

CHAPTER 2

OLD ORCHARD BEACH GOALS, POLICIES, STRATEGIES (D1 12.2025)

This section of the Comprehensive Plan sets forth Old Orchard Beach's goals, policies and strategies for the next ten years. Information on the topics presented here can be found in various inventory sections of the plan. Additional information is found in the Implementation section of this Plan.

Goals, policies and strategies are defined as follows:

- Goals represent an ideal that the Town would like to reach at some point in the future.
- Policies are more specific directives that should be followed to achieve the goals.
- Strategies are actions to be taken to implement the policies.

For each of the policies in this section, the Plan identifies one or more responsible/involved parties and assigns an overall priority rating. There are three priority ratings:

- High: to be completed in a time period of 1 – 3 years.
- Medium: to be completed in a time period of 3 – 6 years.
- Low: to be completed in a time period of 6 – 10 years.

The responsible/involved parties are:

AO	Assessing Office
BPC	Ball Park Commission
C	Council
CC	Conservation Commission
CEO	Code Enforcement Officer
COC	Chamber of Commerce
CPI	Comp Plan Implementation Committee
DRC	Design Review Committee
FC	Finance Committee
FD	Fire Department
FO	Finance Official
HS	Historic Society
L	Library
PB	Planning Board
PD	Police Department
PW	Public Works
SC	Schools
TP	Town Planner
REC	Recreation Dept
OPA	Ocean Park Association
TC	Town Clerk
TM	Town Manager (Note: TM responsibility can include other staff at town hall)
WW	Wastewater Department

HISTORIC & ARCHAEOLOGICAL RESOURCES

Protect the history of Old Orchard Beach

Goals

1. Preserve and protect the Town's historic and archaeological resources.
2. Ensure compatibility of new development with the historic and cultural character of the town.
3. Recognize and promote Old Orchard Beach's unique heritage.
4. Identify and protect important town historic resources, landmarks, sites, and buildings.

Policy 1

1. Protect Old Orchard Beach's significant historic and archaeological resources, landmarks, sites, and buildings.

Policy 1 Strategies

- 1.A. Survey of historic and archaeological resources, landmarks, sites, uses, and buildings. Complete an inventory and document the town's historic and archaeological resources, landmarks, sites, neighborhoods, and buildings in conjunction with local and state officials. This should include an exploration of local cemeteries.

For purposes of these goals, the following is defined:

- *Building: An enclosed structure of historical significance affording support and shelter to person or property.*
- *Landmark: A natural or man-made feature of land such as a natural object (e.g. tree), or a monument or marker.*
- *Site: A place or location.*
- *Resource: Useful or valuable property, land or building.*
- *Use: The historic purpose for which land is arranged, designed, intended, occupied or maintained.*
- *Neighborhood: A geographical or physical area in town that is identified as having a distinct character.*

- 1.B. Local ordinances. Amend ordinances as identified by the Comprehensive Plan Implementation Committee to require the following:

- To encourage compliance with design review related standards, a more streamlined permitting process is necessary. Consider ordinance amendments that increase jurisdiction for staff review of projects. Also, include incentives such as modifications to zoning requirements and reduced permit fees.
- Existing design review standards should be comprehensively reviewed to determine their effectiveness and fairness. Standards should encourage property owners to follow design review principles while not creating standards so burdensome that property owners choose not to redevelop their property.
- Reconsider areas in town that require design review.

- Adopt design standards that require developers take appropriate measures to protect historic and archaeological sites, buildings, and landmarks identified in the survey for development within these areas. These standards should include, but not limited to, modification of the proposed site design, construction timing and extent of excavation. Also, these standards should be more objective.
- Adopt design standards to require applications for subdivision, site plan review and conditional use include information on the historic and archaeological resources located on site that may be impacted by the proposed development and the actions that will be taken to preserve these resources and minimize the impact.
- Review ordinances to determine if standards allow for enforcement of buildings and sites in poor condition. If they do not, develop appropriate language.
- Reconsider review administration of proposals that require design review. Consideration should include switching jurisdiction for most reviews to staff with large projects (e.g., tear downs, new structures, significant additions) remaining with the Design Review Committee.

1.C. Investigate becoming a Certified Local Government (CLG). Becoming a CLG would allow the Town to access more resources and funding for the protection of historic resources.

1.D. Develop incentives to encourage maintenance of buildings and sites located in the downtown district and historic and archaeological resources, landmarks, sites, uses, and buildings outside of the downtown district.

- Explore the interest in local participation in the tax reimbursement program for expenditures related to preserving historic properties and landmarks.
- Consider zoning-related incentives.

1.E. Archive Documents and Items. Pursue funding opportunities, such as grant programs and municipal appropriations, and methods to create a proper location and storage for archiving historical and archaeological documents and items.

- Archived documents shall be digitized to create a permanent record and allow for easy access through information technology.
- A climate-controlled storage area should be established, preferably within the Library or Harmon Museum, for permanent storage.

Lead responsibility: TP

Support responsibility: HS, DRC, OPA, L

Priority: Ordinance items- High. Other items: Medium

Policy 2

2. Promote Old Orchard Beach's historic resources, landmarks, sites, and buildings.

Policy 2 Strategies

2.A. Educational program for landowners, students, visitors, and general public.

- Invite property owners to share information about the history of their property and neighborhoods.
- Complete a survey historic and archaeological resources, landmarks, sites, neighborhoods, and buildings.
- Explore ways to increase residents and visitors knowledge about the town's history.
- Launch an educational program. Suggestions for education activities initiated could include:
- Sponsoring a project using interested writers, perhaps high school students, to prepare a narrative description of each historic property, why it's historic, what are its unique feature, and the role it played as part of a resort community.
- Undertake a town-wide survey for historic and archaeological sites and landmarks, even if they no longer exist.
- Working with social studies or history teachers to incorporate Old Orchard Beach history into their history curriculum.
- Hold activities at the Harmon Museum, Library and Jordan Hall to educate the public about our history.
- Create a layer on the Town's GIS site that includes location of historic and archaeological resources, landmarks, and sites.

2.B. Promotion of history as a tool for economic development. Explore programs, activities, etc. that can be created and used to promote the town's history for economic development purposes. For example, Create an interactive historical walk to compliment Museum in the Streets.

2.C. Map historic and archaeological resources. Through use of GIS, create a map identifying historic and archaeological resources including buildings, sites, neighborhoods, current/former uses of property, landmarks, and cemeteries.

Lead responsibility: COC

Support responsibility: HS, DRC, OPA, L, TP

Priority: Low

Policy 3

3. A. Improve and maintain town-owned historic properties.

Policy 3 Strategies

3.A. Town Hall. Recognizing the historic significance and prominent location of town hall, the town should take measures to ensure the building and property receives appropriate maintenance and aesthetic improvements.

3.B. Harmon Museum. Improve facilities including ADA accessibility, climate control, adequate location for archival storage, and expansion of exhibit space.

3.C. Other town-owned properties. As part of the historic and archaeological survey and mapping mentioned above, identify other town-owned properties and their significance in regard to past historic use and its contribution as part of a resort community.

Lead responsibility: TM

Support responsibility: PW, HS, OPA, L

Priority: Low

DRAFT

TRANSPORTATION

Plan for, finance and develop an efficient and safe transportation system for all users

Goals

1. Invest in road and traffic improvements for all users.
2. Maintain and improve safety and accessibility for both vehicles and non-drivers.
3. Provide opportunities for alternative transportation while ensuring parking meets seasonal and year-round needs.
4. Guide future development to enhance and preserve the valued features of the community, while supporting longer term community goals.
5. Plan for and limit potential negative impacts of transportation

Policy 1

1. Maintain, preserve, and enhance multimodal transportation network and components.

For purposes of this section, the following is defined:

- *Multimodal transportation network: state & local roads, bus services, rail station and line, sidewalks, bicycle lanes and multi-use paths*

Policy 1 Strategies

- 1.A. Explore the creation of a multimodal transportation center to be located on First St, in the area of the train station.
- 1.B. Identify funding sources and pursue funding for maintenance, preservation and improvements of the multimodal transportation network and components.
- 1.C. Utilize existing assessments, conduct future assessments, and continue to monitor condition of transportation infrastructure to identify areas where maintenance or replacement is needed, and potential improvements.
- 1.D. Identify ways to inform and direct people to the different areas of Town such as improved wayfinding signage.
- 1.E. Increase public awareness of vehicle and non-driving transportation opportunities.

Lead responsibility: TP

Support responsibility: TM, PW, PD, COC

Priority: Medium

Policy 2

2. Ensure access for all users across town including the downtown and the beach.

Policy 2 Strategies

2.A. Meet the diverse transportation needs of residents (including children, the elderly and disabled) and through travelers by providing a safe, efficient, and adequate transportation network for all types of users (motor vehicles, pedestrians, bicyclists).

2.B. Prioritize pedestrian safety, bicycle safety, transit, and parking in the downtown area which is critical to the town's economic vitality. Two examples: The seasonal bus stop located at the corner of Imperial and Milliken should be relocated to an area that is safer, such as the train station. Construction of a pedestrian overpass above the railroad tracks in the First Street area would be a significant pedestrian safety enhancement.

2.C. Explore different options and the feasibility of improving seasonal and year-round transportation opportunities and facilities.

Lead responsibility: PW

Support responsibility: TP, TM, PD, FD

Priority: High

Policy 3

3. Guide future development through informed and thoughtful transportation planning.

Policy 3 Strategies

3.A. Identify tools to highlight the importance and needs of our multimodal transportation network such as creating a local transportation plan.

3.B. Review and explore ways to improve the design and control of entry and exit points along roadways through methods such as access management.

3.C. Prepare for potential growth as surrounding communities are growing and there is a desire to live in and visit the Town.

3.D. Review ordinance requirements for site plan, subdivisions and public and private roads to make recommendations as appropriate to foster transportation, efficient growth patterns, and provide for future street and transit connections.

Lead responsibility: TP

Support responsibility: TM, PW

Priority: High

Policy 4

4. Consider traffic impacts of proposed development and redevelopment.

Policy 4 Strategies

- 4.A. Require traffic impact analysis for certain types of development such as major subdivision, large scale multifamily, or commercial projects.
- 4.B. Evaluate street connectivity for opportunities to increase and/or improve vehicle and pedestrian connections.
- 4.C. Encourage the maintenance of existing parking and development of new parking, while also promoting/creating alternative transportation options.

Lead responsibility: TP

Support responsibility: PW, PD, FD, TM

Priority: High

Policy 5

5. Perform a comprehensive review of parking, including ordinance requirements, public parking spaces, and fees.

Policy 5 Strategies

- 4.A. Evaluate parking-related ordinance and policies to determine their effectiveness and provide recommendations on changes. For example, due to the consistent complaints concerning short term rental parking, ordinances should be amended to require off-street parking for this use.
- 4.B. Develop a public parking map that identifies all public parking spaces and lots throughout Town.
- 4.C. Perform a town-wide parking study that inventories existing public spaces, public parking lots, private parking available for public use; analyzes existing conditions (e.g., utilization, peak times, condition of facilities); future demand projections (consider land use, seasonality); explores fees; develops recommendations.

Lead responsibility: PD

Support responsibility: TM, PW, PD, FD, TP

Priority: High

ECONOMY

Promote an economic climate that increases overall economic well-being.

Goals

1. Recognize the importance tourism has in the local, regional and state economy and take steps to retain and attract tourism related activities and businesses.
2. Encourage the development of good jobs in and around Old Orchard Beach as well as a diversified economic base.
3. Enact or amend town ordinances to encourage economic development.
4. Develop an economic development plan.

Policy 1

1. Determine the type of economic development activity the community desires and develop a plan and programs that support it.

Policy 1 Strategies

1. A. Create an economic development plan that identifies and evaluates economic development needs and barriers to these needs. The plan should consider and reflect regional efforts as well as the enhancement of the quality of life of each resident and visitor. The plan should prioritize needs. As part of the plan, a priority should be seeking ways to establish a more year-round economy. This can begin with increasing the shoulder season. The plan should include residential development that encourages more year-round occupancy and businesses such as office, research and service which do not depend on tourism to operate.
1. B. Maximize opportunities to provide post-secondary and vocational/technical training to enhance the employability of the local population and to attract a younger demographic.
1. C. Small businesses are an important part of OOB's economy. The town should be more proactive in small business development and retention.
1. D. If the town continues to own and operate the ballpark, the use should be evaluated and a business plan and marketing efforts targeting the types of uses and events desired by the town.
1. E. Emphasize the beach, scenic amenities, rural areas, trails, Amtrak, and natural resources as business location pluses.
1. F. Encourage the continuation and expansion of community education programs in conjunction with local businesses and organizations such as the Recreation Department, Chamber of Commerce, OOB365.

Lead responsibility: Multiple Depts & Organizations
Support responsibility: Multiple Depts & Organizations
Priority: Medium

Policy 2

2. Make a financial commitment to support desired economic development, including improvements to public facilities and infrastructure.

Policy 2 Strategies

2. A. Seek and develop programs that offer financial incentives to attract new businesses and retain those that exist. Perhaps through tax incentives and grants.
2. B. If public investments are used to support economic development, identify mechanisms to finance them (local tax dollars, creating a tax increment financing district, Community Development Block Grant or other grants, impact fees, etc.).
2. C. Offer the town as a location for pilot studies and programs by state, county and regional organizations as party of employee training and recognition as a way to capture more outside financial support.
2. D. As part of the economic development plan, certain areas of town should be identified as economic development incentive districts. The purpose of these districts will be to promote and attract appropriate development though use of economic development tools such as Tax Increment Financing.

Lead responsibility: TM
Support responsibility: TP, FO
Priority: Medium

Policy 3

3. Coordinate with regional development corporations and surrounding towns as necessary to support desired economic development.

Policy 3 Strategies

3. A. Identify and participate in regional economic development planning efforts.
3. B. Work with municipalities in the region and regional development organizations to develop a region-wide theme that is marketed in key cities, states and countries to attract new tourists, business and residential development.

3. C. Continue to work with and support regional organizations and efforts associated with recreational facilities such as walking and biking trails that are accessible in OOB (e.g. Eastern Trail, East Coast Greenway, U.S. Bike Route 1).

3. D. The health of the town's economy is closely tied to the Biddeford-Saco region and greater Portland area. Therefore, the town should work cooperatively with these communities to foster economic prosperity in the region.

Lead responsibility: TP

Support responsibility: TM

Priority: Low

Policy 4

4. Amend local ordinances to encourage economic development.

Policy 4 Strategies

4. A. Businesses and residential developments located by the beach are under pressures from regulatory rules. The town should be proactive and seek an approach to ensure existing businesses/residential development can continue to operate and expand and allow for new business development while ensuring natural resources continue to have appropriate protection.

4. B. Modify zoning and other local regulations to ease the restrictions on low impact businesses.

4. C. Permit smaller lots and higher density in areas served by public water and sewer.

4. D. Poorly maintained properties can have an undesirable impact to the town. Ordinances associated with property maintenance and enforcement should be reviewed to determine their effectiveness. Enforcement activity should be enhanced so to address blighted properties in a quick, fair and effective manner.

4. E. Well-designed development can have a positive impact to the town. Ordinances associated with building design should be reviewed and amended or enacted to ensure new and re-developed properties are aesthetically attractive while not ensuring the standards are not overly restrictive or a financial burden.

4. F. Consider the creation of economic development incentive overlay districts that include ordinance language that accommodates new and re-development and other activities that contribute to the economy.

Lead responsibility: TP

Support responsibility: PB

Priority: High

Policy 5

5. Promote and encourage a strong and balanced tourism program that encourages visitors to come to Old Orchard Beach and repeat visits.

Policy 5 Strategies

5. A. The town needs to better communicate the tourism opportunities to potential visitors. Because tourists can be highly mobile, good information and promotion is very important.

5. B. Because recreation is an important component of OOB's economy, the town should take a more active role in promotion with the Recreation Department leading efforts.

5. C. As part of the economic development plan, develop historic, cultural and natural resource themes to retain tourists longer and attract new types of tourist.

5. D. The town should continue to recognize the health and cleanliness of the beach and ocean are the critical to the success of the town. All efforts should be made to ensure funding is available, so these natural resources are properly maintained.

5. E. The town should continue efforts to secure year-round Amtrak service.

5. F. Efforts should be made to extend the tourist season with the eventual goal of becoming a more year-round destination. This needs to be a private/public effort. As part of the economic development plan, a study should be done to identify the barriers to extending the season and becoming year-round and action steps to address these as well as appropriate marketing efforts.

Lead responsibility: COC

Support responsibility: REC, TM, TP

Priority: High

HOUSING

Expand housing opportunities by encouraging a variety housing types through incentives and creative zoning techniques

Goals

1. Encourage and promote affordable housing opportunities
2. Incentivize infill development
3. Develop a plan to address seasonal housing, including short term rentals
4. Foster public/private partnerships
5. Encourage a variety of housing types to meet the needs of residents and tourists

Policy 1

1. Adopt incentives to encourage affordable housing development. For the purposes of the comprehensive plan, affordable housing shall be identified through application of the most recent Maine State Housing Authority definition(s) of affordable housing.

Policy 1 Strategies

- 1.A. 10% Incentive- Strive to have 10% of all housing built during the next 10 years be affordable as defined by the Maine State Housing Authority.
- 1.B. Amend town ordinances by the creation of incentives for affordable housing projects and individual single-family home development. Incentives can include density bonuses, reduced setbacks, modified subdivision and site plan requirements such as less restrictive road design.
- 1.C. Develop a fast track permitting process for developments that offer more than 10% of affordable housing. This process should include more authority to staff that will enable administrative review for more projects.
- 1.D. Create ordinance and financial incentives to encourage the increase of year-round rentals. Incentives can include reduction in licensing fees.

Lead responsibility: TP

Support responsibility: PB, CEO

Priority: High

Policy 2

2. Review, amend and adopt ordinances that incentivize infill development.

Policy 2 Strategies

2.A. Perform a comprehensive review of ordinances for the purpose of finding and addressing standards that are prohibitive to infill development. Remove language that is prohibitive and adopt standards that encourage where appropriate. This includes broader authority for staff to review projects.

2.B. Provide density bonuses. This includes reductions in minimum lot area per dwelling unit, minimum lot area and frontage requirements for infill development projects.

2.C. When creating infill development standards, be mindful of potential impacts to abutting property owners. Impacts can include increased traffic, building height shadows, noise, exterior lighting spillover, etc.

Lead responsibility: TP

Support responsibility: PB, CEO

Priority: High

Policy 3

3. Review, amend, and adopt ordinances, policies, and programs associated with seasonal housing/short term rentals while continuing to support the tourism economy.

Policy 3 Strategies

3.A. Explore incentives for converting seasonal housing and short term rentals into year-round housing. Incentives could include fee reduction and relief from zoning standards (e.g., density bonuses).

3.B. Allow administrative site plan review for year-round housing projects consisting of five or fewer units on a single lot. If subdivision state statutes allow, allow administrative review for year-round housing projects on 5 or fewer lots.

3.C. Seek grants that provide benefits for year-round housing projects and upkeep for existing year-round housing.

3.D. Year-round rental opportunities should be expanded. Review town ordinances, including the business license ordinance, to find how these opportunities may be limited and adopt standards to encourage.

3.E. Short term rental effects on the Town should be thoroughly analyzed- both positive and negative consequences. Findings and recommendations should be developed and presented to Council.

Lead responsibility: TP

Support responsibility: CEO, TM, PB, C

Priority: High

Policy 4

4. Partner with private and nonprofit developer and organizations to develop more year-round housing and rental opportunities.

Policy 4 Strategies

4.A. Develop innovative zoning techniques that allow the town to partner with private and nonprofit developers and organizations by assisting with development approvals. This includes transfer of development rights, contract zones, adaptive reuse.

4.B. Engage in partnerships to permit and build workforce housing.

4.C. Seek non-zoning tools such as grants and TIF's to encourage development of year-round mixed income housing.

Lead responsibility: TM

Support responsibility: TP, CEO, C

Priority: Medium

Policy 5

5. Ensure there is a variety of housing to meet the needs of the community.

Policy 5 Strategies

5.A. Identify local housing needs to understand what types of housing are needed. Needed housing can range from affordable, first-time homebuyers to housing appropriate for an aging population.

5.B. Find ways to encourage the development of needed housing such as incentives or fast track permitting.

5.C. Coordinate with public and private partnerships to find ways to create and promote housing opportunities for families and individuals.

Lead responsibility: TP

Support responsibility: CEO, TM

Priority: High

MARINE RESOURCES*

Healthy, well managed marine resources are critical to the overall well-being of Old Orchard Beach

Goals

1. Continue efforts to protect and improve water quality.
2. Protect and maintain free public access to the beach.
3. Protect the beach and sand dunes.
4. Address flooding vulnerability.

*Note: This section is to be used as a compliment to the Natural, Water, Agriculture, Forest Resources section.

Policy 1

1. A healthy ocean and its supporting waterbodies are critical to OOB's overall wellbeing. Efforts should prioritize the protection and improvement of water quality.

Policy 1 Strategies

- 1.A. Healthy marine resources do not begin and end at the ocean, an entire system of water and land factors contribute. The town should prepare a town wide survey that identifies threats to water quality and actions to address the problems.
- 1.B. Continue to engage in programs that monitor water quality and protect public health. Local efforts should be evaluated to determine their effectiveness.
- 1.C. Review ordinances to ensure standards exist that protect waterbodies from development and construction activities. Tighten standards in shoreland zoning districts to minimize non-point source pollution.
- 1.D. Participate in programs that support region wide water quality protection efforts.
- 1.E. Management of stormwater infrastructure is a good tool pollution prevention and runoff control. The town actively participates in the MS4 program and has completed a stormwater management plan. The town should continue its efforts with the MS4 program and continue to implement and update the stormwater management plan.

Lead responsibility: CC

Support responsibility: TP, CEO, PW, WW

Priority: High

Policy 2

2. Similar to water quality, public beach access is crucial to OOB's overall wellbeing. Town efforts should prioritize protection, maintenance and improvement of public access.

Policy 2 Strategies

2.A. Protection of public access from encroachment by private property must be a priority. Areas at risk of encroachment should be identified and appropriate measures must be adopted to ensure public access remains.

2.B. Improvements to public access pathways will help ensure public access continues to be available. Improvements include consistent maintenance and enhancing pathways to the beach including ADA accessible options

Lead responsibility: TM

Support responsibility: TP, PW, CC

Priority: Medium

Policy 3

3. With three miles of sand beach and a coastal dune system that provides flooding protection, a clean, protected beach and sand dunes are very important to the health of the abiotic and biotic ecosystem.

Policy 3 Strategies

3.A. Prioritize town funding of beach and sand dune protection and maintenance. Grant programs should be identified to assist with funding.

3.B. Create a climate resiliency plan. Included with the plan should be a proactive approach to plan, prepare and address coastal hazards and environmental changes that will impact beaches and sand dunes. See Natural, Water, Agriculture, Forest Resources, Policy 1 Strategies.

3.C. While not discouraging development adjacent to the beach and sand dunes, development should be thoroughly analyzed to ensure it will not negatively impact marine resources. Ordinances should include standards to ensure protection exists and is enforceable.

3.D. Regular beach clean-up initiatives are the cornerstone of maintaining the cleanliness and visual appeal. These town should encourage efforts from volunteers, environmental organizations, and town employees to remove trash, debris, and litter from the beach and its surrounding environment.

3.E. Sand dunes provide natural coastal protection against storm surge, preventing or reducing coastal flooding and structural damage, as well as providing important ecological habitat. The town must engage in efforts to protect dunes.

Lead responsibility: TP

Support responsibility: CEO, PW, CC

Priority: High

Policy 4

4. Evaluate and mitigate the impacts of flooding, include in climate resiliency plan.

Policy 4 Strategies

4.A. Create programs to assist individuals impacted by flooding.

4.B. Ensure adequate notice to Town residents of flood risks and warnings.

4.C. Identify ways to improve public safety access to flooded areas and evacuations.

4.D. Study and evaluate potential flooding impacts to tax base.

Lead responsibility: CEO

Support responsibility: TP, PW, PD, FD, CC, TM

Priority: High

RECREATION

Create and maintain a variety of recreational opportunities for all residents and visitors

Goals

1. Support the maintenance of existing and development of new recreational facilities for residents and visitors.
2. Provide recreational programming for all residents and expand offerings for visitors to be used as an economic development tool.
3. Encourage and protect availability and access for public recreation use.
4. Create an open space plan.
5. Rethink future of the Ballpark.

Policy 1

1. Develop a recreational strategic plan that considers seasonal and year-round opportunities that meet resident and visitor needs (current and future).

Policy 1 Strategies

- 1.A. Task the recreation department to develop a recreation strategic plan.
 - 1.B. The recreation plan should include the following at a minimum:
 - Vision statement
 - Inventory of recreational facilities (structure and non-structure), activities, public and private programs, services
 - Identification of current and future recreation needs
 - Prioritized list of projects and actions
 - Estimated costs to deliver items identified in prioritized list
 - Specific section associated with ADA accessibility offerings (current and future)
 - Identify public and private stakeholders
 - Map identifying recreation locations
 - Implementation strategy
 - 1.C. Municipal yearly and capital budget should include funds dedicated to maintenance of and improvements to the town's recreational facilities.
 - 1.D. Incorporate elements of the most recent version of the Maine State Comprehensive Outdoor Recreation Plan into the town's recreation plan.

Lead responsibility: REC

Support responsibility: TM

Priority: High

Policy 2

2. Create a system-wide plan for future open-space acquisition, protection and improvement. A system-wide plan means a plan with an approach that considers a variety of methods to achieve goals in the plan.

Policy 2 Strategies

2.A. Task an existing committee or create a new ad-hoc committee to develop an open space plan. OOB's open space plan can include

2.B. The open space plan should include the following:

- Identification and protection of public access
- Identification of protected and unprotected land, sites, etc.
- Identification of future open space opportunities
- Exercise and recreation opportunities
- Protected and unprotected land, sites, etc.
- Areas for peace and relaxation
- Tools to create more open space. For example, allow for higher density if project offers a certain percentage of open space
- Regional connections for open space networks such as continuous wooded/green space, recreational use.

2.C. The plan should include a study of underutilized town owned rights of way, easements, and parcels. Assess the potential for recreational benefits through the establishment of criteria.

2.D. Create a mechanism to acquire additional open space, such as an open space fund or partnership with a land trust.

Lead responsibility: CC

Support responsibility: REC, OPA, TP

Priority: Medium

Policy 3

3. A. Maintain/upgrade existing recreational facilities to meet current and future needs.

Policy 3 Strategies

3.A. Municipal yearly and capital budget should include funds dedicated to maintenance of and improvements to the town's recreational facilities.

3.B. Recreation plan and open space plan must include language that supports maintenance and upgrades to existing recreational facilities.

3.C. Create a mechanism to establish public/private partnerships to address recreation needs, such as an open space fund or partnership with a land trust.

Lead responsibility: REC

Support responsibility: TM, CC

Priority: Medium

Policy 4

4. Ensure the needs of the recreation department are met so they can provide a variety of programming for a wide range of residents and visitors. This includes existing programs as well as future programs as identified in the recreation strategic plan.

Policy 4 Strategies

4.A. Identify sources of funding to support the recreation department.

4.B. Explore the potential and feasibility of a community center to expand available space and programming.

Lead responsibility: REC

Support responsibility: TM, CC

Priority: Medium

Policy 5

5. Rethink future of the Ballpark.

Policy 5 Strategies

5.A. Conduct a study on the ballpark that includes:

- Current use, including all events and programming
- Costs of operations and funding sources
- Revenue
- People it serves
- Potential future use
- Estimated costs of future use and funding sources
- Impediments to establishing future use (e.g., zoning standards)

5.B. Engage public opinion through surveys, workshops, social media, etc.

5.C. Present findings and recommendation to Council.

Lead responsibility: REC

Support responsibility: TP, TM, C

Priority: Medium

PUBLIC FACILITIES

Plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development

Goals

1. Plan for, finance and develop an efficient system of public facilities to accommodate growth and development.
2. Maintain Old Orchard Beach public facilities and services, and improve where feasible.
3. Ensure public facilities and services are maintained and improved to accommodate a healthy economy.

Policy 1

1. Plan for the Town's overall public facility needs on a long-range basis.

Policy 1 Strategies

1. A. Annually review and update the capital improvements plan for financing the maintenance, repair and/or improvement of public facilities. Prioritize needs each fiscal year and indicate how capital needs from the previous fiscal year's plan have or have not been met. Capacity issues identified by Town departments should be a focus of capital improvement planning over the next 10 years.
1. B. As part of the capital improvement plan, consider establishing a land bank account to be added to annually and spent according to a specific set of guidelines for the acquisition of land and open space.
1. C. Explore opportunities for the regionalization of services that will save money and better serve the citizens of Old Orchard Beach.
1. D. Departments such as police, fire, and public works have adapted to seasonal fluctuations in population; although, continued growth and tourism pressure are expected to increase demands on these services. Fiscal year and capital budgeting efforts should prioritize the needs of these departments.
1. E. Public water and sewer systems are currently adequate but aging and will require strategic upgrades to support long-term growth.
1. F. Infrastructure maintenance and improvements as well as equipment and facility maintenance and upgrades should be analyzed by their respective departments each year in light of changing population levels, development activities, changing state and federal government requirements, useful age/life cycle, condition, financial constraints, and whatever else each department identifies, and make budget adjustments as necessary.

Lead responsibility: TM

Support responsibility: FO, Multiple Depts

Priority: Medium

Policy 2

2. Plan for public facility needs for each Town department.

Policy 2 Strategies

2. A. Police. Reduce crime and enhance public safety by identifying and addressing potential threats before they escalate, through community engagement, social service collaboration, juvenile justice restorative actions, data analysis, and strategic deployment of resources.

- On annual basis, conduct an after action review of the department's actions to meet the above strategy. Identify shortcomings and budget as needed to achieve the strategy.
- Continue efforts to secure seasonal officers.

2. B. Fire and Rescue. Ensure the Town maintains a high level of emergency response services.

- Annually review the Town's fire, rescue and ambulance capabilities in light of changing population levels, changing homeland security needs, and financial constraints, and adjust as necessary to ensure the department can continue to serve the Town's needs.

2. C. Public Works. Provide for the maintenance of the Town's roads, ditches, sidewalks, stormwater management systems and lands in a manner that meets the Town's growth.

- As part of the capital improvement program, prepare and annually update a plan for improving roads, sidewalks, stormwater management systems and other Town properties.
- Annually review the services provided to determine their effectiveness. Adjust where needed.

2. D. Sewer. Provide public sewer services that meet the Town's growing needs while ensuring the system meets applicable environmental rules. cost-effective

- Annually review the effectiveness of services and facilities, plan strategic upgrades to support long-term growth.
- Utilize the excess capacity in the sewage treatment plant by extending services to "growth areas" identified in the Future Land Use Plan.
- Work with developers to ensure that public system improvements necessitated by new development are paid for by developers. Amend local ordinances, where necessary, to clarify that developers are responsible for such improvements.

2. E. Recreation. Provide affordable, high quality recreation facilities and programs ensuring all residents and visitors have access to a variety of recreational opportunities, thereby enhancing their quality of life.

- Develop a strategic plan that begins with the review of the department's strengths, weaknesses, opportunities, and obstacles. Integrate findings into the plan. The department should develop a vision, mission statement, and goals to guide the department and plan's actions. Also, include a performance-based management framework that will ensure the continued success and effectiveness of the plan.
- The department should increase their offerings to include programs for all ages, all residents and visitors, and year-round.
- In addition to increasing programs, the department goals should expand to include an economic development component

2. F. Town Hall. Provide services that support all residents and the general public in an efficient, professional, cost effective manner.

- The Town has a robust software system that would ease many of the current manual processes, but we are not utilizing it fully. Ensure all staff are aware of our current technological capabilities and receive the training to utilize.
- Interior use of space should be reviewed by a professional. Also, Town Hall as a whole should be reviewed to determine the buildings and its systems life expectancy and maintenance needs.
- Evaluate staffing and justify changes. For example, available and knowledgeable staff in Human Resources to assist employees from seasonal to full time is extremely important. As departments continue to grow, the demand on services provided by the HR office increases.

2. G. Library. The Libby Memorial Library is Old Orchard Beach's serves as a vital educational, cultural, and social resource for the entire community. It's important that the Town continues to support the Library on an annual basis.

- The most significant challenge facing the library is lack of space, particularly storage, programming and meeting space. The Town should assist the Library with evaluation of the space needs and work jointly on solutions.
- As Old Orchard Beach continues to grow, the library will continually evaluate evolving needs reflecting community changes, in order to best serve residents of all ages and abilities. The Town should support the library with this mission.

2. H. Schools. Ensure that students in the Old Orchard Beach School District receive a cost effective, quality education.

- An overall goal of the District should be balancing the needs of students, the impact of taxes on the community, and the rate of inflation.
- Consolidation. The District recognizes consolidation is part of their strategic plan to create more efficient operations and provide modern educational environments while reducing the ongoing costs of maintaining aging facilities across the district.
- While the District continues its efforts to consolidate, facilities will continue to deteriorate. The District identified ongoing facility and infrastructure challenges in

- each school (see Public Facilities Inventory Chapter) which will require continued investment.
- The District should make specific efforts to increase math and science proficiency levels.

2. I. Solid Waste. Continue to plan for and provide an efficient system of solid waste disposal. (Note: All solid waste collection and disposal is handled by private contractor. The public works transfer station only collects yard materials).

- As growth continues, so does the need to dispose of yard materials. The transfer station operations should be reviewed to determine if facilities can handle future growth.

Lead responsibility: TM

Support responsibility: Multiple Depts

Priority: Medium

Policy 3

3. Ensure public facility and service planning include supporting town residents' needs and growth of the local economy.

Policy 3 Strategies

- 3. A. The Town should engage in an effort to identify public facilities and services that support the needs of its residents and economic wellbeing of the Town. The Town should then analyze how effective its facilities and services are and address any shortcomings.
- 3. B. Keep up to date on technological advances that improve delivery of Town services.
- 3. C. When preparing fiscal year and capital budgets, departments should consider how items contribute to creating an improved image and quality of life. For example, ensuring streets are clean help to create a welcoming environment which can attract more foot traffic.

Lead responsibility: TM

Support responsibility: Multiple Depts

Priority: Medium

NATURAL, WATER, AGRICULTURE, FORESTRY RESOURCES

Recognize the importance of preservation and management of all natural resources

Goals

1. Protect and manage the quality of Old Orchard Beach's water resources including Saco Bay, Goosefare Brook, Little River, Milliken Mills Pond, and other wetlands, streams, and waterbodies.
2. Protect and manage Old Orchard Beach's other natural resources, including beaches, sand dunes, wildlife, habitats, forest resources, scenic vistas, and unique natural areas.

Policy 1

1. Protect and manage Old Orchard Beach's natural resources through various means.

Policy 1 Strategies

1. A. Maintain and update mapping of wetlands, habitat areas, and environmentally sensitive lands. Use Beginning with Habitat materials, as well as state and regional organizations and resources, to identify these areas. Consider ordinance amendments to provide protection for these areas where appropriate.
1. B. Amend ordinances to require that all development proposals identify any critical natural resources present and design to minimize disturbance.
1. C. Designate mapped critical natural resources as Critical Resource Areas (CRA) layer on the town's GIS site and reference these areas in all review standards.
1. D. The Planning Board shall consider pertinent Beginning with Habitat (BwH) maps and information as part of completeness and substantive review for all major site applications.
1. E. Monitor condition of the stormwater drainage system in town. Maintain good infrastructure and plan for the repair of replacement of sections that are faulty.
1. F. Provide public information on resource conservation, invasive species management, and sustainable development practices.
1. F. As a planning and development tool, a development constraints map should be created that identifies the type and location of natural resources that the Town determines need protection from development. This map should complement new project development reviews. Ordinances should be amended to include standards supporting regulation of the areas identified on the map.

Lead responsibility: TP (for coordination and ordinance work)

Support responsibility: CC, OPA, REC, PW, CEO, TM, C, PB
Priority: Ordinance items- High. Other items: Medium

Policy 2

2. Coordinate with neighboring communities and regional and state agencies to protect shared natural resources.

Policy 2 Strategies

2. A. Encourage, participate and support local and regional groups and organizations (e.g. Maine Health Beaches, Southern Maine regional Planning) to monitor water quality and address existing and potential sources of pollution in the watershed.
2. B. Work with Saco and Scarborough to identify and clean up existing and future sources of pollution where there are shared waterbodies and watersheds.
2. C. Work with federal, state, regional, and local officials to provide for the accurate identification, assessment and mapping of the town's significant water resources such as streams, brooks and wetlands/marshes.
2. D. Participate in interlocal and regional planning, management, and regulatory efforts associated with shared protected natural resources.
2. E. Protect areas surrounding Scarborough Marsh, Ross Rd, and Milliken Mills, and use specially designed culverts to help improve connectivity between these patches of habitat for a variety of species. Consider collaborating with Scarborough, Saco, and Cape Elizabeth to help preserve this focus area and provide regional connectivity.

Lead responsibility: CC
Support responsibility: TP, OPA, WW, CEO
Priority: Medium

Policy 3

3. Protect and manage Old Orchard Beach's water resources and water quality.

Policy 3 Strategies

3. A. Adopt by reference and enforce stormwater performance standards consistent with 38 M.R.S.A. §420-D and 06-096 CMR 500 & 502 for all applicable projects.
3. B. Amend local land use ordinances to consider Low-Impact Development (LID) techniques for new development and redevelopment where practicable.

3. C. Where streams are listed as urban-impaired, prepare a watershed management/mitigation plan to support continued development without further degradation.
3. D. Provide educational materials at Town Hall and online regarding aquatic invasive species prevention and reporting.
3. E. Continue ongoing monitoring, septic inventories, roadway maintenance standards, and regional coordination efforts to protect surface and groundwater resources.
3. F. Oversee the monitoring of water quality regularly and report to Council about the health of the town's water resources.
3. G. Encourage landowners to protect water quality. Provide information at Town Hall for water quality best management practices. Also, utilize the town's social media page and website.
3. H. Encourage, participate and support groups to monitor water quality and address sources of pollution in the town's watershed. Educate residents in watersheds about potential impacts on water quality and opportunities to avoid these impacts.
3. I. Explore ways to improve water quality on a micro scale including addressing issues on individual lots and neighborhoods.
3. J. In areas reliant on subsurface waste disposal systems, residential densities should be kept at levels and in configurations that ensure groundwater is protected.

Lead responsibility: CC

Support responsibility: TP, OPA, WW, CEO

Priority: Medium

Policy 4

4. Manage forest and agriculture resources through various means.

Policy 4 Strategies

4. A. Identify and map productive agricultural and forest lands within or adjacent to the Town of Old Orchard Beach.
4. B. Encourage compatible uses and land management practices that sustain soil productivity, protect forest cover, and prevent erosion.
4. C. Consult the Soil & Water Conservation District (SWCD) when developing or amending land use regulations related to agricultural management practices.

4. D. Encourage owners of productive farm and forest land to enroll in current-use taxation programs (Tree Growth; Farm & Open Space).
4. E. Consult the Maine Forest Service (MFS) on all local ordinances and policies affecting forest management and harvest operations.
4. F. Clarify that the Town does not designate Critical Rural Areas; therefore, GPS §4.E(3)–(4) are not applicable.
4. G. Promote public awareness of PFAS contamination risks and encourage soil testing and mitigation where applicable.
4. H. Support roadside produce stands, small-scale greenhouses, and similar resource-based commercial uses in appropriate zones.

Lead responsibility: TP

Support responsibility: CC, CEO

Priority: Medium

Policy 5

5. Identify and protect wildlife and rare bird habitats.

Policy 5 Strategies

5. A. As layers on the town's GIS site, identify wildlife habitats, bird habitats, deer wintering areas, unfragmented blocks of habitat. Use the Beginning with Habitat data to assist with identification of these areas.
5. B. Encourage preservation and protection of areas within and adjacent to locations that include rare wildlife and bird habitats. This could include buffers.
5. C. The town should create a public awareness program that educates citizens, visitors and developers about the importance of wildlife and bird habitats and what they can do to help protect. This information should be provided at appropriate locations as well as on the Town's social media pages and website.

Lead responsibility: CC

Support responsibility: TP, CEO

Priority: High

FISCAL CAPACITY & CAPITAL IMPROVEMENT

Plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development

Goals

1. Finance existing and future facilities and services in a cost effective manner.
2. Explore potential opportunities to assist in funding capital investments.
3. Develop a capital investment plan.

Policy 1

1. Existing and future facility and services expenditures should be financed in a cost-effective manner with assistance from Town departments.

Policy 1 Strategies

1. A. Annually review and update the capital investment plan for financing the maintenance, repair and/or improvement of public facilities. Prioritize needs and indicate how capital needs from the previous year's plan have been met.
1. B. Each fiscal year, department heads should review operations and provide a summary of needs and costs of these needs as related to facilities and services to the town manager and finance office to assist with fiscal year and capital budgeting.
1. C. Each fiscal year, the Town should assess its financial capacity to ensure that funding a capital plan does not negatively impact the operating budget.
1. D. When planning financing of future facilities and services, items identified in the capital investment plan should have prioritized funding.

Lead responsibility: TM

Support responsibility: FO, Multiple Depts

Priority: High

Policy 2

2. Explore state and federal grants, regional cooperation, and other sources of funding to fund capital investments.

Policy 2 Strategies

2. A. Explore opportunities to work with neighboring communities to plan for and finance shared or adjacent capital investments to increase costs savings and efficiencies.

2. B. Work with regional organizations such as SMPDC to identify funding opportunities and for assistance with grant applications.

2. C. Explore other sources of funding such as bonds, public-private partnerships, and impact fees.

Lead responsibility: TM

Support responsibility: FO, TP, REC

Priority: Medium

Policy 3

3. Immediately after adoption of the comprehensive plan, Town departments should work together to create a capital investment plan that supports the anticipated capital investment needs to implement the comprehensive plan.

Policy 3 Strategies

3. A. Identify and summarize anticipated capital investment needs within the next 10 years in order to implement the comprehensive plan, including estimated costs and timing, and which are Town growth-related capital investments.

3. B. Establishes general funding priorities among the community capital investments. Priorities should include items identified in the Comprehensive Plan 2024 survey.

3. C. Identify potential funding sources and funding mechanisms.

Lead responsibility: TM

Support responsibility: FO, Multiple Depts

Priority: High