. Specific improvements have not been identified, ~~but however generally they involve working with federal and state agencies to determine proper solutions.~~ the Town has 3 On Call Engineering firms to develop engineered solutions ~~and obtain the proper Federal and State permits for construction.~~ ~~The Town's adopted Flood Hazard Mitigation Plan contains additional details.~~

To address these problems, the Town needs to make a number of capital investments. These are described below.

Stormwater management and drainage improvements: ~~The flood problem areas identified above are in need of stormwater/drainage improvements to reduce their flood risks. In order to make these improvements, the Town needs to first inventory all culverts and bridges in these areas to determine their adequacy to handle the 100 year flood event and then improve these culverts and bridges. The estimated cost of these improvements is \$500,000.~~ The town needs a complete inventory and condition assessment of the drainage systems, with particular consideration of how the ocean outfalls will function with climate change. Individual watersheds need a hydraulic study to evaluate capacity for the current storm data. There are many private systems tied into the town's drainage that reduce the capacity of the public drainage.

Priority Rating: ~~Urgent~~ Necessary

Property Protection: The Town adopted a Flood Hazard Mitigation plan in 2001. One of the Plan's key recommendations was to take action to protect properties in Wells that are known to suffer repetitive losses from flooding, so as to avoid future losses. These protection activities may include relocation, acquisition, demolition, building elevation, floodproofing, retrofitting and insurance. There are seven such properties that have been identified in the Town, located on Atlantic Avenue, Ocean Avenue and Webhannet Drive. ~~A flood hazard audit and analysis of these properties needs to be undertaken to determine how the risks can be reduced. Following this analysis, investments in property protection will be needed. As with the stormwater/drainage category, the costs of these improvements are not yet known.~~ Sea level rise studies completed

Priority Rating: Necessary

Structural Projects: ~~The Webhannet Drive seawall has been found to be in need of major repairs. The particular improvements needed involve the seawall footings, which need to be protected by placing sheet pile facades in from the existing seawall. This project will provide protection from storm and flood damage to properties along Webhannet Drive. The project should continue for approximately 1,500 feet at an estimated cost of \$1.6 million.~~

~~The town has recently completed a ~~high-level~~high-level engineering assessment of major infrastructure elements. None of the infrastructure elements are in danger of ~~imminent~~imminent failure, but several are in need of immediate attention. The proposed budget included a bond to finance construction/reconstruction. The engineering is already underway, including permitting.~~

Priority Rating: Urgent

5.3. Transportation

Road reconstruction and paving. The town has a pavement management system and at an annual investment of approximately \$900,000 a year the pavements in town will stay as good as they currently are. Traditionally, the Town has invested ~~above~~ ~~this~~ ~~threshold~~, so the pavements are improving. Any improvement to the drainage, horizontal or vertical alignments are done before, or with the paving, and the pavement techniques result in the most effective, longest lasting improvements. Many arterial and collector roads in Wells need to be reconstructed. Funding for this work is appropriated annually. Cost of this type of work for each road ranges from \$50,000 to \$125,000. Roads that should be undertaken for reconstruction are:

- ~~Route 9B (Littlefield Road)~~

~~Bragdon Road~~

- ~~Tatnie Road~~

~~Quarry Road~~

~~Drakes Island Road~~

- ~~Coles Hill Road~~
- ~~Burnt Mill Road~~

~~Assuming an average cost of \$75,000 for each of these projects, the total anticipated cost to the Town of these eight projects would be \$600,000.~~

Priority Rating: Necessary

Route 1 improvements: ~~A number of improvements related to access management and mobility in the Route 1 corridor are needed to serve Wells and the surrounding region. Specific projects identified include:~~

- ~~Re-pavement from the Intersection of Route 109 to Route 9 (Port Road).~~
- ~~Route 109 and 1 Intersection Improvements~~
- ~~Moody area cumulative growth impact on traffic study~~
- ~~Regional coastal explorer bus service~~
- ~~Greater investment in Chamber Trolley System~~
- ~~Improvement to the intersections of Chapel and Route 109 and Chapel and Route 1.~~

- ~~Upgrade to the traffic signal system to meet current traffic pattern demands~~

The Town has ~~included discussed~~ funding in FY2023 for a study of the Route 1 corridor with Maine DOT, including a land use component. Implementation of strategies identified in the study will be critical to ensuring successful travel along Route 1. There is funding available for implementation in the Island Golf reserve account.

Priority Rating: Desirable, further study required

Sidewalk Master Plan: ~~Various sidewalk improvements have been recommended in the Sidewalk Master Plan in the Wells Corner area. The immediate project that requires Town investment is for a new raised sidewalk from Harbor Road to the Wells Congregational Church. The estimated cost to the Town of this improvement is \$450,000. The most recent sidewalk master plan only includes the sidewalks along Route 1 and Route 109 from the Public Library to the Town Hall. Creating a town-wide sidewalk plan should be a goal in the next ten years. This should be done in conjunction with an active transit master plan that includes bicycle passage as well. Future sidewalk construction based on this Plan should be timed with roadway upgrades or reconstruction projects.~~

Priority Rating: Necessary

6.4. Harbor and Marine Resources

Wells Harbor Pier: ~~Following recent improvements to buildings at the harbor, it was discovered that the pier holding the Harbormaster facility is sagging and cannot hold the weight of the building. The building structurally is settling and developing noticeable sags. The Town has begun to explore moving the facility off the pier and building a new office and storage complex off the shellfish hatchery building and locating a portable bait locker (refrigerated trailer) on the opposite side of the parking lot. The pier would then be repaired and it would open it up for further tourist use. The estimated cost of this improvement is \$50,000. Complete~~

Priority Rating: ~~Urgent~~ Complete

Harbor Dredging: The Town, with the Army Corps of Engineers have submitted to the State of Maine an application to allow it to undertake maintenance dredges to the outer harbor area over a period of 10 years. The Town will be eligible for a full dredge of the harbor in ~~2007~~2023 if the monitoring reports indicate that the prior full dredge did not cause environmental harm to the marsh area surrounding the harbor. Support for this is crucial for a viable and stable harbor. ~~The estimated cost of the Town's matching share of the full dredge would be \$650,000.~~

Priority Rating: ~~Desirable, further study required~~ Necessary

7.5. Recreation and Historic Preservation

Public Restroom: The Town has developed a reserve fund to establish a public restroom facility in the Routes 1 and 109 area. Talks are ongoing with the owner of the Wells Shopping Center to establish a facility in that location. The estimated cost of providing this facility is \$65,000.

Priority Rating: ~~Necessary~~

Marsh Walk: Public interest is strong for some type of coastal walkway along the Webhannet River. However, abutting property owners have resisted the development of such a facility, and community issues would need to be resolved before pursuing the Marsh Walk. The estimated cost of this project is \$750,000.

Priority Rating: ~~Desirable, further study required~~

Field House: In response to demand for additional programs and services, the Recreation Department developed a master plan for its facilities on Route 9A. The key finding of this plan was that a field house facility, including a gymnasium, multipurpose rooms and locker/restroom facilities, was needed. This has been and continues to be a major need of the Recreation Department. The estimated cost of this facility is \$2 million.

Priority Rating: ~~Growth Dependent~~

Eastern Trail Development: A significant portion of the Eastern Trail, a planned regional trail, is designated for Wells. An abandoned rail bed that is currently used for a gas pipeline is slated for Wells' portion of this off-road trail stretching from Kittery to South Portland. The estimated cost to develop the Wells segment of the Eastern Trail is ~~not known at this time~~ estimated at \$4 – 6 Million. To date the Town of Wells has contributed funding for this project annually. This totals \$ [redacted] so far.

Commented [SW1]: This figure has been requested

Priority Rating: ~~Desirable~~

Route 1/Elementary School Path: A need has been identified for a walking path connecting Route 1 to the new Wells Elementary School on Route 109 to help pedestrian access for children. This trail could be built on property owned by the Wells Ogunquit CSD. Its estimated cost is \$40,000. **Complete**

Priority Rating: ~~Desirable~~

Colonial Road Walking Trails: Many abandoned Colonial roads that are still in existence as public rights of way in Wells may be suitable for the development of walking trails. Doing so would require additional study and costs are unknown at this time.

Priority Rating: ~~Desirable, further study required~~

Land Bank: The Town of Wells already has some funding for an Open Space Reserve Fund as part of a land bank. Further funding for acquisition and recreational development may be needed in the future, though there is no exact amount set at this time.

Priority Rating: ~~Desirable, further study required~~ The Town of Wells, led by the Conservation

Commission's efforts, has established a robust and active land acquisition program that is funded annually through taxation.

Priority Rating: Necessary

8.6. Library

The Wells Public Library has been in existence for approximately 23 years with a building starting out at 5,000 square feet with an addition in 1991 of an additional 6,000 square feet. Today the library is the largest municipal building with 11,000 square feet of heavily used space. Strategic Planning is underway to consider another addition and to landscape the front, side and rear of the library. The beautification programs will assist the town in making this facility a destination location for cultural and educational services. The estimated cost for the addition and the landscaping is \$1.5 million.

The Wells Public Library opened in 1978 with a 5,000 square foot space. In 1993, the first addition was completed giving the library greatly expanded children, young adult and circulation areas. A second addition was completed in 2018, adding a community room, a quiet study area and staff workspace for a total of 15,000 square feet. Space is currently adequate to meet the needs of the town residents, but an enlarged teen area and several small 2-3 person study/meeting rooms, as well as space for collection expansion should be considered in future growth plans.

Priority Rating: ~~Growth Dependent~~ - Priority Rating: Growth Dependent

Summary of Capital Investment Strategy

The following matrix expresses all of the identified capital investment needs of the Town of Wells and displays their priority levels to the Town. These items and their estimated costs are based on preliminary input from various heads of Town departments, and represent current anticipated construction costs.

No.	Item	Est. Cost	Priority Level
General Administration			
1.	Town Hall Expansion	\$4.0M	Desirable, further study required
Public Safety			
2.	New Police Station	\$2.5M	Growth Dependent
3.	Police Substation	\$500K	Growth Dependent
4.	Northern Fire Substation	\$12.50M	Growth Dependent
5.	Southern Fire Substation	\$12.50M	Growth Dependent
6.	Wells Corner Fire Station Addition	\$750K	Necessary
Public Works			
7 <u>1.</u>	New Public Works facility needs study Garage	30k <u>\$3.5M</u>	Necessary <u>Urgent</u>
8 <u>2.</u>	* New Sand and Salt Shed roof	\$1.4M <u>\$50k</u>	Necessary
9.	Solid Waste Disposal Trailers	\$100K	Desirable, further study required
Flood Hazard Mitigation			
10. <u>10.</u>	Stormwater/Drainage Improvements	\$200K <u>\$500K</u>	Necessary, but phased <u>Urgent</u>
11. <u>11.</u>	Hardening of infrastructure for sea level rise and storm surge Repetitive Flooding Property Protection	Unknown	Necessary
12. <u>12.</u>	Webhannet Drive Seawall Repairs	\$1.6M	Urgent
Transportation			
13. <u>13.</u>	Various Road Reconstruction/Pavings	\$600K <u>900K</u>	Necessary
14. <u>14.</u>	Route 1 Improvements Corridor Study	Unknown	Desirable, further study required
15. <u>15.</u>	* Raised Sidewalk Master Plan (Harbor Road to First Congregational Church)	Unknown <u>\$450K</u>	Necessary
16.	Wells Harbor Pier Repairs	\$50K	Urgent
17.	Wells Harbor Dredging (Local Match)	\$650K	Desirable, further study required
Recreation and Historic Preservation			
18. <u>18.</u>	* Public Restroom in Route 1/109 area	\$65K	Necessary
19.	Webhannet Marsh Walk	\$750K	Desirable, further study required
20.	Route 9A Field House	\$2.0M	Growth Dependent
21. <u>21.</u>	Eastern Trail Development/Maintenance	Unknown	Growth Dependent <u>In Progress</u>
22.	Route 1/Elementary School Path	\$40K	Growth Dependent
23.	Colonial Road Walking Paths	Unknown	Desirable, further study required
24. <u>24.</u>	Land Bank	Unknown	Necessary Desirable, further study required
Library			
25.	Library Addition & Landscaping	\$1.5M	Growth Dependent

Commented [SW2]: According to Carol Murray: The Webhannet south seawall will be reconstructed as a FEMA disaster project. The project will be designed with sea level rise and storm surge consideration. The engineering consultant will also provide an assessment of the rest of the walls, north and south to determine expected life. The side slopes of Mile Road were damaged in the Halloween storm last year, and the town is working with FEMA to create a project, including mitigation, to replace the stone armor along both sides of the road. This project will also consider storm surge and sea level rise.

~~*—Project partially or completely funded as of October 2004.~~

Note: This table presents a compilation of potential capital investments that may be needed by the Town of Wells. No projects on this list will be funded without Town Meeting approval.

Part 4 – Capital Investment Strategy

Introduction

A “Capital Investment Strategy” highlights the capital investments needed to manage growth in Wells. It is not a formal capital improvements program (CIP), but it will serve as a guide to future capital expenditures that relate to the Town’s growth. It is to be updated annually and contains in its appendix a Five-Year CIP.

In addition to the major investments identified in this section, the Town also faces other smaller, ongoing capital expenditures. For example, it must continually replace and maintain vehicles and equipment or address other existing deficiencies that are unrelated to growth. This chapter does not address those “as needed” items and instead only deals only with items needed to accommodate growth or to meet the policies of this Comprehensive Plan.

Two major capital items -- public water and public sewer – are the responsibilities of separate, independent districts. The Town’s capital investments therefore are free of these items except to the extent that the Town itself wishes to initiate the extension of one of the systems for its own purpose (such as to support economic development). However, as stated elsewhere in this Plan, coordination between the Town and the utilities is important to the success of the Plan. The Town is fortunate to have a good working relationship with both the Wells Sanitary District and the KK&W Water District.

The Wells / Ogunquit Community School District (CSD) was formed in 1980 through the vote of both communities as a part of the State Legislature action to allow Ogunquit to separate from the Town of Wells. The ownership of the school facilities was turned over to the CSD at that time. New facilities are bonded through a vote of the two towns and debt retirement is the responsibility of the Towns of Wells and Ogunquit through the CSD statutory funding formula.

It also should be noted that a capital investment item, as opposed to capital expenditure that typically would be found in an operating budget, usually involves a large expenditure paid for over time or with the help of outside funds. Financing over time does not necessarily mean borrowing. It may involve a reserve fund or a tool such as tax increment financing. But, frequently, the best way to finance a capital investment is through borrowing. Wells has a very modest level of long-term debt relative to its borrowing capacity. Debt obligations in Fiscal Year 2020 amounted to about 1.05% of the total municipal valuation. As of June 30, 2020, the total amount of long-term debt carried by the Town of Wells was \$16,213,148. In addition to the Town’s debt, Wells owes a much higher level of debt to the Wells-Ogunquit Consolidated School District. As of June 2020, the CSD’s total outstanding debt level was \$22,948,385 (\$22.25 million in principal, \$723,385 million in interest). Of the total amount, Wells’ current share is set at 78.77 %. This is pegged to present levels of enrollment and property valuation and changes each year as the two variables change. At the current level, though, Wells’ obligation is estimated to be \$18.04 million. Adding together Town and School debts, the total debt level of the Town of Wells as of June 2020 is \$34,289,590, or 1.05% of the Town’s total property valuation.

Each of the capital investments derived from the Comprehensive Plan is rated by priority. The rating system is:

- **In Progress:** First priority. This indicates that the project is already underway to some degree.
- **Urgent:** Second priority. The improvement is required to address an immediate public health or safety problem, to comply with a governmental regulation or mandate, or to complete an important, unfinished project. Failure to address the problem or mandate would hinder the Town's ability to accommodate expected growth.
- **Necessary:** Third priority. The project is not needed to solve an immediate public health or safety problem but should be undertaken in the near future.
- **Growth Dependent:** Fourth priority. The project gives the Town the ability to accommodate expected growth and would enhance the community's quality of life, but the improvement can wait until other more pressing projects are finished and additional funds are available.
- **Desirable, further study required:** Fifth priority. The project would allow for ideal operations given the projected growth, but can be deferred without detriment to delivering the basic services.

Capital Investments

This section outlines the capital investment needs by department for the Town of Wells. All cost figures expressed here only account for cost of buildings and facilities and do not include any potential land costs.

1. Public Works

Garage:

The existing public works garage on Route 9 (North Berwick Road) was built in 2011. Not all the equipment fits in the new building, and the building is not easily expandable. The current facility does not have a room large enough to allow for an area sufficiently large enough to get the entire staff together for health and safety training. Although, there are other facilities in the Town to accommodate a meeting such as this.

Priority Rating: Desireable, further study required

Sand and salt shed:

The town has an updated salt storage facility. Routine maintenance is performed on the metal roof, but it will need replacement in 5 years.

2. Flood Hazard Mitigation

The Public Works Department has identified flood problem areas in Wells:

- Mile Road
- Eldridge Road

- Furbish Road at Stevens Brook
- Tatnic Road
- Ocean Avenue
- Branch Road at the Merriland River
- Bourne Avenue
- Coles Hill at the Merriland River
- Webhannet Drive
- Atlantic Avenue

Problems include flooding, the undermining of roadways, erosion and inadequate drainage capacity. Specific improvements have not been identified, however, the Town has 3 On Call Engineering firms to develop engineered solutions and obtain the proper Federal and State permits for construction.

To address these problems, the Town needs to make a number of capital investments. These are described below.

Stormwater management and drainage improvements: .

The town needs a complete inventory and condition assessment of the drainage systems, with particular consideration of how the ocean outfalls will function with climate change. Individual watersheds need a hydraulic study to evaluate capacity for the current storm data. There are many private systems tied into the town’s drainage that reduce the capacity of the public drainage.

Priority Rating: Necessary

Property Protection: The Town adopted a Flood Hazard Mitigation plan in 2001. One of the Plan’s key recommendations was to take action to protect properties in Wells that are known to suffer repetitive losses from flooding, so as to avoid future losses. These protection activities may include relocation, acquisition, demolition, building elevation, floodproofing, retrofitting and insurance. There are seven such properties that have been identified in the Town, located on Atlantic Avenue, Ocean Avenue and Webhannet Drive.

Priority Rating: Necessary

Structural Projects:

The town has recently completed a high-level engineering assessment of major infrastructure elements. None of the infrastructure elements are in danger of imminent failure, but several are in need of immediate attention. The proposed budget included a bond to finance construction/reconstruction. The engineering is already underway, including permitting.

Priority Rating: Urgent

3. Transportation

Road reconstruction and paving. The town has a pavement management system and at an annual investment of approximately \$900,000 a year the pavements in town will stay as good as they

currently are. Traditionally, the Town has invested above this threshold, so the pavements are improving, any improvement to the drainage, horizontal or vertical alignments are done before, or with the paving, and the pavement techniques result in the most effective, longest lasting improvements.

Priority Rating: Necessary

Route 1 improvements:

The Town has included funding in FY2023 for a study of the Route 1 corridor with Maine DOT, including a land use component. Implementation of strategies identified in the study will be critical to ensuring successful travel along Route 1. There is funding available for implementation in the Island Golf reserve account.

Priority Rating: Desirable, further study required

Sidewalk Master Plan: The most recent sidewalk master plan only includes the sidewalks along Route 1 and Route 109. Creating a town-wide sidewalk plan should be a goal in the next ten years. This should be done in conjunction with an active transit master plan that includes bicycle passage as well. Future sidewalk construction based on this Plan should be timed with roadway upgrades or reconstruction projects.

Priority Rating: Necessary

4. Harbor and Marine Resources

Harbor Dredging: The Town, with the Army Corps of Engineers have submitted to the State of Maine an application to allow it to undertake maintenance dredges to the outer harbor area over a period of 10 years. The Town will be eligible for a full dredge of the harbor in 2023 if the monitoring reports indicate that the prior full dredge did not cause environmental harm to the marsh area surrounding the harbor. Support for this is crucial for a viable and stable harbor.

Priority Rating: Necessary

5. Recreation and Historic Preservation

Eastern Trail Development: A significant portion of the Eastern Trail, a planned regional trail, is designated for Wells. An abandoned rail bed that is currently used for a gas pipeline is slated for Wells' portion of this off-road trail stretching from Kittery to South Portland. The estimated cost to develop the Wells segment of the Eastern Trail is estimated at \$4 – 6 Million. To date the Town of Wells has contributed funding for this project annually. This totals \$ [redacted] so far.

Commented [SW1]: This figure has been requested

Priority Rating: Desirable

Land Bank:

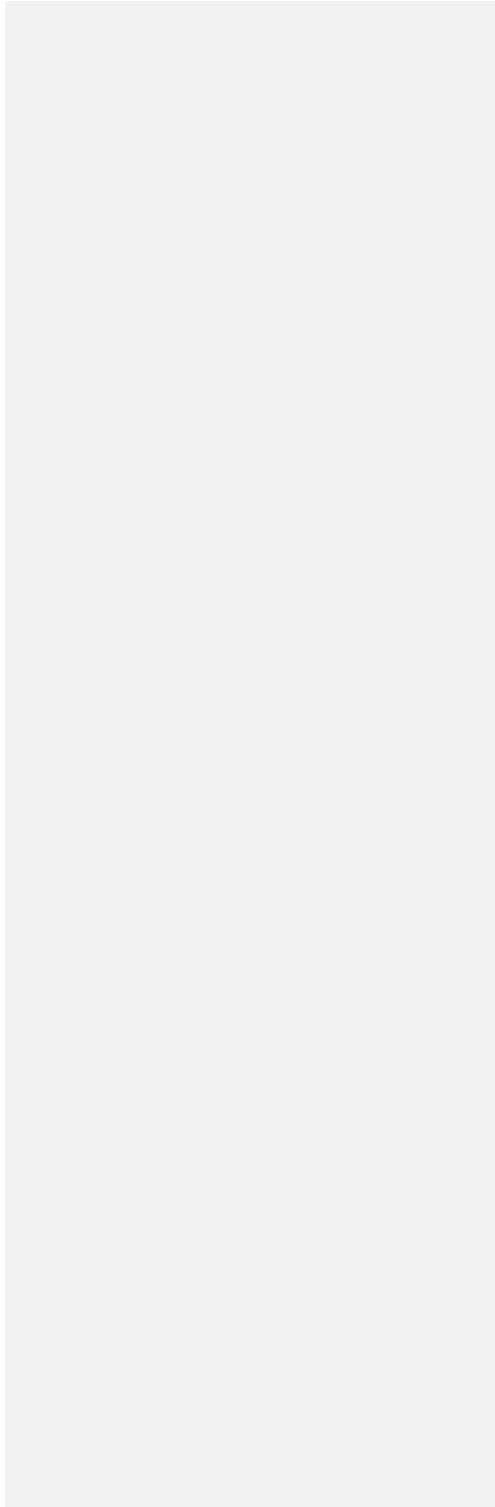
The Town of Wells, led by the Conservation Commission's efforts, has established a robust and active land acquisition program that is funded annually through taxation.

Priority Rating: Necessary

6. Library

The Wells Public Library opened in 1978 with a 5,000 square foot space. In 1993, the first addition was completed giving the library greatly expanded children, young adult and circulation areas. A second addition was completed in 2018, adding a community room, a quiet study area and staff workspace for a total of 15,000 square feet. Space is currently adequate to meet the needs of the town residents, but an enlarged teen area and several small 2-3 person study/meeting rooms, as well as space for collection expansion should be considered in future growth plans.

Priority Rating: Growth Dependent



Summary of Capital Investment Strategy

The following matrix expresses all of the identified capital investment needs of the Town of Wells and displays their priority levels to the Town. These items and their estimated costs are based on preliminary input from various heads of Town departments, and represent current anticipated construction costs.

No.	Item	Est. Cost	Priority Level
Public Works			
1.	Public Works facility needs study	\$30k	Necessary
2.	New Sand and Salt Shed roof	\$50k	
Flood Hazard Mitigation			
1.	Hardening of infrastructure for sea level rise and storm surge	Unknown	Necessary
Transportation			
1.	Various Road Reconstruction/Paving	\$900K	Necessary
2.	Route 1 Corridor Study	Unknown	Desirable, further study required
3.	Sidewalk Master Plan	Unknown	Necessary
Recreation and Historic Preservation			
1.	Eastern Trail Development/Maintenance	Unknown	In Progress
2.	Land Bank	Unknown	Necessary

Commented [SW2]: According to Carol Murray: The Webhammet south seawall will be reconstructed as a FEMA disaster project. The project will be designed with sea level rise and storm surge consideration. The engineering consultant will also provide an assessment of the rest of the walls, north and south to determine expected life. The side slopes of Mile Road were damaged in the Halloween storm last year, and the town is working with FEMA to create a project, including mitigation, to replace the stone armor along both sides of the road. This project will also consider storm surge and sea level rise.

Note: This table presents a compilation off potential capital investments that may be needed by the Town of Wells.No projects on this list will be funded without Town Meeting approval.