

Town of Wells, Maine Comprehensive Plan Update

Submitted To:

Comprehensive Plan Improvement Task Force
Wells, Maine

Submitted by:

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February 24, 2005

In Cooperation with:

Town of Wells Planning Department

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Part 1 -- Introduction

The Comprehensive Plan for the Town of Wells is a publicly adopted document that states what the citizens of Wells want to achieve for their community and how they intend to achieve it. What the citizens want to achieve are known as “policies” and how they intend to achieve it are known as “implementation programs”.

COMPREHENSIVE PLAN PURPOSE AND USE

The Comprehensive Plan’s purpose is to document the Town’s commitment to achieve a vision. The Comprehensive Plan reflects a long-range (e.g., ten year) view of future issues and opportunities. Issues are identified, projected and options selected to set a course of action. These decisions are the basis for policies and implementation programs.

The adopted Plan is used by citizens, elected officials, Town Committees, business investors, and others. They use it to help make daily decisions about the issues and opportunities that shape the Town’s physical, social and economic development. It is used to establish the legal foundation for several implementation programs and activities including, but not limited to the Town’s land use regulations. While the Comprehensive Plan is not a zoning ordinance, land use regulations must be consistent with the Plan.

In addition, the Comprehensive Plan’s purpose is to implement Maine State Planning Law and related state and regional development policies.

COMPREHENSIVE PLAN ORGANIZATION

The Comprehensive Plan is organized into four parts: Introduction, Policies and Implementation Strategies, Implementation Program, and Appendix.

Part 1: Introduction

This part describes the purpose, use, planning process and plan adoption.

Part 2: Policies and Implementation Strategies

This part address key decision issues facing the Town (e.g., population growth, land use, transportation, community appearance, economic development, housing, etc.).

Part 3: Implementation Program

This program describes the different types and purposes of actions available to achieve the policies.

Part 4: Appendix

This part includes background research and analysis on various community development issues that provide the basis for adopted policies.

The Comprehensive Plan is a living document. As Town issues and opportunities change and decisions need to be made, the Plan must be reviewed and updated to reflect current policies and implementation programs. Therefore, comments and suggestions about the Comprehensive Plan are always welcome.

COMPREHENSIVE PLAN ADOPTION

The Comprehensive Plan is adopted by the Citizens of Wells at a Town Meeting. The first Comprehensive Plan was written in 1963. In the 1980's a major effort was made to prepare a new Comprehensive Plan. It consisted of three volumes and was adopted November 5, 1991. A revision was adopted on November 3, 1993. The present Comprehensive Plan was adopted in 2002 and amended in 2003 with changes to allow for the new Transportation Center zone.

The plan adopted in 2002 was found by the Maine State Planning Office to be inconsistent with state Growth Management law. In response to these inconsistencies, the Town of Wells formed a Comprehensive Plan Improvement Task Force in 2003. This plan represents work completed by this Task Force in 2003 through 2005. It builds upon, incorporates, consolidates, reformats and updates prior Comprehensive Plan policies and implementation programs.

COMPREHENSIVE PLANNING PROCESS

The Comprehensive Planning process is an open process that encourages citizen participation.

State Planning Requirements

The Maine Legislature adopted the Comprehensive Planning and Land Use Regulation Act in 1988 and the Growth Management Act. The act requires that each municipality in the State, except those under the jurisdiction of the Land Use Regulation Commission (LURC), develop a local growth management program that guides the future growth of that community. The local growth management program must be consistent with State and regional goals and with the State's coastal policies.

Under the act, the local growth management program consists of two parts:

1. The preparation and adoption of a comprehensive plan by the Town. This plan must comply with State requirements and must be reviewed by State and regional agencies prior to its final adoption.
2. The preparation and adoption of an implementation program that is consistent with the Comprehensive Plan and carries out the goals and policies set forth in the Plan. State and regional agencies must also review this program.

The State law requires that Wells update its Comprehensive Plan. This update of the Town's Comprehensive Plan has been prepared to fulfill that requirement.

Town of Wells Town Planning Program

Based on the Maine State Planning requirements, the Town of Wells Planning Program includes the following phases/planning activities that may occur simultaneously depending on the issues/opportunities facing the Town:

Phase I - Issue /Opportunity Research and Analysis

Phase II - Alternative Plan Evaluation and Selection

Phase III - Comprehensive Plan or Amendments Adoption

Phase IV - Implementation Development Plans, Projects and Programs

Phase V - Annual and Five-Year Capital Budgeting

Phase VI - Monitoring and Evaluation

The results of this planning process are a series of interrelated Town plans including:

Comprehensive Plan – The comprehensive, long-range (e.g., ten-year), general plan that contains general policies to guide the physical, social and economic development of the Town. The Comprehensive Plan is reviewed and updated as needed.

Development Plans and Programs – Short-range, specific plans and programs for an area of Town (e.g., Town Center or Harbor), or functional activity (e.g., Transportation and Circulation or Drainage) prepared and adopted to implement adopted Comprehensive Plan policies. The Development Plans and Programs contain detailed design concepts and/or standards to guide the physical, social, economic development of the Town. In some cases, the Development Plans and Programs will need to be adopted by ordinance to provide the legal basis for implementing the Comprehensive Plan (e.g., the Development Plan for Transportation and Circulation for requiring street dedications, easements, etc.). In other cases the Board of Selectmen or Planning Board may adopt Development Plans where they are providing a guide for development. Development Plans or Programs are prepared as needed and approved by the Planning Board after a public hearing and updated as needed.

Site Plans – Immediate, specific plans for a site or parcel of land that an Applicant proposes to develop. Site Plans require detailed information about the land use, location, development, traffic and circulation, parking, appearance, landscaping, drainage, etc. as described in the Town Land Use Ordinance. These plans are reviewed for consistency with the Comprehensive Plan, any applicable Development Plans or Programs, and Town Ordinances. The Staff Review Committee or Planning Board may approve site Plans after a public hearing. Site Plans are prepared and may be amended as needed.

Subdivision Plans – Immediate, specific plan for the legal division and development of a specific parcel of land. Subdivision Plans require detailed information about the street layout, lot size, grading, drainage, impact on water quality, and other information as described in the

Town Subdivision Ordinance. These plans are reviewed for consistency with the Comprehensive Plan, any applicable Development Plans or Programs, Town Ordinances and applicable State and Federal regulations. The Planning Board may approve subdivision Plans after a public hearing. Subdivision Plans are prepared and amended as needed.

Construction Plans – Immediate, specific working drawings with detailed specifications for the implementation of an adopted Development Plan, Site Plan or Subdivision Plan. These plans could be for the construction or development of a street, building, park, etc. The Office of Planning reviews construction Plans and Development for consistency with approved Development, Site or Subdivision Plans and applicable building and other codes.

Comprehensive Plan Update Process

As stated above, this update of the Comprehensive Plan is the result of the Town of Wells' reaction to State Planning Office inconsistencies identified in the 2002 Comprehensive Plan Update. The Comprehensive Plan Improvement Task Force worked on this version of the plan in 2003 and 2004. The Task Force is comprised of citizens, selectmen and Town staff. The Task Force completed its work under the guidance of the Southern Maine Regional Planning Commission, the Town's planning contractor.

Part 2 – Policies and Implementation Strategies

Chapter 1 The Vision for Wells

The Comprehensive Plan’s Vision for Wells describes the overall features of what the citizens of Wells want their Town to be like. The Vision defines the overall character of the Town in terms of its natural, social and built environment.

THE VISION FOR WELLS

Wells is a terrific community with great people and a great environment. The vision for Wells is to preserve and promote Wells’ small-town historic traditional rural New England seacoast community character, appearance and values for a better quality of life.

If quality is conformance to a standard, then continually improving quality means continually setting and achieving higher standards for excellence in planning, design, development, service and operations. Citizens drive standards: their aspirations, expectations, their goals and policies.

Setting standards will enable Wells to:

- Retain and improving the quality of life.
- Promote economic opportunity.
- Promote health and safety.
- Promote educational opportunity.
- Promote environmental protection.

Vision Benefits

There are several benefits from this vision for Wells including:

1. Retaining Small Town Character and A Better Quality of Life.

The first benefit is retaining and promoting a better environment for business and living. Wells’ economic base is tourism. Its attraction for tourist and residents alike is its historic and traditional New England seacoast and rural environment, character and appearance. This character and appearance is derived from Wells’ architecture and rural environment. The architecture reflects the New England Colonial and Victorian styled wood homes, buildings, barns or barn-like buildings painted in colonial colors that give Wells its unique character herein referred to as Traditional New England Style or the Wells Maine Style. This architectural Style also influences the design of signs, graphics, street lighting, paving and the other “built” features in the Town.

Similarly, the Traditional New England Style reflects the Town's unique setting on the seacoast/marine estuary and in the upland rural forested area. Tourists and residents alike are attracted to this town character and appearance. Thus, the vision is to preserve and enhance the traditional New England style small town character and appearance for everyone's benefit.

2. Improved Central Area

A second benefit is improving the central area of Wells in the vicinity of the Route 1/Route 109 intersection. This area forms the historic commercial heart of the Town and it will be enhanced with pedestrian and other transportation improvements that will protect its character and advance its livability.

3. Protecting Rural Areas and Neighborhoods

A third benefit is preserving and enhancing the rural areas (i.e. with agricultural, forestry and residential uses) and residential neighborhoods (i.e., with low, medium and higher density residential uses) of Wells. Neighborhoods will also be linked to other neighborhoods and to the central area by pedestrian and bicycle ways to promote off-road movement, open spaces, and scenic local and collector streets.

4. Beach Areas with Neighborhoods and Village Centers

A fourth benefit is protecting and enhancing the seacoast and adjacent marine estuary areas and residential areas with neighborhoods and neighborhood village centers. The areas will feature less vehicular traffic, public access and open spaces to protect natural ecologically critical areas. The village centers could include limited convenience services and public facilities such as a fire station or park. The neighborhoods will also be linked to other neighborhoods and the central area by pedestrian and bicycle ways to promote off-road movement, open spaces, and scenic local and collector streets.

5. Open Space and Natural Ecologically Critical Areas

A fifth benefit is preserving and protecting land for recreation, tree growth and natural wildlife habitat, and, where appropriate, linking it by streams, pedestrian and bicycle paths and other ways.

6. Transportation Center (Maine Turnpike Exit 19 Area)

A sixth benefit is continuing to develop a mixed-use business area aimed at serving the customers of the new Wells Transportation Center with Amtrak "Downeaster" train service and Maine Turnpike (Interstate 95) Exit 19 access. As described more fully in Chapters 6, 7, & 8 of this plan, land use and development policies and regulations will be prepared in order to promote the development/redevelopment of this area to serve travelers (tourists, residents, and others) at this transportation gateway to the Wells community. The Town will work with the Turnpike Authority and developers to effectively utilize the Transportation Center access road and the traffic signal at Route 109. Traditional New England style architecture will be promoted.

Chapter 2 – Population Policies and Strategies

Introduction

The Comprehensive Plan's Population Policies and Strategies include goals, policies, standards, and implementation strategies related to the amount and timing of population growth. The Land Use Policies and Strategies address the location of population growth.

Wells' population growth is shaped in part by regional and national growth trends. An understanding of population trends within a community is important for developing policies to accommodate change and establish an appropriate direction for the future. Wells' population changes and characteristics are due in part to its geographic location. It is easily accessible from the Maine Turnpike, making it an attractive location for individuals to live in the town and commute elsewhere. In addition, Wells' waterfront location makes it attractive to summer visitors who are a significant portion of Wells' seasonal population. See Appendix A for recent trends and analysis of population demographics.

Goals

State Goal:

Encourage orderly growth and development in appropriate areas of each community, while protecting the State's rural character, making efficient use of public services and preventing development sprawl. (Growth Management Act)

Regional Goal:

(No goal specific to population.)

Wells Goals:

1. Manage the rate of residential and non-residential growth in a manner that maintains the Town's rural, small-town character and is consistent with the Town's ability to accommodate it.
2. Provide opportunity for a variety of individuals to live in Wells.

Policies

To achieve these goals, it is the policy of the Town of Wells to:

1. Ensure that residential growth in rural areas is accommodated in suitable locations that are properly zoned, have appropriate environmental conditions and allow for provision of proper access and public services exclusive of water and sewer.
2. Provide opportunity for higher density residential development in areas that have appropriate community facilities and services, including public water and sewer.
3. Continue to monitor and manage the rate of residential growth to ensure that such growth does not unduly strain public facilities and services and not damage the environment.

Standards

To achieve these policies, the following are Town of Wells' standards to guide development:

1. Limit population growth to 132 dwelling units per year set forth in the existing Wells Residential Growth and Land Use ordinances.
2. Establish different growth limits for areas identified as growth and non-growth areas in the Future Land Use Plan (see Chapter 6).

Implementation Strategies

1. Revise the zoning districts in Rural Areas and requirements for these districts as identified and described in the Land Use policies in Chapter 6 of this Plan.
2. Adopt the proposed zoning district changes and requirements for the higher density Growth Areas that are identified and described in the chapter on Land Use policies.
3. Amend the Residential Growth Management Program to support the growth and non-growth designations in the Future Land Use Plan (see Chapter 6).
4. Establish a standing Growth Management Committee to review the growth management ordinance on an ongoing basis and make recommendations to the Selectmen. The Committee shall consider regional growth trends, similar ordinances in surrounding communities and the long-term capacity of Wells' municipal facilities and services.

Chapter 3 - Natural Resources Policies and Strategies

Introduction

The Comprehensive Plan's Natural Resources Policies and Strategies describe goals, policies, standards, and implementation strategies related to the protection, conservation and development of Wells' natural resources.

Natural resources contribute to defining a community's unique character. Wells' natural resources provide residents with a rich quality of life and many recreational opportunities. Natural resources are also an important consideration in estimating the Town's capacity for growth and development potential. Natural resources can provide both opportunities and constraints for growth. For example, steep slopes and wetlands are inappropriate for development while better drained, flatter areas are generally considered more suitable for development. The natural resource base of Wells is an important factor in determining local land use decisions. See Appendix A for an analysis of Wells' natural resources.

Goals

State Goal:

1. Protect the quality and manage the quantity of the State's water resources, including lakes, aquifers, great ponds, estuaries, rivers, and coastal areas. (Growth Management Act)
2. Protect the State's other critical natural resources, including without limitation, wetlands, wildlife and fisheries habitat, sand dunes, shorelands, scenic vistas, and unique natural areas. (Growth Management Act)

Regional Goal:

Maintain and, where possible, improve the quality of our natural environment through actions that manage resources as a system rather than as local segments.

Wells Goals:

1. Assure the Town's natural features, including the marshes and wetlands, beaches, aquifers, critical wildlife habitats, and floodplains, that are truly environmentally sensitive areas and create a truly outstanding, but fragile, environment are protected from damage and preserved for future generation.
2. Enhance the Town's programs for protecting sensitive, natural resources through regulatory and non-regulatory mechanisms.
3. Support programs for acquiring key land areas of environmental concern to provide for the protection of these resources, while compensating the property owner.
4. Work cooperatively with federal and state environmental regulators to enforce regulations that protect the Town and region's natural resources.

5. Develop land use controls that encourage these areas to be protected and permanently set aside as land development occurs.
6. Protect the Branch Brook aquifer from potential sources of contamination by controlling land use in this area and maintaining the availability and quality of other existing and potential water supplies.
7. Allow the removal of mineral resources such as sand and gravel in a manner which minimizes the impact on these areas and surrounding neighborhoods, provides for the reclamation of these sites, and protects the groundwater from contamination.
8. Protect, manage and support natural resource based enterprises such as agriculture, forestry and mineral extraction.
9. Place high value on the protection and long-term management of and education about the Town's ecological systems including soils, surface and ground water, wetlands, beaches, natural vegetation and wildlife. The natural environment should be used as a guide to manage future growth recognizing that Wells' natural systems provide opportunities and constraints for both conservation and development.
10. Assure ocean beaches continue to be a community resource.

Policies

To achieve these goals, it is the policy of the Town of Wells to:

General

1. Encourage the use of environmentally sensitive areas and critical habitats in a manner that does not jeopardize the environmental value of their resource.
2. Allow the removal of mineral resources such as sand and gravel in a manner that minimizes the impact on these areas and surrounding neighborhoods, provides for the reclamation of these sites, and protects the groundwater from contamination.

Beaches

1. Assure public access to the beaches for both residents and tourists while protecting the livability of the beach neighborhoods.
2. Manage the beaches in cooperation with property owners to control overuse, provide necessary facilities, and promote a wholesome family environment.
3. Maintain and protect the physical quality of the beach systems through activities such as cleaning, stabilization, and sand replenishment.
4. Improve pedestrian, bicycle and local transit access to the beaches.

5. Create transportation links (e.g. ferry, bridges, etc) between the Harbor, Wells Beach and Drakes Island.

Groundwater

1. Protect the quality of the groundwater in the Branch Brook Aquifer and in the Town's other sand and gravel aquifer areas that can be used for high volumes of domestic use by implementing and enforcing regulations that control the use, handling and storage of hazardous materials.
2. Protect the quality of the groundwater in areas not served by public water and sewer by ensuring existing nitrate standards set by the Maine Department of Environmental Protection are enforced and ensuring proper inspections of all septic system installations.

Surface Waters

1. Protect surface water quality by aggressively managing point and non-point source pollution including stormwater discharge.
2. Cooperate with surrounding communities and environmental non-profit groups to minimize the potential for surface water pollution by inappropriate uses or activities.

Wetlands

1. Protect and maintain the valuable functions of tidal and freshwater wetlands by minimizing the impact of development and allowing appropriate uses such as low impact recreation, wildlife habitat and limited, controlled timber harvest.
2. Ensure protection of high value wetlands including vernal pools, through regulatory and non-regulatory implementation programs and place high value on these resources when designating growth and rural areas in Wells.

Soils

1. Base the density of development in areas outside public water and sewer service on the assimilative capacity of soils to accommodate onsite waste water systems. No lot size shall be less than 20,000 square feet if not on sewer and water if the Maine State Code changes.

Wildlife and Fisheries

1. Ensure the long-term protection and enhancement of Wells' valuable wildlife habitat and fisheries through the use of regulatory strategies and out reach to governmental and non-profit organizations involved with natural resource protection and management.

Floodplains

1. Manage floodplain areas to ensure the safety and welfare of those individuals with properties in such areas.
2. Maintain and update comprehensive community flood hazard management policies and strategies. (See Chapter 15 and the Appendix).

3. Ensure the long-term protection and enhancement of Wells through the use of regulatory strategies and out reach to governmental and non-profit organizations involved with natural resource protection and management.

Education

1. Work with schools to promote education of environmental sciences and ecology.

Standards

To achieve these policies, the following are Town of Wells' standards to guide development:

1. Existing Land Use and Subdivision Ordinances.

Implementation Strategies

Beaches

1. 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.
2. 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.

Groundwater

1. Revise the Aquifer Protection District of the Land Use Ordinance to incorporate a two-tiered zone for the Branch Brook Aquifer based on maps prepared by the Kennebunk, Kennebunkport, and Wells Water District (KKWWD) and adopt use and quality standards as identified in the Aquifer Protection section of the Land Use Policies and Strategies.
2. Work with the KKWWD to acquire key parcels of land with high value for ground water protection through fee simple acquisition or conservation easement.
3. Review the Aquifer Protection provisions of the Town's Land Use Ordinance to determine whether or not there is sufficient protection of the groundwater in the Town's sand and gravel aquifer areas. Where appropriate implement and enforce regulations that control the use, handling and storage of hazardous materials in these areas.
4. Establish a program to ensure there is proper inspection of all septic system installations and monitor the performance of septic systems in/or adjacent to Resource Protection and Conservation Areas.
5. 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.

Surface Waters

1. 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.
2. Revise local subdivision and site plan review regulations, where necessary, to require stormwater management, erosion and sediment control and landscaping, including a reference to a suitable guidance document that requires currently accepted Best Management Practices such as the *Maine Erosion and Sediment Control Handbook for Construction: Best Management Practices* by the Cumberland County Soil and Water Conservation District, 1991 or *Better Site Design: A Handbook for Changing Rules in Your Community* by the Center for Watershed Protection, 1998.
3. Continue local subdivision and site plan review regulations to provide for municipal inspection and enforcement of:
 - Erosion and sediment control plans.
 - Post-construction maintenance and operation plans, particularly for major developments or developments deemed by the Planning Board to have potential negative impacts to valuable natural resource or Resource Protection Areas.
4. 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.
5. Establish a process with adjacent communities to ensure the maintenance of water quality standards for surface waters that occur in more than one community such as Branch Brook and the Merriland River.
6. 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.
7. Amend Town ordinances to require a timber-cutting plan and permit.

Wetlands

1. 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. If appropriate, base the regulation upon a classification system that incorporates hydrology, vegetation and wildlife and a definition that is consistent with current state and federal wetland regulatory programs. Report findings to the Board of Selectmen within six months of establishing such committee. Wetland guidelines should ensure that any definition be consistent with current state and federal wetland regulatory programs.
2. Establish a program to identify, prioritize and protect high value freshwater wetlands and land containing vernal pools. Protection should occur through regulation, education and cooperation, purchase or conservation.

Wildlife and Fisheries

1. Identify and protect through the timber harvesting plan and permit, site plan and subdivision approval process, those areas of land designated by the Maine Department of Environmental Protection (MDEP) as “significant wildlife habitat. These areas should be revised based on MDEP updates and revisions of these habitat areas and performance standards.
2. 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.
3. Within areas of Wells designated as Rural Use, seek to maintain large parcels of unfragmented lands and to ensure that wildlife habitats are connected by travel corridors through both regulatory and non-regulatory means.
4. Require all applications for subdivision, site plan review and timber harvesting to 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, such as vernal pool areas of the Tatnic Hills that provide habitat for Blandings and spotted turtles and as established by the State of Maine on the site. Obtain necessary state approvals as a condition of subdivision plan and /or site plan approval.
5. Work cooperatively with Maine Inland Fisheries and Wildlife to manage and protect high value habitat and areas for significant habitat and rare and endangered species.
6. Work with landowners with high value habitats on their property to protect these areas through education and cooperation, conservation and easements or purchase through a land holding entity.

Forest Resources

1. Amend Town ordinances to ensure a timber-cutting permit is obtained prior to cutting.

Floodplains --See Chapter 15-Flood Hazard Mitigation Policies and Strategies

1. Continue to manage the use and development of the Town’s inland flood hazard areas in accordance with state and federal standards.
2. Update current flood hazard standards and maps to be consistent with federal guidelines and the recommendations of the Flood Hazard Mitigation Policies and Strategies.

Chapter 4 - Marine Resources Policies and Strategies

Introduction

The Comprehensive Plan's Marine Policies and Strategies describe goals, policies, standards, and implementation strategies related to marine resources and the waterfront environment.

The marine environment of Wells covers most of the eastern portion of the Town extending inland as far as Route 1 and stretching along the Atlantic Ocean for over five miles from Kennebunk on the north to Ogunquit on the south. The majority of the oceanfront is characterized by a system of barrier sand dunes and beaches. Behind this dune system lies an extensive area of marshland fed by the Little River, Merriland River, Webhannet River, Ogunquit River, and numerous coastal streams. The water, plant and wildlife resources of this area are discussed in detail in the Natural Resources Policies and Strategies.

Goals

State Goal:

Protect the State's marine resources industry, ports, and harbors from incompatible development and to promote access to the shore for commercial fishermen and the public. (Growth Management Act)

Relevant State Coastal Policies:

1. Promote the maintenance, development, and re-vitalization of the State's ports and harbors for fishing, transportation, and recreation. (Coastal Management Policy)
2. Enhance the economic value of the State's renewable marine resources. (Coastal Management Policy)
3. Support shoreline management that gives preference to water-dependent uses over other uses, that promotes public access to the shoreline and that considers the cumulative effects of development on coastal resources. (Coastal Management Policy)

Regional Goal: (None specific to marine resources.)

Wells Goals:

1. Continue to assure public access to the beaches and Harbor in Wells while managing and maintaining these resources in the best interests of the community and adjacent landowners.
2. Work cooperatively with the State to manage and regulate the use of critical sand dune areas.
3. Assure the Wells Harbor remains a viable resource since the harbor plays an important role as both an economic and recreational resource for the Town.

4. Protect recreational fishing and shellfishing in the Town's coastal waters and estuaries.

Policies

To achieve these goals, it is the policy of the Town of Wells to:

1. Continue to assure the quality of the living environment in beach neighborhoods by managing the activities of beach goers, enforcing private property rights and controlling access and parking.
2. Manage the beaches in cooperation with private landowners to ensure this resource can be used in a manner that allows for maximum use by the beach goers while minimizing the impact to private property owners and protecting the natural plant and wildlife habitats that enhance the value of the beach.
3. Protect the plant and wildlife habitat associated with the beach/dune and estuarine systems to ensure survival of the state's endangered and threatened species.
4. Support the dredging of the harbor to maintain it as a suitable mooring area while minimizing the negative impacts of dredging on recreational fishing and shellfishing opportunities.
5. Control parking and support facilities in the harbor and beach areas to allow continued use of the area for commercial and recreational boating and marine uses.

Standards

To achieve these policies, the following are Town of Wells' standards to guide development:

1. Existing Land Use ordinance.

Implementation Strategies

1. 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.
2. Maintain the 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 sand dunes obtain any necessary state permits prior to obtaining any local permits.
3. 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 shellfish harvesting and other marine recreation activities.

4. Maintain public access to the beaches, harbor and waterfront of Wells.
5. 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.
6. Review and implement the Wells Bay Regional Beach Management Plan.
7. 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.

Chapter 5 - Historic and Cultural Resources Policies and Strategies

Introduction

The Comprehensive Plan's Historic and Cultural Resources Policies and Strategies describe goals, policies, standards, and implementation strategies related to Wells' historic and cultural assets.

Goals

State Goal:

Preserve the State's historic and archaeological resources. (Growth Management Act)

Regional Goal:

Create an awareness of the importance of identifying and preserving historic and archaeological resources.

Wells Goals:

1. Identify, map and protect significant historical and archaeological resources.
2. Preserve, protect and maintain the quality of Wells' historical, cultural and archaeological resources.
3. Educate Town citizens and visitors about Wells' historic and archaeological resources not just as individual buildings or sites, but as resources in a geographic, social and economic context.

Policies

To achieve these goals, it is the policy of the Town of Wells to:

1. Preserve and promote the historical character of Wells including historic buildings, sites and landscapes as well as roadways and natural features of historic significance.
2. Identify, document and protect the Town's archaeological and pre-historical resources.
3. Ensure that development in the Route One corridor and the central area of Wells occurs in a manner that is consistent with the historical character of the community.
4. Provide educational opportunities for residents and visitors that "tell the story" of Wells history.
5. Encourage owners of historic properties to apply for National Register status.
6. Ensure that new development respects the Town's historic and archaeological resources.

Standards

To achieve these policies, the following are Town of Wells' standards to guide development:

1. Existing Town Ordinances.

Implementation Strategies

1. Seek Local Government Certification with the State Historic Preservation Office in order to be eligible for matching grants to assist the work of the Wells Historic Preservation Commission.
2. 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.
3. Identify scenic historic landscape resource areas including agricultural lands and fields, rock walls, etc.
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 is consistent with this character.
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. Annual historic walks, walking tours and education brochures are examples.
6. Work with public and private groups to establish a permanent heritage trail that would include map and permanent markers for specific historic properties.
7. Encourage more property owners to place their properties on the National Register of Historic Places.
8. Strengthen requirements in the Land Use Ordinance regarding proximity to and impacts on historic and archaeological resources.

Chapter 6 - Land Use Policies and Strategies

Introduction

The Comprehensive Plan's Land Use Policies and Strategies describe goals, policies, standards, and implementation strategies to guide the location, intensity and quality of land use in Wells over the next ten years.

Goals

State Goal:

1. Encourage orderly growth and development in appropriate areas of each community, while protecting the State's rural character, making efficient use of public services and preventing development sprawl. (Growth Management Act)
2. Safeguard the State's agricultural and forest resources from development which threatens those resources. (Growth Management Act)

Regional Goal:

(None specific to land use patterns.)

Wells Goals:

1. Wells has a balanced pattern of land use that respects its diverse natural, cultural and historic resources.
2. Encourage growth that is respectful of the Town's village, rural and beach/waterfront areas.
3. Impact of new growth on environmental, open space and fiscal resources is minimized.
4. Growth does not exceed the capacity of municipal facilities and services.
5. The identities of the Town and its neighborhoods are maintained and enhanced.

Policies

To achieve these goals, it is the policy of the Town of Wells to:

1. Promote a general pattern of development that maintains and enhances the land use and living environments of the Town including the high density beach/waterfront area, the Route 1 mixed-use corridor, the suburban style neighborhoods and the farm and forest rural areas. To accomplish this policy the Town will:
 - a. Identify areas for growth that would include residential areas and areas where public infrastructure can service a high density of development;
 - b. Restrict development in critical rural areas;
 - c. Encourage commercial and industrial uses in appropriate locations;

- d. Encourage and preserve tourism-related industry east of Route 1;
 - e. Preserve beach/waterfront residential neighborhoods
2. Protect and enhance Wells' small-town rural character by ensuring that new development is consistent with the character of the Town, promotes amenities that reinforce the Town's character, protects the scenic value of the Town's beaches, marshes, rivers and rural roads, and protects historic areas of the Town.
 3. Consider a variety of regulatory and non-regulatory mechanisms to accommodate growth while protecting the Town's rural character.
 4. Monitor and manage the impacts of residential growth to ensure that such growth does not unduly strain public facilities and services. This includes studying alternative methods of managing growth and financing public improvements required by new growth, such as: a differential growth cap, Transfer of Development Rights (TDR), Purchase of Development Rights (PDR), Impact Fees and other innovative planning tools.
 5. Encourage higher standards for infrastructure development in the Town's commercial and municipal center in the Route 1/109 area.
 6. Direct growth into areas designated in the Future Land Use Plan as growth or transitional areas.
 7. Manage residential development outside of village areas to assure it is consistent with the character of Wells by:
 - a. Adopting and revising land use regulations that recognize the capacity of natural and man-made systems within the Town;
 - b. Restricting development in areas where public facilities such as water, sewer, and roads are not available or are not adequate to service the development unless the services are upgraded; and
 - c. Requiring provision of open space and recreational lands as part of new, large subdivisions that are commensurate with the size of the development and that optimize opportunities to connect with townwide and regional open space and recreational resources.
 8. Maintain and promote small-scale commercial activities and uses along the Route 1 Corridor assuring that expansion of existing commercial uses or development of new commercial enterprises adhere to the following guidelines (Per Corridor Plan adopted by the Town in April 2000):
 - a. Ensuring the scale and nature of the development is compatible with adjacent uses.
 - b. Encouraging signs that are consistent with the scale of the development and do not hinder views to the waterfront.
 - c. Instituting appropriate access management techniques to maintain a safe roadway system by minimizing curb cuts on major transportation routes.
 - d. Ensuring that US Route One remains with two travel lanes by promoting transportation alternatives and other traffic routes.

- e. Creating a more pedestrian friendly environment through the use of raised sidewalks separated from the travel way, lighting and landscaping.
9. Direct business and industrial growth and expansion to locations that minimize impact to the Town's natural and historical environment and adjacent neighborhoods by adopting and implementing guidelines for landscaping, buffering, building design, lighting and parking.
10. Identify specific areas that could be zoned or re-zoned to accommodate light industrial or business development based upon the suitability of the area and access to arterial roadways.
11. Assure the long-term protection of land that is in forestry or agriculture through both regulatory and non-regulatory means.
12. Continue to protect, manage and enhance the Town's open space and resource conservation areas.
13. Establish new and implement existing master plans for Town-owned lands to determine their most appropriate long-term uses.
14. Examine feasibility of acquiring land for a potential future Maine Turnpike interchange in the Moody/Tatnic Road area.
15. Designate distinct "critical rural," "rural" and "growth" areas based on the guidelines of Maine's Growth Management Act.

Critical Rural Areas

Critical rural areas encompass areas in the community that contain valuable natural, historic or visual resources that are in need of a higher level of protection.

Rural Areas

Rural areas include areas of the community that:

- a. Consist of large, contiguous open spaces, farmland, and forest land;
- b. Are relatively free of sprawling and strip development along roads; and
- c. Are not physically suitable for accommodating future high density residential or commercial uses.

Growth Areas

Growth areas include areas in one of three categories:

1. Developed Areas – Areas that are essentially built out and will only experience incremental or infill growth in the foreseeable future.
2. Existing Growth Areas - Areas already designated as residential, commercial or industrial zones on the existing zoning map that have some capacity for future growth.
3. Transitional Areas – Areas that are not part of established residential, commercial or industrial areas on the existing zoning map that:

- a. Are located in proximity to existing residential or commercial areas of Wells;
- b. Are physically suitable for development or redevelopment;
- c. Contain sufficient area to accommodate planned growth and development; and
- d. Enable a compact, clustered, rather than sprawling, pattern of development.

Definition of Land Use Districts by Type

The following table lists districts classified as non-growth and growth areas in the Future Land Use Plan.

Non-Growth Areas		Growth Areas		
Critical Rural Areas	Rural Areas	Developed Areas	Existing Growth Areas	Transitional Areas
CR 1 – Fenderson Wildlife Commons	R1 – Rural Area Previously Defined	BB – Beach Business	RA – Residential A	T1 – Moody
CR 2 – The Heath/West Brook Corridor	R2 – Chapel Road Rural Extension	RB – Residential Beach	RC – Residential/Commercial	T2 – Community College
CR 3 – Tatnic Hills/Mt. Agamenticus Area	DR – Developed Rural	RD – Residential Drakes Island	H – Harbor	T3 – Burnt Mill
CR 4A – Branch Brook Aquifer Travel Time <200 days			GB – General Business	T4 – Hobbs Farm
CR 4B – Branch Brook Aquifer Recharge Area			LI – Light Industrial	T5 – Crediford Limited Commercial
CR 5A – Webhannet River Corridor			QM – Quarry Manufacturing	T6 – Limited Industrial
CR 5B – Merriland River Corridor			TC – Transportation Center	
CR 5C – Ogunquit River Corridor				
CR 5D – Lower Branch Brook Corridor (not in Recharge Area)				
CR 6 – Existing Resource Protection Districts				

Tools to Define Rural and Critical Rural Areas

The Town of Wells wants to protect its rural and critical rural areas in ways that respect the rights of property owners. As such, the base minimum lot size of 100,000 square feet (2.30 acres) will remain intact throughout the Town's rural areas. Instead of increasing the base lot size, there are four mechanisms being suggested to control the character of growth in the rural areas of Wells:

1. Stronger standards for clustering and open space preservation in rural subdivisions in areas where preservation of large undeveloped blocks is a priority. Stronger clustering standards would limit the visual and environmental impacts of development in such key areas of Wells.
2. In areas where protection of water resources is a priority, wetland areas will be excluded from lot sizes, so the 100,000 square foot minimum will apply to a net lot size and not the gross lot size.
3. Maximum allowable lot coverage in some proposed Critical Rural Areas (all impervious surfaces) will be reduced below the 20% coverage now allowed in standard rural areas.
4. In areas with key water resources, land uses and septic systems will be limited to mitigate negative impacts on these resources.

In addition to these recommended zoning-related provisions, the Growth Management Committee will be tasked with examining other regulations and incentives to mitigate the impacts of growth in the rural and critical rural areas of Wells. This Committee will, within three years of this plan's adoption, develop alternative strategies that will replace the Town of Wells' existing system of growth management.

As outlined in Policy #4 and Implementation Strategy #7, these alternative strategies may include: a differential growth cap, Transfer of Development Rights (TDR), Purchase of Development Rights (PDR), Impact Fees and other innovative planning tools.

Critical Rural Areas

In all critical rural areas, the base minimum lot size of 100,000 square feet will be kept intact. However, as discussed above, growth will be limited and controlled in these areas through a mix of regulatory and non-regulatory mechanisms. The suggested Critical Rural districts and provisions for each are listed below.

Critical Rural 1 – Fenderson Wildlife Commons

Geographical Description – The area surrounding the Fenderson Wildlife Commons property, stretching from the growth area along Route 109 to the Perkins Town area. This area encompasses a large and contiguous block of mostly undeveloped land that abuts mostly undeveloped land in the Town of Sanford.

Land Use Standards

- Maximum lot coverage: 15%
- Required 50% open space preservation for all new residential subdivisions
- Where possible, new residential subdivision units shall be served by community water and sewer systems
- If property to be developed abuts an existing open space, the new open space must abut it
- No new roads will be accepted by the Town of Wells
- No private roads may result in the connection of existing public or private roads
- Vegetated buffers must be maintained along existing public and private roadways

Critical Rural 2 – The Heath/West Brook Corridor

Geographical Description – An area beginning at the Wells Heath property along Routes 109 and 9A stretching along the West Brook Corridor into Perkins Town and along the proposed trail corridor connecting the Heath with Fenderson Wildlife Commons. This district includes a mostly undeveloped corridor running several miles from the North Berwick town line to Route 109.

Land Use Standards

- Maximum lot coverage: 15%
- Required 50% open space preservation for all new residential subdivisions
- Where possible, new residential subdivision units shall be served by community water and sewer systems
- If property to be developed abuts an existing open space, the new open space must abut it
- No new roads will be accepted by the Town of Wells
- No private roads may result in the connection of existing public or private roads
- Vegetated buffers must be maintained along existing public and private roadways

Critical Rural 3 – Tatnic Hills/Mt. Agamenticus

Geographical Description – A series of undeveloped backland areas located south of Route 9 and west of Hiltons Lane. This area contains several unfragmented blocks of habitat land, some of which abut other unfragmented blocks in the Town of South Berwick.

Land Use Standards

- Maximum lot coverage: 15%
- Required 50% open space preservation for all new residential subdivisions
- Where possible, new residential subdivision units shall be served by community water and sewer systems
- If property to be developed abuts an existing open space, the new open space must abut it
- No new roads will be accepted by the Town of Wells
- No private roads may result in the connection of existing public or private roads
- Vegetated buffers must be maintained along existing public and private roadways

Critical Rural 4A – Branch Brook Aquifer Travel Time <200 days

Geographical Description – The portion of the Branch Brook Aquifer Recharge Area with a contaminant travel time of less than 200 days. This area includes the most critical locations in Wells for protection of groundwater, as Branch Brook is the public drinking water source for the Town (as well as for Kennebunk and Kennebunkport).

Land Use Standards

- Cluster developments are prohibited
- Wetland areas deducted: 100%
- Maximum lot coverage: 10%
- Require 400 foot septic system setback from Branch Brook
- Require 250 foot building setback from Branch Brook
- Establish controls over the use, handling and storage of chemical or petroleum products
- Prohibit fuel sales
- Prohibit animal husbandry or agricultural uses that produce animal wastes

Critical Rural 4B – Branch Brook Aquifer Recharge Area

Geographical Description – The balance of the Branch Brook Aquifer Recharge Area that lies outside the 200-day contaminant travel time zone.

Land Use Standards

- Cluster developments are prohibited
- Wetland areas deducted: 100%
- Maximum lot coverage: 10%
- Establish controls over the use, handling and storage of chemical or petroleum products
- Prohibit fuel sales
- Prohibit animal husbandry or agricultural uses that produce animal wastes

Critical Rural 5A – Webhannet River Corridor

Geographical Description – A corridor along the Webhannet River stretching from the estuary, across Route 1 and west to the Boston & Maine Railroad right-of-way.

Land Use Standards

- Cluster developments are prohibited
- 250 foot building setback (200' under current zoning)
- Wetland areas deducted: 100%
- Maximum lot coverage: 10%

Critical Rural 5B – Merriland River Corridor

Geographical Description – A corridor along the Merriland River, stretching from the estuary to Route 109 where it joins the Heath/West Brook Critical Rural Area.

Land Use Standards

- Cluster developments are prohibited
- 250 foot building setback (200' under current zoning)
- Wetland areas deducted: 100%
- Maximum lot coverage: 10%

Critical Rural 5C – Ogunquit River Corridor

Geographical Description – A corridor along the Ogunquit River from the estuary to the South Berwick town line.

Land Use Standards

- Cluster developments are prohibited
- 250 foot building setback (200' under current zoning)
- Wetland areas deducted: 100%
- Maximum lot coverage: 10%

Critical Rural 5D – Lower Branch Brook Corridor (not in Recharge Area)

Geographical Description – A corridor along Branch Brook beginning below the Aquifer Recharge Area (at about where Route 1 crosses Branch Brook), running to the estuary.

Land Use Standards

- Cluster developments are prohibited
- 250 foot building setback (200' under current zoning)
- Wetland areas deducted: 100%
- Maximum lot coverage: 10%

Critical Rural 6 – Existing Resource Protection Districts

Geographical Description – The existing RP district areas in Wells. Many of these areas fall within the borders of the newly defined Critical Rural areas but others, especially the Merriland, Webhannet and Ogunquit River estuaries are outside the Critical Rural areas.

Land Use Standards

- Development is already severely restricted using present standards

Rural Areas

All areas located outside of growth areas and critical rural areas will remain as standard rural areas that correspond with the Town's existing Rural (R) zoning district. The dimensional and use standards already in place for the R district are recommended to remain intact. However, stronger standards for clustering in subdivisions are recommended to better protect the character of these areas.

The existing R district will be reduced in size by the proposed Critical Rural and Transitional Areas. The only location where the R district is proposed for expansion is for a forested parcel located on the north side of Chapel Road that is currently in the RC district. This area is one of the few large parcels located east of the Turnpike that is registered as Tree Growth in the Current Use Taxation program. Also, its location between York County Community College, the Route 1 corridor and the Town Hall/High School area makes it a potential future area for trails and green space.

The Developed Rural area comprises the Perkins Town section of Wells. While no changes are recommended to land use standards in this area, it was designated as such to recognize the fact that substantial suburban-scale development has already taken place here.

Developed Growth Areas

The developed areas of Wells consist of its coastal residential and business areas. These areas correspond with the current boundaries of the Residential Beach (RB), Residential Drakes Island (RD) and Beach Business (BB) zoning districts. Although these areas are identified as growth areas, the supply of undeveloped land is extremely small, thus limiting the possibility of future growth. The existing dimensional and use standards for these three districts are recommended to remain the same.

Existing Growth Areas

Existing Growth Areas correspond with established, non-rural zoning districts in Wells that have capacity for future growth. No changes are recommended for the standards of these districts. There are seven existing zoning districts that fall within the Existing Growth Area definition:

1. Residential A (RA)
 2. Residential/Commercial (RC)
 3. Harbor Commercial (Harbor)
 4. General Business (GB)
 5. Light Industrial (LI)
 6. Quarry Manufacturing (QM)
 7. Transportation Center (TC)
- Existing dimensional and use standards for all of these districts are recommended to remain intact. In the two mixed-use areas (RC and GB), clustering will be encouraged, allowing residential development to occur on lots as small as 10,000 square feet.

Transportation Center District

The Transportation Center District was created and approved by the Town in 2004. A Comprehensive Plan amendment was simultaneously passed. Since it is a newly-designated zoning district, the contents of the 2004 amendment are included in this update. Changes to the 2004 language have been made as appropriate to reflect the present situation, but the purposes and standards of the amendment have not been altered.

Transportation Center. Under new zoning the Transportation Center is envisioned to be a small-scale, mixed-use commercial area that would complement the new multi-modal Wells Transportation Center facility. Prior to 2003, this area was zoned as Light Industrial with a small portion zoned as both Residential-Commercial and Mobile Home Park Overlay.

Area Included. The area of a new Transportation Center zoning district focuses on the Wells Transportation Center facility. The boundaries are the Maine Turnpike to the east and the rail line to the south. Directly related development on the other side of the Turnpike is not feasible. Development of uses south of the rail line but related to the Transportation Center would only be possible with some sort of crossing, bridge or tunnel; none of which is envisioned or feasible at this point in time, and certainly not within the ten-year planning period.

The northern boundary for a new district is Route 9/109 (Sanford Road).

In order to include all of the Transportation Center access road and the current Turnpike Authority lands in the district, and also to provide for transportation-related development to the west of the western access road, it is envisioned that the longest line segment of the existing LI boundary in that location would be extended in a straight line to Sanford Road to become the western boundary.

As the Town continues to address the need to improve traffic circulation throughout the Transportation Center District area of Route 9/109, adjustments to the District may be considered.

This is a standalone zoning district. With a new, straight-line western zoning district boundary as described above, the present Rural district zoning would remain unchanged and a small portion of the existing Residential Commercial district would become Transportation Center district. The existing Mobile Home Park Overlay is envisioned to remain as it is at present and would simply be an overlay of the new Transportation Center district instead of Residential Commercial.

Desired Uses. The Transportation Center zoning district permits mixed uses aimed toward customers of the multi-modal Wells Transportation Center. Uses include those customarily associated with serving the needs of customers of a multi-modal transportation hub, such as: informational kiosks, sale of convenience items (e.g., toiletries, candy, newspapers, prepared foods, souvenirs), gas stations, restaurants, hotels, motels, conference facilities with associated food service, travel agencies, ATM's, bicycle rental, car rental, self storage, and offices & facilities of transportation providers. Certain uses previously allowed under the existing Light Industrial district regulations continue to be compatible with the Transportation Center development and are allowed (some of which may be types of activities noted above): Office Business, Service Business, Motor Vehicle Rental, Municipal Facility, Commercial Parking Lot, Public Utility Facility, Standard Restaurant, Fast Food Restaurant, and Transportation Facility. Implementing regulations include criteria for the review and consideration of restaurant drive through service.

Land Use Guidelines. Development of the transportation center will benefit from more dense and more intensive development, but the regulations should still provide for open areas and landscaping. The plan envisions a density of development and lot coverages similar to (and no greater than) those in the existing General Business District regulations for properties served by public sewer [that is 20,000 sq. ft. minimum lot size and 65% lot coverage]. The district should promote car parking to the rear of developments and provide for buffering of car parking with vegetative and/or non-vegetative landscaping. Building setback distances from Route 9/109 should be limited so as to provide for construction of parking and ancillary facilities to the rear (away from the traveled way) of new buildings. Forty feet is what was recommended in the April 2002 plan. Setbacks from the internal access road can be less than along Sanford Road due to the size of the district, lower speeds of travel, and so as to generate a more pedestrian scale. Landscaping and sidewalks within the front setback should be required and also within the side or rear setback areas if those areas abut the access road.

Transportation and traffic management will be critical to successful development at the transportation center. How to regulate and design the relationship of commercial development to the flow of traffic to/from the Turnpike, along Route 9/109, and to/from the Transportation Center itself will be issues for thoughtful cooperation between developers, landowners, the Turnpike Authority and the Town. They will also deserve careful consideration by the Planning Board in reviewing site plan and subdivision proposals.

Promoting access to and from commercial developments within the transportation center makes sense in terms of “access management”. Obviously, that will be the only practical means of access for development that does not have frontage on Route 9/109. Further, for lots that front on Route 109, utilizing the access road will not only facilitate the type of development sought by the town but also provide a safer and more effective means of controlling traffic via the existing traffic signal. Without long-term rights to access that road, promoting development that must use that road will be necessarily hindered. Coordination with the Turnpike Authority will be necessary to accomplish it.

The zoning ordinance provides for buffering and screening to protect the residences in the mobile home park presently to the west of this area.

Water & Sewer. Due to the limited land area, the limited capacity of soils there to function efficiently with large-scale septic systems, and the potential for negative impacts on Crediford brook, the existing public sewer service which has already been extended past the turnpike for the train station must be utilized to promote and serve the development within the Transportation Center Zoning District. Public water should also be provided (through the sleeves currently existing within the turnpike overpass) to promote and serve development of the Transportation Center. This is consistent with the Public Utilities goals and policies found in Chapter 13 of this plan.

Transitional Areas

Transitional areas are locations that are presently zoned for rural uses and densities that the Future Land Use Plan suggests become areas that are redesignated to accommodate future

residential, commercial or industrial uses (as appropriate for each area). Recommended changes in these areas concern minimum lot size, lot coverage and other dimensional standards, as well as allowable uses.

There are six suggested Transitional Areas described below.

Transitional Area 1 – Moody

Geographic Description – Includes all areas south of Route 9B and east of the Maine Turnpike that are currently in the Rural (R) zone, with the exception of the area abutting the Ogunquit River, that is recommended to be part of Critical Rural Area 5C.

Land Use Standards – This area has already seen substantial residential development and needs to be prepared for a potential interchange with the Maine Turnpike, should that come to fruition. Improving access in this area is a priority as well, with a particular need to encourage road connections among new and existing residential developments in order to reduce traffic on Route One. The following recommendations are made for this area’s land use standards:

- Require road and pedestrian connections among new and existing residential developments
- Require water and sewer line extensions for new developments
- Coordinate with developers to facilitate locations of new roads
- Maintain 20% lot coverage but allow an additional 5% for pedestrian facilities
- Reduce minimum lot size from 100,000 to 40,000 square feet with public water and sewer
- Allow a mix of residential and business uses

Transitional Area 2 – Community College

Geographic Description – An area located to the south of Chapel Road and adjacent to the General Business (GB) district, including the York County Community College property and several adjacent commercial and undeveloped properties.

Land Use Standards – The YCCC campus is very important to Wells’ economic development needs and may need to expand in the future, possibly to accommodate student housing. This area may be able to accommodate a future roadway that could connect Chapel Road to Mile Road, potentially easing the burden of beach traffic on Route 1. There is already a substantial amount of lodging and transient housing in this area. The following recommendations are made for this area’s land use standards:

- Increase allowable lot coverage from 20% to 40%
- Define student housing as “A room or suite of rooms leased to a post-secondary student for a period of ten months or less.”
- Allow all types of student, transient and seasonal housing
- Continue to allow lodging units

Transitional Area 3 – Burnt Mill

Geographic Description – Contains the area located just south of the Merriland River and east of the Maine Turnpike that is currently zoned Rural Residential (R).

Land Use Standards – This corridor has access to the Route 1 corridor and is already located adjacent to developed residential, commercial and industrial areas. As with the Moody area, alternative means of automotive and pedestrian access are needed in this area to support future growth. The following recommendations are made for this area’s land use standards:

- Require road and pedestrian connections among new and existing residential developments
- Require water and sewer line extensions for new developments
- Coordinate with developers to facilitate locations of new roads
- Maintain 20% lot coverage but allow an additional 5% for pedestrian facilities
- Reduce minimum lot size from 100,000 to 40,000 square feet with water and sewer
- Allow a mix of residential and business uses

Transitional Area 4 – Hobbs Farm

Geographic Description – An area located along Meetinghouse and Burnt Mill Roads, adjacent to the existing RA zone along the Route 109 corridor.

Land Use Standards – This area is already experiencing residential growth and is expected to see additional development in the future. However, it is located west of the Turnpike in a semi-rural area. Therefore, the type of growth desired for this area is of a large-lot variety. No changes to dimensional or use standards are recommended—the transitional area designation is simply a means of recognizing how this area is undergoing change.

Transitional Area 5 – Crediford Limited Commercial

Geographic Description – A strip of land located on the west side of Crediford Road (Route 9A), adjacent to the Wells Heath property. This area includes several former gravel pits now owned by the Town of Wells.

Land Use Standards – This area is proposed for a potential business park and other limited commercial development. Its location adjacent to the Wells Heath makes it less suitable for intensive commercial growth, so development in this area will need to be restricted somewhat. To develop this area to its full potential, extensions of water and sewer lines would be necessary. However, this area is located more than a mile from the end of existing utility lines, and extending lines may prove to be very difficult. The following recommendations are made for this area’s land use standards:

- Allow a mix of residential, business and civic uses
- Enact strong access management standards to limit the number of curb cuts on Crediford Road (Route 9A).
- Restrict impacts of lighting in this area on the Wells Heath
- Require that parking facilities are designed in ways that limits their stormwater runoff and that minimizes visual impacts

- *Assuming the use of wells and septic tanks:*
 - Increase maximum lot coverage from 20% to 30%
 - Maintain existing minimum lot size of 100,000 square feet
- *If public water and sewer services are available:*
 - Increase maximum lot coverage from 20% to 40%
 - Reduce minimum lot size to 40,000 square feet

Transitional Area 6 –Limited Industrial

Geographic Description – A narrow area located adjacent to the existing LI zoning district, just to the south of the town landfill and just to the west of the Maine Turnpike.

Land Use Standards – This area is located between the town landfill and a recently-approved residential development. It has environmental constraints, particularly in regard to the availability of drinking water. To ensure that this area balances economic potential with environmental constraints, the following recommendations are made for this area’s land use standards:

- Allow limited light industrial uses that produce only minor environmental impacts
- Prohibit all residential uses
- Prohibit the drilling of subsurface wells for drinking water
- Ensure proper buffering from adjacent residential properties

RECOMMENDATIONS FOR MANAGING GROWTH

The Function of the Existing Residential Growth Ordinance

For the past 25 years, the Town of Wells has had in place a residential growth ordinance that has set a limit for the amount of new housing units that may be built in any one year. Section 10 of the Inventory outlined the rationale for the Town of Wells' growth ordinance. The primary purpose of slowing the rate of growth in the Town has historically been to maintain a predictable level of growth. The effect of predictability is that the Town has been able to continue to keep up with the additional public capital and operating costs brought on by new residential development.

Even with this limit in place, Wells still added 467 housing units from 2000 to 2003, which is more than all but one other municipality in York County (Saco added 489). As discussed in the Inventory, the actual rate of development from 2000 through 2003 has set a pace for Wells to probably exceed its 2015 State Planning Office population projection by at least a year or two.

Without the growth limit in place, the present rate of growth in Wells would undoubtedly be higher. As pressure for residential development has mounted since 2000, the current annual growth limit of 132 units has been reached for the past two years and there is now a waiting list for both subdivision and single-lot development in the Town. In addition, the Town settled a lawsuit in November 2004 by agreeing to exempt 131 lots in a previously approved subdivision from the growth limit. Finally, as of February 2005, projects totaling 277 proposed new subdivision lots are currently under review by the Planning Board and the Town Planner expects to receive applications for as many as 100 more lots by mid-2005.

Adding up all of these potential new units produces a picture of a Town facing tremendous pressure to grow. In sum:

- With a two year waiting list for growth permits, demand exists for 264 units to be built right now (132 per year);
- An additional 131 lots have recently been exempted from the growth cap and may be built right away;
- Another 277 new lots are in the pipeline (with up to 100 more expected in the immediate future);
- Therefore, it can be reasonably estimated that there is an immediate demand to build as many as 772 housing units in the Town of Wells.

Even at the historic growth rate of between 100 and 132 units per year, the Town already faces a long list of potential capital expenditures. As the Capital Investment Strategy outlines, capital projects totaling about \$23 million have already been identified just to serve the Town's needs at its current growth rate. If the annual growth rate were to increase by a factor of four or greater, the capital needs of the Town would grow even larger.

The Town of Wells understands clearly that it must move away from a town-wide growth cap. However, given the current demand and the known capacity limitations, the town cannot prudently eliminate the growth cap without having another growth management system in

place. It is that rationale which demands that the Town of Wells continue the current growth cap on a strictly temporary basis. As described in Strategies 7 and 8 at end of this chapter, upon adoption of the plan the Town Selectmen would appoint a Growth Management Committee to develop and recommend for adoption a new system of growth management. The temporary cap would be extended for up to a three-year period for this system to be developed and adopted at town meeting.

A New System is Needed

While the growth ordinance has effectively protected Wells from having to address the potential fiscal consequences of unfettered development, the ordinance has not served to reinforce the Town's Comprehensive Plan or its Zoning Ordinance. As Figure 8 shows, residential development in the Town has occurred in a relatively haphazard fashion, with high concentrations of new construction in many rural areas of the Town. Several areas current zoned Rural (Perkins Town, Tatnic Hills, the area west of Route 1 near Moody) have seen a great deal of new development since the early 1990s.

The general conclusion of the Comprehensive Plan Improvement Task Force recognizes that the existing Residential Growth Ordinance may not be the most effective way to manage growth. However, the Task Force feels that zoning alone will not adequately control future residential growth and development. Thus, a new system for growth management is needed in Wells.

Recommendation: Appoint a Growth Management Committee to Oversee the Transition to a New System

The Comprehensive Plan Improvement Task Force has considered a variety of options regarding the management of residential growth in Wells in the context of the Comprehensive Plan Update. It is clear to the members of the Task Force that this issue will require more intensive study than what can be adequately addressed in a Comprehensive Plan. Thus, the Task Force recommends that, as an immediate implementation action, the Board of Selectmen appoint a special Growth Management Committee.

The responsibility of the Growth Management Committee will be to develop alternative strategies to the existing Residential Growth Management Ordinance (growth cap). The Committee will be asked to 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 (e.g., stormwater management, transportation, open space) and other innovative planning tools.

In conducting its work, the Growth Management Committee must understand the goals and policies of the Land Use chapter of the Comprehensive Plan. Specifically, the strategies developed by the Committee must reinforce the distinctions of growth, transitional, rural and critical rural areas put forth in this plan. The Committee must also pay heed to any changes to state statutes or rules regarding the management of growth to ensure that Wells' ordinances are in compliance.

The Growth Management Committee will be given a maximum of three years from the adoption of the Comprehensive Plan to complete its work. Within the three-year period, the Committee will develop an alternative system to the present Residential Growth Ordinance and present it to Town Meeting for a vote. The present numerical limitation on residential growth will be phased out in conjunction with the implementation of an alternative growth management system.

In the interim, the existing Residential Growth Management Ordinance will remain in place as a **temporary** means of limiting the pace of growth. As discussed above, Wells already must plan for about \$23 million in capital investments at its current pace of growth. The Comprehensive Plan Improvement Task Force has concluded that removing the growth cap without having an alternative strategy in place would result in a large spike in the growth rate that would place an undue strain on the Town's finances.

Standards

To achieve these policies, the following are Town of Wells' standards to guide development:

1. Existing Town Land Use and Subdivision Ordinances and the desired uses and land use guidelines noted above.

Implementation Strategies

1. Amend the Wells Land Use Ordinance consistent with the Land Use Policies, desired uses and land use guidelines.
2. Establish a program to identify, select and prioritize appropriate lands in critical rural areas for open space protection and possible acquisition.
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.
4. Maintain, and enhance where possible, the scenic views and corridors along the easterly side of Route One that incorporate coastal waters and marshes.
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.
6. Manage the development of public infrastructure and facilities in a manner that limits development pressure in rural and critical rural areas
7. 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.

8. 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.

Chapter 7 – Town Character and Appearance Policies and Strategies

Introduction

The Comprehensive Plan's Town Character and Appearance Policies and Strategies describe the goals, policies, standards and implementation strategies for what the citizens of Wells want their Town to look like and how to achieve it. The policies define the character and appearance of the Town in terms of its natural, social and built environment. They address the protection of scenic areas and vistas, as well as guidelines for new development, buildings, landscaping and other features that affect the Town's character and appearance.

Goals

State Goal:

1. Encourage orderly growth and development in appropriate areas of each community, while protecting the State's rural character, making efficient use of public services and preventing sprawling development. (Growth Management Act).
2. Promote an economic climate that increases job opportunities and overall economic well being.
3. Preserve the state's historic and archeological resources.

Regional Goal:

(No goal specified)

Wells Goals:

1. Maintain the small town character, rural feeling created by both the physical and social environment.
2. Retain open space and natural areas throughout the community.
3. Assure that new development is in character with traditional New England architecture and is of a scale and intensity that is compatible with the existing character of Wells.
4. Promote those amenities which foster small town neighborliness such as local businesses, places for people to meet, sidewalks, tree-lined roads and security.
5. Protect the scenic quality of the Town along the beaches, marshes, rivers, main roads, and in areas with outstanding scenic beauty.
6. Enhance citizens' awareness of the land and its resources as part of the community of Wells.

7. Protect and enhance the Town’s tourism economic base and quality of life by maintaining and enhancing the Town’s village, waterfront and rural character and appearance.

Policies

To achieve these goals, it is the policy of the Town of Wells to:

General

1. Preserve the Town of Wells’ historic, traditional New England seacoast and rural community character and appearance. The character and appearance that evolves from the variety of traditional New England Colonial and Victorian architectural styled wood homes, buildings, barns or barn-like buildings that give Wells, Maine its unique character (herein referred to as the “Traditional New England Style” or “Wells Maine Style”), and the coastal and rural upland forested landscape.
2. Encourage the use of cluster design in new subdivisions in appropriate areas to link neighborhoods and the central area via pedestrian /bicycle paths, promote off road movement, preserve open spaces and to prevent fragmentation of wildlife habitats.
3. Preserve scenic vistas especially toward the seacoast from Route 1 and along scenic corridors especially along Routes 1, 9, 109, and roads in rural areas.
4. Pursue locating existing overhead utilities underground especially in the central area and along Route One and elsewhere where feasible.

Business Development – Business Areas

1. Encourage the development/installation of public and business oriented buildings, landscaping, signs, lighting, benches, paving materials, and other elements that shape the character and appearance of Wells to reflect the Traditional New England Style.

Business Advertising and Signs

1. Promote a Town-wide business marketing and signage program in conjunction with the Chamber of Commerce and local business owners and the Amtrak marketing program to attract more business and improve advertising while reducing signage.
2. Provide for on-site local highway oriented signs for business identification. Work with the Chamber of Commerce and local business owners to minimize on-site signs wherever possible; particularly along commercial corridors. Reducing redundant signs on buildings and in on-site free standing locations will make the business and scenic environment better for business, better for public safety and save an unnecessary business expense.
3. Encourage signage that reflects the Traditional New England Style.
4. Encourage highway oriented sign messages to be brief, clear, and simple so that driving safety is enhanced.

5. Develop a policy to limit State Department of Transportation off-site signs to only businesses not located on State numbered highways and to only the blue and white business identification signs.

Landscape Architecture – Business Areas and Scenic Corridors

1. Landscaping will reinforce the “rural farm / upland forest or seacoast appearance” that exists in Wells, Maine, e.g. the Traditional New England Style. Landscaping plans should use the native white pines, other conifers, deciduous trees (birch, maples, etc.); shrubs and ground cover vegetation in informal, rural farm and forest-like designs and patterns. This particularly applies along rural scenic corridors (e.g., Route 109 and 9) west of the Turnpike.
2. Along the commercial corridors east of the Maine Turnpike (Routes 1 and 9/109), maple or other trees that create spectacular fall color for citizens and tourists enjoyment will be planted as street trees and on-site in informal patterns.
3. Along rural scenic corridors (Route 9 and 109 west of the Maine Turnpike), existing native trees and other plant material will be preserved or enhanced with similar plant materials. Building set backs and buffers will preserve existing landscaping, and building site clearing should be minimized. Parking shall be located to the rear of buildings or screened from the public way by natural landscaping materials including trees, shrubs, earth berms, and rocks.
4. On other streets, street trees will be planted consistent with a Development Plan for Landscaping and Street Trees.
5. In all Town areas, where possible, rock walls will be preserved and constructed to reflect the Traditional New England Style rural character.
6. From the intersection of Routes 109 and 9 east, and along Route 1, where possible:
 - a. Public sidewalks will use “New England Cobble” pavers or other material that reflects a native rock or similar paving appearance.
 - b. Street curbs will be constructed of granite.
7. Native Maine granite and other rock is encouraged in building construction, walls, planters, etc. too.
8. All onsite utilities will be located underground.
9. All overhead utility lines along Route 1, 9/109 in the defined Town Center Area will be located underground where feasible.

Rural Areas and Neighborhoods

1. Protect and enhance the character and appearance of rural areas. When rural lands are subdivided, they shall use the cluster design concept.
2. New business development including multi-family housing with three or more units shall reflect the Traditional New England Style in architecture, signs, streetlights and other “built” features. These areas will be designed so they are linked to other neighborhoods and to the Town Center by pedestrian and bicycle ways, open spaces, and scenic local and collector streets.
3. Rural farm houses, barns or barn-like buildings existing as of 1915 will be protected via an incentive program.

Beach Areas and Neighborhoods

1. Protect and enhance the character and appearance of beach areas and neighborhoods as residential areas with a neighborhood village center, less vehicular traffic, more public access and natural ecologically critical areas – open space areas for recreation and natural wildlife habitat.
2. New business development including multi-family housing with three or more units shall reflect the Traditional New England Style in architecture, signs, street lights and other “built” features.

Scenic Rural Corridors

1. Protect and enhance the scenic quality of local streets and highways through natural or naturally appearing landscaped forested and rural areas as scenic rural corridors.
2. Parking shall be located to the rear of buildings or screened from the public way by natural landscape materials including trees, shrubs, earth berms and rocks.

Route One Corridor - Post Road Antiques and Arts Corridor

1. Promote Route One as “Post Road Antique and Arts Corridor” and increase its commercial business and scenic appeal by reinforcing the traditional New England Style character and appearance. It will be aimed to increase business and economic development, increase safety, increase appeal and increase value. It will:
 - a. Encourage existing businesses and new businesses focusing on marketing antiques, art and other products and services serving residents and visitors (e.g. motels, restaurants, and other existing uses);
 - b. Encourage a unified building appearance featuring the Traditional New England Style.
 - c. Promote increased pedestrian traffic via new sidewalks and walkways between stores
 - d. Encourage increased landscaping including maple street trees for fall color and pines for year round evergreen foliage,
 - e. Promote new benches and street lights reflecting the Traditional New England Style.
 - f. Encourage signs that are low, use brief simple messages and are consistent with the Traditional New England Style.
 - g. Promote an improved and expanded Wells trolley service.

- h. Encourage less traffic; coordinated parking; and traffic turn-a-rounds to keep business in Wells.
- i. Promote Town “entrances” at the north and south ends of the Post Road featuring distinctive landscaping.
- j. Promote underground utilities where feasible over the long term.

Wells Transportation Center

1. Continue to encourage the development/redevelopment of this area to serve travelers (tourists, residents, and others) at this transportation gateway to the Wells community. Promote traditional New England style architecture and building appearance through flexible design standards incorporating a mix of design and façade methods

Route 109 east of the Turnpike

1. Encourage the protection and enhancement of Route 109 east of the Turnpike to Route 1. Protect and enhance the current scenic, rural/forested landscape and feature Traditional New England-Wells Maine Style mixed-use development along a corridor that links the Wells Turnpike Center to Route One via vehicular, trolley, bicycle and/or pedestrian circulation.

Town Signs and Entrances

1. Encourage the development of a standard design for Town Entrance signs that reflects the Traditional New England Style.
2. Support the installation of Town Entrance signs at strategic locations.

Standards

1. To achieve these policies, the following are Town of Wells’ standards to guide development:
 - a. Existing standards in the Land Use ordinance.
 - b. Set new standards for business buildings, landscaping, signs, lighting and other elements that shape Town character and appearance to reflect the traditional New England, Maine Wells Style.

Implementation Strategies

1. Adopt Town Character and Appearance standards that can be used to evaluate site plan, sign and subdivision applications and Town Development Plans required to implement the Comprehensive Plan.
2. Initiate a street tree planting program for Routes 1 and 9/109
3. Initiate a street curb and sidewalk improvement program.
4. Initiate a study to determine the feasibility of an underground utilities program for Routes 1 (Post Road Antiques and Arts Corridor) and 9/109 east of the Turnpike in conjunction

with Central Maine Power, Verizon, the cable company, and the Maine Department of Transportation.

5. Adopt a Development Plan for the Post Road Antique and Arts (Route 1) Corridor.
6. Adopt a Development Plan for Route 109 east of the Turnpike.
7. Continue to implement the Development Plan for the Wells Transportation Center.
8. Adopt a standard design for Town Entrance signs that reflect the Traditional New England- Style.
9. Adopt a standard design for Wells' historical markers.
10. Adopt an ordinance to prohibit the placement of merchandise in building setbacks.

Chapter 8 – Transportation and Circulation Policies and Strategies

Introduction

The Comprehensive Plan's Transportation and Circulation Policies and Strategies describe goals, policies, standards and implementation strategies related to the transportation system in Wells.

Goals

State Goal:

Plan for, finance and develop an efficient system of public facilities and services to accommodate growth and economic development (Growth Management Act).

Regional Goal:

Improve the efficiency and effectiveness of public service delivery through formal and informal means of inter-local cooperation and communication.

Wells Goals:

1. Promote a safe and sustainable transportation system that is consistent with the character of the neighborhood through which it passes.
2. Encourage and enhance alternative modes of travel including pedestrian and bicycle traffic.
3. Improve and enhance the transportation network through the coordination of state, regional and local planning.
4. Promote the management of the roadway network to better manage congested areas such as the Route 1 Corridor.
5. Promote the Route 1 Corridor in the Wells Corner and Moody areas and the Route 109 Corridor in the Town Hall and High Pine areas as "Main Streets" within the Town of Wells.
6. Encourage public/private cooperation in financing necessary improvements to the transportation system.
7. Encourage the selective improvement of Route One to eliminate safety and operational problems while preserving its role as the spine of the community as opposed to a major regional traffic artery.

Policies

To achieve these goals, it is the policy of the Town of Wells to:

1. In cooperation with Maine Department of Transportation (DOT), ensure that planned transportation improvements and enhancements are appropriate for the particular area and complement the effected neighborhood.
2. When practical, incorporate pedestrian sidewalks, walkways and bicycle lanes into transportation project designs when local or state roadway improvements are being implemented.
3. Ensure that state, regional and local transportation planning officials are aware of the Town's transportation deficiencies and needs by:
 - a. Participating in the Region 6 Regional Needs Assessment process.
 - b. Documenting the need for specific improvements.
 - c. Establishing priorities for transportation improvements.
 - d. Identifying the projects in the Town's Capital Improvement Program.
 - e. Continuing to participate in the US Route 1 Corridor Study with MDOT.
 - f. Continuing to participate in the Route 109 corridor study with the Town of Sanford.
4. Encourage local businesses, transportation users and civic organizations to financially participate in the cost of transportation enhancement and improvements.
5. Ensure that the Wells Transportation Center is truly an inter-modal passenger transportation center by encouraging passenger rail, commuters, tourists, taxis, limousines, trolley service, walkers and bicyclists to use the facility.
6. Ensure that the central area (Route 1/109 intersection and vicinity) provides opportunities for appropriate multi-modal linkages using sidewalks, trails and bicycle paths.
7. Recognize the important impact that transportation decisions have on the Town's land use patterns, ensure that future transportation improvements are consistent with the Town's land use policies and give special consideration to maintaining the character of established neighborhoods and historic villages.
8. Encourage safe and appropriate access management techniques for both US Route 1 and Maine Route 109.
9. New development and redevelopment along Route One and other major roads shall occur in a manner, which minimizes the cumulative impacts on the road network while providing safe access to these parcels.
10. Strive to reduce the seasonal congestion on state and local roadways by:
 - a. Identifying off-street parking opportunities adjacent to Route 1, and
 - b. Encouraging residents and tourists to use off street parking coordinated with the trolley system, the park and ride facility and rideshare programs.

- c. Creating incentives for the development of local public and private transportation systems that reduce the need to use an automobile locally.
11. Continue to investigate suitable methods for traffic calming, particularly in the summer months, in the more densely developed areas east of US Route 1.
 12. Encourage the planning and implementation of pedestrian and bikeway facilities in as much of Wells as is practical.
 13. Consider alternatives to ease the traffic congestion on Route 1.
 - a) Mile Road/College Drive extension
 - b) Turnpike entrance between Moody and Ogunquit.
 - c) Connector road between Moody and Exit 19 area
 14. Encourage a reduction in traffic speed on Route 1, Route 109, and Chapel Road.
 15. Ensure that any road accepted by the Town as a public roadway meets the Town standards and specifications for public roads.
 16. Explore the creation of transportation links (e.g., ferry, bridges, etc.) between the Harbor, and Wells Beach.

Standards

To achieve these policies, the following are Town of Wells' standards to guide development:

1. See existing Town Streets and Sidewalks, Land Use and Subdivision Ordinances.
2. Amend standards to provide sufficient or additional right-of-way for raised sidewalks, bicycle paths and landscaping.

Implementation Strategies

Cooperation with the Maine DOT

1. Continue to participate in the US Route 1 Corridor Study. US Route 1 is the backbone of the Town's Transportation network and the Town needs to ensure that the study addresses such issues as access management, capacity, mobility, safety, signage and provision for pedestrians and bicyclists.
2. Work closely with the MDOT on the Route 109 Improvement Program between Exit 19 and the High Pine area through design and construction. The Town recently completed the Route 109/9 Corridor Study that specifically recommended that this portion of the Corridor maintain its rural character. It will be necessary to cooperate with MDOT to ensure that the final plans are consistent with the goals and recommendations this corridor study.

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.

Regional Transportation Planning

1. 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.
2. 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.
3. Continue to work with the Town of Sanford on the Route 109 corridor study and implement its recommendations when complete.

Roadway Improvement Program

1. 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.
2. Continue to study alternative routes to ease congestion on Route 1 such as the turnpike exit between Wells and Moody.
3. Build the connection between College Drive and Mile Road.
4. Continue the firm policy ensuring that all roads accepted as public Town roads be built and constructed to the Town's roadway standards.
5. Consider establishing an impact fee for all roads accepted as public town roads appropriate for the impact of the development on Town services.
6. Do not accept new Town roads in critical rural areas.

Alternative and Multi-modal Transportation

1. 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.
2. Provide screened off street parking adjacent to Routes 1 and 109.
3. Encourage residents and tourists to use the trolley system in conjunction with the off street parking areas, the park n' ride facility and rideshare programs.
4. Consider the use of private mass transit.

5. 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.)
6. Have the Committee review local or state roadway improvements and where possible connect existing trails in Town and eventually connect with the Eastern Trail.
7. Continue to investigate and implement seasonal traffic calming measures in high density residential and commercial areas, especially adjacent to and east of, US Route.
8. As part of this planning, identify appropriate locations for pedestrian sidewalks, crosswalks, and signage to enhance pedestrian safety and traffic calming.

Wells Transportation Center

1. Encourage users of alternate transportation modes to use the Wells Transportation Center.
2. Plan for the expansion of the rideshare/vanpool facilities as the usage increases.
3. Work to implement a pedestrian connection along Route 109 to the central area of Wells.
4. Effectively utilize the new internal Transportation Center access road and the existing traffic signal at Route 109.

Route 109 Corridor (East of Exit 19)

1. As the central area of Town develops, plan for appropriate multi-modal linkages using sidewalks, trails and bicycle paths.
2. Develop a comprehensive sidewalk and streetscape program.

Chapter 9 – Economic Development Policies and Strategies

Introduction

The Comprehensive Plan's Economic Development Policies and Strategies describe goals, policies, standards and implementation strategies related to economic development in Wells.

Goals

State Goal:

Promote an economic climate that increases job opportunities and economic well being. (Growth Management Act)

Regional Goal:

Encourage a diversity of commercial development, and expansion of the economic base wherever adequate resources and infrastructure support it.

Wells Goals:

1. Improve Wells' economic climate by promoting investment, revenue generation, and year round, good quality job opportunities by encouraging the development of diverse small businesses and industries that are consistent with the community's small town character.
2. Provide suitable areas for low-impact businesses that have access to major transportation resources such as the Maine Turnpike.
3. Encourage small-scale, neighborhood commercial enterprises in appropriate areas west of the Route 1 corridor.
4. Foster home occupations and cottage industries that are compatible with the surrounding neighborhood.
5. Enhance and encourage tourist-related activities and development that are consistent with the character and scale of the community and the image of Wells as a family resort area, especially in the Route 1 Corridor/Beach Business Area. However, restrict the development of commercial tourist "attractions" designed to appeal primarily to the transient tourist or "non-family" travelers, such as nightclubs, bars, amusement parks, and water slides.
6. Protect natural resource-based business and industry while minimizing both environmental degradation and impact to adjacent property owners.

Policies

To achieve these goals, consistent with the Land Use goals and policies, it is the policy of the Town of Wells to:

1. Promote Wells and its resources to companies who would be compatible with the Town's existing small-town environment.
2. Provide opportunities for land and access to encourage development of new business or expansion of existing businesses.
3. Foster the establishment and expansion of small-scale local businesses that serve the tourist dependent economy in the Route 1 Corridor and Beach Business areas.
4. Provide necessary infrastructure improvements such as off street municipal parking and public restrooms in the central area, Route 1 Corridor and Beach areas.
5. Provide specific recommendations through outreach and educational programs to businesses and property owners along the Route 1 Corridor as to how the corridor can become more visually attractive.
6. Promote and market Route 1 as the Post Road Antiques and Arts Corridor and increase its commercial and scenic appeal consistent with the Land Use, Transportation and Town Character and Appearance and other related Plan policies and implementation strategies.
7. Continue to support the viability of forestry, agriculture and extractive industries by discouraging residential and commercial development in areas surrounding these uses.

Standards

To achieve these policies, the following are Town of Wells' standards to guide development:

1. (To be developed in future update.)

Implementation Strategies

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 small-town character, scale and market.
2. 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.
3. 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.

4. 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.
5. Participate in the Southern Maine Regional Economic Development District (SMEDD) for technical and financial assistance.
6. Foster the development of home occupations and 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.
7. 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 Rachael Carson National Wildlife Refuge and the Mount Agamenticus Regional Trust.
8. Continue to support the farmers' market community.
9. Limit residential and commercial development in areas surrounding existing resource-based industries (see Critical Rural Area standards in Chapter 6).

Chapter 10 – Housing Policies and Strategies

Introduction

The Comprehensive Plan's Housing Policies and Strategies describe goals, policies, standards and implementation strategies related to housing in Wells.

The Town of Wells housing stock has developed over the past 150 years. Consequently, there exists a rich variety of housing that includes historic homes, older villages, farmsteads, beach and waterfront cottage and homes and a small number of multifamily units. The Town's greatest density of housing occurs east of the Maine Turnpike and is quite rural west of the Turnpike. Much of Wells' housing growth has been over the past 30 years with over 60% of the over 5000 structures being built after 1970. Another significant trend has been the conversion of seasonal units to year round homes that has required the Town to respond with a commensurate level of municipal services.

Goals

State Goal:

To encourage and promote affordable, decent housing opportunities for all Maine citizens. (Growth Management Act)

Regional Goal:

To encourage a diversity of affordable housing throughout the region.

Wells Goals:

1. The Town attempts to close its current affordability gap and works to ensure that at least 15 percent of its future is affordable for low and moderate-income households, including both families with children and the elderly.
2. Ensure that the quality of new residential development provides a good living environment for all residents.
3. Promote the development of a range of housing to meet the needs of all residents.
4. Allow mobile homes in areas that are zoned for single-family housing and in parks that are consistent with state laws and requirements.

Policies

To achieve these goals, it is the policy of the Town of Wells to:

1. Provide opportunities for the construction of a wide range of housing types at a variety of densities to allow for a diversity of people in the Town.

2. Continue to allow housing for the elderly in growth and transitional areas and explore allowing higher densities than other types of housing through a density bonus program where the facility can be served by public sewer.
3. Continue land use regulations allowing the construction of eldercare facilities such as congregate housing and assisted living facilities at appropriate densities provided that the character of these facilities is appropriate to Wells.
4. Consider a variety of techniques to ensure that there is a range of housing that is affordable to low and moderate-income households.
5. Continue to exempt affordable family and senior housing in growth areas from the Town's Residential Growth Ordinance.
6. Encourage both non-profit and for-profit developers of affordable and special needs housing to pursue developments in Wells.

Standards

To achieve these policies, the following are Town of Wells' standards to guide development:

1. Amend Land Use Ordinance as needed.
2. Amend Residential Growth Ordinance as needed.
3. Partnerships with non-profit and for-profit developers of affordable and special needs housing.

Implementation Strategies

1. Adopt the Maine State Housing Authority (MSHA) definitions of affordability for York County and update affordability targets as new MSHA data are available.
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 (with the bonus not to exceed clustering standards) where the facility can be served by public sewer and water.
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.
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.

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 Recommendations for Land Use.
6. Review town land use ordinances to determine if these regulations can be revised to encourage more affordable housing.
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.
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.
9. Provide opportunities for multiple uses of buildings, including housing, in commercial areas of the community.
10. Ensure that any revisions to the Growth Management Ordinance retain or expand the exemptions for affordable family and senior housing.
11. Work with York County Community College and the development community to pursue a student housing development in the vicinity of the college.

Chapter 11 – Public Facilities and Services Policies and Strategies

Introduction

The Comprehensive Plan's Public Facilities and Services Policies and Strategies describe goals, policies, standards, and implementation strategies related to the public facilities and services in Wells including fire, police, schools, parks and open space.

Goals

State Goal:

Plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development. (Growth Management Act)

Regional Goal:

Improve the efficiency and effectiveness of public service delivery through formal and informal means of inter-local cooperation and communication.

Wells Goals:

1. Promote a pattern of growth and development that allows for a cost effective delivery of services, that is consistent with the needs and fiscal capacity of the Town.
2. Continue to ensure that police, fire and rescue services are adequate to meet the public health and safety needs of the residents of Wells.
3. Program public facility improvements through a Capital Improvement Program that is based upon the policies and actions of this Comprehensive Plan Update.
4. Strive to provide high quality educational facilities and programs that meet the needs of students.
5. Encourage educational programs for all ages that incorporate a variety of community resources including conservation lands, historic resources, community facilities and local business.
6. Ensure adequate planning to mitigate civil emergencies.
7. Assure the Wells Harbor remains a viable resource since the Harbor plays an important role as both an economic and recreational resource for the Town

Policies

To achieve these goals, it is the policy of the Town of Wells to:

1. Promote a pattern of growth and development that discourages sprawl, is consistent with the policies on land use, and allows for cost effective delivery of services consistent with the needs of Wells.
2. Maintain and enhance the Town's public facilities and services to provide for the health and safety of the Town's residents.
3. Encourage public/private cooperation in planning for, and financing, improvements to the Town's public facilities.
4. Ensure that all students have the opportunities to receive the best possible and affordable education so they acquire the necessary skills and knowledge to make a positive contribution to the community.
5. Promote sustainable resource use by all Town departments.
6. Encourage the multiple use of community facilities to the greatest extent possible.
7. Support the dredging of the harbor to maintain it as a suitable mooring area.
8. Develop expanded parking and support facilities to allow additional use of the area for commercial and recreational boating and marine uses.

Standards

To achieve these policies, the following are Town of Wells' standards to guide development:

1. Fire ponds shall be developed within one quarter mile of new development. If not possible, require developers to contribute to a fire protection development fund.
2. A Five-Year Capital Investment Planning process will be implemented.

Implementation Strategies

Municipal Offices

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.
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.
3. Continue to monitor all Town-owned properties and resources to ensure that there is a rational basis for capital maintenance, repairs and acquisition.

4. Program public facility improvements through a Capital Improvement Program (CIP) that is based upon the policies and actions from this Comprehensive Plan and an appropriate system of priorities.
5. Encourage educational programs that use a variety of community resources including conservation lands, historic resources, community facilities and local businesses.
6. Establish a monthly inter-department/inter-board newsletter to communicate appropriate information among the Town departments and Town committees and commissions.
7. Conserve the Town's financial and environmental resources through group purchasing and waste reduction and recycling.
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.

Fire Protection

1. Continue the program of installing dry hydrants.
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.
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.

Parks

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.

Public Lands

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.
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.

Chapter 12 – Open Space Policies and Strategies

Introduction

The Comprehensive Plan's Open Space Policies and Strategies describe goals, policies, standards and implementation strategies related to open spaces for agriculture, forestry, public congregation and recreation, wildlife habitat, and water resource protection.

Goals

State Goal:

1. Safeguard the State's agricultural and forest resources from development that threatens those resources. (Growth Management Act)
2. Promote and protect the availability of outdoor recreation opportunities for all Maine citizens, including access to surface waters. (Growth Management Act)

Regional Goal:

(None specified)

Wells Goals:

1. Work actively to retain the rural character of Wells as defined, in large measure, by its open land, marshes, fields, farms, and woodlands.
2. Conserve ample open space, to protect, preserve and maintain our natural resources including the ecological integrity of native plant and wildlife species.
3. Promote and expand neighborhood conservation areas and parks throughout the Town such as Fenderson Wildlife Commons to protect public access for traditional outdoor recreation and to protect critical wildlife habitat.
4. Promote environmental education opportunities and produce public information materials related to Wells' natural history and the benefits of protecting open space areas.
5. Minimize conflicts between natural-resource based industries and outdoor recreation uses.

Policies

To implement these goals, it is the policy of the Town of Wells to:

1. Identify key land areas that contribute to Wells' rural character and work with the landowners to preserve the qualities of these areas through support of creative uses and exploring conservation options.

2. Encourage the continued use of lands for forestry and recreation with special attention to financial incentives to property owners to maintain their land's open character including State programs for current use assessment and other cooperative approaches.
3. Provide access to open spaces that meet various public recreational needs such as parks in built-up village areas, and support greenways for biking and hiking paths as human and wildlife corridors connecting neighborhoods.
4. Work with local outdoor clubs and individual landowners to encourage the availability of public access to open land with the consent and cooperation of landowners to preserve traditional outdoor uses such as snowmobiling, hunting, and cross country skiing.
5. Promote the use of clustering techniques that require significant land area to be set aside as open spaces.
6. Protect open space including critical wildlife habitat areas including vernal pools.
7. Maintain information necessary for decision-making related to the protection, development, or use of the open areas whether publicly or privately owned, including open marshlands, swamps and other wetlands such as vernal pools, beaches, uplands, fields, and farmland related to the proper protection, development, or use of the open areas.
8. Coordinate conservation activities with land owners and other preservation groups, such as the Kennebunk, Kennebunkport and Wells Water District, Great Works Regional Land Trust, The Nature Conservancy and the State, to leverage existing funding for open space in areas of mutual concern such as the Great Heath and the Tatnic region.
9. Coordinate Town planning and Conservation Commission activities to protect and promote open space.

Standards

(To be developed in future update)

Implementation Strategies

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 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.
2. Employ the classification system for existing and future Town owned lands for the purposes of conservation, recreation and facility needs.

3. Expand funding of the Town's Land Bank Fund to provide for adequate public open space in the Town of Wells.
4. 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 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 and the Tatnic Region.
5. 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.
6. 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.
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.
8. Produce public education and outreach materials that inform the public about their conservation options and the natural history of Wells.
9. Use Fenderson and other Wildlife Commons for environmental education opportunities for the students of the Wells/Ogunquit School District and the public.
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 Conservation Commission will make recommendations for the building and open space locations.
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.
12. 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.
13. Establish a program to identify and prioritize and protect high value freshwater wetlands including vernal pools.

Chapter 13 - Public Utilities Policies and Strategies

Introduction

The Comprehensive Plan's Public Utilities Policies and Strategies describe goals, policies, standards and implementation strategies related to the public utilities systems in Wells including water, sewer, telephone/data, cable, electricity and gas.

Goals

State Goal:

Plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development. (Growth Management Act)

Regional Goal:

Improve the efficiency and effectiveness of public service delivery through formal and informal means of inter-local cooperation and communication.

Wells Goals:

1. Strictly protect the Wells portion of the Branch Brook Aquifer and Watershed.
2. Work cooperatively with the water and sewer districts to provide appropriate levels of service to meet current needs, as well as future needs, in the Town's growth areas.
3. Work cooperatively with the water and sewer districts to restrict and minimize extension of water and sewer service into those areas of Wells that are designated as low growth or rural areas.
4. Work cooperatively with providers of utilities such as telephone/data, cable, gas and electricity to ensure the type, location, size, scope, quality and accessibility are consistent with the growth, land use, design, community character and other policies of this Plan to meet the needs of the community.

Policies

To implement these goals, it is the policy of the Town of Wells to:

1. Ensure that, to the greatest extent possible, the water and sewer service area boundaries, both existing and projected, conform to the Town's growth area boundaries in this Plan.
2. Continue to support the use of impact fees by the water and sanitary districts to fund enlargement and expansion of their systems.
3. Retain, and where appropriate, reconfigure the Branch Brook Aquifer Protection District as a strategic means for protecting the Water Company's public water supply.

4. Continue to cooperate with the Towns of Sanford and Kennebunk on the most appropriate methods for protection of the Branch Brook Watershed and aquifer.
5. Work cooperatively with the water, sewer, gas, electric, telephone, cable and other utility companies in the planning and development of facilities to ensure that residents are properly serviced and that they are aware of the growth area designations as well as other land use policies of this Plan.
6. Maintain a high level of quality of the Town's ground and surface waters through the proper management of wastewater and stormwater from residential, commercial and community sources.
7. Continue to explore and implement methods to reduce, re-use and re-cycle Town waste.
8. Ensure that the location and installation of utilities are consistent with Town appearance and character goals and policies.

Standards

To achieve these policies, the following are Town of Wells' standards to guide development:

1. (To be developed in future update.)

Implementation Strategies

1. 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.
2. Reconfigure the Branch Brook Aquifer Protection District to protect the Town's water supply.
3. Cooperate with the Towns of Sanford and Kennebunk to adopt policies and programs to protect the Branch Brook watershed and aquifer.
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.
5. Prepare a specific Development Plan for drainage.
6. 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.
7. Approve new developments that rely on public water only when the applicant can prove adequate water supply for fire protection is available.

8. Continue to explore and implement methods to reduce, re-use and re-cycle Town waste.
9. 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.
10. 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.

Chapter 14 – Fiscal Capacity Policies and Strategies

Introduction

The Comprehensive Plan's Fiscal Capacity Policies and Strategies describe goals, policies, standards and implementation strategies related to the Town's fiscal capacity to accommodate growth while providing the necessary facilities and services required by the community.

Goals

State Goal:

Plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development. (Growth Management Act)

Regional Goal:

(No goals specified)

Wells Goal:

Finance new and expanded facilities in an orderly manner consistent with the needs and fiscal capacity of the Town.

Policies

To achieve these goals it is the policy of the Town of Wells to:

1. Use an annual formal capital improvement planning process that considers the Town's capital requirements as well as coordinates with other districts such as the school, water and sewer districts.
2. Seek alternative means to supplement Town revenues and reduce dependence on the property tax for its annual operating and capital budgets.

Standards

To achieve these policies, the following are Town of Wells' standards to guide development:

1. (To be developed in future update.)

Implementation Strategies

1. Appoint a committee to identify alternative sources of revenue other than property taxes.
2. Evaluate the use of impact fees for new development.

Chapter 15 – Flood Hazard Mitigation Policies and Strategies

Introduction

The Comprehensive Plan's Flood Hazard Mitigation Policies and Strategies describe goals, policies, standards and implementation strategies related to mitigating flood hazards.

Purpose and Background

The Town of Wells, Maine prepared this Flood Hazard Mitigation Plan (hereafter referred to as the Plan) because the Town historically has experienced flood-related damage. The following factors contributed to that decision:

- History of coastal flooding and beach erosion in Wells;
- Number of National Flood Insurance Program (NFIP) policies and claims;
- Number of repetitive flood losses in Wells.

Assistance from the Floodplain Mitigation Assistance Program (FMAP) enabled the Town to complete the Flood Hazard Mitigation Plan. This Plan is an integral part of the Town of Wells' Comprehensive Plan.

Flooding

As mentioned, this Plan has been prepared for the Town due to the recurring flooding events throughout the community as well as the number of National Flood Insurance Program (NFIP) insurance claims. In September of 1936, February of 1978, August of 1991 (Hurricane Bob) and October of 1991 (No Name Storm), the Town of Wells experienced serious flooding and sustained damage along Atlantic and Ocean Avenues, Webhannet Drive and along the Webhannet River and the Merriland River and other rivers and streams. The affects of the a 100-year flood - the October 30 – 31, 1991 No Name storm included flooding on Drake's Island, Moody Beach and Ocean Avenue. The storm flooded both sides of Ocean and Atlantic Avenues, damaging approximately 450 homes. The storm caused inland damage along the Bragdon Road and Branch Road/Mildram Road areas. Businesses, residential units, streets, bridges, other structures and public facilities suffered damage. The Town considers this Plan to be a critical tool in minimizing future flood damage.

Flood Hazard Mitigation

Hazard mitigation means any action taken to reduce or eliminate the long-term risk to human life and property from natural hazards. Hazard mitigation is not a one-time event, but rather an on-going process designed to identify hazards and to propose ways to reduce or eliminate dangers and risks associated with the hazards.

Nationally, the U.S. Government, including the U.S. Congress, the Federal Emergency Management Agency (FEMA) and the NFIP are concerned with the extensive amount of damage caused by both coastal and riverine flooding and the consequent amount of federal disaster assistance. As a result, the federal government has encouraged states and

municipalities to prepare a Flood Hazard Mitigation Plan to identify ways to reduce the risk from flooding and perhaps eliminate flood hazards. In some communities where flooding conditions are significant, disaster assistance in the future may not be available unless a community prepares and follows a Flood Hazard Mitigation Plan. Such a plan provides the community with a pathway to receive federal assistance for implementation activities designed around specific mitigation projects.

Flood mitigation planning involves a technical analysis of the existing conditions relating to the flooding conditions and a review of alternative strategies that are practical, realistic and achievable for the Town. The strategy provides the Town with direction as to preferred actions the Town can take to reduce and prevent damage to property, life and natural resources and thus enhance the overall quality of life for residents and visitors to Wells.

Flood hazard mitigation techniques can vary, but may include:

- Ø More restrictive floodplain development standards designed to reduce the risk from flooding in a Special Flood Hazard Area (SFHA).
- Ø Land use plans that discourage public and private investments in floodplains.
- Ø Priority mitigation projects such as acquisition, relocation, flood retrofitting, drainage improvements and seawall protection.
- Ø Flood retrofitting improvements to residential buildings.
- Ø Public education efforts that stress the benefits of using coastal natural resources to buffer the affects of coastal storms and surges.
- Ø Public education efforts geared to property owners as to the actions they can take to protect themselves and their property from flood damage.

Plan Benefits and Implementation

Several benefits accrue to the Town from participation in a flood hazard mitigation planning program. The primary benefit is to encourage public safety by reducing damage to personal property and harm to residents and visitors. Examples include retrofitting homes so that they are flood resistant and retrofitting bridges so damage is lessened. Mitigation activities can reduce storm impacts including the cost of post-disaster clean up and recovery.

Formal adoption and implementation of the Plan enables the Town of Wells to secure additional credit points in the NFIP sponsored Community Rating System (CRS). The Town currently participates in the CRS. The CRS recognizes the community's efforts that go beyond the minimum NFIP requirements of flood plain management by reducing the flood insurance premiums for property owners located in the Special Flood Hazard Area (SFHA). The discounts provide an incentive for the Town and the property owners to become involved in new flood mitigation activities and flood plain planning and preparedness activities.

Preparation and implementation of the Plan increases the Town of Wells' opportunities for additional federal assistance including FEMA's pre-disaster Flood Mitigation Assistance Program and its post-disaster Hazard Mitigation Grant Program. The Maine Emergency Management Agency provides a priority in its grant programs to communities who have prepared a comprehensive and well designed Flood Hazard Mitigation Plan. Pre-planning

activities enable the post-disaster and recovery efforts to operate in a smooth and efficient manner. In addition to building support for implementation activities, the Plan advances the community outreach and public education component of the flood mitigation effort.

Plan Scope

The scope of this Plan includes the entire land area contained within the boundaries of the Town of Wells, Maine. The Plan pays special attention to the Little River, Ogunquit River, Webhannet River, Merriland River, Wells Bay and the coastal areas of Wells. The effective Flood Insurance Study (FIS) and the accompanying Flood Insurance Rate Map (FIRM), prepared for the Town of Wells by the Federal Emergency Management Agency was very helpful in the preparation of the Plan. While this Plan addresses flooding concerns in Wells, Maine, the Town recognizes the benefits of coordinating floodplain management activities with its neighboring communities.

Policies and Implementation Strategies

The Comprehensive Plan's Flood Hazard Mitigation Policies and Implementation Strategies describe the goals, policies, standards and implementation strategies related to mitigating flood hazards in Wells.

Goals

State Goal:

Each municipality shall prevent inappropriate development in natural hazard areas, including flood plains and areas of high erosion. (Maine Growth Management Act)

Wells Goals:

1. Identify and protect existing populations, buildings and facilities, which are at risk due to potential flooding conditions.
2. Reduce the potential damage to both private and public property due to flooding conditions.
3. Identify specific land use policies, projects and programs that will mitigate and reduce future flood related damages.
4. Recommend specific actions the Town should take to mitigate and reduce damages caused by coastal and riverine flooding.
5. Qualify the Town of Wells for federal flood mitigation grant assistance, which can assist in the Plan's implementation.
6. Involve local officials, affected property owners and the general public in the Plan's preparation so that broad acceptance is achieved.

7. Conduct a public education and outreach program to inform the public about the risks associated with development in the floodplain.
8. Protect and preserve the natural and beneficial functions of floodplains.

Policies

To achieve these goals, it is the policy of the Town of Wells to:

1. Ensure that an accurate inventory of the properties located in the Special Flood Hazard Area is completed and maintained.
2. Review the Town's local land use regulations on a regular basis to ensure they are consistent with the latest National Flood Insurance Program and any other requirements and reduce hazardous flood plain risks.
3. Provide incentives for property owners in the flood plain area to properly floodproof their properties and to make their properties more flood damage resistant.
4. Ensure that improvements to existing public investments are built to minimize potential damage from flooding situations through proper stormwater management and floodplain management practices.
5. Identify flood hazard mitigation projects in consultation with local, state and federal officials, property owners and the community at large.
6. Identify and seek assistance from federal, state and local sources for flood hazard mitigation projects.
7. Educate property owners in the flood plain and the community at large about the risks of building in the flood plain area and techniques to reduce the risks.
8. Examine the potential for financial incentives to landowners in the flood plain area through state or federal programs for maintaining their property in open space.
9. Discourage new public and private investment in the floodplain area that would encourage growth.

Standards

To achieve these policies the following are Town of Wells' standards to guide development:

1. See existing Wells Floodplain Management ordinance.

Implementation Strategies

Planning

Establish a Flood Hazard Mitigation Committee to ensure the Plan remains current. Review this Plan once a year and update it every three years.

Prevention

Prevention activities include planning and zoning, open space preservation, floodplain development regulations, stormwater management, drainage improvements and pre-disaster mitigation activities.

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.
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.
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.
4. Amend the Town's Floodplain Management Ordinance (Chapter 115) to be consistent with State requirements after the Town has accepted the Flood Insurance Study (FIS) and Flood Insurance Rate Map (FIRM).
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.

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.
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 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.
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.
5. Adopt regulations for stormwater management.

Property Protection

1. Property protection activities include relocation, acquisition, demolition, building elevation, floodretrofitting, retrofitting and insurance. The Town should consider focusing its initial efforts on the seven repetitive loss properties.
2. 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.
3. 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.
4. 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.
5. 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.
6. 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.

Natural Resource Protection

(Natural resource protection includes dune stabilization, beach nourishment, wetland protection, and erosion and sediment control measures and best management practices.)

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.

Emergency Services

(Emergency services include flood warning, flood response, critical facilities and public health and safety maintenance.)

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.
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.
3. Complete evacuation route signage.
4. Provide additional support to the Town's Emergency Management Director in the form of a computer and part time administrative assistance.

Structural Projects

(Structural projects include seawalls, floodwalls and beach nourishment.)

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
2. Monitor the results of the recently completed beach nourishment program so that minor alterations can be made, as needed.

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 associated with an effective floodplain management program.)

1. Initiate public information activities including providing:
 - 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.

2. Prepare a public information brochure that describes in detail the comprehensive nature of the Town's floodplain management program.
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.
4. Use the community cable access program to publicize the Town's floodplain management programs.

Chapter 16 – Planning and Management Policies and Strategies

Introduction

The Comprehensive Plan's Planning and Management Policies and Strategies describe goals, policies, standards and implementation strategies related to Town planning and management.

Goals

State Goal:

Plan for, finance and develop an efficient system of public services to accommodate anticipated growth and economic development. (Growth Management Act)

Regional Goal:

Improve the efficiency and effectiveness of public service delivery through formal and informal means of inter-local cooperation and communication.

Wells Goals:

1. Promote a pattern of growth and development that allows for cost effective delivery of services that is consistent with the needs and fiscal capacity of the Town.
2. Program public facility improvements through a Capital Improvement Program based upon the policies and actions of the Comprehensive Plan and its updates.
3. Ensure adequate planning to mitigate civil emergencies.
4. Continue to upgrade the professional and voluntary planning and management capability of the Town to plan for the future and regulate the quality of new development.
5. Maintain inter-community communications among the Town departments, Town committees and commissions and other levels of government.

Policies

To achieve these goals, it is the policy of the Town of Wells to:

1. Promote a pattern of growth and development that discourages sprawl and is consistent with the policies on land use, that allows for cost effective delivery of services consistent with the needs of Wells.
2. Maintain and enhance the Town facilities and services to provide for the health and safety of the Town's residents.
3. Encourage public/private cooperation in planning for, and financing, improvements to the Town's public facilities.

4. Ensure all students have the opportunities to receive the best possible and affordable education so they acquire the necessary skills and knowledge to make a positive contribution to the community.
5. Promote sustainable resource use by all Town departments.
6. Maintain inter-community communications among the Town departments, town committees and commissions and other levels of government.
7. Provide adequate, high quality staff support to the Town's various boards and commissions.
8. Support the enforcement of the Town's land use regulations in a fair and equitable manner.
9. Develop a program for working with the School District on planning for future school needs.
10. Encourage educational programs about Town planning and management for volunteers of all ages involved that incorporate a variety of community resources including conservation lands, historic resources, community facilities and local business.

Standards

To achieve these policies, the following are Town of Wells' standards to guide development:

1. (To be developed in future update.)

Implementation Strategies

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.
2. Monitor the space needs of Town Hall and consider a future plan for efficient use or expansion or reconfiguration of Town facilities as the need arises to ensure high quality and efficient level of service.
3. 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.
4. Continue to monitor all town-owned properties and resources to ensure that there is a program for ongoing capital maintenance, repairs and acquisition.

5. 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.
6. 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.
7. Establish a monthly inter-department/inter-board newsletter to communicate appropriate information among the Town departments and town committees and commissions.
8. Conserve the Town's financial and environmental resources through group purchasing and waste reduction and recycling.
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.
10. Establish a continuing program for re-evaluating the policies and implementing the programs established by the Comprehensive Plan.

Chapter 17 – Regional Coordination Policies and Strategies

The Comprehensive Plan’s Regional Coordination Policies and Strategies describe goals, policies, standards and implementation strategies related to regional coordination.

Goals

State Goal:

Cooperate with local, regional and federal agencies to continually improve planning and management.

Regional Goal:

Cooperate with local, State, regional, Federal, and other agencies to continually improve planning and management.

Wells Goals:

Coordinate with Federal, State regional and local agencies to continually improve planning and management of Wells and meet civic needs.

Policies

To implement these goals, it is the policy of the Town of Wells to:

1. Work with appropriate Federal, State agencies to implement the goals, policies, and implementation strategies related to the land use, transportation, natural resources, marine resources and other issues addressed in this Comprehensive Plan.

Implementation Strategies

1. Continue the cooperative relationship with the Wells National Estuarine Research Reserve to expand the water quality monitoring program.
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.
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.
4. Work cooperatively with 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.

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.
6. Actively participate with the Maine Department of Transportation on any project in Town including the US Route 1 Corridor Study and on the Route 109 Improvement Program between Exit 19 and the High Pine area.
7. Work cooperatively with the MDOT to ensure that there is proper planning and implementation of any project in Town.
8. 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.
9. Work cooperatively with the Maine Turnpike Authority for a major bus company to provide Boston to Portland bus service with stops in Wells.
10. Establish an ongoing dialogue with all utility providers to ensure that they are aware of the growth area designations as well as other policies of this Plan.
11. Work cooperatively with other Towns to help implement the regional Eastern Trail system.
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.
13. Continue to work with the Town of Sanford on the Route 109 corridor study and implement its recommendations when complete.

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 found in Part 2. 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

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

In addition a responsible party is assigned to each action and a priority is given to each action—*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

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
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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 Tatic 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

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

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

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 Commerce, 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

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 encouraging 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.	CPIC	Long
20. As the central area of Town develops, plan for appropriate multi-modal linkages using sidewalks, trails and bicycle paths.	CPIC	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

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

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

Public Facilities and Services Implementation Program

General		
1. Monitor the space needs of Town Hall and consider future expansion as he 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
Parks		
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.	Board of Selectmen	Short
Public Lands		
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.	Board of Selectmen with Planning Board and Conservation Commission	On-going
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.	Planning Board and Conservation Commission	On-going

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

Flood Hazard Mitigation Implementation Program

<p>Planning</p> <p>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>	Board of Selectmen	
<p>Prevention</p> <p>(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</p> <p>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>	FHMC	Short
<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>	FHMC	Short
<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>	Conservation Commission	Short
<p>4. Amend the Town’s Floodplain Management Ordinance (Chapter 115) to be consistent with State requirements after the Town has accepted the Flood Insurance Study (FIS) and Flood Insurance Rate Map (FIRM).</p>	Board of Selectmen	Short
<p>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.</p>	CPIC	Short
<p>Stormwater management and drainage improvements</p> <p>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>	Town Manager	Short
<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>	Board of Selectmen	Short

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> <ol style="list-style-type: none"> 1. Initiate public information activities including providing: <ol 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. 		
<ol style="list-style-type: none"> 2. Prepare a public information brochure that describes in detail the comprehensive nature of the Town's floodplain management program. 	FHMC	Short
<ol style="list-style-type: none"> 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. 	Board of Selectmen	Short
<ol style="list-style-type: none"> 4. Use the community cable access program to publicize the Town's floodplain management programs. 	FHMC	Immediate

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. 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.

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. 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:

- **Urgent: First 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 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 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 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.

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

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 stations at this time, the main station at Wells Corner and two substations at Wells Branch and Highpine. 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.

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.

Priority Ratings:

New substations: Growth Dependent

Addition to Wells Corner station: Necessary

3. 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.

Priority Rating: Urgent

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.

Priority Rating: Necessary

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.

Priority Rating: Desirable, further study required

4. Flood Hazard Mitigation

The Highway Department has identified 7 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.

Problems include flooding, the undermining of roadways, and erosion. Specific improvements have not been identified, but generally they involve working with federal and state agencies to determine proper solutions. 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 seven 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.

Priority Rating: Urgent

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.

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.

Priority Rating: Urgent

5. Transportation

Road reconstruction: 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
- Tatnic Road
- Swamp John 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
- New Turnpike Interchange in Moody/Ogunquit area and related local improvements

- Improvement to the intersections of Chapel and Route 109 and Chapel and Route 1.

The costs of these individual projects are not yet known and substantial percentages of each are expected to be covered by Maine DOT and private sector interests.

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.

Priority Rating: Necessary

6. 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.

Priority Rating: Urgent

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 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

7. 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.

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.

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

8. 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.

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.

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	\$1.0M	Growth Dependent
5.	Southern Fire Substation	\$1.0M	Growth Dependent
6.	Wells Corner Fire Station Addition	\$750K	Necessary
Public Works			
7.	New Public Works Garage	\$3.5M	Urgent
8.	* New Sand and Salt Shed	\$1.4M	Necessary
9.	Solid Waste Disposal Trailers	\$100K	Desirable, further study required
Flood Hazard Mitigation			
10.	Stormwater/Drainage Improvements	\$500K	Urgent
11.	Repetitive Flooding Property Protection	Unknown	Necessary
12.	Webhannet Drive Seawall Repairs	\$1.6M	Urgent
Transportation			
13.	Various Road Reconstructions	\$600K	Necessary
14.	Route 1 Improvements	Unknown	Desirable, further study required
15.	* Raised Sidewalk (Harbor Road to First Congregational Church)	\$450K	Necessary
16.	Wells Harbor Pier Repairs	\$50K	Urgent
17.	Wells Harbor Dredging (Local Match)	\$650K	Desirable, further study required
Recreation and Historic Preservation			
18.	* 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.	Eastern Trail Development/Maintenance	Unknown	Growth Dependent
22.	Route 1/Elementary School Path	\$40K	Growth Dependent
23.	Colonial Road Walking Paths	Unknown	Desirable, further study required
24.	Land Bank	Unknown	Desirable, further study required
Library			
25.	Library Addition & Landscaping	\$1.5M	Growth Dependent

* - 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 5 – Appendix

The Comprehensive Plan's Appendix includes research and analysis as background for The Comprehensive Plan.

(SEE SEPARATE APPENDIX DOCUMENT AVAILABLE AT TOWN HALL AND THE TOWN LIBRARY)