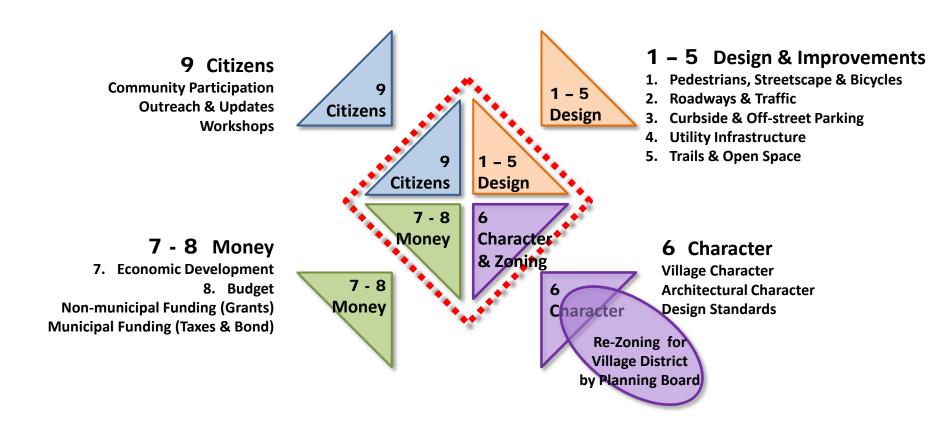
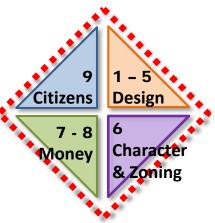


Revitalizing York Village Requires Multiple Complementary Efforts



Revitalizing York Village Requires Multiple Complementary Efforts



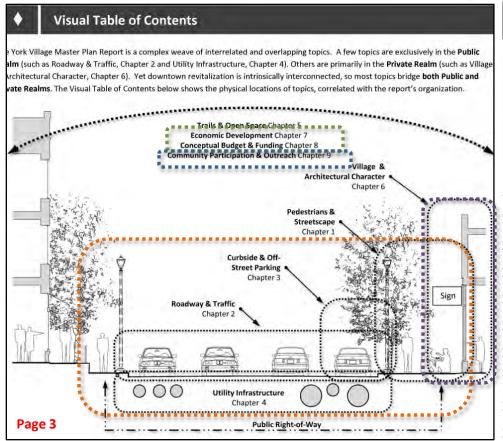
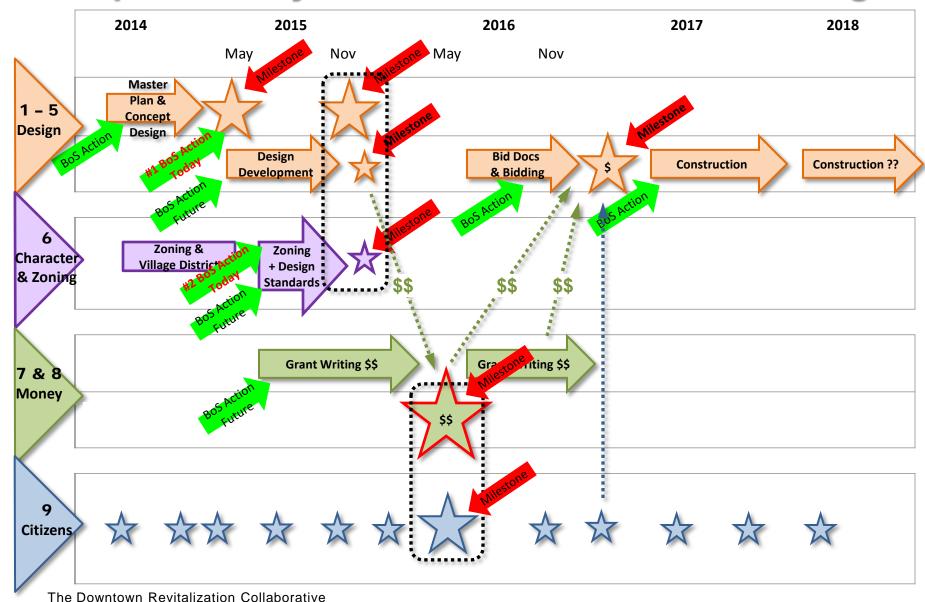


		Table of Contents	•
e		Visual Introduction to the Master Plan	5 - 20
oda	Master Plan Top Points & Recommendations		
ary R		Conceptual Budget & Funding	28
Summary Report	20 th	& 21 st Century Planning & Revitalization	29 - 31
<u> </u>		Beyond the Master Plan	32 - 37
Cł	napter 1	Streetscapes, Pedestrians & Bicycles	38 - 50
	napter 2	Roadway & Traffic	51 - 64
	napter 3	Curbside & Off-Street Parking	65 - 78
Cł	napter 4	Utility Infrastructure	79 - 87
Cl	apter 5	Trails & Open Space	88 - 93
Ch	napter 6	Village & Architectural Character	94 - 100
Cł	napter 7	Economic Development	101 - 105
, Cł	napter 8	Conceptual Budget & Funding	106 - 115
Cł	napter 9	Community Participation & Outreach	116 - 130

Overview of Coordination Required for Multiple Complementary Efforts to Revitalize York Village



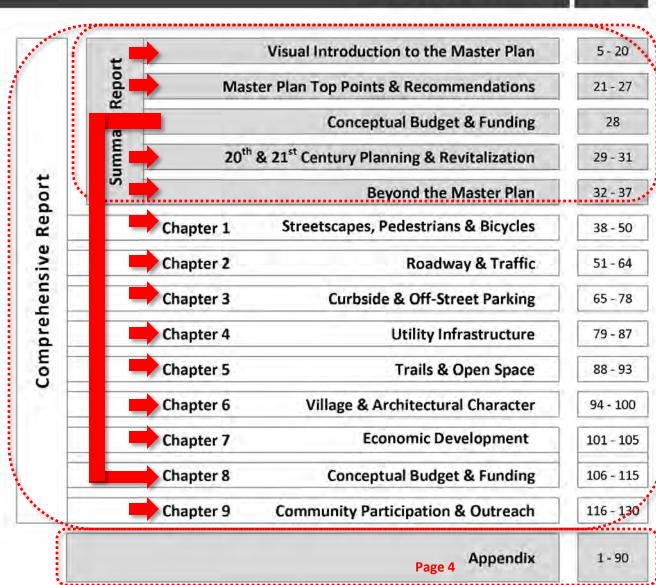
Brief Introduction to the Master Plan

Table of Contents



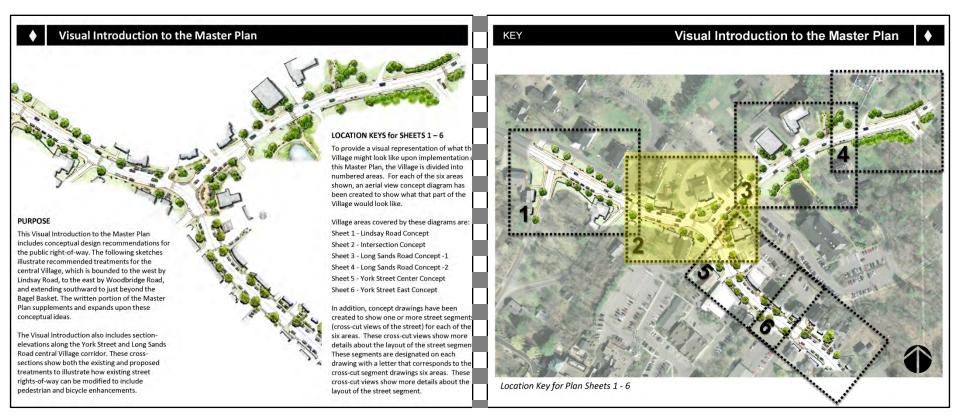
This Master Plan Report document is intended for multiple audiences, each with distinct interests seeking various levels of information and/or guidance - from citizens with a cursory interest to community leaders with broad policy interests and responsibilities to engineers concerned with technical implementation

To address this full range of audiences the Plan document is in a 3-part format. The first is the Summary Report, which can be printed as a standalone document. It contains visual representations of all key aspects of the plan and summaries of top considerations and recommendations in each topic area. For broader and more in-depth information, nine Chapters follow on the topics illustrated at left. Back up and technical information to some of the Chapters can be found in the Appendix referenced by its corresponding chapter number. All



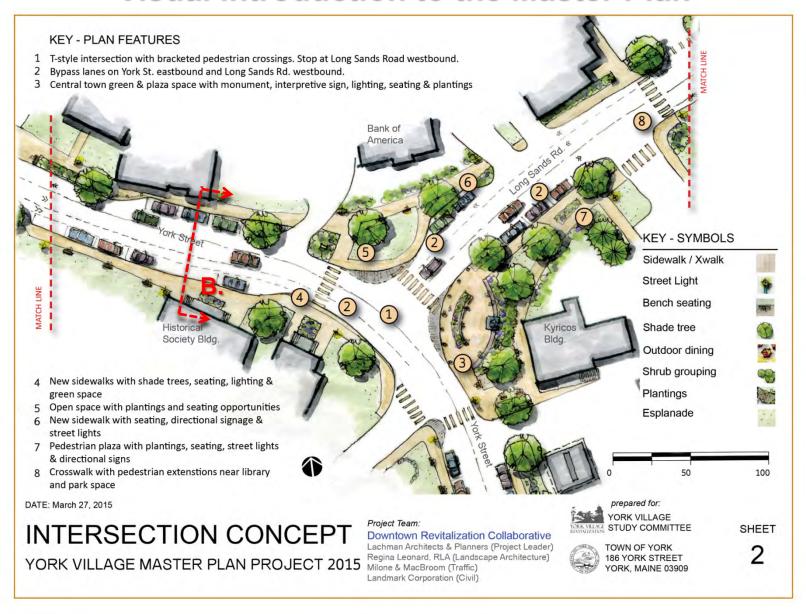


Visual Introduction to the Master Plan



Page 6 Page 5

Visual Introduction to the Master Plan

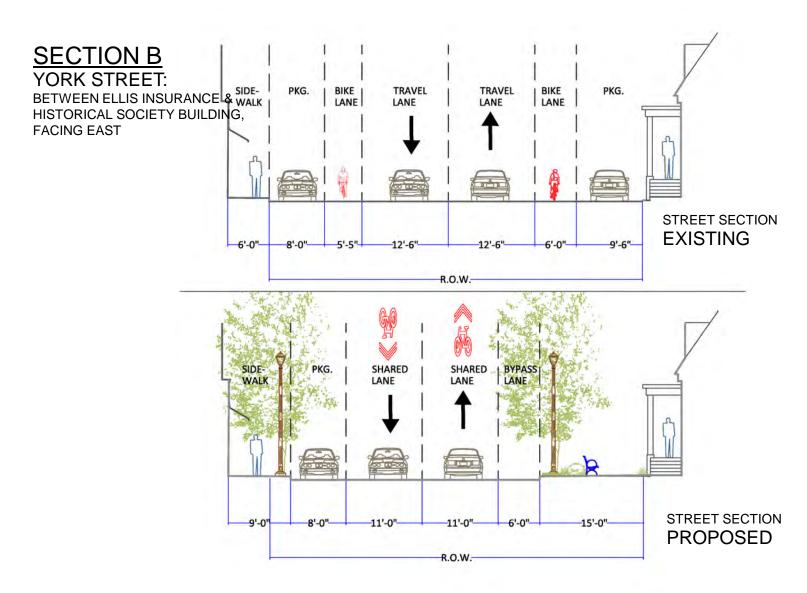


Visual Introduction to the Master Plan

SHEET 2.1

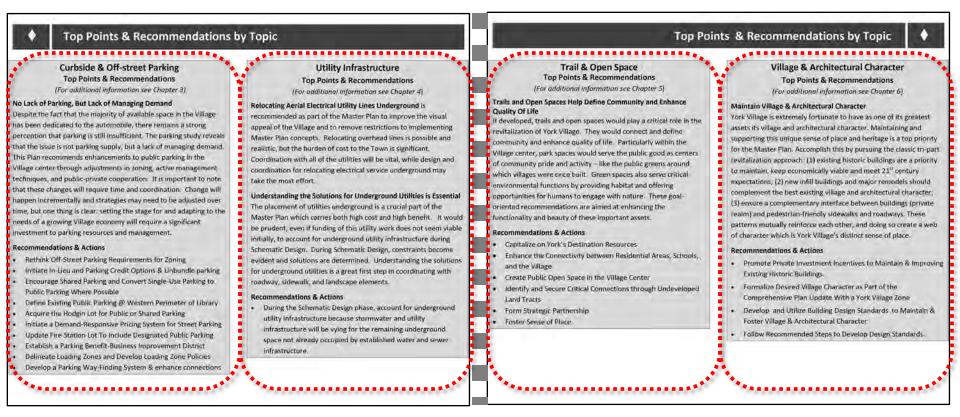
Visual Introduction to the Master Plan







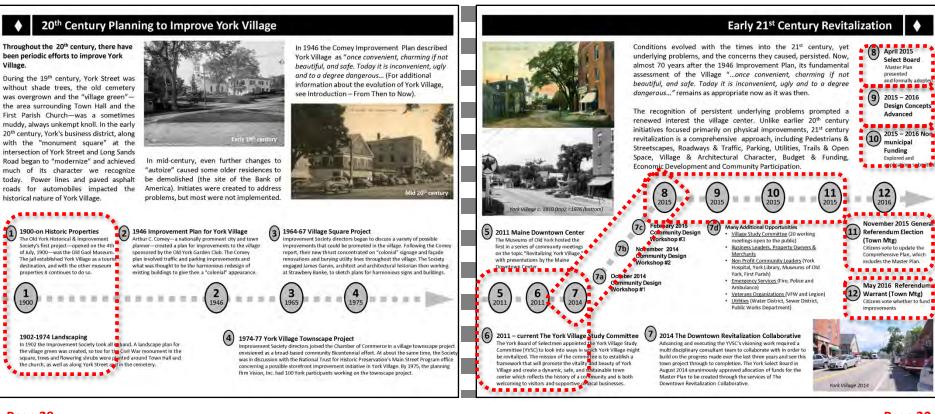
Top Points & Recommendations - Examples



Page 31 Page 32



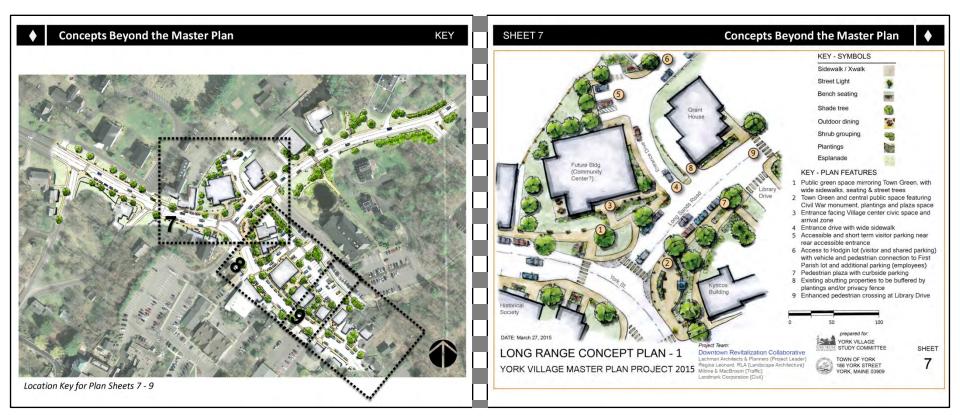
116 Years of Planning to Improve York Village



Page 29 Page 30



Beyond the Master Plan

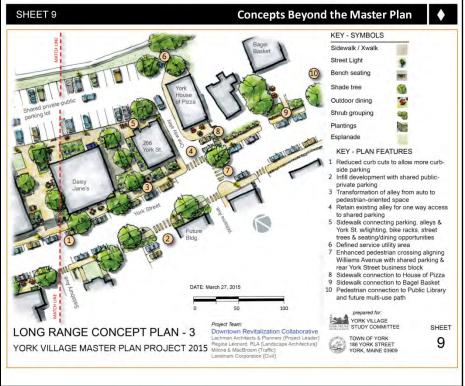


Page 33 Page 34

Concepts Beyond the Master Plan

- Long-range planning to support Village objectives, including:
 - Shared parking scenario
 - Infill & redevelopment opportunities
 - Pedestrian & village-focused improvements





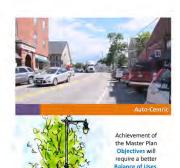


1 Pedestrians, Streetscape & Bicycles

This chapter addresses:

- 1.1 Existing Conditions / Assessment
- 1.2 Considerations
- 1.3 Recommendations
- 1.4 Implementation

- Traffic & parking
- Pedestrian connectivity
- Streetscape / Village arrival
- Bicycle routes & amenities



Pedestrian-friendly
Vehicle space needs to be Streamlined to make way for
Pedestrians, Bicyclists and Streetscape.

1.3 RECOMMENDATIONS

- · Create a Pedestrian-Oriented Village
- Integrate Bicycle Improvements
 Create Village Arrival Zones
- · Initiate Wayfinding Improvements

The pedestrian, streetscape and bicycle recommendations included below encompass many layers of design considerations the need to create 21st century function without losing cherished qualities, balance competing pedestrian with vehicular needs and foster economic prosperity.

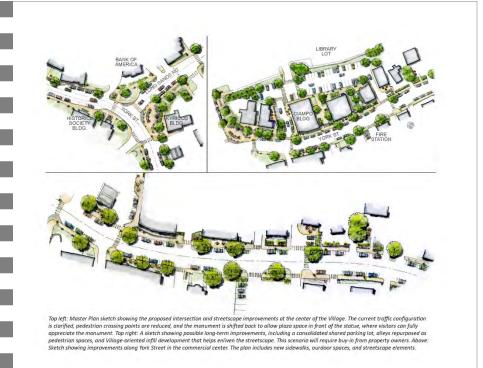
The following recommendations have been organized for ease of understanding and use by Town staff. Supplemental information, such as schematic plans, design details, costs, and phasing recommendations have been provided in other sections of the Master Plan.

Create a Pedestrian-Oriented Village

"Streets have become a void in the mind of city planners. Transportation planning has been made separate from city planning and, accordingly, streets separate rather than link the different pieces of the city." – Anne Vernez Moudon, Professor of Urban Design, University of Washington.

If suburban development is like Wonder Bread — "bland, easily digestible, convenient, but offering little in terms of nutrition for the soul," then it might be said that traditional downtowns are like Artisan Bread — made of local, quality ingredients and full of life-sustaining nutrients. For decades, places like York Village have sought to compete with vehicle-centric and sprawling commercial areas — often compromising those very qualities that make traditional downtowns special. York Village today is inarguably a much better place for vehicles than for people. Making space for pedestrians, cyclists, and the streetscape features that are necessary for revitalization requires reducing the amount of space that is

Reference resources include AASHTO (2012) Guide for the Development of Bicycle Facilities, FHWA (2009) Manual on Uniform Traffic Control, and NACTO (2012) Urban Bikeway Design Guide.





2 Roadways & **Traffic**

- Vehicular traffic
- Roadway & intersection safety
- Bicycle & pedestrian activity
- Improvement scenarios

analyzed utilizing the 2035 design traffic volumes previously developed. Each of these alternatives was analyzed with proposed improvements; i.e., turn lanes. For the "Y" concept and York "Tee" concepts, these were analyzed with a proposed left-turn lane on both the Long Sands Road approach and the York Street southbound approach. For both of these alternatives the minor Street was designed to be the Long Sands Road approach which would be controlled via a stop sign. The other two approaches would be "free flowing," The Long Sands "Tee" was analyzed with a right-turn lane on the York Street northbound approach. For this alternative the minor street was designed to be the York Street northbound approach, with the Long Sands Road and York Street southbound approaches being "free flow." The results of the analysis are shown below

TABLE 3 - Traffic Operations Analysis

	"Y" Concept	York Tee	Long Sands Tee	
Unsignalized	LOS / Average Delay(s) / 95 th % Queue (ft)			
Overall	E/42	E/39	D/30s	
York St SB	B/11/240	A/10/210	A/3/ 30	
York St NB	A/3/40	A/3/30	F /172/250	
Long Conde Dd CD	E/129/700	E/110/620	A /9 /200	

As of a result of this analysis and review and discussion with the York Village Study Committee, it was felt that the "Y" and "York Tee" concepts should continue to be evaluated as a potential intersection layout.

The Long Sands Sands Tee concept was eliminated from consideration primarily because it would result in significantly higher delay on the on the York Street northbound approach. Additionally, it would change the intersection layout and operations more significantly than the other two alternatives. Today the York Street northbound approach is "free flowing," however under the Long Sands Tee concept this would become a minor approach with

stop control. Due to the heavy free-flowing volumes on the other two approaches with this concept, the difficulty and delay experienced by vehicles attempting to exit the York Street northbound approach would more significant than the other concepts cause on their minor street stop controlled approach and could lead to motorists taking chances to exit and potentially causing accidents.

Once the York Tee and "Y" concept were selected for further review it was felt that we may need to provide additional traffic analysis conditions to assist in educating and informing the decision making process as to which alternative would serves the goals and

To this end we analyzed them remaining under two additional conditions

- 1. 2015 Summertime Peak Condition
- 2. 2035 Off-Peak (Non-Summer) Condition

We also analyzed the Saturday Peak Hour time period in addition to the weekday PM peak hour time period that had been utilized

Detailed traffic operations tables are provided in the appendix, in section 4, to this chapter. A summary table for the results of the analysis based on overall intersection performance is provided here.

TABLE 4 - Traffic Operations Analysis

	Overall Intersection Performance [LOS / Average Delay(sec)]		
Unsignalized	York Tee	"Y" Concept	
2015 Summer PM Peak Hr	B / 14	C/17	
2015 Summer Sat Peak Hr	B / 11	B/10	
2035 Summer PM Peak Hr	E / 39	E / 42	
2035 Summer Sat Peak Hr	C / 24	C / 19	
2035 Off-Peak PM Peak Hr	A/4	A/6	

The York Village Master Plan Page 62

This chapter addresses:

- 2.1 Study Area Intersections
- 2.2 Study Area Streets
- 2.3 Study Intersection Traffic Control
- 2.4 Safety/Accident Data
- 2.5 Intersection Sight Distances
- 2.6 Other Safety Concerns
- 2.7 Traffic Counts Vehicles, Bicycles and Pedestrians
- 2.8 Alternatives Analysis Rationale for Improvements
- 2.9 Alternatives Analysis Traffic Operations
- 2.10 Alternatives Analysis Process and Decisions
- 2.11 Preliminary Recommendations

The results of this analysis indicated that generally both of the alternatives will operate similarly from an overall traffic operations (LOS, Delay and Queues) perspective. The York Tee concept does tend to operate slightly better when particular approaches are reviewed. Due to the similar traffic operations results we discussed and reviewed with the York Village Study Committee, Town Emergency staff and the public additional considerations which would inform our.

We analyzed the layout of both the "Y" concept and York Tee. Preliminary design sketches of these alternatives are shown here.



preferred over the "Y" concept layout. The York Tee is a more typical intersection layout where the minor street (in this case Long Sands Road) intersects the major street (York Street) at a 90 degree angle. The benefits of the York Tee layout included:

York Tee Concept

Not to Scale

> Balancing the priority of all vehicle movements at the intersection better than the "Y" concept

From an intersection layout perspective the York Tee was

- > Providing a simpler intersection for motorists, pedestrians and
- > Providing better clarity for priority of movements and motorists right-of-way
- > Balancing the angle of ingress and egress movements between York Street and Long Sands Road which will benefit motorists and the larger emergency vehicles that typically utilize this intersection.

The York Village Master Plan Page 63

Page 62



3 Curbside & Off-street Parking

This chapter addresses:

- 3.1 Existing Conditions / Assessment
- 3.2 Considerations
- 3.3 Recommendations

- Curbside parking
- Zoning requirements
- Off-street parking
- Parking management

providing the required off-street spaces - for example, a fee used in one small town yielded \$125/year/space. The low fees reduce barriers to new business establishment, encourage adaptive reuse of existing buildings, and create alternatives to high upfront costs of providing those parking spaces on-site or paying the more substantial in-lieu fees. Income from the program would be dedicated to a Village Parking Trust Fund for the maintenance and provision of public parking facilities. Parking credit programs do not relieve costs associated with leasing spaces or paying for off-street parking, so businesses or their employees pay for spaces as needed - just as other drivers.

Unbundle Off-Street Parking

Parking is often automatically included in rental unit pricing, which hides the true value of off-street parking spaces. As an example, the price for a two bedroom apartment with two parking spaces might be listed at \$1,500 per month. Unbundling the cost of the rental unit (\$1,200) from the cost of the parking spaces (\$150/each x 2) would create more flexibility to the renter who can reduce their cost of living, and the property owner, who can rent the space at a premium. Unbundling parking effectively identifies the economic cost of parking and incentivizes alternate modes of transportation to offset those costs. Most important, unbundled parking is an important sten in setting a monetary value for in-town parking spaces. Unbundling parking from rental costs will require that the Town work closely with property owners in the Village to ensure that zoning language provides the necessary flexibility.

Encourage Shared Parking and Convert Single-Use Parking to Public Parking Where Possible

Shared parking is a key strategy for increasing off-street parking facility efficiency and use. Parking lots that serve multiple users or destinations are much more efficient than reserved or single-

A centrally located public parking space can often substitute for two to three single-destination spaces.



Above: View across the commercial parking areas at the rear of the York business block off York Street.

use spaces. As other towns. York Village has an abundance of underutilized private parking facilities. Increasing shared parking can reduce parking demand and can provide great benefits for the Town as well as property and business owners. Shared parking addresses a public need, reduces traffic congestion, provides a potential revenue source for lot owners, and supports goals for downtown development. While the Town may conditionally allow shared parking, minimum parking standards are excessive and the process places the burden of proof on the applicant, which can be cost prohibitive. In reconsidering its zoning, the Town has an opportunity to develop innovative approaches to parking in the

Shared Parking that serves multiple users or destinations is most successful if the destinations have different peak parking times, or if there is an overlap in patronage, allowing customers to park once and walk to multiple destinations. Parking facilities can be shared in several ways. Individual spaces, which may otherwise be reserved,



can be shared

Todd Litman provides the following example of shared facilities in his book, Parking Management Strategies, Evaluation and Planning: 100 employees can usually share 60-80 parking spaces, since at any particular time some are on leave, commuting by an alternative mode, in the field, or working another shift. Hotels, apartments, condominiums and dormitories can share parking spaces among several units, since the number of vehicles per unit varies over time. Sharing can be optional, so for example, motorists could choose between \$60 per month for a shared space or \$100 for a reserved space.

Converting off-street parking from single-use to public parking in high priority areas allows more sharing and encourages "park once" trips that support multiple destinations. Single-use parking typically has a lower demand because activities serve only one destination, such a specific business. A centrally located public

parking space, on the other hand, can often substitute for two to three single-destination spaces. For example, if three downtown businesses require 10 parking spaces each, adding 15 public spaces may provide the same benefit as adding 30 private, single-use spaces. This strategy allows for shared use of parking that can serve multiple destinations. Converting single-use parking to public parking will require both modifications to zoning as well as the development of long-term public-private partnerships. In-lieu fees or parking credits are great avenues for stimulating economic development and investing in a valuable public good.

Shared parking can work seamlessly with the Parking Credit Program by allowing business and property owners to pay in-lieu or parking credit fees to fund public parking instead of private, single-use destination parking at each site. The zoning codes should be undated to specify provisions for shared parking related to Off-Street Parking and Loading



4 Utility Infrastructure

Design of the storm drainage system replacement and upgrade is part of implementing the Master Plan. York Public Works department requests and recommends the design include the

- System infrastructure should be sized to handle a 100 year storm event
- Stormwater treatment such as filter systems and vegetative filters should be included with the collection and conveyance system design
- Stormwater treatment overflows should not be directed back to the street.

Ledge proximity to the ground surface in the Village area will also need to be taken into consideration during design of the replacement and upgrade of the stormwater system. In summary, replacement and upgrade of the stormwater system is recommended as part of the Master Plan, and coordination with the York Public Works Department will be vital during design and construction of Master Plan improvements.

4.4 ELECTRICAL UTILITY RELOCATION (Central Maine Power)

Background & Existing Conditions - One goal of the Master Plan was to evaluate the option or need to relocate aerial utility lines underground. Removing the unsightly overhead lines from the streets and the center of the Village – which has been an interest since at least the 1964-67 Village Square Project - would help to beautify the area and present a more welcoming entrance to the Village. In order to implement Master Plan concepts such as changes to roadway or intersection alignment and addition of sidewalks and green space, several utility poles and overhead lines would need to be relocated.



Village arrival view from York Street showing existing aerial wires (above) and wires relocated underground (below) - illustrating the significant visual benefit of underground relocation. (image provided by Lew Stowe)



The following infrastructure topics are addressed in this chapter:

- 4.1 Water System (York Water District)
- 4.2 Sewer System (York Sewer District)
- 4.3 Stormwater System (York Public Works Department)
- 4.4 Electrical Utility Relocation (Central Maine Power, Preferred Option & Reduced Option)
- 4.5 Cable Utility Relocation (Time Warner Cable)
- 4.6 Telecommunications Relocation (FairPoint Communications)
- 4.7 Municipal Wireless Wifi Network
- 4.7 Recommendations



Village arrival view from Long Sands Road showing existing aerial wires (above) and wires relocated underground (below) - illustrating the significant visual benefit of underground relocation. (image provided by Lew



Central Maine Power (CMP) personnel were contacted, including Elaine Titherington, CMP Field Planner for the York area and Tom Atwood, CMP Engineer, to discuss the electrical supply system and potential impacts of implementing the Master Plan for the Village. From our phone and email correspondence, we learned that removing the overhead lines from along York Street and Long Sands Road in the Village area is possible and realistic, but the burden of cost is on the Town. One option would be to relocate aerial lines behind buildings along the main streets to hide them from prominent view. This option would be extremely difficult and likely unfeasible due to the lack of parallel streets or alleyways behind the buildings. A new right-of-way would likely need to be created across all of the properties that line the main streets. The other option is to relocate the aerial utilities underground.

The following is a summary of information provided by CMP regarding relocating electrical utility service underground.

Preferred Scope Option (For further information see Appendix A4)
The exhibit below shows the preferred scope option for CMP aerial infrastructure to go underground.

There are two distinct electrical portions in the Village. One portion is three phase power and extends from the Long Sands Road and Woodbridge Road intersection, continuing by the monument (Including service to York Hospital), heading northwest on York Street and stopping prior to the elementary school. The second portion is single phase and extends along York Street from Doctor's Lane southeast to Summit Lane. The total estimated cost includes both portions, but can be constructed separately.

An order of magnitude estimate to relocate electrical utility service underground for the *preferred scope option* described above is \$3,900,000.00. This estimate includes material and installation costs for the manholes, splice boxes, switchgear, duct banks, riser



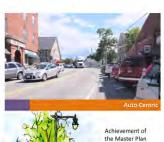


5 Trails & Open Space

This chapter addresses:

- Existing Conditions / Assessment
- Considerations
- 1.3 Recommendations

- Destination resources
- Route connectivity
- Public open spaces
- Resource opportunities
- Strategic partnerships



Objectives will require a better

Vehicle space needs to be Streamlined to make way for Pedestrians, Bicyclists and Streetscape

1.3 RECOMMENDATIONS

- Create a Pedestrian-Oriented Village Integrate Bicycle Improvements
- Create Village Arrival Zones
- · Initiate Wayfinding Improvements

The pedestrian, streetscape and bicycle recommendations included below encompass many layers of design considerations the need to create 21st century function without losing cherished qualities, balance competing pedestrian with vehicular needs and foster

The following recommendations have been organized for ease of understanding and use by Town staff. Supplemental information, such as schematic plans, design details, costs, and phasing recommendations have been provided in other sections of the

Create a Pedestrian-Oriented Village

"Streets have become a void in the mind of city planners. Transportation planning has been made separate from city planning and, accordingly, streets separate rather than link the different pieces of the city." - Anne Vernez Moudon, Professor of Urban Design, University of Washington.

If suburban development is like Wonder Bread - "bland, easily digestible, convenient, but offering little in terms of nutrition for the soul," then it might be said that traditional downtowns are like Artisan Bread - made of local, quality ingredients and full of life-sustaining nutrients. For decades, places like York Village have sought to compete with vehicle-centric and sprawling commercial areas - often compromising those very qualities that make traditional downtowns special. York Village today is inarguably a much better place for vehicles than for people. Making space for pedestrians, cyclists, and the streetscape features that are necessary for revitalization requires reducing the amount of space that is

Reference resources include AASHTO (2012) Guide for the Development of Bicycle Facilities, FHWA (2009) Manual on Uniform Traffic Control and NACTO (2012) Urban Bikeway Design Guide.



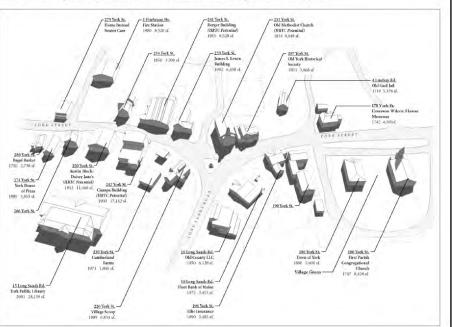
pedestrian spaces, and Village-oriented infill development that helps enliven the streetscape. This scenario will require buy-in from property owners, Above: Sketch showing improvements along York Street in the commercial center. The plan includes new sidewalks, ourdoor spaces, and streetscape elements.



This chapter addresses:

- 6.1 Village and Architectural Character
- 6.2 Maintain and Improve Existing Historic Buildings
- 6.3 Formalize Desired Village Character
- 6.4 Maintain and Foster Village and Architectural Character
- 6.5 Example Design Standard Topics
- 6.6 Example Design Standards
- 6.7 Recommended Steps to Develop Design Standards
- 6.8 Recommendations

The graphic below provides a visual overview of these top character defining patterns. It also illustrates how these patterns mutually benefit each other, and doing so create a web of overall character which forms York Village's distinct sense of place.



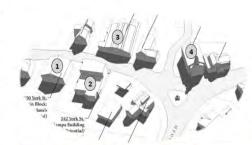
6.2 MAINTAIN & IMPROVE EXISTING HISTORIC BUILDINGS

AS A PRIORITY (see also Economic Development, Chapter 7 and Funding, Chapter 8)

York Village's architectural character is one of its greatest assets. At the same time, repair, maintenance, and improving historic buildings to meet 21st century expectations for safety, function, efficiency, and convenience is expensive. Fortunately there are State and Federal Historic Rehabilitation Tax Credits (HRTCs) which are publicly-funded financial benefits that incentivize private property owners to invest in rehabilitation of certain historic structures, providing the structure is individually listed or a contributing building to a National Register (not local) Historic District. Under certain legal structures, private non-profit's ownership can also be eligible. As a direct dollar for dollar credit, HRTCs are the most powerful tool for private-side investment in revitalization. The Maine HRTC is 25% of eligible rehabilitation expenses and the Federal HRTC is 20%. When both programs are utilized, the combined total is 45% of eligible rehabilitation expenses.

Within the National Register York Historic District and the Master Plan village core, several properties are both "contributing historic" and "commercial or income producing". The following are prominent examples of properties potentially eligible to utilize these powerful financial incentives, and there may be others.

- 1) 250 York Street houses Daisy Jane's and Yoga on York.
- The York Realty Co. (Ciampa) building at 240 York Street houses the Village Art Gallery, Tayla Mac retail, Rick's Restaurant, a Laundromat and apartments.
- The former automobile dealership and garage (Berger) building at 241 York Street which houses the Fat Tomato Grill, York Flower Shop, a barber, a salon, and Berger's Bike Shop.
- The Old Methodist Church once was used as a retail outlet, is now vacant and is owned by York Hospital.









Design Standards are inherently connected to concurrent re-zoning efforts to create a new village district consistent with the York Village Master Plan.

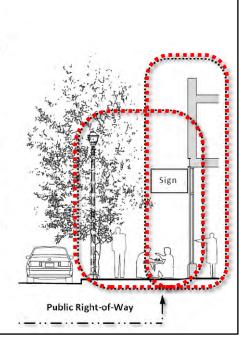
6.5 EXAMPLE DESIGN STANDARD TOPICS

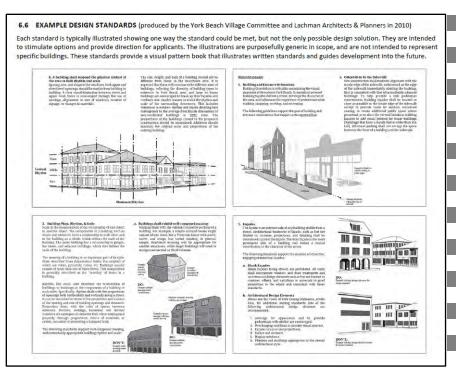
Below is a list of topics typically addressed in Design Standards. These examples are excerpted from the York Beach Village Center Design Standards (by the York Beach Village Committee and Lachman Architects & Planners in 2010). Because they are only typical examples, some might be appropriate for York Village, others might not apply, and others might be added.

- Building and Entrance Orientation Orientation to the sidewalk, building setbacks, facade offsets, multiple street frontage entrance locations, single street frontage entrance location, minimum number of stories, entrance door safety.
- Buildings on Corner Lots Minimum number of stories, usable second floor space, entrance orientation.
- Building Mass, Rhythm, & Scale Well-composed massing &
 scale
- Building Design New principal buildings, existing architectural features, exterior building materials, functional mechanicals, new accessory structures, trademark identities.
- Facades Blank walls, design elements, first floor transparency, window size, trim, shutters, color, mixed-use buildings.
- Roof Design Roof pitch, roof fronts, linear roofs, roof-mounted mechanicals, other roof design objectives.

York Village is fortunate to have many locally-owned and operated businesses with deep commitments to the Town whose owners recognize that promoting attractive and appropriate design makes good business sense.

This example graphic illustrates where some different standards might apply, and how they might overlap and interface.





Page 98

Page 99





7.1

- The following topics are addressed in this chapter:
- 7.2 Purpose Statement and Point of Departure for the York Economic Development Strategic Plan

Leadership and the Economic Development Strategy

- 7.3 Pursuing an Incremental Economic Approach
- 7.4 Crafting an Economic Development Strategic Plan
- 7.5 Pursuing a Village tax increment financing district
- 7.6 Pursuing Municipal Wireless Wi-Fi Network
- 7.7 Joining the Maine Downtown Network
- 7.8 Recommendations

7 **|** E

Economic Development

AN ECONOMIC DEVELOPMENT STRATEGIC PLAN IS A NECESSARY COMPANION TO THE MASTER PLAN

Physical improvements are important, but without economic vitality, the underlying causes of commercial district decline may remain unaddressed. Economic Development was not included in the scope of the Master Plan. Yet, because it is an integral cornerstone of revitalization, it is both essential and critical to success, and therefore must be addressed concurrently with funding and physical improvements.

Like the companion Master Plan, the purpose of the York Economic Development Strategic Plan should be to provide a framework and reference document with the following recommended goals:

- · Sustaining a year-round economy
- strengthening existing businesses which leads to jobs
- attracting new businesses which leads to jobs
- increasing short and longer term employment opportunities
 growing the property tax base, valuations and revenues to assist
- financing the implementation of the Master Plan
- describing cohesive, incremental and practical measures the Town can take to increase economic vitality in the Downtown

There is no shortcut or silver bullet to Economic Development, only sustained effort guided by a shared vision which aligns economic, political and social variables for a common purpose. The purpose of the Economic Development Strategic Plan is to "set the stage" for an economically and socially robust downtown. The Plan should offer practical recommendations that progress steadily towards prosperity, rather than radical concepts that promise to transform it.

The following topics are addressed in this chapter:

- 7.1 Leadership and the Economic Development Strategy
 - 2 Purpose Statement and Point of Departure for the York Economic Development Strategic Plan
- 7.3 Pursuing an Incremental Economic Approach
- 7.4 Crafting an Economic Development Strategic Plan
- 7.5 Pursuing a Village tax increment financing district
- 7.6 Pursuing Municipal Wireless Wi-Fi Network
- 7.7 Joining the Maine Downtown Network
- 7.8 Recommendations

7.1 LEADERSHIP IS REQUIRED TO CREATE, IMPLEMENT AND MANAGE THE ECONOMIC DEVELOPMENT STRATEGY

Strong clear leadership is critical while creating and managing the Economic Development Strategy. The preferred scenario is a dedicated Town staff person who is experienced, knowledgeable, and practical and who demonstrates expertise "in the office", "on the street," and interfacing between the office and the street. This role is typically described as a Community and Economic Development Director. Ideally, this individual would provide joint leadership for both Funding and Economic Development.

Examples of economic clusters include:

- . Tourism and Visitors Cluster
- New Business Growth Cluster
- Technology Cluster
- Creative Arts Cluster
- Culture and Artistic Performance Cluster
- Public Events Cluster
- Recreational Activities Cluster
- Historic and Architecture Cluster

Step 3 — Cross-Coordinate Economic Development Clusters with Relevant Physical Improvements for an Integrated Action Plan Downtown revitalization is most powerful and successful when economic and physical initiatives are aligned to reinforce each for mutual benefit thereby enhancing their individual potential

7.5 PURSUE A DOWNTOWN TAX INCREMENT FINANCING

TIFs are powerful and widely used economic strategies by which increased revenues accrue to the Town for the purpose of public improvements, which in turn "sets the stage" for improved business and commercial activity. In addition, the Town can incur debt to facilitate building facilities and utility improvements and/or public infrastructure improvements through the issuance of municipal bonds. The TIF revenues are then set aside for the relief or payment of this indebtedness. The advantage is that the Town would not have to wait for sufficient TIF revenues to accrue over time before undertaking needed improvements. In turn, this means growing property tax valuations in the Downtown so that additional captured property taxes can flow to the coffers of the TIFs to assist with plan implementation.

7.6 PURSUE MUNICIPAL WIRELESS WI-FI NETWORK

Municipal wireless network (Municipal Wi-Fi, Muni Wi-Fi or Muni-Fi) is the concept of turning an entire downtown or village into a Wireless Access Zone, with the ultimate goal of making wireless access to the Internet a universal service. This is usually done by deploying a wireless mesh network to provide municipal broadband via Wi-Fi to large parts or all of a municipal area. Municipal broadband deployments are broadband internet access services provided either fully or partially by local governments.

Overview - Such networks go far beyond the existing piggybacking opportunities available near public libraries and some coffee shops. The basic premise of carpeting an area with wireless service in built-up centers is that it is more economical to the community to provide the service as an essential utility rather than to have households and businesses pay private firms for such a service.

The typical design uses multiple routers deployed outdoors, often on telephone poles as shown here. The operator of the network acts as a wireless internet service provider. In the build-out of such networks, radio communication is used both for the Wi-Fi service and also for the "backhaul" or pathway to the Internet. This means that the nodes only need a wire for



power (hence the habit of installing them on power and light utility poles). This "all radio" approach means that nodes must be within range of each other and form a contiguous pathway back to special aggregation nodes that have more traditional access to the Internet. Nodes then relay traffic, somewhat like a fire-bucket brigade.

Page 101

8 Conceptual Budget & Funding

Conceptual Budget & Funding

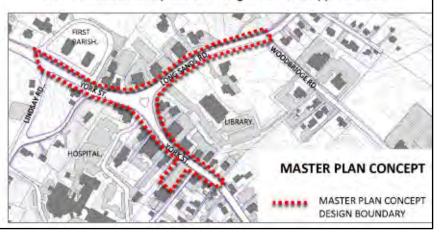
8

8.1 WHAT IS THE COST OF IMPLEMENTATION?

- Master Plan Without Relocating Overhead Utilities Underground
 The Conceptual Budget, including Hard Costs (construction with overhead utilities remaining), Soft Costs (design), and a Contingency, is approximately \$3.6 million.
- Relocating Overhead Utilities Underground Placing the overhead utilities underground and removing numerous poles within the master plan area, with Soft Costs and Contingency will cost approximately \$7.9 million.
- Total Master Plan Including Relocating Overhead Utilities Underground will cost approximately \$11.5 million.

8.2 WHAT IS INCLUDED IN THE CONCEPTUAL BUDGET?

The Conceptual Budget includes costs to improve the public right-ofway within the Master Plan Area, as illustrated below. Not included are improvements to private property, such as the Hodgin Lot. Estimated costs to improve the Hodgin Lot are in Appendix A8.



The following topics are addressed in this chapter: What is the Cost of Implementation? What is Included in the Conceptual Budget? 8.2 What is the Conceptual Budget Based On? 8.3 Impractical to Phase Implementation 8.4 Funding Implementation Requires Multiple Sources 8.5 Combining Funding Sources Requires a Coordinated 8.6 Strategy Leadership is Required to Create and Manage the Coordinated Funding Strategy 8.8 Early Public Investment Leadership is needed Public Investment in the Village is Good for Business 8.9 8.10 Municipal Wireless Wifi Network Another Asset 8.11 Continually Engage the Business Community 8.12 Prioritize pursuit of Non-municipal Funding Opportunities 8.13 Non-municipal Funding Opportunities Database 8.14 Pursue a Village Tax Increment Financing District

8.15 Promote Investment Incentives for Historic Buildings

8.16 Recommendations



Relocating Overhead Utilities Underground Estimated Hard Costs (Construction) **Utilities Relocation Underground** Includes: Electrical Utility (CMP) + Cable Utility (TWC) + Telecom Utility (Fairpoint) + Misc conduit, manholes Hard Costs Subtotal \$6,080,000 **Estimated Soft Costs & Contingency** Design & Engineering \$608,000 \$1,216,000 Contingency **Soft Costs & Contingency Subtotal** \$1,824,000 Total Hard + Soft Conceptual Budget \$7,904,000

8.4 IMPRACTICAL AND COST PROHIBITIVE TO PHASE IMPLEMENTATION

Large and expensive projects can sometimes be phased according to the following approaches:

- Discreet Sub Projects that can be initiated at different times (due to funding or other reasons) and completed independently to accomplish a whole project
- Layering Multiple Steps on the same project area over time (due to funding or other reasons) to eventually complete and accomplish a whole project.

For reasons described below, phasing the York Village Concept Plan is impractical and cost prohibitive and consequently most of the project must be completed at one time. Some opportunities for sequencing of scope may be evident once development design is advanced.

Non-Municipal Funding Opportunities (Grants)

812 PRIORITIZE PURSUIT OF NON-MUNICIPAL FUNDING OPPORTUNITIES

Ill possible non-municipal funding opportunities should be explored and developed to the greatest extent possible, in order to minimize pependency on property tax revenues for plan implementation. Listed below are all possible funding sources beyond the town's local tax base for this project. They are organized by category, created specifically for and tailored to York for the Master Plan. Some programs cover several categories. Please see Appendix A8 for full description of the programs.

nfrastructure

- CDBG (Community Development Block Grant) Economic
- MaineDOT Safe Routes to School and Transportation Enhancement
- Downtown Revitalization Grant (DR) Program (CDBG)
- CDBG Public Infrastructure (PI)

 York Village Tax Increment Financing (TIF) District
- The Three-Ring Binder (3RB) Project Broadband (High-Speed Internet Service Fiber Optic Cable)
- Department of Agriculture, Conservation and Forestry Maine Coastal Program's Communities Grant Program
- Maine Agriculture, Conservation and Forestry Project Canopy

Transportation

- MaineDOT Municipal Partnership Initiative (MPI)
- MaineDOT Safe Routes to School and Transportation Enhancement

Buildings

- Federal Historic Rehabilitation Tax Credit Program Administered by Maine Historic Preservation Commission
- Maine Historic Rehabilitation Tax Credit administered by the MHPC and the Maine Revenue Service

- Maine Small Project Rehabilitation Tax Credit Administered by MHPC and Maine Revenue Service
- Micro-Enterprise Assistance: Business Façade Grants (CDBG)
- Belvedere Historic Preservation Grant

Trails, Open Space & Parks

- Maine Bureau of Parks and Public Lands (BP&L), Recreation Trail Program Development (RTP), Dept of Agriculture
- Bureau of Geology, Natural Areas and Coastal Resources Maine Coastal Program, Maine Dept of Agriculture
- National Park Service's (NPS) Rivers Trails and Conservation Assistance (RTCA)

Water Quality

- DEP 319 Watershed Program Matching
- MS4 Municipal Separate Storm Sewer System
- Department Conservation Maine Coastal Program
- Wild and Scenic River Designation

Downtown Revitalization

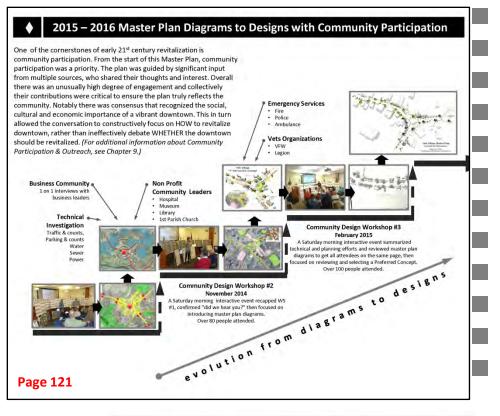
- Downtown Revitalization Grant (DR) Program (CDBG)
- Maine Downtown Center Maine Downtown Network (MDN)
- Creative Communities = Economic Development (CCED) Grant

813 NON-MUNICIPAL FUNDING OPPORTUNITIES DATABASE

he same programs listed above are also in a database format which allows them to be sorted in a variety of ways. For example, by Short Term Activity (2015 to 2017), Medium Term Activity (2018 to 2022), Dates and Deadlines, Category, Program and Funding Entity, Source (Federal, State, Local, other), Funding Cycle (rolling, annual, semi-annual etc) and Possible Dollar Amount, etc. An excerpted example of the database is below. The full database is in Appendix A7. With this information easily understood and manipulated, it can be used to make informed choices about which sources to pursue when, and their likelihood of success.

Short Term 2015 to 2017 (Activity)	Med Term 2018 to 2022 (Activity)	Dates & Deadlines	Category	Program & Funding Entity	Source (Federal, State, Local, other)	Funding Cycle (rolling, annual, semi annual etc)	Possible \$	Notes
2015	TBD	2015 - 1/77	Approvals	Board of Selectman	Town		TBD	
.2015	TBO	2015 - 5/16	Approvals	Town Meeting	Town	Triennially (3x/yr.)	TBD	
2015 (Planning)	none	2016-7/1	Infrastructure	Department Agriculture, Conservation and Forestry Maine Coastal Program's Communities Grant Program	Coastal Program/Town	Annually	Up to \$50,000 with 25% local match	Storm water management, open space planning
2015 (Planning)	2017 (Application)	2017 - 12/19 Application	Infrastructure	Maine Department Agriculture, Conservation and Forestry Project Canopy	Me Forest Service/Town	Annually	Up to \$10,000 and 50/50 match	Tree planting and maintenance
2015 (Planning)	June Anytime	June Anytime	Water Quality	DEP 319 Watershed Program Matching	DEP/Town	Annually	\$23-\$98,000	Watershed plan, plan implementation
2015 (Planning)	2018 (Application)	March	Downtown	Maine Downtown Network Community	Downtown Center	Annually	None	4 Points: Organization Promotion, Design, Economic Restructuring
2015 (Village Plan)	2020 (Application)	2020 - 4/17	Infrastructure	CDBG Downtown Revitalization	State DECD/Town 25% local match.	Annually	Up to \$400,000	To be eligible adopted Downtown Revitalization Plan & area declaration of slum and blight.
2015 (Village Plan)	Construction	None	Transportation	MaineDOT Municipal Partnership Initiative (MPI)	State 50/50 Match	Anytime	Up to \$500, 000	Roadway, sidewalks, curb, lighting
2015 (Village Plan)	2020 (Application)	2020 - 4/17	Downtown	Downtown Revitalization Grant (DR) Program (CDBG)	DECD/Town	Annually	Up to \$400.000	Streetscapes, sidewalks, curbing, cross walks, street lighting, parks, underground utilities.
2015 - 16 (Planning)	2018 (Application)	October	Downtown	Creative Communities = Economic Development (CCED) Grant:	Arts Commission	Annually	Upto \$75,000	Arts vibrant downtown
2016 (Planning)	TiF Preparation	TBD	Infrastructure	York Village Tax Increment Financing (TIF) District	Adopted local district and DECD approval	Anytime	TBD by the town.	Storm sewer, streets capes, parking
2016 or 2017 (Planning & Application)	2018 to 2021 (Construction & Other)	1st Friday each month	Infrastructure	CDBG (Community Development Block Grant) Economic Development	State DECD/Town 25% local cash match.	Quarterly	Up to \$1,000,000	Grants to Municipalities in support of a local business for sewer, water & storm drainage.

Page 113 Page 114



The following topics are addressed in this chapter:

- 9.1 Meetings and Events
- 9.2 Many Opportunities for Community Participation
- 9.3 YVSC Working Meetings Open to the Public
- 9.4 Special Meetings
- 9.5 Community Design Workshops
- 9.6 Outreach & Buzz
- 9.7 Recommendations

9 Community Participation & Outreach

The Downtown Revitalization Collaborative

Community Design Workshop #3, February 7, 2015









Community Design Workshop #3, February 7, 2015









The York Village Master Plan

A revitalization framework to put the village back in York Village

York's Ownership of the Master Plan

York Village is poised to capitalize on its "quality of place" by investing in physical improvements that both accentuate those qualities that make the Village special and invite increased use.

This Master Plan provides many tools and guidance to proceed.

While the Master Plan sets the stage, success ultimately belongs to York's citizens, businesses and their elected leaders who must assume ownership by engaging the plan's contents and prioritizing its many opportunities, then generate the momentum required for sustained implementation. Other neighboring communities have accomplished revitalization, and so too can York Village.

Page 23

Overview of Coordination Required for Multiple Complementary Efforts to Revitalize York Village

