

Chapter 4

How We Move Forward



Kennebec Rail Trail

Holly Dominie

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4.0 How We Move Forward

4.1 Focusing on Priorities

There's a lot to do, so the plan establishes priorities and a schedule, and identifies the parties responsible for each. The priorities are presented in Table 4 in four groups: "High Priority," "Very Important," "Desirable," and "Necessary" actions. Each action is numbered consecutively in this table for ease in keeping the actions straight; these numbers are also noted in Chapter 3 for ease of working between the two parts.

With limited volunteer and staff time, money, and other resources, the most crucial or time-dependent actions are slated for focused attention in the first two years. Some other relatively easy tasks may also be accomplished quickly. The rest will follow as time and money allows.

4.2 Sharing Responsibility

Implementation of the plan will require teamwork. Table 4 also shows the lead entities which are proposed or have volunteered to be responsible for each; and identifies the partners who are committed or will be asked to assist the lead entities in getting the job done.

Lead responsibility for the 24 "High Priority" tasks is spread among several entities. The City Council, Comprehensive Plan Committee, Ordinance Revision Committee, Conservation Commission, Planning Board, Tree Board, Waterfront Advisory Committee or its successor, a new Bike-Ped Committee, and reactivated Recreation Committee will play pivotal roles, as will City staff.

City boards and committees will also partner with willing landowners, neighboring communities, and local and regional organizations (e.g., the Vaughan Homestead Foundation, Row House, Kennebec Rail Trail Board, Kennebec Land Trust, Trout Unlimited, and MSAD 16). The City will also seek coordination and collaboration with state agencies including the departments of Inland Fisheries and Wildlife, Transportation, Finance and Administration (Bureau of General Services), and Agricultural Food and Rural Resources.

The goals of this Open Space Plan are ambitious and vary in the amount of ongoing effort needed. Once a recommended ordinance is passed, education and enforcement will be required, primarily by City officials. Other strategies, such as implementing a master plan for The Res or re-vegetating stream borders, will require significant ongoing community effort.

Getting the work done will require energy and time from new volunteers in the community. We think we heard the community right and that those new volunteers will come forward. People who care about safe walking and bicycling around town will step up to the plate and help do the work that will result in more sidewalks and bike lanes. People who love watching birds, cross country skiing, or swimming at The Res will help develop and maintain facilities there. Without new energy, this Plan will collect dust and Hallowell's open spaces will diminish in quantity and quality.

4.3 Keeping Current

The Conservation Commission will be responsible for monitoring and coordinating implementation of the plan. It will report at least biannually on progress to the City Council; and will convene an annual meeting of other task leaders and partners to evaluate progress and make adjustments as necessary. The Commission will also report progress to citizens in the City's annual town report. (Necessary, Action #69)

The Commission will update the plan as needed, but no less frequently than every five years. (Necessary, Action #69)

Table 4 Legend

AH=Affordable Housing Committee
 BPC=new Bike-Pedestrian Committee
 C=Council
 CC=Conservation Commission
 CCTS=Conservation Commission Trails Subcommittee
 CEO=Code Enforcement Officer
 CemC=Cemetery Committee
 CH=City Historian
 CPC=Comprehensive Plan Committee
 IF&W=Maine Dept of Inland Fisheries and Wildlife
 EST=Elementary School Trails Committee
 HAC=Hallowell Annex Committee
 HPC=Historic Preservation Commission
 HWD=Hallowell Water District
 KLT=Kennebec Land Trust
 KRRT=Kennebec River Rail Trail Board
 MAFRR=Maine Dept of Agricultural Food and Rural Resources
 MBGS=Maine Bureau of General Services
 MDOT=Maine Dept of Transportation
 MFS=Maine Forest Service
 NC=neighboring community(s)
 ORC=Ordinance Revision Committee
 PB=Planning Board
 PW=Hallowell Public Works Department
 RC=Road Commissioner
 RecC=Recreation Committee
 Res=Hallowell Recreation Area and the City Forest
 RH=Row House
 TB=Tree Board
 VFC=Vaughan Field Committee or successor
 VHF=Vaughan Homestead Foundation
 WAC=Waterfront Advisory Committee

Table 4: Planned Actions Grouped by Priority (High Priority / Very Important / Desirable / Necessary)

NO.	ACTIONS FOR MOVING FORWARD	SCHEDULE			RESPONSIBLE ENTITIES		
		2008-09	2010-13	>2013	Lead	City Partners	Other Partners
HIGH PRIORITY							
Environmental Quality							
1	Strengthen Shoreland Zoning and Ordinances to DEP and NRPA standards	●			ORC/ CPC	C/CC/CEO	
2	Develop and adopt ordinances that require or promote low-impact development techniques, and give the CC authority to investigate impact of development proposals	●			ORC	CC/C/CPC	
3	Verify / map water resources needing protection	●			CC	CPC	
4	Create opportunities during the Winter of 2008 to learn about and consider new development options (e.g. conservation subdivisions) and incentives (e.g. density trading, agricultural easements)	●			CPC	CC, ORC, PB	Willing landowners
5	Develop and adopt incentives and ordinances or zoning guidelines to achieve desired development outcomes (see above), based upon an analysis of the suitability of lands for development	●			CPC/ ORC	C/CC	
6	Develop and adopt ordinance banning sale/use of invasive species. Formalize interim Planning Board policy until new ordinance is enacted.	●			ORC/PB	C/CC/TB	
7	Draft and adopt dark sky lighting ordinance. Formalize interim Planning Board policy until new ordinance is enacted.	●			ORC/PB	C/CC	
8	Consider development impact fees and establish City fund to accept monies from those and other sources for land protection or acquisition	●			C/ORC	CC	
9	Identify suitable properties for protection by funding sources such as Land for Maine's Future to expand or connect existing open spaces	●			CC	CPC	Willing landowners

NO.	ACTIONS FOR MOVING FORWARD	SCHEDULE			RESPONSIBLE ENTITIES		
		2008-09	2010-13	>2013	Lead	City Partners	Other Partners
9b	City will commit to inform neighboring communities when proposed development may impact their natural resources, offer process to be heard, and ask for reciprocal treatment by neighboring communities	●			C	CPC, ORC, CEO, CC	
	Unique Identity						
10	Protect buffer between Hallowell and Augusta, east of highway, by revising zoning, density and/or development regulations and working with willing landowners and conservation organizations	●			C/CPC/ORC	PB, CC	KLT; Willing Landowners, Augusta CC
	Pathways and Trails						
11	Designate entity (e.g. "Bike/Ped" committee) to be responsible for planning pedestrian walkways and biking routes and lanes and coordinating with other entities on connections	●			C		
12	Establish a Conservation Commission Trails Subcommittee responsible for developing and maintaining hiking and other off-road trails, developing trail signage and maps, and coordinating with others on connections.	●			CC		
13	Develop and implement a master plan for sidewalks, bikeways, and off-road trails, loops, and connections, giving priority to safe routes to Elementary School .		●		CCTS/BPC	RC/PW	EST, KRRT
	Specific Places						
14	Reactivate and clarify responsibilities of the Recreation Committee or other entity to oversee planning and implementation of facilities for organized recreation activities and formal facilities (e.g. ball fields and picnic facilities at The Res)	●			C	RecC	
15	Work with the state to plan through a public process the transfer of the Stevens School from State ownership and to determine Hallowell's desired development plan	●			C/CPC	AH/CC HAC/ORC/ PB	MBGS

NO.	ACTIONS FOR MOVING FORWARD	SCHEDULE			RESPONSIBLE ENTITIES		
		2008-09	2010-13	>2013	Lead	City Partners	Other Partners
16	Seek permission from State to preserve or improve trails at Stevens School , and recommend options for preservation of open space and protection of vernal pool and stream	●			CC		MBGS
17	Explore possible Mobil property conservation, transfer or public use options and tie-in with waterfront facilities	●			C	CC/WAC	DEP
18	Develop and implement long-term protection strategy for Vaughan Field	●			C	VFC/CC	
19	Designate appropriate parcels, such as Vaughan Field , The Res , and the undeveloped field and wetlands behind the Stevens School in the City's Open Space Zone.	●			CPC	ORC	
20	Complete building demolition, seed the field and conduct drainage study for Vaughan Field	●			C		
21	Conduct public process to determine recreational uses and develop and implement phased implementation plan for Vaughan Field .	●	●		VFC or RecC		Friends of VF
22	Create an entity or mechanism to share responsibility for The Res , which will then update and implement a master plan, an annual work plan and facilities budget	●			C	CC/RecC/TB/PW	HWD
23	Develop and implement strategy to monitor water quality, repair dams, and restore and enforce buffers at The Res	●			CC/TB	PW	HWD
24	Meet with neighboring communities, conservation commissions, landowners, and KLT and IF&W to identify habitats near Jamies Pond and The Res that have special value for protecting particular plant and animal species and wildlife corridors and to discuss possible protection strategies, trails connecting with key conservation and outdoor recreation areas, and landowners' concerns.	●			CC		Manchester CC, neighboring landowners, KLT, IF&W

NO.	ACTIONS FOR MOVING FORWARD	SCHEDULE			RESPONSIBLE ENTITIES		
		2008-09	2010-13	>2013	Lead	City Partners	Other Partners
VERY IMPORTANT							
	Environmental Quality						
25	Take advantage of City road and public works activities to improve water quality and wildlife habitat (e.g. culvert size and placement) and reduce negative impacts on water quality (e.g. salt). Mitigate the storage and use of pollutants in the floodplain and seek environmentally responsible alternatives.	●	●	●	RC/PW		
26	Prepare list of priority wetland improvement or protection projects to take advantage of wetlands mitigation opportunities (e.g. development permit requirements and other activities)	●			CC	C/PB	Willing Landowners
27	Restore native vegetation buffers in stream corridors		●		CC	TB	Willing landowners
28	Provide info to contractors re: stormwater control certification	●			CEO		
29	City leads by example by installing new lighting that meets dark sky standards and replacing old lighting as feasible	●			C	PB/CEO/ PW	
30	Request local legislators to introduce statewide ban on invasive species	●			CC/TB	C	Local legislative delegation/ MAFRR
	Unique Identity						
31	Complete public urban tree database and inventory	●			TB		
32	Continue urban tree planting and maintenance along Rail Trail, in the pocket park, and elsewhere as requested by the community and City.	●	●	●	TB		

NO.	ACTIONS FOR MOVING FORWARD	SCHEDULE			RESPONSIBLE ENTITIES		
		2008-09	2010-13	>2013	Lead	City Partners	Other Partners
33	Inventory and prioritize views and visual resources for consideration in the Comprehensive Plan and Ordinance Updates; consult the results of the Open Space plan public opinion survey and hearings to prioritize views for conservation.	●			CPC	ORC	
	Specific Places						
34	Develop and implement riverfront master plan with focus on Waterfront Park , while tying in other sites (e.g. boat launch, rail trail, snow dump and Mobil facility if possible) and considering environmental impacts of new activities.	●			WAC	C/CC	DEP, KRRT, Friends of KRT, UMA
35	Hold public hearing on draft Forest Management Plan for The Res ; submit to City Council for approval; and implement	●			TB	CC	MFS
	Environmental Quality						
36	Develop and give educational materials to all building permit and development applicants regarding lighting options to conserve dark night sky	●	●	●	PB	CEO	
37	Notify area nurseries and request cooperation in avoiding the sale of invasive species	●			TB/CC		
38	Conduct annual education program regarding invasive species	●	●	●	TB/CC		MAFRR?
39	Develop plan to eradicate invasive populations on City land, beginning with a survey and inventory, and seek funds to develop tree replacement program.		●		CC/TB		
40	Assist and support development of landowner-guided rural area master plan as alternative to Action #5 above	●			CC	CPC/ORC	Willing Landowners
	Unique Identity						
41	Draft ordinance for oversight of tree planting and removal in public right of way and on public property.	●			TB	ORC	

NO.	ACTIONS FOR MOVING FORWARD	SCHEDULE			RESPONSIBLE ENTITIES		
		2008-09	2010-13	>2013	Lead	City Partners	Other Partners
42	Continue Memorial Tree Program and Arbor Week educational programs	●	●	●	TB		
43	Establish Adopt-a-Tree program		●	●	TB		
	Pathways and Trails						
44	Work with MDOT and adjoining communities to designate, sign, and mark regional bike lanes or bikeways and places where paths cross the road.	●			BPC		MDOT / NC
45	Request that the MDOT and Maine Turnpike Authority make provision for pedestrian and biking lanes in their long term plans for state highway construction, including over- and underpasses in Hallowell.	●			C	RC	MDOT, MTA, Local legislative delegation
	Specific Places						
46	Develop and update annually a five year capital investment program for open space and recreation facility maintenance and improvement.	●	●	●	RecC/C	CC	
47	Create process for determining and enforcing appropriate dog walking behaviors throughout the city.	●			C		VHF/ KRRT
48	Provide advice for use of native plants in public spaces		●		CC/TB		
49	Work with local schools to involve students in stewardship at The Res		●		CC	TB/RecC	Hall-Dale Schools
50	Pursue easements for foot access to north and to east of Vaughan Field .		●		CCTS		Willing landowners
51	Work with willing landowners to conserve adjacent land to the Vaughan Woods when possible.			●	CC	C	KLT, VHF, Willing Landowners
52	Assist the VHF and the Kennebec Land Trust with volunteer efforts to maintain and protect the Vaughan Woods	●	●	●	CC		VHF KLT

NO.	ACTIONS FOR MOVING FORWARD	SCHEDULE			RESPONSIBLE ENTITIES		
		2008-09	2010-13	>2013	Lead	City Partners	Other Partners
DESIRABLE							
	Environmental Quality						
53	Consider formation of Vaughan Brook watershed association		●		CC	TB	NC, Willing landowners, Trout Unlimited
	Unique Identity						
54	Plan and create gateway on the western edge of the City		●		CPC/TB		Augusta Tree Board
55	Consult with neighboring communities to promote joint action to create complementary zoning and land use standards for gateway areas.	●	●		CPC	ORC	NC
56	Consult with neighboring communities on how to jointly promote the protection of special views and visual character.		●		CPC	CC	RH
57	Recognize and develop standards that protect the existing visual character of neighborhoods in the downtown/heights and visual buffers between Hallowell and adjoining communities.	●	●		CPC	ORC	RH
57b	Consider the value of present and potential pocket parks to the developed part of town, including coordination with Museum in the Street, and propose a low-maintenance revision to the existing pocket park.	●			CPC	TB	RH
	Unique Identity						
58	Expand “The Urban Forest” publication to include significant trees outside the historic district.		●		TB		
59	Undertake a study to identify and document the historic values, remaining features, and aesthetic significance of the granite quarries and propose recommendations for their conservation if warranted.		●		CH		RH, HPC

NO.	ACTIONS FOR MOVING FORWARD	SCHEDULE			RESPONSIBLE ENTITIES		
		2008-09	2010-13	>2013	Lead	City Partners	Other Partners
59b	Consider whether Hallowell's land use ordinances should address the potential negative impacts of telecommunications towers on views and other community concerns.	●			ORC	CPC	
	Specific Places						
60	The City Council will direct sign placement to publicly-owned access sites where publicity is appropriate		●		C	CC/PW	
61	City Council will direct the Cemetery Committee to explore options for cemetery coexistence with Little League. Give 10 years' notice to Little League if and when Smith Road Cemetery site uses will displace Little League.	●	●	●	C	CemC	Little League
62	Offer assistance to Elementary School trails committee in siting and maintaining nature trails and off-road pathways to school from neighborhoods	●			CCTS		EST
63	Continue to work with Manchester Conservation Commission and interested volunteers to provide maps and annual trail maintenance, monitor and control invasive species, and consult with Inland Fisheries and Wildlife on wildlife preservation goals at Jamies Pond	●	●	●	CC		Manchester CC/ IF&W
64	Inland Fisheries and Wildlife will monitor water quality and erosion and recommend updated steps needed to protect trout habitat at Jamies Pond	●	●	●	IF&W	CC	Manchester CC
65	Work with Kennebec Rail Trail Board (or Friends?) to review landscaping and plantings; provide more benches	●			TB/CC		KRRT, Friends of KRT
66	Meet with the Kennebec Rail Trail board to discuss open space issues of mutual concern	●	●		CC	BPC	KRRT
67	Meet with nearby landowners to consider options for formal path from Stevens School to Elementary School and meet with Augusta CC to consider formalizing trail connections with Stevens School	●			CCTS		Augusta CC, landowners

NO.	ACTIONS FOR MOVING FORWARD	SCHEDULE			RESPONSIBLE ENTITIES		
		2008-09	2010-13	>2013	Lead	City Partners	Other Partners
68	Educate the public about the private ownership of Vaughan Woods and need to maintain appropriate behaviors in order for the land to remain open to the public	●	●	●	CC		VHF KLT
NECESSARY							
69	Monitor and report on implementation of this Open Space Plan biannually, and update as needed, at least every 5 years.	●	●	●	CC	C	