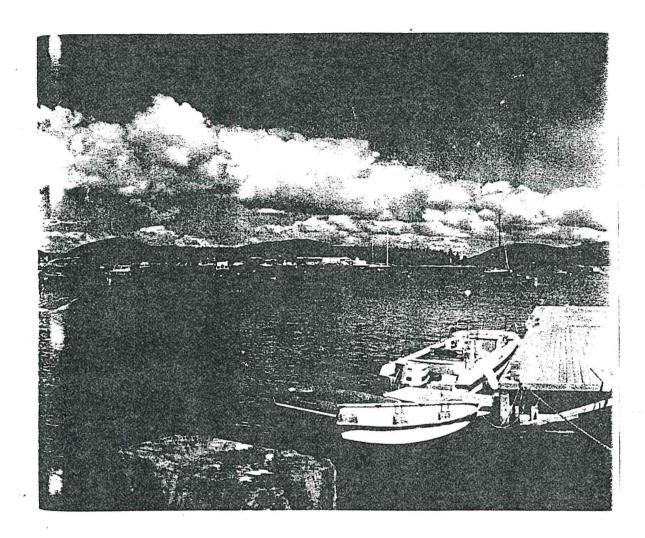
SOUTHWEST HARBOR COMPREHENSIVE PLAN 1996



Vol. 1 The Plan

Summary of The Inventory
Goal Statements
Table of Issues, Policies and Implementation Strategies
Regional Coordination Program
Future Land Use Plan
Capital Investment Plan
Maps

(Vol. 2 contains The Inventory.)



This 1986 photograph from the Manset Town Dock was taken by M. W. Weaver. It was the Cover of the 1988 Annual Town Report.

VOLUME ONE - THE PLAN

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"Most communities have one thing in common. The people of these towns want their life style and community to remain basically unchanged. They like their towns the way they are. They may recognize the need for more or better employment, better roads or some other local problems, but they do not want to lose the uniqueness of their town in the process. Outside pressures are going to make this impossible unless they plan for it. The longer the planning process is put off the more their towns will change until, eventually, the town they want to preserve will be the town they remember, not the town they are living in. A well thought-out plan, with reasonable goals and priorities, provides an action program for the town."

- 1979 Southwest Harbor Comprehensive Plan

SOUTHWEST HARBOR COMPREHENSIVE PLAN 1996

Prepared by the Town of Southwest Harbor

The Town would like to thank the Committee Members and all others who gave such constant long-term dedication to this Plan preparation.

Comprehensive Plan Committee

Eric Johnson, Chairman
Kenneth Hutchins, Chairman
Carolyn Ball, Secretary
Bernard Boisvert
Daniel Chalmers
David Coffey
Judy Hazen-Connery
Richard Dimond
Elise Felton
George Higgins
Reginald Hudson
Ann Judd
James King
Dorothy Lauriat
Thomas Lawson

Molly Lyman
Marty Lyons
Ian Marshall
Richard Martin
Dorothea Mead
Harry Meserve
Dalen Mills
Paul Monfredo
Jarvis Newman
Kurt Shisler
Dorr Wilson
B.C. Worcester, Jr.
B.C. Worcester, III

Ex-Officio Members:

Kenneth Minier, Town Manager
Jean C.M. Marshall, AICP, Town Planner
Lyle Dever, Public Works Director
Eugene Thurston, Harbor Master
Thomas Seabrease, Police Chief
Samuel Chisholm, Fire Chief
Bruce Jacobson, Planner, Acadia National Park

CHAPTER I. SUMMARY OF THE INVENTORY/ANALYSIS CHAPTERS OF THE COMPREHENSIVE PLAN

Volume Two contains the complete inventory and analysis of the 13 topics which were identified by the Comprehensive Plan Committee. These subjects were deemed the most critical for a determination of the compliance of the Town with the State Goals and Coastal Policies.

The analysis of the inventory produced a series of issues not only needing to be resolved in order to meet the State goals and policies, but needing resolution relevant to the evolving goals for the Town of Southwest Harbor. These issues together with the resulting policies and implementation strategies are presentated in tabular form in Chapter III, page 9.

TOPIC I. POPULATION AND DEMOGRAPHICS

During the last 90 years, SWH has grown by 120%, while Tremont and Mt. Desert have increased by only 20% and the population of Bar Harbor has remained the same. These facts are probably attributable to the growing public appreciation of the quality of the physical environment and lifestyle available in SWH. The challenge is to maintain this quality.

Between 1960 and 1980, 80% of the population increase was due to migration. During the 1980's, migration in and out equalized and the continuing increase in population was due to the birth rate.

SWH has followed the national pattern of a decreasing family size; this is the result of fewer children per family, later marriages, an increase in single-parent families and longer life spans. During the 1980's SWH's population increased by 96 persons, but the number of households increased by 106. These figures indicate that SWH has had a rapid decrease in household size (from almost 3.0 at the time of the 1970 Census to 2.3 at the time of the 1990 census), and that the number of new dwellings in the Town has increased more rapidly than the population.

The 1990 Census showed increases in numbers of the very young and of the elderly. The former appears due to the relative large group of people born in the 1950's having children of their own, and the latter to an increase in longevity.

Pemetic Elementary School enrollment has been increasing since 1983, but the 1994/1995 figure was almost 40 students less than it was at its peak in 1974. However, changes in education (computer technology, smaller classrooms, special education) require greater expenditure per pupil.

The movement of people into and out of town is a much more striking characteristic than the simple increase in numbers. The 1990 Census found that over 40% had not been living in the same house

for more than 5 years, but the <u>net</u> migration into town had been insignificant over the previous 10-year period. Therefore there must have an equal movement out of town.

During the summer months the population is nearly double the year-round figure: the additional 2000 people are made up of seasonal residents, seasonal hotel, motel, b&b clients, campers, and boaters. This obviously has a big impact upon Town services.

During the next ten years, the period covered by this Comprehensive Plan, the population is estimated to increase to just over 2,000 persons. This means only 34 to 54 additional households. However, this small growth is not a good indicator of demand for new houses. Past experience suggests that over 300 inhabitants will be moving in and out of SWH during this period.

TOPIC II. THE ECONOMY

In 1990, SWH's unemployment rate was 5.2%, lower than in the State or County. It was higher than in the other Towns on the Island as it had a much higher rate of female unemployment at the Census count. This latter may have been due to higher seasonal work for the female in SWH (crab picking, waitress, housekeeper, etc.).

SWH and the other Island Towns had a greater percentage of mothers working than did the County.

The largest group of workers was employed in the health, educational, and professional services with retail trade and manufacturing (boat building) coming next.

Employment estimates for 1994 demonstrate the seasonality of the jobs in the Town: in January there were over 200 workers unemployed, but in August there were only 21. On the other hand the numbers employed in August indicate that 400 more came to live in Southwest Harbor during that month.

Between 1990 and 1994 there was an increase in the unemployment rate, but the 1994 and 1995 figures show that the rate has begun to drop.

Southwest Harbor residents commute shorter distances than most townspeople on the Island.

The 1990 Census showed that the Town had the lowest median household income on the Island. The most recent Department of Labor figures show that it has the highest average weekly wage. This anomaly could be largely due to the smaller household size.

It is projected that the areas of economic growth in the County over the next ten years will be in services, retail and construction. The numbers of employed persons and the percentage of employed persons per household are projected to increase.

TOPIC III. MARINE RESOURCES

The Harbor supports several vigorous types of economic activity. Fish landings for the 1995 season were estimated to have been worth over \$9 million. These coupled with the wages from marine-related employees (\$9.5 million) are the principal source of the Town's vitality. It is important that the fishing industry should not be pushed out of the Harbor which could occur with the growth of pressure from residential and non-marine related commercial land uses around the harbor and seasonal pleasure-boat usage.

The Harbor caters to over 600 boats at moorings in the summer months. Most of these are recreational, with the number of year-round fishing boats remaining constant at 50. Many of the recreational boats are visitors, but some are products of the several local boatbuilders within SWH either being tested or completed. There is now a waiting list for moorings and this poses concern.

Access to the water by car, by foot or just for viewing is available at many places throughout the Town. The Harbor includes three Town Docks as well as many private restaurants, shops, and the Marina. This access must be maintained.

Pollution is a threat. Bacterial pollution from the Town's sewer plant and the plant in Northeast Harbor as well as from overboard discharges has closed the clamming areas. The large number of transient boats within the harbor during the summer increases pollution as pump-out stations are rarely used. This situation must be improved.

TOPIC IV. EXISTING LAND USE

All the Town land within the Park, plus some small additional parcels, is zoned Natural Resource Protection. This safeguards the future use of these areas even in the unlikely event of a change in Federal legislation regulating the use of National Parks. Five percent of the Town's area has been placed under special taxation act protection in either tree growth, farmland, or open space.

The remaining 44% of the Town's area is mostly zoned as mixed-use (42% of the total) - 27% of the total is already in some degree developed, leaving only 17% still available for entirely new development (1,500 acres).

The citizens have adopted mixed-use zoning limited by performance standards designed to prevent new developments from having an excessive adverse impact on existing residential properties. Broadly, these standards consist of restrictions on building size, height and lot coverage, setbacks from lot lines, and in some circumstances the maintenance or creation of landscaped buffering.

Such buffering is required when a non-residential or multi-family use is introduced next to a single-family use, and the planting has to be established within the property of the new land-use.

Consistently, citizens have supported the idea of being "free to do what I want with my land" while at the same time being protected from the effect of their neighbors' actions.

The survey carried-out as part of the current plan showed that residents desire more precision in the definition of buffering standards and also better enforcement. The existing Ordinance attempts to define the buffering required by first describing its purpose and then setting-out some minimum dimensions for the planted areas. Applications are reviewed by a landscaping committee which submits its recommendation to the Planning Board.

The Town can be divided into several neighborhoods. The northern part of town has the best soils - Carrolls Hill and Robinson Hill have the most favorable soils for development. As the hills diminish toward the southern part of the Town, the land becomes very wet and not easily developable. The wettest parts of the Town and the parts with the greatest slopes lie within Acadia National Park.

The building of boats and their storage during the winter is the largest industrial use of land. Heavy industrial development has not been attracted to this community.

The projected increase of 110 - 120 dwellings is likely to be accommodated largely within existing subdivisions, the "split" of large existing lots, and the building of second dwellings on existing occupied lots. The area to the northwest of the Main Street has the most potential for development: good soil, Town sewer and water nearby, and immediate access to the rest of the Island.

TOPIC V. HOUSING

The 1990 Census reported that SWH's housing stock was 1266 units with more than a quarter being seasonal housing. During the previous twenty years, 36% of the houses built were seasonal homes. Many of these owners are people who are planning to retire in Southwest Harbor: they invest in a piece of land and build a home which is only used in the summer until retirement.

Compared with its neighboring towns, Southwest Harbor had a slightly higher percentage growth in housing stock; in absolute terms it gained only 500 units compared with the 900 units in Bar Harbor.

SWH has shown an increase in the number of renters from 1980 to 1990. This is probably due to a growing trend to rent housing

during the off-season rather than leaving the property vacant. The median rent per month was \$336, slightly higher than the County's median of \$325.

The median value for homes listed by SWH home-owners in 1990 was \$104,000, and was significantly higher than in the County (\$85,200). The comparable figure for Bar Harbor was the same as SWH's, and Tremont's was slightly less. The median value in Mt. Desert was \$122,000.

SWH has two condominium ownerships - Western Way with 18 units and Windward Shores with 3. There also is a 40 unit time-share enterprise which is scheduled for completion by the end of 1996. There are a few other multi-family buildings (apartments, duplexes), but most of SWH's housing is single family. This includes a typical percentage of mobile homes (12% compared to 14% in the County), since SWH treats a mobile home no differently than any other form of housing in terms of zoning.

Almost 40% of the houses were built before 1940 and most of the balance were built after 1970. Some of the latter replaced unsatisfactory housing; others had the effect of reducing the numbers of families who had been obliged to share housing.

The existing supply of housing in SWH satisfies the State's criteria for affordability, with the possible exception of the very low income group. An increase in the supply of housing for this group might be accomplished by encouraging the MDI Housing Authority to build an additional complex of low-cost housing. More work would have to be done to establish whether there is a real demand.

Estimates for additional housing needed within the Town during the next ten years must include both year-round and seasonal units. The population estimates suggest that 40 - 50 new units will be needed for year-round use. Since the population estimate is based upon an assumption of slow economic growth, an increase in this factor would increase the number required. It is estimated that 80 new seasonal units will be required as well.

TOPIC VI. PUBLIC FACILITIES AND SERVICES

Public Facilities

The Town Office, a schoolhouse building constructed in the 1920's, currently houses not only the administrative offices of Town Government and a meeting room, but also the Police Department, Fire Department, Dispatch, and the SWH/Tremont Ambulance Service. The building is seriously undersized to accommodate all of these together. The Town has embarked on a study to determine which of these departments might best be moved to a new facility.

Perhaps the most urgent item of major public expenditure is the need for renovations in the sewerage system and wastewater treatment plant. The Wastewater Treatment Plant suffers from periodic overload due to infiltration of storm water into the town's sewerage system. Major expenditure will be required to correct this and other deficiencies. The Town may need to install a new diffuser to the outflow pipe in the Harbor urgently in order to meet the requirements of DEP.

The Town is committed to building a new water Filtration Plant, and a Bond has been issued to pay for this. The Town is negotiating to exchange three parcels of land which lie within the boundaries of Acadia National Park for a site within the Park on which to build it.

The Public Works Department's space and equipment is adequate. It needs a new storage shed for the Dump Truck and an additional fuel storage tank.

Public restrooms are not adequate. Restrooms are needed at two of the town docks and the two existing facilities need improvement to make them less difficult to maintain.

The Elementary School in SWH is at capacity. This is due more to changes in teaching needs rather than to increases in the student body size.

Community Services

The Harbor House building, which is the Community Center, is in need of repairs.

The Library needs more space. The Library Trustees are raising funds for an addition to its current building or a new building in a new location.

The Gilley Museum and the Oceanarium have no plans for major changes.

There would no doubt be scope for making economies of scale by merging certain public services with adjoining Towns. At present the Nursing Service (Ambulance), the Community Center (Harbor House) and the Chamber of Commerce are jointly supported by SWH and Tremont, and the High School is common to the four towns on MDI. The Fire Service has a mutual assistance agreement, and negotiations are taking place about the possibility of introducing a common Dispatch service throughout the Island. Other public services for which there may be scope for reducing per capita expenditure are the Highway Department, the Police and the Elementary School, of which the last is by far the largest cost item.

TOPIC VII. TRANSPORTATION

Traffic is forced to a standstill on many days in the summer months at the central intersection (Main Street and Clark Point Road) and it is held-up by curbside unloading at times during this season. There is a tendency for speeding at other times. Speeding, coupled with inadequate sidewalks and uncontrolled pedestrian crossings, creates a risk of vehicle and pedestrian accidents. Control by a central traffic-light during the summer season seems to be the most direct solution to both problems. The capacity of Main Street and of the central intersection could be increased by disallowing parking on one side of the street in the central area during the summer months.

Emergency vehicles are located below the Town Offices, close to the central intersection of Main Street. Concern has been expressed by the Fire and Police Departments concerning road congestion in an emergency or in the event of blockage of Main Street due to an accident. Access to Main Street during traffic congestion would be facilitated by a traffic light with an emergency switch in the Fire Station. Blockage of Main Street could only be circumvented by creating an alternative North-South road.

The Town roads are in a reasonable condition - they have an 80.6% network condition rating. None requires total reconstruction over the next ten years. Over 50% of them only require routine maintenance.

Traffic volumes increased by 30% to 40% over the 5 year period from 1988 to 1993. This increase, which is predominately in the summer, coupled with the 50% increase over the previous 10 year period, suggests that the Town must work with the Region to seek alternative forms of circulation within the Island.

Walking in SWH is not made easy. Absence of sidewalks in several areas means that pedestrians risk being knocked-down, and many sidewalks are not level, are poorly protected by curbs, and have inadequate drainage. The greatest need is on Main Street, South of the central intersection as far as Great Harbor Marina.

Bicycle paths are non-existent, except for the entrance into Town on Route 102. A cycle path system would be an asset to tourism and could do something to relieve traffic congestion in summer. There is a dangerous bottleneck on Main Street, south of the Marina, where State help is needed to increase the road width.

TOPIC VIII. RECREATION AND OPEN SPACE

The Town is surrounded by Acadia National Park, and approximately 4,000 acres of this Park lie within the political boundaries of SWH. The center of the village is close to the harbor, and most of the Town is within walking distance of the sea or of Long Pond.

There is no need, therefore, for additional large-scale public open space. SWH owns nearly 7 acres at the center of the village on which are located the Elementary School, the Community Center and extensive open playing fields. It also owns a number of small parcels, including the central property of the Village Green and the Town Offices.

TOPIC IX. NATURAL RESOURCES

The survey gave ample evidence that the diversity of SWH's natural resources and scenic beauty are appreciated by residents and visitors. Acadia National Park extends habitat protection to a variety of plants and animals, as well as watershed protection for Long Pond, the Town's source of drinking water. In addition, the Town and other groups hold conservation easements on a number of parcels (see Table on page 125). Protection of important scenic areas and critical wildlife habitat remains an important policy for the Town.

All clam flats within SWH continue to be closed by the Maine Department of Marine Resources, primarily due to the presence of licensed overboard discharges of septic effluent. This is of concern to many residents of the Town.

All types of wetlands - salt marshes, tidal freshwater, and freshwater - may be found. The wetlands which have been most highly rated as waterfowl habitat by Inland Fisheries and Wildlife are located within the National Park. Most of the western streams empty into the Bass Harbor Marsh, the most important and fragile salt marsh wetland in the area. Continued protection of the watershed of the Marsh and other wetlands is important to the Town. Shallow soils and steep slopes, especially on the east side of Freeman Ridge and on Carroll Hill, result in heavy stormwater runoff. Some storm drains are connected to Town sewer lines, resulting in occasional overflow from the sewage treatment plant into the Harbor during periods of heavy rains or snow melt. Excessive stormwater runoff from Freeman Ridge floods Main Street. This can create a safety hazard to motorists and pedestrians.

The approach to the Town, down Carroll Hill, is of concern to a number of residents because of the widening and straightening of the road and clearing of vegetation when Route 102 was improved in 1988, the presence of a defunct power sub-station, and commercial development characterized by large parking areas with minimal landscaping. All this has begun to change the rural character of the Town.

TOPIC X. AGRICULTURAL AND FOREST RESOURCES

Most of the older farming areas are now part of the Acadia National Park - in fact, the Carroll Farm has been preserved as an attraction within the Park. The Blueberry Fields are the only areas being commercially farmed. They are privately protected by the Farm and Open Space Act.

There are also several areas privately protected by the tree growth taxation laws. It must be recognized that these are only short-term measures of protection for these resources - the owner has only to satisfy the penalty clause and the land becomes developable.

The areas on the shore of SWH are protected by the State's Shoreland timber harvesting standards. As these standards regulate clear cutting and skid trail formation, the inclusion of the rest of the Town within this protection should be considered.

TOPIC XI. HISTORICAL AND ARCHAEOLOGICAL RESOURCES

There are prehistoric archaeological sites along the shores of SWH. These are all sites of Indian shell middens. Most of the coastal zone in SWH is considered a potential archaeological site, but only some of this has been professionally surveyed. The Town should assist the Maine Historic Preservation Commission in a completion of this survey.

Apart from Fernald Point all the known historic archaeological sites are within the Acadia National Park, simply because that is the only area which has been surveyed. The Commission recommends a survey outside of the Park focusing on sites relating to the earliest European settlements.

The Town has no Historical Preservation Society to list buildings, structures, and objects of historical importance. There are only two buildings listed on the National Register, the Claremont Hotel and the Raventhorpe cottage. The Commission recommends that a comprehensive survey be conducted to identify SWH's historic aboveground resources.

TOPIC XII. WATER, SOIL, AND TOPOGRAPHIC RESOURCES

The steepness of the topography means that large areas are either unsuitable for building or are expensive to build on. Consequently areas suitable for commercial or industrial type buildings are

quite limited. Coupled with shallowness of topsoil, steep slopes can lead to concern about erosion, and possible pollution in the watersheds of the Town water supply and of Bass Harbor-Marsh.

The absorbtive capacity of the soil is generally poor, so it is not easy to dispose of effluent from septic tanks. This also means that the effect of any increase in surface water runoff created by new paved areas and roofs is likely to be more serious.

The Town water supply is assured, but private wells draw water from aquifers which are in fractured bedrock. The size of such supplies is very hard to ascertain, as is also the likely effect of any pollutants.

TOPIC XIII. FISCAL CAPACITY

SWH is fiscally sound. Forecasting the fiscal capacity of the town is somewhat easier than in some communities because the tax base is stable. SWH does not anticipate growth in population, but it does expect a small increase in the number of domiciles (ten additional new homes were built in 1995-1996) increasing the property tax base. The number of new businesses is not expected to increase substantially. Turnover of businesses in the downtown continues to occur, but business locations are not vacant for long.

About 86% of the revenues generated in SWH in 1994-1995 came from property taxes. This has increased from 79% in 1989-1990 due to the fact that while expenditure has risen other revenue sources such as Excise Taxes and State assistance have remained fairly constant. Property tax is a function of the "mill rate" - the amount a property owner pays per \$1000 of assessed value. The mill rate for 1995 is \$13.12 per \$1,000. This is below the average for the State and is close to that of Bar Harbor.

Assessed value should, by State Law, be maintained close to market value. Southwest Harbor was revalued in 1992, and the Assessor reviews property assessments annually. In common with the rest of coastal Maine, SWH experienced an unusual rise in property values in the 1980's; this has now flattened out.

Presently, SWH has the fiscal capacity to take on additional financial burdens. The Town can borrow up to 15% of the State's assessed value, of which not less than 50% must be devoted to educational purposes. Currently, SWH has debts of about 1% of its assessed value, and therefore it has ample borrowing capacity.

CHAPTER II. GOAL STATEMENTS

Southwest Harbor Goals

The broad goal of the Plan is to maintain the prosperity and the character of the Town. Southwest Harbor is a year-round working community, focused on the harbor, with a compact and active village center, an unaffected small-town atmosphere and an attractive natural setting.

The Town recognizes the critical importance of growth and economic development, but it does not believe that any and all growth is beneficial. Instead, the Town wishes to pursue development that meets the needs of the present without compromising the ability of future generations to meet their own needs - sustainable development. In order to realize lasting results, development in our community must integrate economic development, environmental protection, and social equity. Toward this end, the Plan outlines the following public policy principles:

- * Encourage economic self-sufficiency through local ownership and maximum use of local resources;
- * Equalize the benefits and burdens of growth;
- * Leverage and recycle scarce public funds;
- * Protect and preserve fragile environmental resources;
- * Ensure full participation by people normally excluded from the political and economic mainstream;
- * Nuture private, non-profit organizations capable of working in concert with government to deliver essential goods and services.

The Committee adopted the following guidelines in developing the plan:

- 1. Stay Within Our Means
- 2. Reflect Our Community Values
- 3. Give Nature a Voice
- 4. Maintain Home Rule
- 5. Protect Quality of Life
- 6. Encourage a Diverse Economy
- 7. Continue Mixed Land Use
- 8. Ensure Public Safety

State Coastal Management Policies

In 1986 the Maine State Legislature adopted by statute (Title 38, Section 19-1801) a series of policies intended to direct the development along its coast. This period saw a boom in the economic growth of the State as a result of tourism and the legislature was concerned about the maintenance of those qualities which were attracting the growth. The preamble states "...that the well-being of the citizens of this State depends on striking a carefully considered and well reasoned balance among the competing uses of the State's coastal area."

The Comprehensive Plan of Southwest Harbor reflects these stated policies within its Inventory and Analysis sections as current existing issues or policies. It has suggested new policies for issues which are unresolved. The Table of Issues and Policies suggests the Implementation Strategies necessary to attain the stated policies.

Discussion of each of the State's nine coastal management policies can be found within the following parts of the Southwest Harbor Plan:

1. Promote the maintenance, development, and revitalization of the State's ports and harbors for fishing, transportation, and recreation.

This is discussed within the Chapters on Marine Resources, Economy, and Existing Land Use.

Manage the marine environment and its related resources to preserve and improve the ecological integrity and diversity of marine communities and habitats, to expand our understanding of the productivity of the Gulf of Maine and coastal waters, and to enhance the economic value of the State's renewable marine resources.

This management is discussed within the Chapter on Marine Resources.

3. Support shoreline development that gives preference to water-dependent uses over other uses, that promotes public access to the shoreline, and that considers the cumulative effects of development on coastal resources.

This support for water-dependent uses on the shoreline is discussed within the Chapter on Marine Resources and the Chapter on Future Land Use.

4. Discourage growth and new development in coastal areas where, because of coastal storms, flooding, landslides, or sea-level rise, it is hazardous to human health and safety.

The measures which exist to promote safe new development are discussed within the Chapter on Water, Soil, and Topographic Resources.

5. Encourage and support cooperative state and town management of coastal resources.

Cooperative State and Town management of coastal resources is implied and discussed within the Chapters on The Economy, Existing Land Use, Marine Resources, Future Land Use, and Water, Soil, and Topographic Resources

5. Protect and manage critical habitats and natural areas of state and national significance, and maintain the scenic beauty and character of the coast, even in areas where development occurs.

The management of critical habitats and natural areas as well as the protection of the scenic beauty are discussed within the Natural Resources Chapter.

The Table of Issues and Policies contains a policy for protection of the scenic areas and views through land use controls and local Land Trusts.

7. Expand the opportunities for outdoor recreation, and encourage appropriate coastal tourist activities and development.

This development is discussed within the Chapters on The Economy, Marine Resources, Recreation, and Future Land Use.

 Restore and maintain the quality of our fresh, marine, and estuarine waters to allow for the broadest possible diversity of public and private uses.

The maintenance of the fresh and marine waters is discussed within the Chapter on Water, Soils, and Topographic Resources.

 Restore and maintain coastal air quality to protect the health of citizens and visitors, and to protect enjoyment of the natural beauty and maritime character of the Maine coast.

The restoration and maintenance of air quality is discussed with the Chapter on Natural Resources.

State Growth Management Goals

In 1988 the State of Maine, within its powers to promote and protect the health, safety and welfare of the citizens of the State, passed its first Comprehensive Planning and Land Use Regulation Act. The "Growth Management Act", as it became known, established a set of 10 goals to "provide overall direction and consistency to the planning and regulatory actions of all state and municipal agencies affecting natural resource management, land use and development."

The Comprehensive Plan for Southwest Harbor conforms to the goals established by the State within its Inventory and Analysis Chapters in Volume II and the Table of Issues, Policies, and Implementation Strategies in Chapter III of this Volume. The following is a brief summary of those areas of the Plan:

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

The Chapters on Population and Existing Land Use and the Future Land Use Plan form the basis for this Goal statement. A growth area has been defined at the northern end of Main Street which meets the State's criteria.

Issues include a greater need for effective buffering in the mixed land use areas, the prevention of strip development at the northern entrance to the Town, noise pollution controls, and the continuation of development controls. At issue also is the continuing vitality of the Town Center.

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

The Chapter on Public Facilities and Services and the Chapters on Population and Transportation are the basis for the planning and developing aspects of this goal. Southwest Harbor's requirements for an efficient system of public facilities and services arise more from growing seasonal demands than from its annual growth.

The major issues facing the Town include an aging sewer system and treatment plant; storm water infiltration into the sewer system; the need for a water filtration plant; the space needs of the Fire Department, the Police Department and the Town Office; and the seemingly inevitable increase in school costs. A search for possible economies of scale by sharing services amongst other communities is suggested. Other issues include increasing demands on services resulting from increased domestic violence and vandalism.

Other public facility issues include: the need for more sidewalks, for more adequate public toilets, integrated bicycle ways, pedestrian ways, and the Islandwide need for public transit. Within the Town Center, issues concern the need to change parking standards and problems of congestion and speeding on Main Street. The Population Chapter notes that the seasonal doubling of population is an issue in the short-term overload of the services.

The Fiscal Capacity Chapter is the basis for the financial aspect of the goal. The Town is fiscally sound. The issue raised is the need for a Capital Improvement Program.

3. Promote an economic climate that increases job opportunities and overall economic well-being.

The Economy Chapter provides the basis for the goal statement. Southwest Harbor's current economic climate provides job opportunities. The new economic policy tries to reflect changing circumstances in the information age.

4. Encourage and promote affordable, decent housing opportunities for all Maine citizens.

The Population and Housing Chapters provide the basis for this goal statement. Southwest Harbor has met the State's requirements for affordable, decent housing, and its new policies encourage this goal. Issues concern the possibility of a shortage of affordable rentals and of senior housing, a result of the steadily increasing number of senior citizens.

5. Protect the quality and manage the quantity of the State's water resources, including lakes, aquifers, great ponds, estuaries, rivers, and coastal areas.

The Chapter on Natural Resources as well as the Chapters on Water, Soil, and Topographic Resources and Public Facilities and Services provide the basis for this goal.

6. Protect the State's other critical natural resources, including without limitation, wetlands, wildlife and fisheries habitat, shorelands, scenic vistas, and unique natural areas.

The Chapter on Natural Resources provides the basis for this goal. Issues raised include the necessity for regional protection of both the Long Pond watershed and the Bass Harbor Marsh, and the need to investigate methods to preserve scenic areas and views.

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

The vital Chapter on Marine Resources provides the basis for this goal. Issues raised included the lack of mooring space for dinghys, the clean-up necessary to open the clam flats, the need to preserve and increase public access to the water, and the vigilence needed to protect the traditional uses of the Harbor.

8. Safeguard the State's agricultural and forest resources from development that threatens those resources.

The Chapter on Agricultural and Forest Resources forms the basis for this goal. The clear-cutting issue for areas outside of the Shoreland Zone area has been noted.

9. Preserve the State's historic and archeological resources.

The Chapter on Historic and Archaeological Resources forms the basis for this goal. The current lack of any inventory of either historic or archaeological sites is an issue of the Plan.

10. Promote and protect the availability of outdoor recreation opportunities for all Maine citizens, including access to surface waters.

The Chapter on Recreation and Open Space is the basis for this goal. Issues raised included the need to enlarge the area devoted to park within the land which was donated to the Town for this purpose eighty years ago. Resolve the issue of public access to private land traditionally used by the general public.

Chapter 3. Table of Issues, Policies and Recommendations

The positive recommendations of the Comprehensive Plan derive from issues which were perceived by citizens and written in response to the Survey; or which were raised at meetings of the Committee or at Public Hearings.

There have been several rounds of discussion, in which the many descriptions of issues and policies were compared and defined, the outcome being a consolidated list organized by the topic groups used in the Inventory. Each issue is described, a corresponding policy is proposed, followed by recommendations for implementation and an indication of which town body is responsible, together with a time frame.

The sequence has no significance, and there has been no attempt to rank the importance of different issues.

Issue	Description .	Policy	Recommendations	Assignments	
Agriculture and Forest Resources: Clearcutting	There is no protection for clearcutting of forest areas except in the Shoreland Zones.	Encourage land owners to maintain a healthy and sustainable forest.	Amend the Land Use Ordinance to insure that tree harvesting is done responsibly and that is respectful of the Town's adjacency to Acadia National Park.	Planning Board to implement in one year.	
Economy: Development Efforts	There are limited ways in which the town may encourage development of its own economy.	Explore the options including Tax Increment Financing, Community Development Block Grants, etc.	Request Chamber of Commerce to hold a series of workshops within the next two-three years on understanding our market and strategies for successfully competing in it.	Town Manager to contact Chamber.	
Economy: Impact of Management Actions	Through efforts to manage its resources, the Town may inadvertently raise impediments to the activity of existing businesses and the development of new ones.	The Town must continue to take care to fully understand the impact of its management actions on the economic well-being of its resident taxpayers and businesses.	Institute annual review of all management efforts for unanticipated impact on economic development by the Board or Committee with jurisdiction. Board of Selectmen to publish significant findings in Town Report annually starting in 1998.	Board of Selectmen to request report from all boards and committees.	
Economy: Information Age	In recent years, there has been definite growth of information-based and computer-based employment. The Information Age is upon us and we are poorly prepared for this fundamental shift in our economy and way of life.	Accelerate the incorporation of information age methods into the infrastructure of the Town, including the Town's offices, library, schools, Harbor House, etc. Develop policies in regard to providing public access to public records, rules, procedures, and proceedings. Review ordinances and economic development efforts to ensure consistency with expected information age trends.	 Town Manager to work with telecommunications vendors (phone, cable, cellular, etc.) to continue to insure telecommunications infrastructure is adequate to provide modern telecommunications services to all Southwest Harbor businesses and residences. Ongoing. Town Manager to arrange a Southwest Harbor presence on World Wide Web to promote advantages of Southwest Harbor in 1998 Negotiate metropolitan area Network service with Southwest Harbor Cable Contract to interconnect all Town and Non-profit Quasi-public Agencies in Southwest Harbor to each other and to Internet with next contract Develop Office Skills and Facilities with computer based systems and services. 	Town Manager to initiate these efforts within the next year.	
Fiscal Capacity: Capital Improvement Plan Needed	The Town needs to develop a Capital Improvement Program to provide for future expansion and periodic renewal or replacement of major public facilities.	A Capital Improvement Program should be developed to forecast needed future expenditures. This program will recognize the limits imposed by the town's current fiscal situation.	The Board of Selectmen should develop a Capital Improvement Program.	Board of Selectmen to complete in one year and update annually.	
Historical and Archeological Resources: Inventory needed	The Town lacks an inventory of its historical and archeologically significant sites.	Develop, publish and maintain an inventory of historic and archeological sites of importance to the Town.	 The Selectmen will arrange for a survey of the Town's historical and archeological sites within 5 years. If necessary, the Planning Board will update the Land Use Ordinance accordingly. The Town will encourage the ongoing effort to create an Island-wide Historical Association. 	Board of Selectmen to have survey completed in 5 years.	
Housing: Shortage of Rentals	There is a potential shortage of affordable rental housing units for very low income households.	The Town will work to enable and encourage the development of additional affordable rental units.	 The Selectmen should seek a Community Development Block Grant to fund construction of an additional 10-12 rental units for very low income households. The Town Manager should contact the MDI Housing to explore their potential role in constructing and/or administering 10-12 such units. 	Board of Selectmen to pursue the creation of additional affordable rental units within 5 years.	
Housing: Shortage of Senior Units	The aging of the resident population suggests that the town may need additional housing for senior citizens.	Investigate the potential for the Mt. Desert Island Housing Authority to develop additional units of senior housing in Southwest Harbor.	 The Town Manager should conduct a survey to determine if additional housing for senior citizens is needed. The Town Manager should also determine the average length and turnover times of waiting lists at existing housing units for senior citizens. If such a need is documented, the Town Manager should subsequently explore the possibility of the MDI Housing Authority developing additional units for senior citizens. 	Town Manager to complete survey within two years.	

Issue	Description	Policy	Recommendations	Assignments
Land Use: Buffering Not Always Adequate	The Land Use Ordinance calls for buffering by the cultivation of a screen of planting to minimize the impact of different land uses on adjoining residential properties. Four years are allowed for completion of an effective screen, but this requirement is not always easy to achieve or enforce. Some land uses are so large in scale and impact that planting alone cannot provide sufficient buffering to protect adjoining residential properties.	Augment the standards for buffers so that they are effective.	 Continue mixed-use zoning. Try to make the buffering requirements correspond more to the scale of intrusion created by new uses. Revise the Land Use Ordinance within 1 year. Work to ensure better public understanding of the purpose of setback and buffering standards, and improve enforcement of landscaping requirements. Planning Department. Town Manager to arrange to buffer existing Town facilities and services as appropriate to make them conforming where possible within one year. 	Planning Board to improve Ordinance in one year. Town Manager to arrange buffer in one year.
Land Use: Carroll's Hill Strip Development	Carroll's Hill, the gateway to Southwest Harbor, is at risk of becoming a commercial strip.	The Town should consider adjusting the Land Use Ordinance, perhaps through the creation of an additional zone, to prevent classic strip development on the Carroll's Hill Route 102 road front.	Develop Gateway Zone provisions in Land Use Ordinance to prevent new development from endangering the physical attractiveness of the entrance to Southwest Harbor which is generally recognized as one of the town's most important assets.	Planning Board to revise LUO within one year.
Land Use: Need to Improve Access to Land	Large areas of the town are becoming shut-off behind development along the main roads.	Identify the possible route of new public roads which may one day be needed to provide access.	The Board of Selectmen to commission feasibility study of possible route for new public road to provide access to land areas west of Seawall Road.	Board of Selectmen to commission study within 3-5 years.
Land Use: Noise Pollution Growing	There is a growing problem of excessive noise. This derives from commercial uses, road traffic, from excessively noisy home occupations, and from boats without mufflers.	The Town should make an effort to control excessive noise which has a negative impact on neighboring lots.	Board of Selectmen should study the merit of adopting a Noise Ordinance.	Board of Selectmen to explore Noise Ordinance in two years.
Land Use: Maintain Development Controls.	Our experience prior to the adoption of the Land Use Ordinance of 1988 and the experiences of other communities throughout our region suggest the Town must actively manage the development of its resources if it hopes to influence our quality of life.	The existing system of zoning, including our mixed pattern of land use, should be maintained and enforced. Protect the existing system of zoning by ensuring public trust and respect for the Ordinances and the processes for administering, enforcing, and changing them.	Public trust in the Ordinance depends on good understanding of its purpose, of the actual terms of the Ordinance and of its limitations. The public must also learn to expect reliable application of the law. All of this needs conscious publicity by town officials, Selectmen, Members of the Planning Board and of the Appeals Board.	On going effort by all officials.
Land Use: Town Center Needs Protection	In order to ensure the continuing vitality of the town center, it would be undesirable to divert all new commercial development to the outskirts of town.	Encourage small businesses to locate in the center of Town by working to enhance infrastructure (i.e., side walks and parking lots), marketing, and by tuning Development Controls to reduce the cost of new commercial development relative to that for alternative locations in the outskirts of town. Supplement the existing regulations for on-site parking to allow for alternative methods of handling the issue.	 Transportation Committee to work to ensure that the entire pool of offstreet parking in the central area of town is available for the use of customers at all businesses. Planning Board to explore ideas such as assessing an impact fee in lieu of providing actual parking spaces. These funds shall be used to lease or purchase land and build properly engineered paved and drained parking areas. Department of Public Works to improve the safety and convenience of pedestrians by means of curbs, sidewalks, crosswalks, and trees. 	Transportation Committee, Planning Board, and Department of Public Works.
Marine Resources: Boat Tie-up Limited	Moorings and dinghy space are inadequate to meet the increased demand during the summer. This impacts on a wide variety of townspeople who are dependent on access to and use of the harbor.	Evaluate opportunities to improve mooring and dinghy space.	1: Harbor Committee to implement the existing mooring plan to maximize their number. 1 year 2: Lay out new moorings in the area seaward of Norwood Cove. 2-3 years 3: Harbor Committee to Enlarge space for dinghy tie-up at all Town docks in next 5 years. 4: Harbor Committee to explore options for providing limited public access to anchorage at Mill Dam. 5 years	Harbor Committee
Marine Resources: Clam Flats	The clam flats in Southwest Harbor remain closed because of previously licensed overboard discharge systems, occasional overflow from the Town's sewage plant, and other sources of sewage discharged into the Great Harbor from boats and nearby communities.	Balance the economic and cultural benefits represented by healthy clam flats in to the costs of eliminating sources of pollution.	Board of Selectmen to organize a study to determine the potential value of reopening clam flats and the costs involved. Develop and implement a restoration and protection plan within 5 years. Continue efforts to eliminate sources of pollution	Board of Selectmen to produce plan within 5 years.
Marine Resources: Harbor Management	The harbor is a vital economic resource of the Town that is valued for traditional uses including commercial fishing, boat building and recreational boating. The harbor is also valued by others for the development of competing uses which threaten to displace traditional uses	The town must continue to protect the traditional uses of the harbor through the further development of the Land Use Ordinance and the Coastal Waters and Harbor Ordinance. Ensure the use of pump-out facilities rather than discharging waste into the harbor.	 Continue to protect the fishing, boat building and other strictly marine-related uses around the harbor. Review the effectiveness of the existing Land Use Ordinance rules and the limits of the protected shoreline within 6 months. Harbor Committee to include provisions in the Harbor Ordinance to prevent discharging and require use of pump-out facilities. 	Planning Board and Harbor Committee to hold joint meeting to review LUO and Harbor Ordinance within 6 months.

Issue	Description	Policy	Recommendations	Assignments
Marine Resources: Public Access to Ocean Limited	Commercial access to the water is inadequate. Of particular concern is the Lower Town Dock which is in disrepair and where traffic congestion and parking interfere with its use.	Improve the docks to better serve the commercial users. Expand parking at one or more of the facilities. Improve control over the use of parking.	Work to acquire the land currently leased for parking at Manset Town Dock and seek alternative permanent arrangements. Make physical improvements to parking at Upper Town Dock and implement other elements of the 1978 plan.	Harbor Committee: 6 years. Town to apply for Small Harbor Improvement Project grants during 1997.
Natural Resources: Bass Harbor Marsh Protection	Bass Harbor Marsh is a fragile habitat.	Every effort should be made to protect the natural ecology of the Bass Harbor Marsh.	Work with Tremont and Acadia National Park to create a monitoring program Coordinate with Acadia National Park and Tremont to implement any management actions which may become necessary in the future.	Conservation Commission to organize monitoring within two years.
Natural Resources: Drinking Water	Our sources of drinkable water are Long Pond and the underground aquifers. Two concerns are that most of Long Pond lies within the Town of Mt. Desert and that the aquifers have a limited and unknown capacity.	Continue to protect these critical resources for all inhabitants of our Town.	Board of Selectmen to organize watershed protection plan in 4 years.	
Natural Resources: Scenic Area and View Protection	The Town needs to explore various methods, such as conservation easements, to preserve scenic areas and views including views of the water and harbor. This also includes eliminating eyesores such as Bangor Hydro's unused substation on Norwood Cove.	Protect natural area and scenic vistas which are considered important to the town through land use controls and working with groups such as the Conservation Commission and local land trusts.	 Work with Maine Coast Heritage Trust and other groups to: 1) develop criteria for identifying and prioritizing important scenic views and areas, and 2) learn about and develop procedures to accept Conservation Easements and other methods to assure their identification and protection. Conservation Commission and Town Office. Two years. Town Manager to work with Bangor Hydro Electric to eliminate the unused substation. Maintain/augment the current land use controls, such as structure side line setback and height limit, to protect views of the water and the harbor. Ongoing. 	Conservation Commission to organize a presentation with MCHT within two years. Town Manager to work w/Bangor Hydro until the substation is removed.
Population: Seasonal Doubling of Population	The seasonal doubling in population is vital to the Town's economy but creates a short-term overload of certain Town resources and services including traffic control, parking, water supply, and sewage disposal.	Determine the characteristics and impact of seasonal residents, overnight guests, and day visitors to the Town's traffic control, parking, water supply, and sewage disposal from June through September.	The Town Planner should study the characteristics and impact of seasonal residents and visitors on Town resources and services.	Town Planner to present results in 4 years.
Population: Steadily Increasing Number of Senior Citizens.	The gradual but steady increase in the number of elderly citizens in our population has created the need for information about available social services; in addition, this increase may result in a need for additional social services in the future.	Create a listing of currently available social services and determine whether additional social services are needed for our senior citizens.	 The Selectmen should authorize formation of a Health and Social Services Committee to determine those services that are currently available in Southwest Harbor, elsewhere on Mt. Desert Island, in Hancock County, or within a fifty mile radius. The Committee should work in conjunction with the MDI Hospital's Health Forum to obtain, collate, and publish a listing of those services. The Committee should also work with the Health Forum to determine what additional services need to be provided. 	Board of Selectmen to create Committee in 2 years.
Population: Vandalism in the Community	Vandalism to property affects everyone in the community.	Vandalism should not be tolerated; the Town should increase efforts to prevent its occurrence and to punish appropriately those who are responsible for such acts	 The Selectmen and Police Chief should periodically remind residents that vandalism is an unacceptable form of behavior and a crime, whether committed by adults or their youngsters. Residents should be reminded of their responsibility to report such acts to Police The Police should increase surveillance efforts downtown and in other areas as appropriate 	Ongoing effort by Board of Selectmen and Police Department.
Population: Domestic Abuse in the Community	Domestic abuse, including physical violence and/or verbal abuse, of adult family members, of children, of neighbors, or others is unacceptable and affects the community as a whole.	The Town should demonstrate zero tolerance for domestic abuse by increasing efforts to prevent its occurrence. The town should also facilitate the treatment of victims, and the rehabilitation or punishment of perpetrators.	The Selectmen should authorize the proposed Health and Social Services Committee (see above) to coordinate appropriate educational programs and support services within the community. The Committee should work with interested members of neighboring communities to expand its scope to that of an Island-wide Task Force.	Board of Selectmen to form Health and Human Services Committee.
Public Facilities (Public Toilets): Inadequate Public Toilet Facilities	Improvements are needed for public toilets.	Create and maintain secure public toilet facilities year- round in the center of town. Maintain existing seasonal toilet facilities at the town docks.	The Director of Public Works should recommend a cost-effective plan to create and maintain public toilet facilities near the Village Green for year-round use and improve the maintenance of the existing seasonal toilet facilities at the Town Docks.	Director of Public Works to present plan in one year.
Public Facilities (Schools): Rising Costs	The overall school budget is driven most significantly by the size of the school-age population, by State and Federal mandates, by technological change and by the cost of rising staff benefits.	The Town should request a trend analysis of future costs in these areas.	 The Town and the School Administration should form a committee whose task is to lower the impact of increasing school costs. The Town should pursue alternative State, Federal and private sources of funding to try and avoid further increase in the proportion of expenditure devoted to education. 	Board of Selectmen and School Board to form Committee within one year.

Issue	Description	Policy	Recommendations	Assignments
Public Facilities (Sewer): Storm Water Infiltration	Storm water infiltration occasionally overwhelms the treatment plant flushing sewage into the harbor.	Develop a plan for eliminating storm water infiltration.	The Director of Public Works should be asked to put forward a program of repair over a 10-year period so that the necessary funding can be set aside. This plan will have to address the repair or replacement of private collector lines, such as the Herrick Rd. collector, which do not meet the Town's Sewer Ordinance standards.	Director of Public Works to put forward plan within one year.
Public Facilities (Sewer): Treatment Plant Aging	The sewer plant is aging and will require substantial upgrading in the near future. Before making this investment, the Town needs assurance that the repaired facility will continue to meet our needs.	Study the projected requirements and cost benefit ratios of the alternatives.	The Director of Public Works should be asked to put forward recommendations for a program of repair, renewal and extension over a 10-year period so that the necessary funding can be set aside.	Director of Public Works to put forward plan within one year.
Public Facilities (Sewer and Water): Management Assistance Needed	The Town Water and Sewer systems have grown more technically complex and more financially demanding, so that the Board of Selectmen need assistance in making management decisions.	Establish a permanent Water and Sewer Board composed of citizens appointed to hold regular meetings. It will be the Board's responsibility to track changing demands and technologies, recurrent and capital expenditures, and advise the Town.	Revise the Water and Sewer Ordinances and appoint a Water and Sewer Board.	Director of Public Works and Town Manager to prepare Ordinance revisions within 6 months and Board to be appointed within 12 months.
Public Facilities (Space): Fire House Too Small	Our current fire house facilities are inadequate to maintain and house our existing equipment.	The town needs to develop a plan to provide housing for our existing fire fighting equipment and any additional equipment that may be necessary. If the Town should move the firehouse to a different location, then the Ambulance Service will have to be considered in the move.	The Selectmen have ordered a study of the space needs of the Fire Services, Police, Nursing Services, Dispatch, and the Town's administrative office space. The outcome should be a clear recommendation on the most cost-effective way of accommodating them, either in a new building or an extension to the existing one. The most awkward things to accommodate are the fire trucks, so they would be the first choice for a new structure, enabling the other users to rearrange themselves in the existing building.	Board of Selectmen to develop plan in 6 months.
Public Facilities (Space): More Town Office Space Needed	The Town Office has inadequate work, storage, and meeting room space. In addition, the Town needs a fireproof record storage space.	The town needs to develop a plan within a year to provide the additional space necessary for the Town Office.		
Public Facilities (Space): Police Office Space Too Small	The Police Department's office space is grossly inadequate: the police have only a small office for the Chief which must be used for all functions and business. Additional space is needed to provide a professional police interview room, a private and secure office for the Chief, and a room to secure evidence.	The town needs to develop a plan within a year to provide the additional space necessary for the police department as noted above.		
Public Facilities: Economy of scale opportunities	There are opportunities to achieve economies of scale by sharing services with surrounding communities.	The Town should explore innovative ways to share services with other Island towns to economize on costs.	 Identify facilities and services that the Town would consider sharing with other towns Contact neighboring towns to explore the potential for joining forces e.g., Highway, Police, and Elementary School with Tremont if it were shown that there was scope for significant economies in running costs. 	Ongoing effort by the Selectmen and Town Manager.
Public Facilities: Water Filtration Plant Needed	The Town is committed to the construction of a filtration plant and has floated a bond for this purpose.	The Town should proceed without delay in order to avoid further cost increases.	It is important to try to accomplish the land exchange with the Park occur before the end of 1996. Then the project could go out to bid by early 1997.	Board of Selectmen to complete in 1997.
Recreation & Open Space: Access Preservation Needed	There are various open landscapes, recreational areas and trails that have been enjoyed by the public for generations but, in fact, are owned privately.	The Town should take positive steps to encourage land owners to maintain these open spaces and access.	Work with Maine Coast Heritage Trust and other groups to develop criteria for identifying and protecting important open spaces and "cultural uses" such as traditional access trails to the shore. Offer seminars explaining the options and benefits of protecting land and traditional trails.	Conservation Commission to organize a presentation with Maine Coast Heritage Trust within two years.
Recreation & Open Space: Town Green Too Small	The Town Green is an attractive and well-used focal point for the community, but it is small, and the ever increasing summer population has caused overcrowding. However, it currently makes up only a fraction of the total area that was actually bequeathed to the Town for this purpose in 1924.	The Town should make fuller use of its inheritance, create additional open and/or recreational space in the area of the Town Green.	Board of Selectmen to appoint a committee to update and implement the existing plan for the southern end of Village Green Way which would more fully comply with the bequest made to the town. This would include creation of pedestrian ways, enlarging the Village Green, reconfiguring the parking in the area and creating small planting/green space areas.	Board of Selectmen to reappoint committee within 1 year.

Issue	Description	Policy	Recommendations	Assignments
Transportation: Bicycle Ways	Bicycling should be a viable transportation option which Southwest Harbor residents and visitors choose because it is compatible with our lifestyle and the environment. Southwest Harbor is currently bicycle-unfriendly due to a lack of safe bikeways in most areas of town.	Develop an integrated system of bicycle ways.	 Re-engineer Main Street to relieve the bottleneck south of the Marina and before the Manset corner. Incorporate provision for cycle paths in subdivision requirements. Identify public rights-of-ways which are bike routes serving both to the center of Town and Acadia National Park access points. This includes the Seawall Road. Pursue opportunities to develop or improve them such as Block Grants. 	Planning Department to produce Bike Plan in four years.
Transportation: Pedestrian Ways	An effective network of pedestrian ways is needed.	Develop a plan for an integrated network of pedestrian ways, and then begin work on obtaining and protecting same.	Continue to work to identify, and where necessary acquire, public rights-of-way for pedestrians in order to link-up existing routes which are not alongside public roads.	Planning Department to produce Pedestrian Plan in four years
Transportation: Sidewalks	In order to ensure pedestrian safety, sidewalks, curbs and crosswalks are called for in two types of situations: (a) heavily trafficked roads leading to the town center, including Main Street South to Manset Corner, Clark Point Road to Herrick Road, and Herrick Road itself; (b) within the town center, particularly in the municipal parking area from the Village Green to the Variety store.	The Town should provide a safe system of sidewalks throughout the downtown area and along pedestrian routes.	 Categorize roads according to current pedestrian needs, inventory current conditions and identify and prioritize projects. Sidewalks with concrete or granite curbs should be constructed in the central area of town (Village Green Way), and improvements are needed on Main Street and Clark Point Road. Further out on Clark Point Road, Seal Cove Road, in Herrick Road and south on Main Street towards Manset corner, sidewalks are needed on one side. An ongoing program should be put in hand to allow for sidewalk construction and improvements to be carried-out at the same time as regular road maintenance. 	Planning and Public Works Departments to produce Sidewalk Plan in two years.
Transportation: Speeding Problem	Speeding cars and trucks constitute a serious safety problem. Main Street between Seal Cove Road and the Manset Corner is of particular concern because of the absence of adequate sidewalks or bike paths in these areas.	Use traffic calming roadway design techniques to slow traffic through the Town Center.	Investigate measures to improve safety at Manset Corner. Traffic-slowing measures should be introduced on Main Street, north and south of the center including the following: a. create curbs to narrow the roadway, b. install rumble-strips.	Planning and Public Works Departments to accomplish in five years.
Transportation: Town Center Congested	Traffic congestion in the town center is a problem in July and August. Delivery trucks compound the problem.	The Town should develop appropriate management measures to improve traffic flow through troublesome intersections and improve conditions for pedestrians.	 The Town should request State assistance to install a seasonal traffic light at the central intersection. This should have an emergency control at the fire station. Board of Selectmen to consider eliminating parking on one side of Main Street in July and August. 	Town Manager to contact the Department of Transportation within one year.
Transportation: Parking Standards Limits Commercial Downtown and Harbor Development	Many commercial properties downtown and around the harbor are unable to develop because space is not available for additional parking.	Creatively assist businesses to find additional parking.	Facilitate the creation of additional, publicly available off-street parking. Modify the existing standards for on-site parking with alternative methods for providing parking.	Traffic Committee and Planning Board to begin immediately.
Transportation: Public Transit Needed	Public transportation is needed for both intra and intertown destinations, both to relieve the seasonal parking crunch and to serve those who cannot drive.	Explore opportunities to foster/acquire/develop public or quasi-public transportation.	 Continue collaboration with other Island towns on sponsoring a public bus system to alleviate summer traffic. Work with local businesses to explore expanded bus service for commuters, students, tourists, and residents. Insure that Town Ordinances enable public modes of transportation. 	Board of Selectmen

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CHAPTER IV. REGIONAL COORDINATION

Southwest Harbor understands the importance of coordinating its efforts with surrounding communities. The Town should continue to participate in island-wide, county and regional cooperative planning activities.

Perhaps the most important issue of this nature is achieving economies of scale by extending joint efforts between towns in the provision of public services. SWH already participates with other towns in the Regional High School, Mutual Aid in firefighting, ambulance service, waste disposal, Chamber of Commerce and other services. It should continue to explore other possibilities for economies of scale.

The MDI League of Towns is a cooperative planning effort by the managers of the four towns on the Island, two neighboring offisland towns, and the Cranberry Isles together with the Superintendent of Acadia National Park. This committee has already taken several initiatives, including currently sponsoring an experiment in island-wide public transportation (a T-2000 grant from the Department of Transportation).

Southwest Harbor participates in a substantial number of other regional organizations:

State Department of Transport's Regional Transportation Advisory Committee for Hancock and Washington Counties (RTAC-2)

Hancock County

Hancock County Planning Commission

Coastal Acadia Development Corporation

Acadia National Park Advisory Commission

School District Union 98.

CHAPTER V. FUTURE LAND USE PLAN

1 - Introduction

The process involved in the production of this plan was:

a. Review the factors which affect land use development,

population
marine resources
housing
transportation
natural resources
historic & archaeol.
fiscal capacity

the economy
existing land use
public facilities
recreation & open space
agriculture & forestry
water, soils & topographic

- b. Survey the townspeople to ascertain their concerns and opinions about the Town and its development
- c. Define the issues arising from the above.
- d. Determine policies arising from the issues.
- e. State the implementation and timing strategies necessary to attain the policies.

Key proposals

Land area - It has been shown in the Land Use Chapter that most of the anticipated new buildings will be constructed on empty lots or by splitting existing developed ones. Some will be constructed as accessory dwellings on existing developed lots. The estimated 40 - 50 acres of land needed for new development will be accommodated within the existing pattern of land use control without need for revision. The most favorable area for growth has been identified towards the northern end of Main Street on either side of the approach road. There are roughly 150 acres of land available for development in this area.

Concerns About the Current Land Use Ordinance - Surveys have shown that citizens have concerns about possible increased scale of future development, its distribution, and about anomalies and hardships imposed on landowners by the existing Ordinance. Some detailed revision of the zoning map and the definitions and standards of the Ordinance are recommended in order to respond to these concerns.

Land Use Changes - While there is general support for continuing the existing mixed-use system, it is proposed that certain areas of the town should be defined where commercial and industrial uses should not be allowed. This is because of the difficulty in providing satisfactory road access, utilities and other public services in these areas and because of their present exclusively residential character.

Initially, consideration was given to defining areas where non-residential development would be encouraged without being subject to the constraints of set-backs and of landscape buffering designed to protect adjoining residential uses. After much debate, there was a consensus that rather than defining such "control-free" areas on the map, it would be better to draw distinctions amongst three different scales of non-residential use depending on the degree of impact that each would have on adjoining properties. Greater or lesser setbacks and buffering would be called-for, according to the scale of the proposed new development.

Within the mixed-use Zone, it is intended to remove the distinction between Zones B and C, leaving a single Zone. Currently, Zone B allows slightly greater intensity of use, but this would be better regulated by the proposed method of defining three different levels of impact of non-residential uses.

It is also intended to reduce the permitted density in some of the areas west of the Seawall Road which have the worst soils for development.

Shoreland Zones - The future land use plan includes one change in the shoreland zones, to reflect the realities of current usage. The area concerned is on the south side of the Harbor between the Manset corner and Manset Town Dock, which becomes Shoreland Residential rather than Harbor.

The Harbor - Restrictions on the introduction of non-fishing-related uses in the Commercial Fisheries/Maritime Activity Zone under the Ordinance adopted in 1988 have been successful in preserving the working character of the harbor. This meets with public support, and the changes are designed to reinforce this. Similarly, the Maritime Zone is intended to protect existing and new recreational boating activities, including boat building. The same is true of the Harbor Zone which allows development of new single family units but not multifamily buildings or hotels.

Approaches to the Town - Surveys show that townspeople are concerned that the Town should not permit "seasonal strip development" to occur on the approaches into the community. People want to maintain the unpretentious and small scale character of the Town, which is appreciated by both residents and visitors. Therefore, it is proposed to create special restrictions on development along the roads which lead into town by restricting the number of curb cuts and of signs, and requiring greater setbacks.

<u>Village Center</u> - Concern has been expressed over seasonal traffic congestion and inadequate parking in the central area. In addition, concern has also been expressed about the possibility that businesses wanting to expand will be driven to relocating in the outskirts, leaving empty premises in the village center. Changes are proposed to the way in which the requirements for offstreet parking can be met, and various street and sidewalk improvements are suggested for this area.

Road Corridor - The plan also indicates the approximate alignment of a possible new road. The purpose is to provide access to large areas of the town which are inaccessible from the public road system, and which may one day be needed for development. The definition of such a corridor now would forestall development which would make future acquisition of this land expensive or impossible.

3. Detailed proposals

A. <u>Mixed Use Zone - New Setback and Buffering Requirements -</u>
Where a new non-residential use is proposed adjoining residential properties, the current Ordinance requires that buildings and parking lots be shielded from neighbors by landscaped buffering. However, the amount of intrusion can vary greatly, depending on the scale and intensity of the proposed new use. This can give rise to anomalies.

It is proposed, therefore, to try to define three levels of non-residential use in ascending order of scale and intensity:

 Level 1 - the impact of the proposed activity on adjoining properties will be minimal. Consequently, buffering is called-for only around parking areas and driveways.

- 2) Level 2 there will be more impact in terms of noise, lights, and loss of privacy. Therefore a greater depth of buffering is called for to screen all areas where the new activity is to take place. (Level 2 corresponds to current Ordinance requirements.)
- Level 3 includes the following: new construction of large (or tall) buildings, parking lots, uses that are likely to give rise to a lot of traffic movement, frequent use of large trucks, or exterior storage of goods. These are the sorts of things which have serious impact on the quality of adjoining residential properties. In such cases greater setbacks will be required, (both for buildings and for parking lots and driveways), and buffering will have to be deeper or more dense than what is called-for under the current Ordinance.

It will not be easy to define Levels 1, 2, and 3, because they relate to activities as well as structures, and the former may change over time. Level 1 might be limited to non-residential buildings of 2,000 sq.ft. with less than 7 employees, and a maximum height of 15'. Level 2 might be limited to non-residential buildings of less than 4,000 sq.ft., 40 ft. long, 25 ft. high, and with less than 15 car parking spaces. The other difficulty is to define the effectiveness of a landscaped buffer, and to enforce its establishment in accordance with the terms of approval.

- B. <u>Village Center Improvements</u> A Plan has been prepared showing suggested improvements to the public open spaces, sidewalks, curbs and parking arrangements in the central area. These proposals are intended to meet several interrelated matters of public concern.
 - There is a short-term seasonal demand for additional carparking, and this is likely to continue to grow. Under the current Ordinance new businesses are required to provide all their necessary parking off-street, but few existing businesses do so. Traffic congestion in Main Street at high season is such that some parking restriction there is likely to become necessary, thereby increasing the demand for offstreet parking.

It is in the public interest that the whole pool of parking in the central area should be made available for general use, and the Town needs to find ways to promote the construction of additional areas of parking in the vicinity of the central area in order to prevent the migration of business activities to the outskirts. It does not make sense for town government itself to get into the business of operating parking lots.

- There is a safety problem for pedestrians in the Village Green Way area. Mingling of cars and pedestrians is quite acceptable, but the pedestrians should be given obvious priority over cars in certain places. This can be done by curbs, and by the use of differences in the road surface (such as brick paving) to emphasize pedestrian crossings. Much of the town's property in the area in front of the town offices is devoted to a large area of blacktop, which was not the intention of the donors: their deed of gift stipulated that it should be used primarily as a public park.
- 3) If it is possible to move the fire-trucks to a new location, the paved area in front of the town offices could be reorganized with curbs defining sidewalks, green areas, and tree planting to answer these concerns. This, in turn, would lead to an improvement in the value of commercial properties facing onto this "back" area.
- 4) If it is possible for the Town to make arrangements with the owners of the Post Office parking-lot, (part of which is leased by the Town for public parking), similar improvements could be made there also.
- 5) It appears to be quite feasible to increase the total amount (public plus private) of offstreet parking in the central area from about 170 to 270 spaces. At the same time, improvements described above could enhance the safety and attractiveness of the central area for pedestrians.
- C. <u>Gateways</u> The purpose of introducing measures to protect the appearance of the approach to town is to draw the attention of visitors to the fact that they are entering a community which is conscious of the quality of its surroundings. Successive generations of residents have built as they saw fit in a responsible way. In the long run it will benefit the community if the present varied, unpretentious and largely domestic character of the town can be sustained.

People agree that they would not like to have the entrance to the Town overtaken by rampant commercialism, nor would they like to see a string of short-lived seasonal enterprises along the road such as one finds on the outskirts of Ellsworth. However, there is reluctance to prescribe a specific formula -"good taste" imposed by committee is the kiss of death.

The Town is not an extension of the National Park, and there is no desire to hide all new buildings along the approach roads. However, the rural aspect of the town could be

maintained if new parking lots and buildings alongside the approaches were required to have well-maintained landscaping. There are four ways in which the Town could make its mark:

- 1) Strictly limit the number of signs and "curb cuts" on the principal approach into the Town from Carroll's Hill, (that is, side roads or driveways off the main State Route 102).
- Increase the required setbacks of new structures, (that is, car-parking areas as well as buildings). The State right-of-way extends to 33' on each side of the road centerline. One landowner already requires purchasers to set back a further 60' from the State right-of-way.
- Town government could itself make a positive contribution. This might consist of a landscape element at each entrance to the town. A Gateway could comprise several clumps of tall trees defined by walls or berms and a short, broad stretch of avenue with suitable planted ground cover. The town name-board should form part of the design, and so should the visitors' parking bay with town map and directory.
- 4) The town could encourage property owners along the approach roads to introduce landscaping in front of existing parking areas.
- D. Areas in which commercial or industrial uses would not be allowed - While in general the principle of allowing all uses in all areas has popular support, there are certain areas of SWH where residents have persistently expressed concern over the possibility of commercial uses moving-in. There is a demand for new homes in residential-only areas, and in some cases landowners have imposed conditions on subdivisions which do not allow non-residential uses. There is also cause for concern about possible new commercial or industrial uses going into areas where it would be very difficult or impossible to provide adequate road access or other services. These areas include the Clark Point Peninsula (Dirigo Road, High Road, Norwood Road area), the Fernald Point Road area, the Salem Towne Woods and the Carrolls Hill subdivisions, and the Seawall Point area. It is proposed, therefore, to define areas in which commercial and industrial uses are not permitted. All types of residential use, (condominiums, multi-family, etc.) and institutional uses will be permitted. Minimum lot size will remain the same as elsewhere, i.e., 40,000 square feet.

- E. Residential Shoreland Development Three areas which currently allow only single family residential development are to be extended. These are particularly sensitive areas from the conservation point of view. They lie to the east of Long Pond, south of Fernald Point Road, and the central part of Greenings Island.
 - a. The small area of the Town on Long Pond, north of ANP land, can only be accessed through Beech Hill Road in Mt. Desert. The very steeply sloping land in Mt. Desert which abuts it, is currently zoned for 5-acre minimum lots. It is unlikely that multi-family development would occur. As the land in SWH is opposite only lands of Acadia National Park, preservation of this natural resource suggests this type of building restriction.
 - b. The area to the south of Fernald Point Road was the first part of the Town developed in the 1600's. As the Historical Chapter disclosed, this area was first lived in by residents and then passed to seasonal residents who built very large homes. This area consists primarily of large lots of land which extend from the road to the sea. Restricting multi-family development in this area would preserve the character, one of the goals of the Plan.
 - c. Greenings Island, the only Island belonging to SWH, is very small and has only 5 landowners. The inclusion of the whole Island in this zoning reflects the character of the land and the conservation easements which have been placed upon most of the land.

F. Rural Areas

Half the area of the Town lies within the National Park and is thereby excluded from development. The Town has zoned this area Natural Resource Protection. An extensive area in the southern part of town, west of Seawall Road has very low development potential due to wetlands, flood hazard and hydric soil conditions. The minimum lot size in this area is to be increased to 60,000 square feet to protect the groundwater and to help divert new development to the Growth Area (see map of Water Resources).

G. Conservation Areas

There are several conservation areas which lie outside the National Park, some of which are held by the National Park, some by the Maine Coast Heritage Trust and some by the Town.

H. Growth Areas

An area in the northern part of town on either side of the approach road, has been identified where conditions are most favorable to planned growth. One advantage would be that traffic generated by new industrial/commercial uses would not increase congestion in the town center. The suggested minimum lot size would be 40,000 square feet, with a reduction to 20,000 square feet if the lot were to be sewered by the Town's system. The lot coverage allowed for non-residential uses would be increased from the current 10% or 20% to 25%, provided buffering standards can be met.

The area of the village center (Zone A), where the minimum lot size is 6500 square feet, has been enlarged by 20%. The purpose of this is to provide for expansion of uses in the central area rather than obliging such activities to find new locations on the periphery of Town.

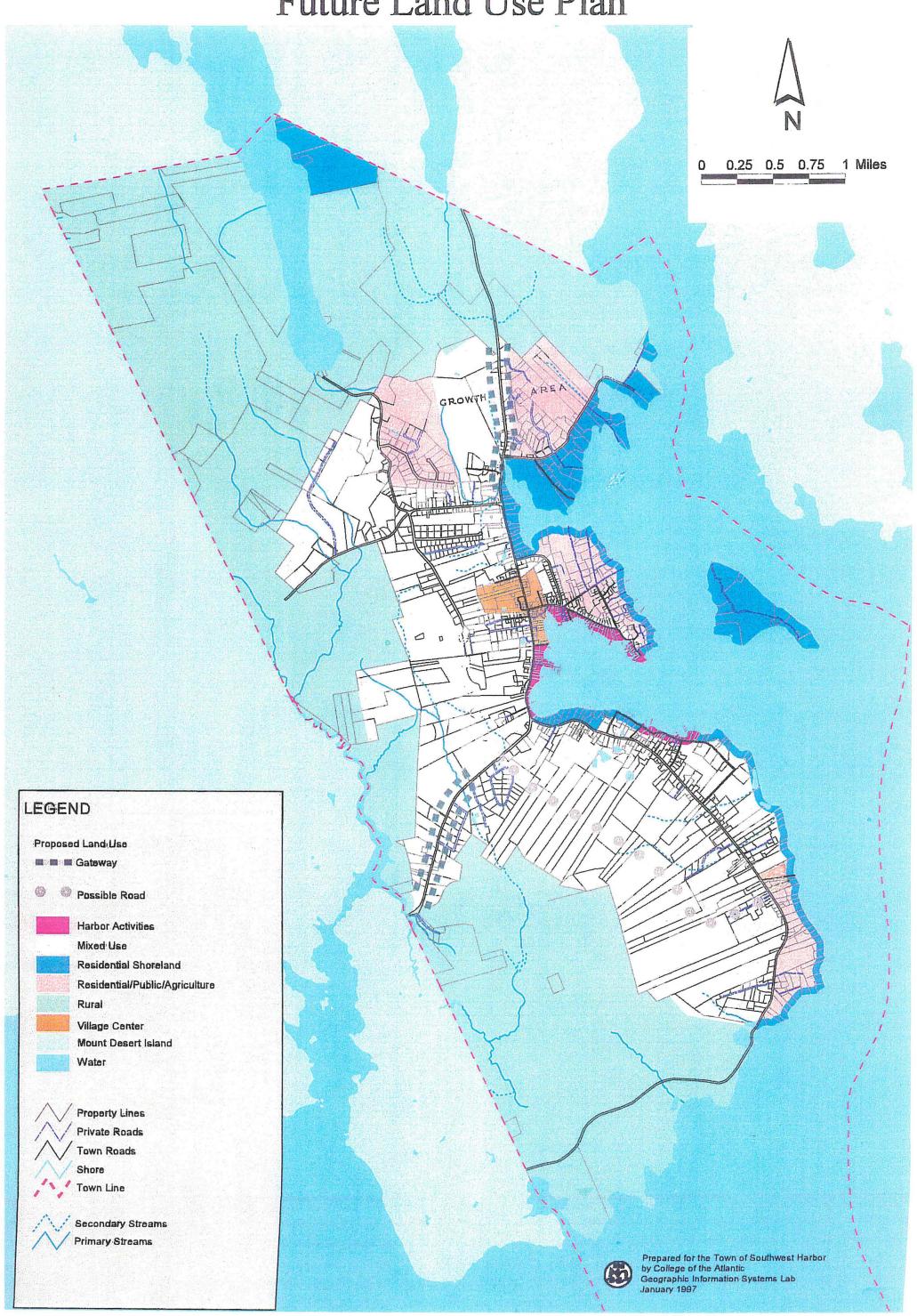
Mixed-use zoning has been extended in the Clark Point Road area, where growth of bed-and-breakfast businesses and other types of non-residential use has been taking place.

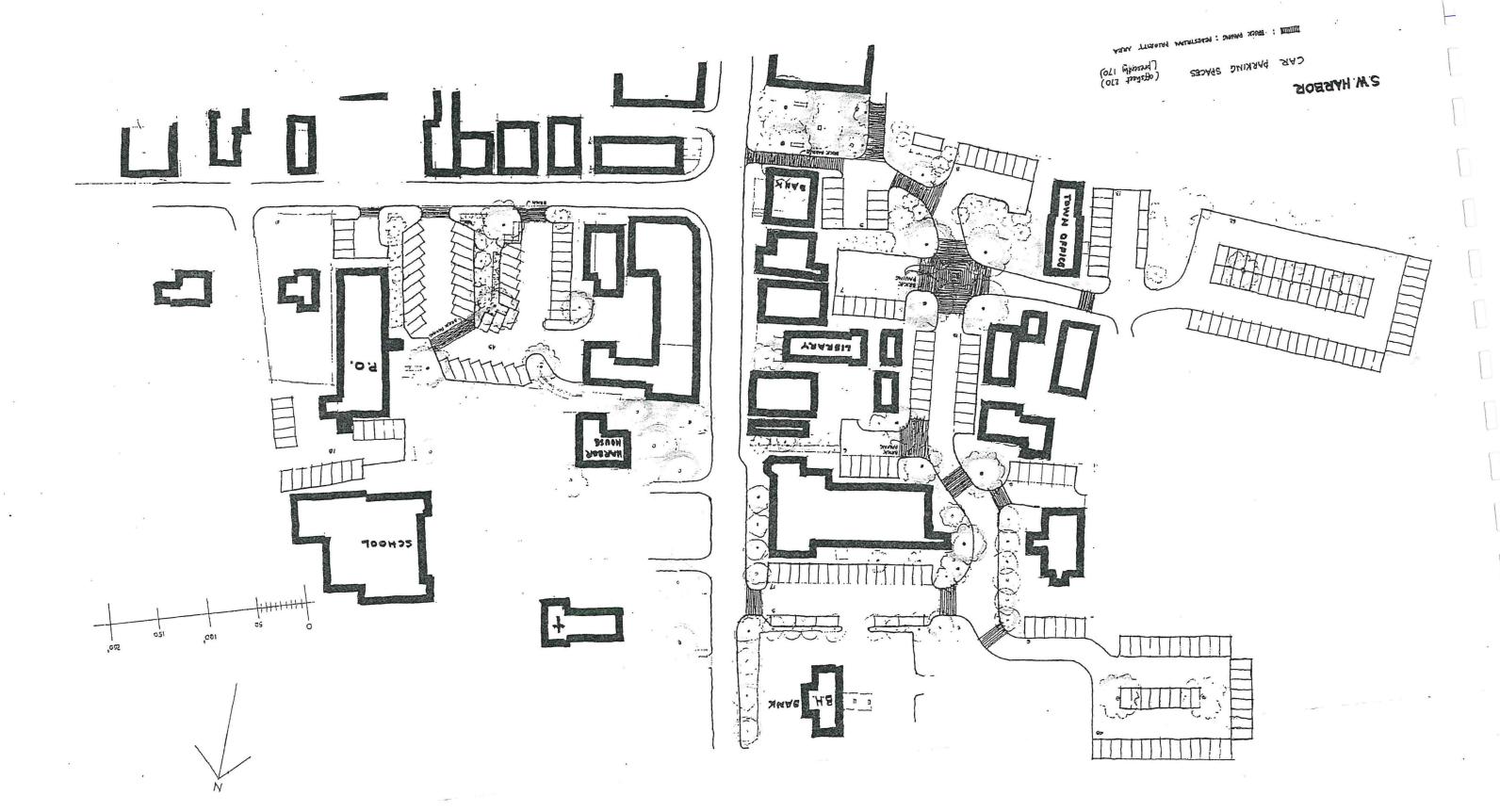
Changes to the Ordinance would permit greater intensity of use on non-residential lots. For example, it would allow the construction of boat storage buildings, (a growing type of enterprise), which cover a greater percentage of the lot.

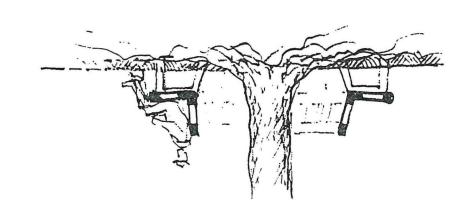
4. Summary

Maine's Growth Management Act requires that a future land use plan show that it contains measures to discourage sprawl and strip development, promote efficiency in public services and protect the character of rural areas. The plan for Southwest Harbor answers these requirements. The physical extent of areas available for development is quite limited. Measures have been proposed which respond to concern that the current Ordinance is not strong enough to resist pressures for possible much increased scale of new development. Public concern has also been expressed that the current Ordinance unreasonably restricts minor extensions, improvements, and changes of use. Proposals have been made to try to make the rules more flexible.

Future Land Use Plan

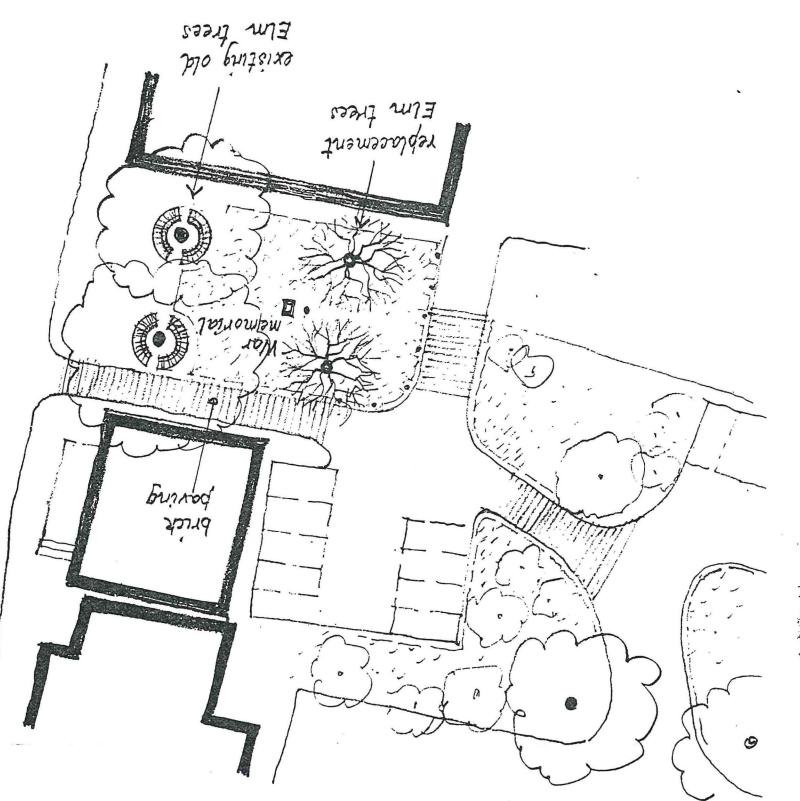


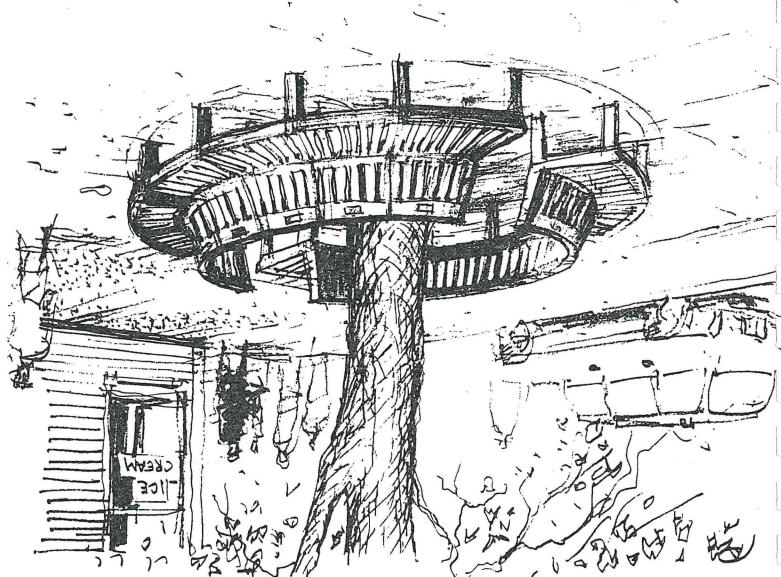


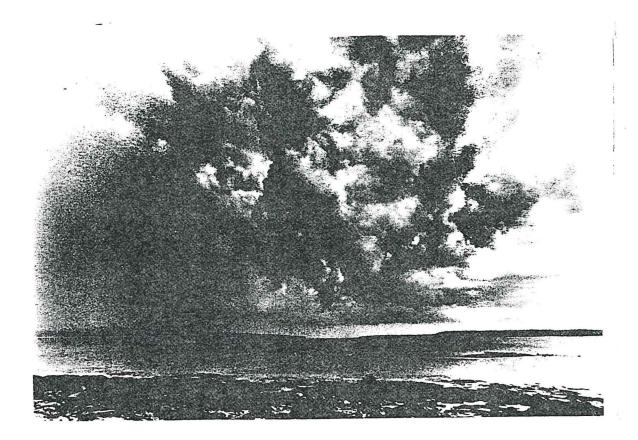


Wooder benches designed to protect Elm trees.

Village Green.







This photograph by Roy Zalesky of the Ellsworth American was the Cover of the 1989 Town Annual Report.

CHAPTER VI. CAPITAL INVESTMENT PLAN

The Capital Investment Plan is a forecast of major capital expenditures which are likely to be needed during the 10-year period of the Comprehensive Plan. It does not include operating expenses such as salaries, fuel, insurance and so on, but it does include the cost of replacing vehicles, the cost of improvements and renovations to plant such as the Town's water and sewer systems, the construction cost of buildings, docks and roads including major repairs or renovations.

The Town already makes provision by building-up reserve funds in the Departments concerned to try to meet such expenditures when the needs arise. This includes the Sewer Department for plant maintenance, the Police Department for replacing cruisers and the Fire Department for replacing firefighting equipment.

Nevertheless major capital expenditures are needed once in a while which greatly exceed what can be foreseen and provided-for in this way. The needs arise, in part, from changing technology and rising standards of what is acceptable, for example in water quality, effluent disposal and firefighting effectiveness. Small increases in population and employment, and much larger increases in numbers of visitors, play a part in creating the need for improved public services, (enlargements of docks and additional car-parking, for example).

Nothing has been shown for capital expenditure on Schools because nothing is known, but it seems likely that rising enrollment in the High School will bring about the need for new construction.

Sources of funding are varied, and in many cases it is possible to apply for State or Federal grant aid to meet at least part of the cost. Any such application is likely to be given more favorable consideration if it is shown that it forms part of a long term Capital Investment Plan and it is supported by all the background evidence of the Town's condition which is described in the Comprehensive Plan.

Projected Major Capital Expenditures During the Ten Year Planning Period

	Totals	1,997	1,998	1,999	2,000	2,001	2,002	2,003	2,004	2,005	2,006	Possible sources of funding
Water Filtration Plant	250,000*	250,000		~					* * * *			Grant/Bond
Sewage Treatment Plant Upgrade	120,000		120,000									Grant/Bond
Sewage Collection System repair	430,000**					430,000						Grant/Bond
Roads, sidewalks & planting	370,000	40,000	40,000	40,000	40,000	35,000	35,000	35,000	35,000	35,000	35,000	General Fund
Highway Dept garage & tank for fuel	50,000	50,000										General Fund
Fire-house (Land Acquisition and Construction)	500,000		150,000	350,000								Grant/Bond
Town Office rearrangement within existing building	150,000				150,000							Grant/Bond
Harbor Improvements	150,000	25,000	25,000			50,000	50,000					Grant/Bond
Road Study (engineering study)	40,000						40,000					Grant/Bond
Schools (unknown)												
Highway Dept equipment & vehicles	330,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	Grant/Bond
Police & Fire Dept vehicles	210,000	25,000	25,000	25,000	25,000	25,000	25,000	15,000	15,000	15,000	15,000	Grant/Bond
	2,600,000		393,000	448,000	248,000	573,000	183,000	83,000	83,000	83,000	83,000	

^{* \$1,080,000} has been already committed to the construction of a Water Filtration Plant. \$250,000 is anticipated additional cost. ** Includes \$330,000 for work on the Town system and \$100,000 for upgrade of existing private extensions to the Town system.

Inventory Maps

Existing Land Use

Existing Harbor Use

Existing Sewer Lines

Existing Water System

Transportation - Roads and Trails

Contour Lines

Marine Resources

Water Resources

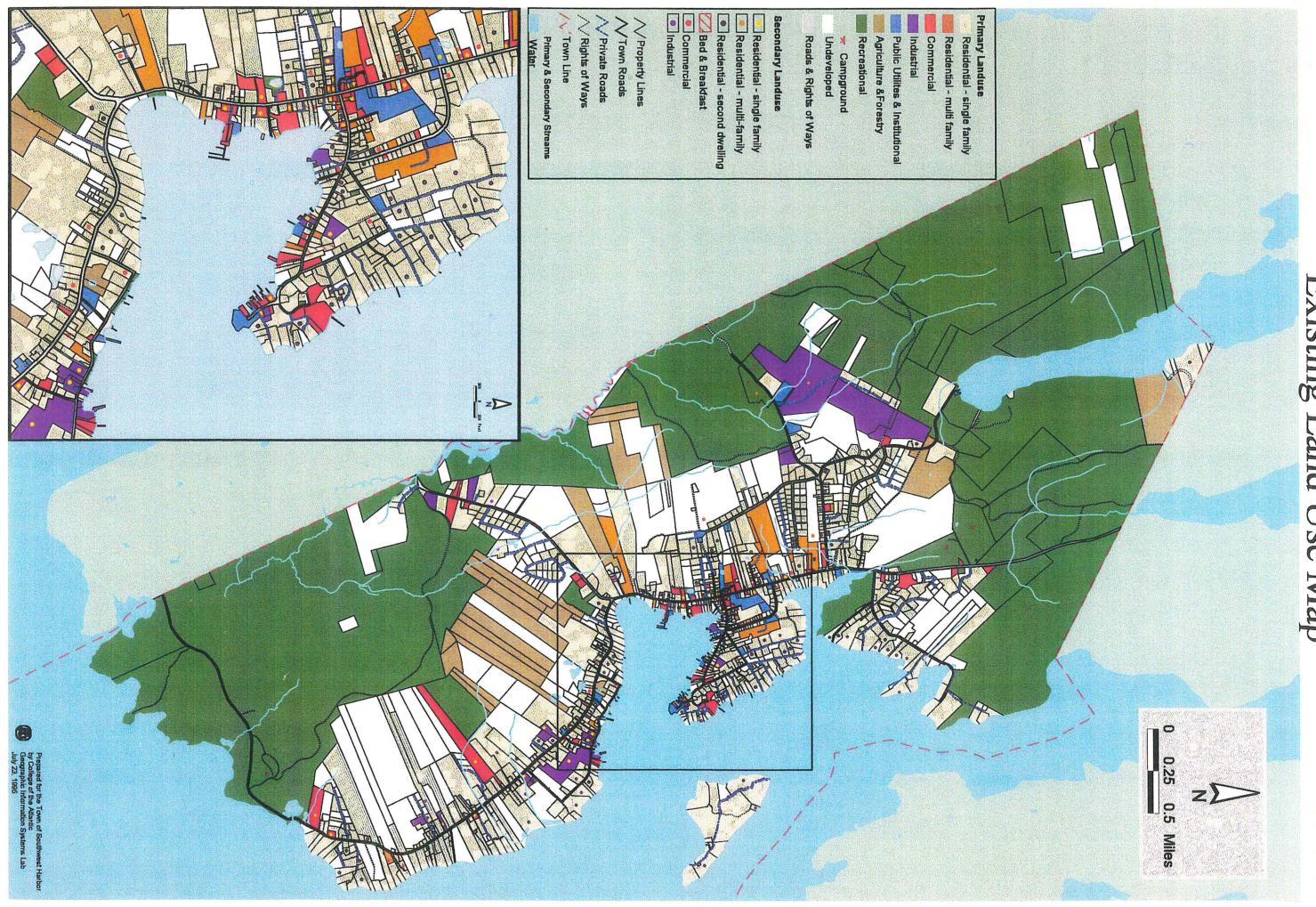
Natural and Historical Resources Prehistoric Archaeological Areas, Wildfowl Habitat, View Points

Development Constraints
Flood Hazard Areas, State Wetlands
Areas, Steep Slopes/Soil Erosion
Areas, and Watershed Lines

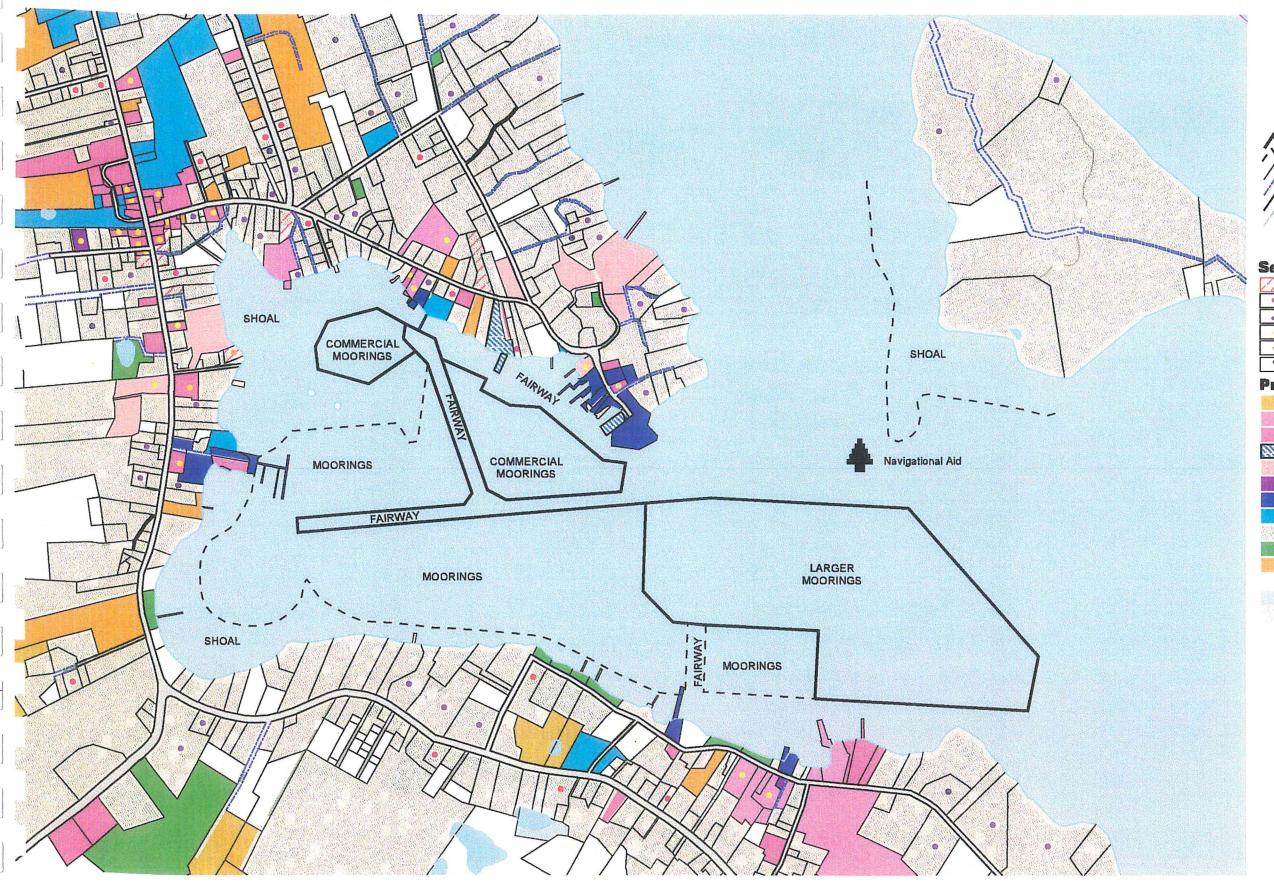
Development Suitability
Based on SCS Low Density Soil
Suitability

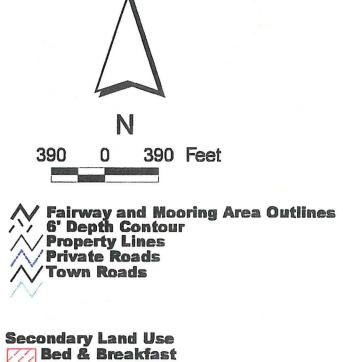
Current Zoning

Existing Land Use Map



TOWN of SOUTHWEST HARBOR Harbor Use







Roads and Rights of Ways

Commercial Industrial

> Prepared by College of the Atlantic GIS Laboratory

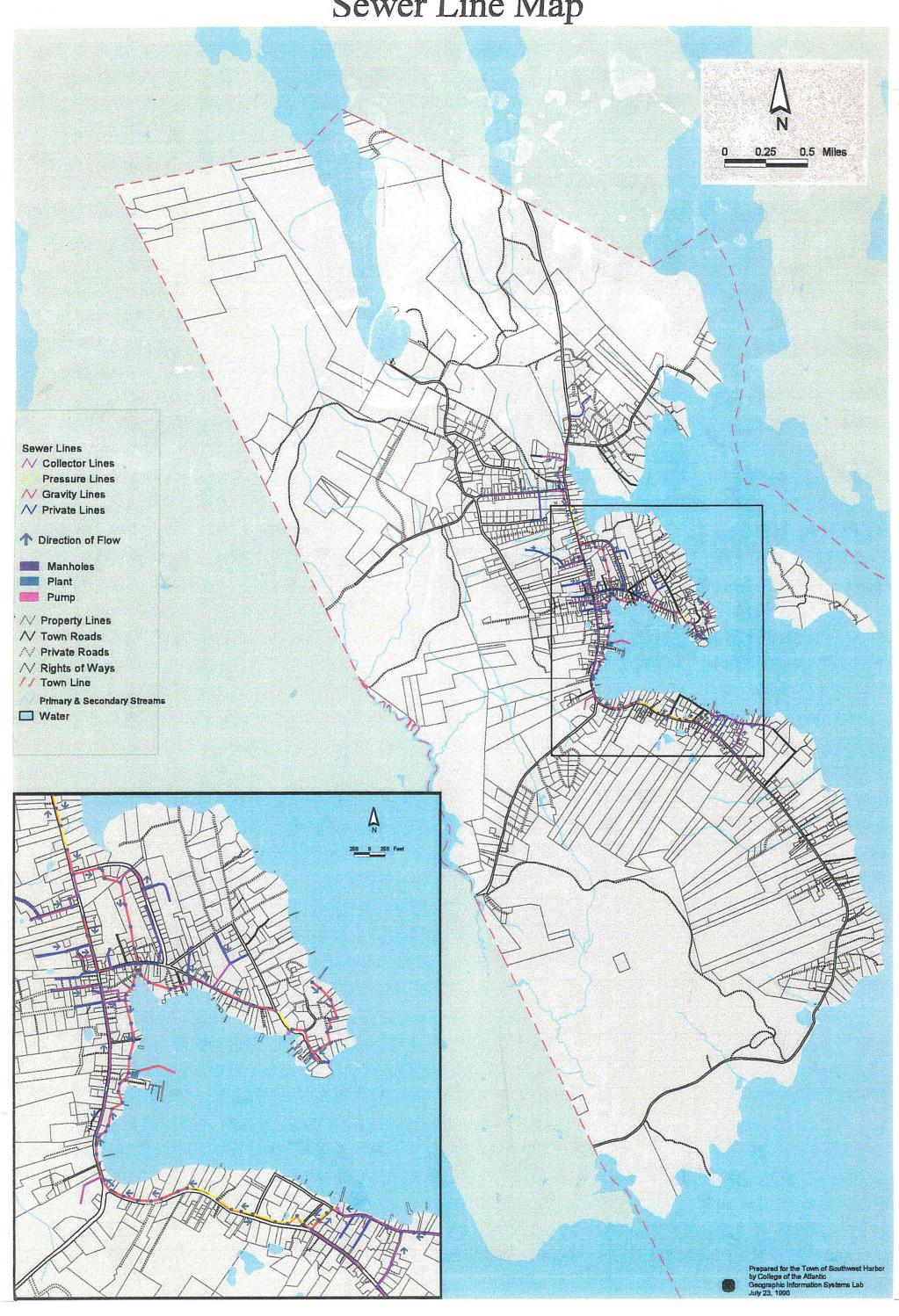
Water



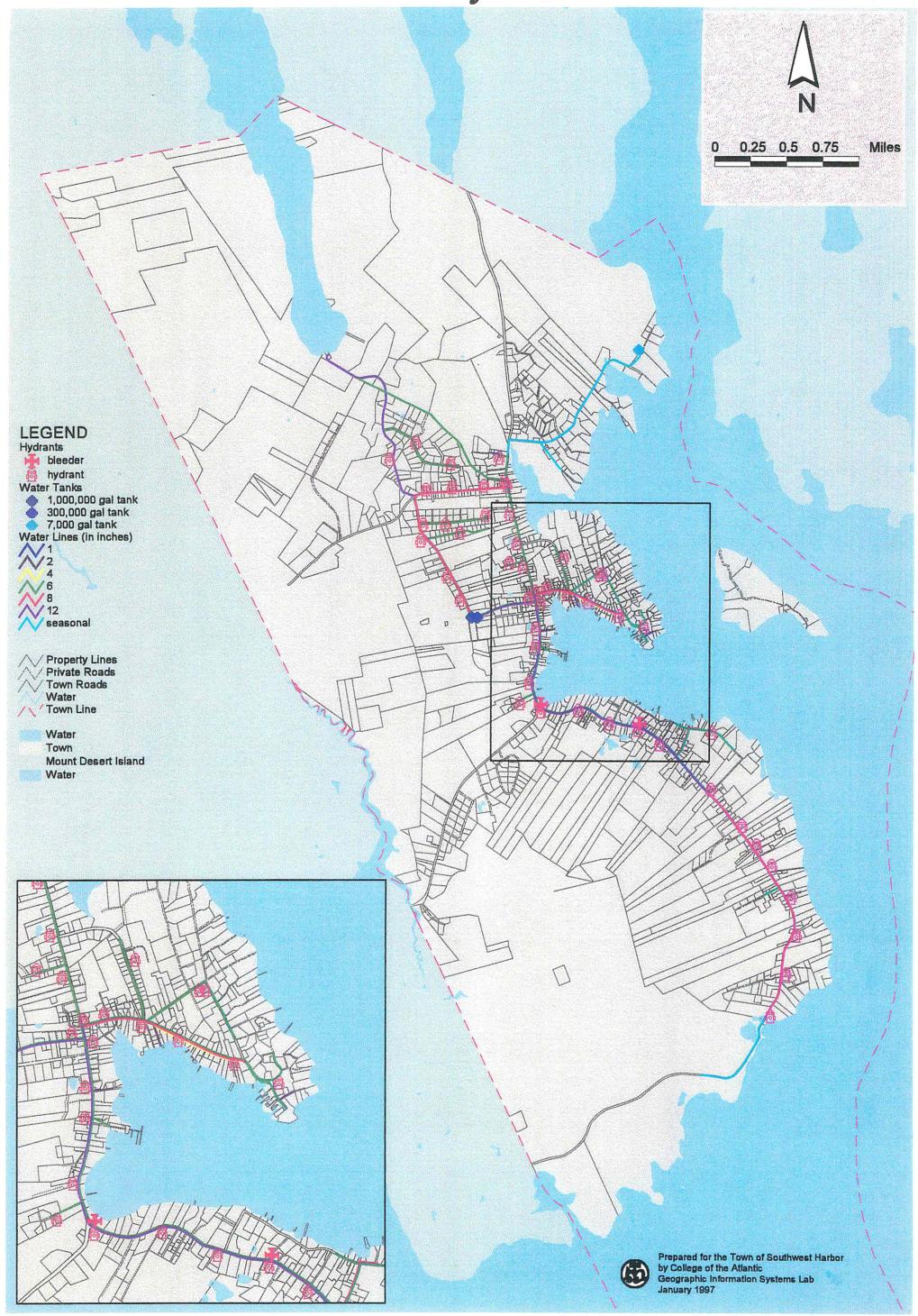
For planning purposes only.

Not to be used for site specific work.

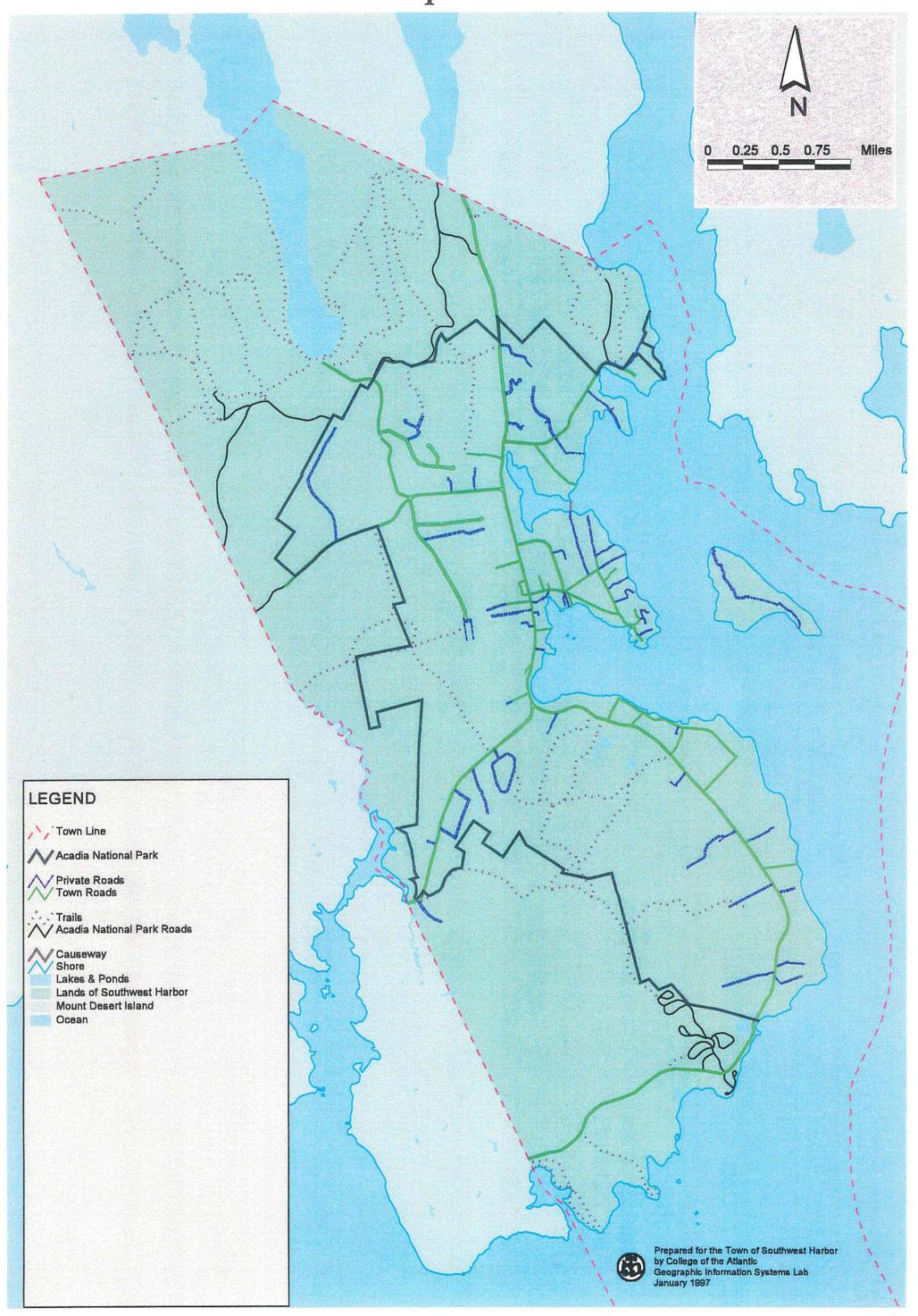
Sewer Line Map



Water System



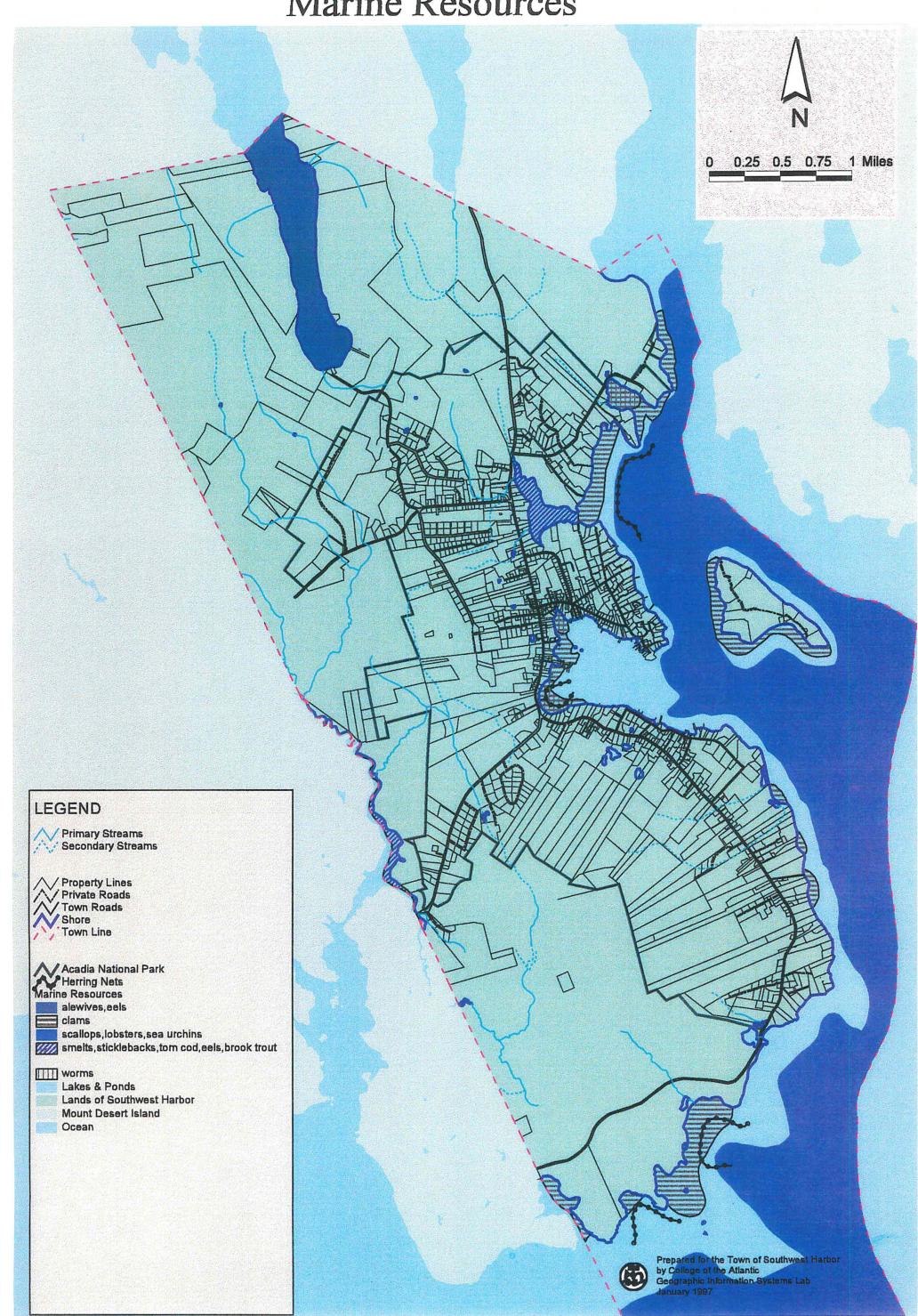
TOWN of SOUTHWEST HARBOR Transportation



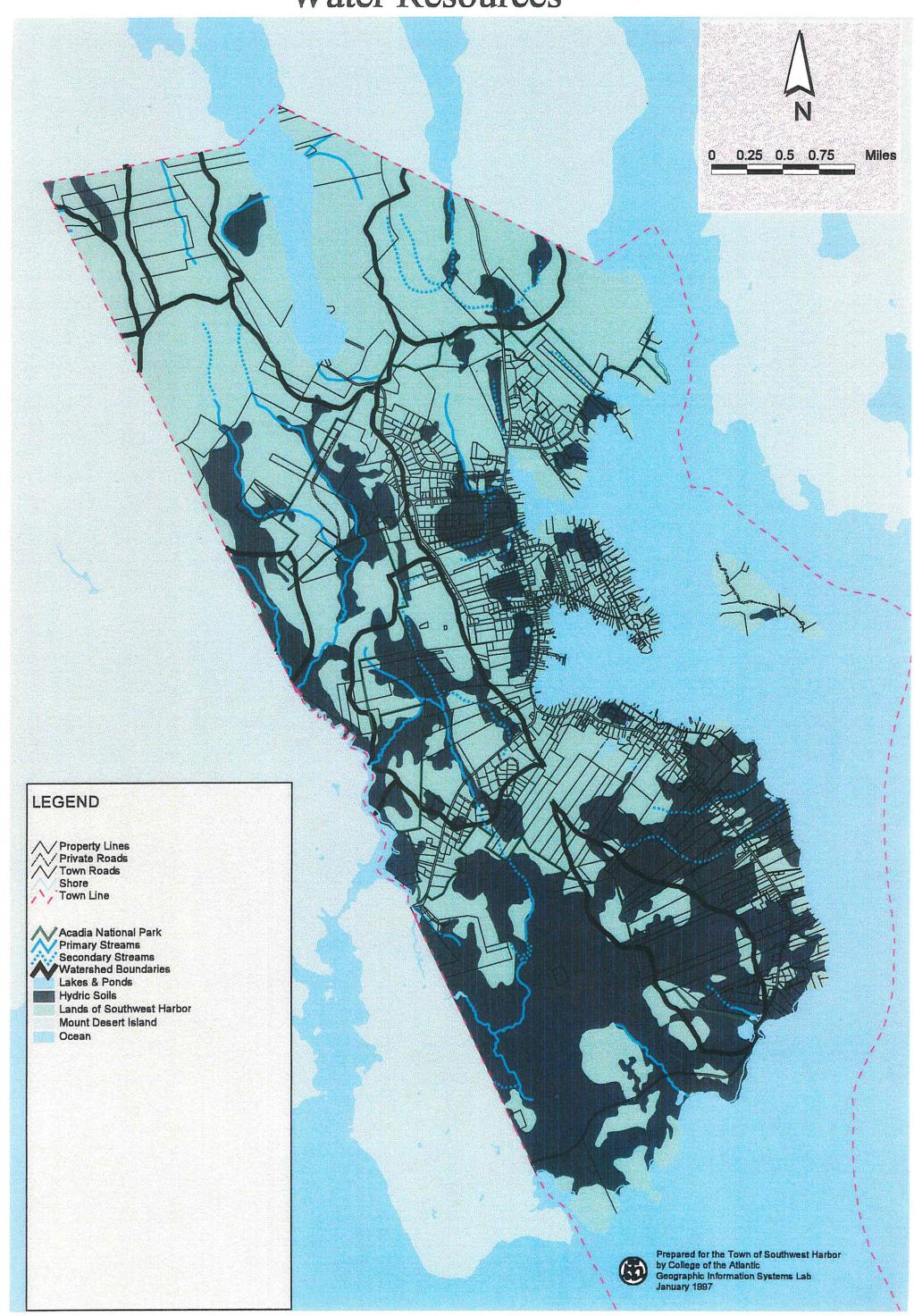
TOWN of SOUTHWEST HARBOR Contour Line Map



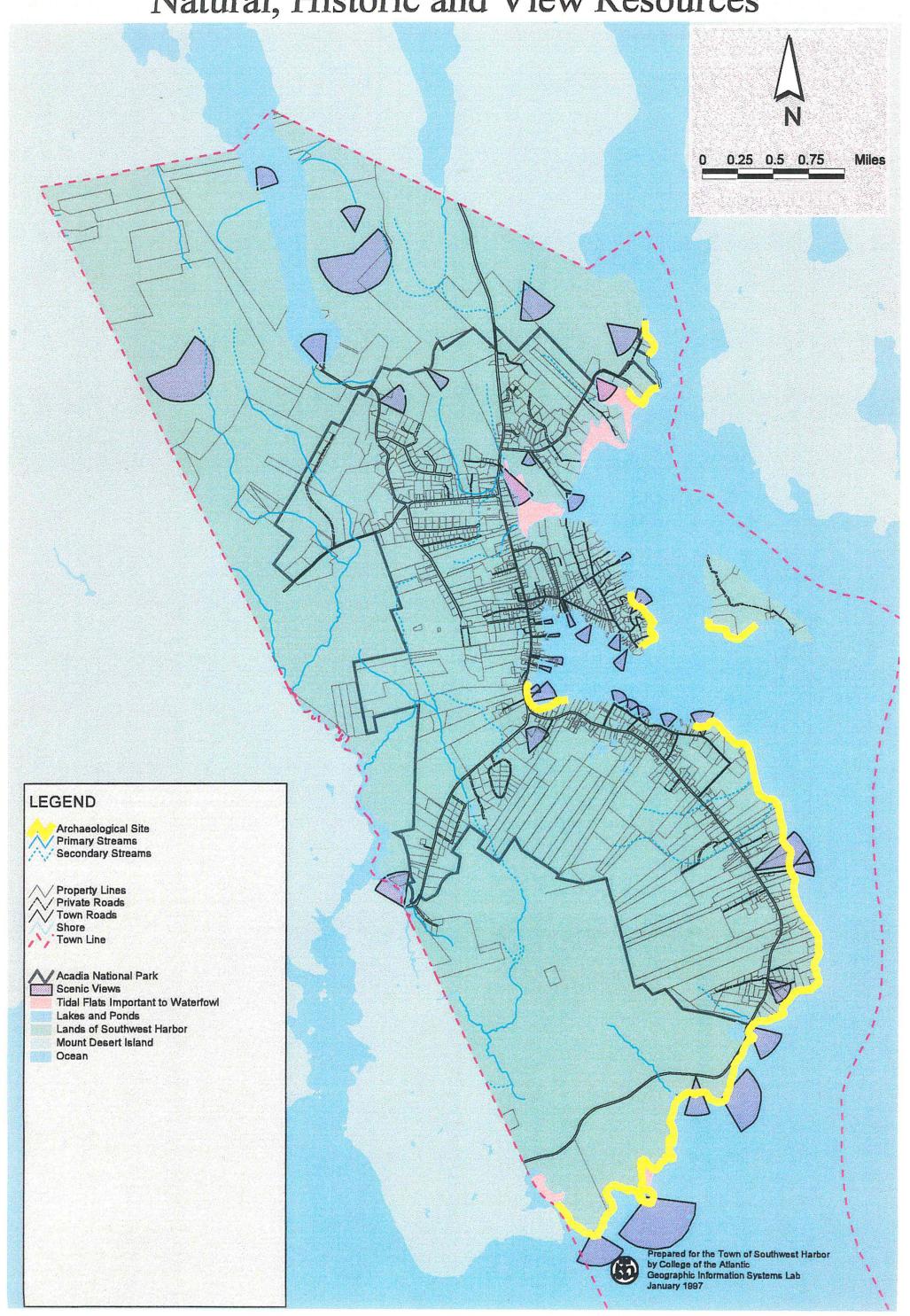
Marine Resources

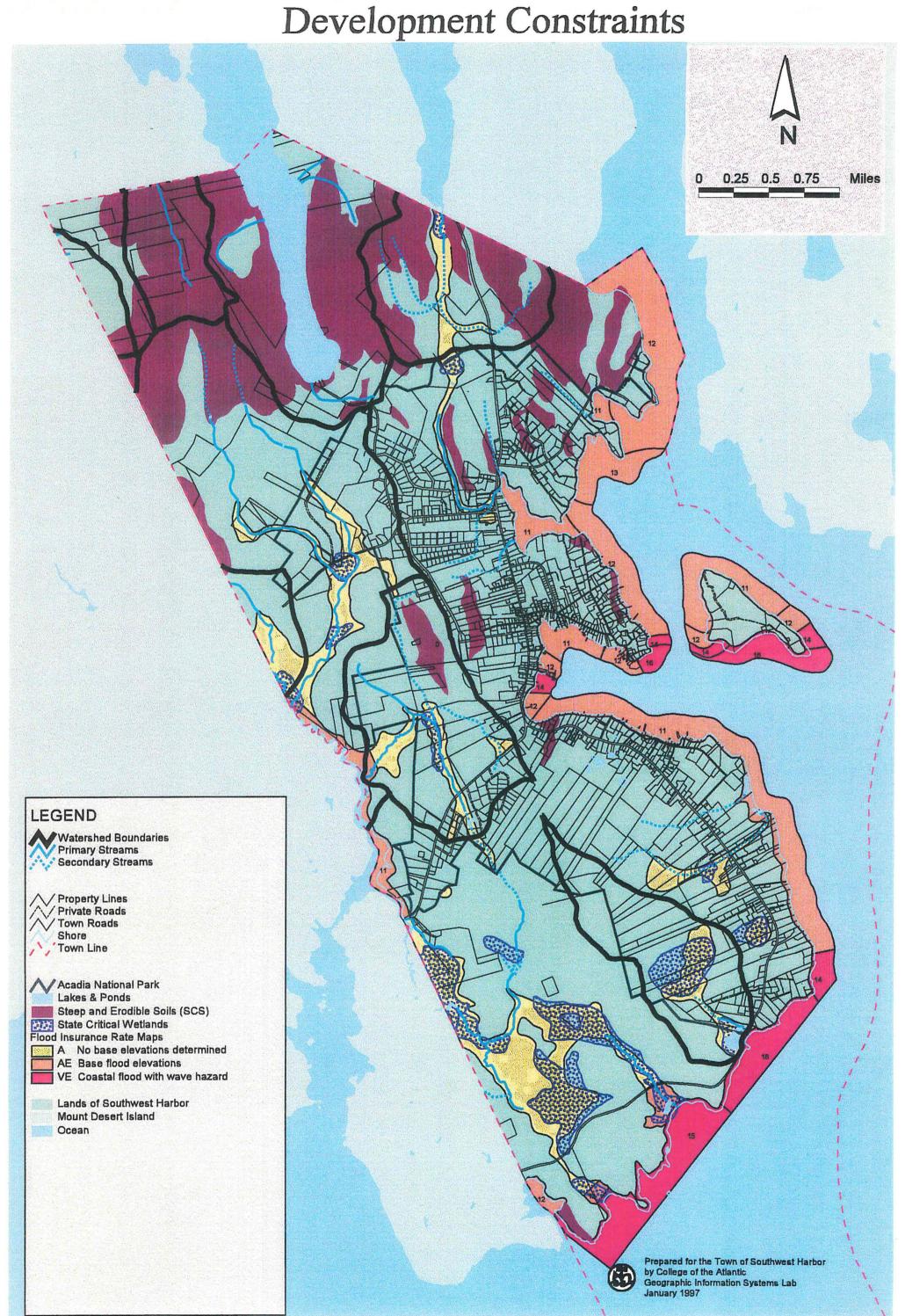


Water Resources

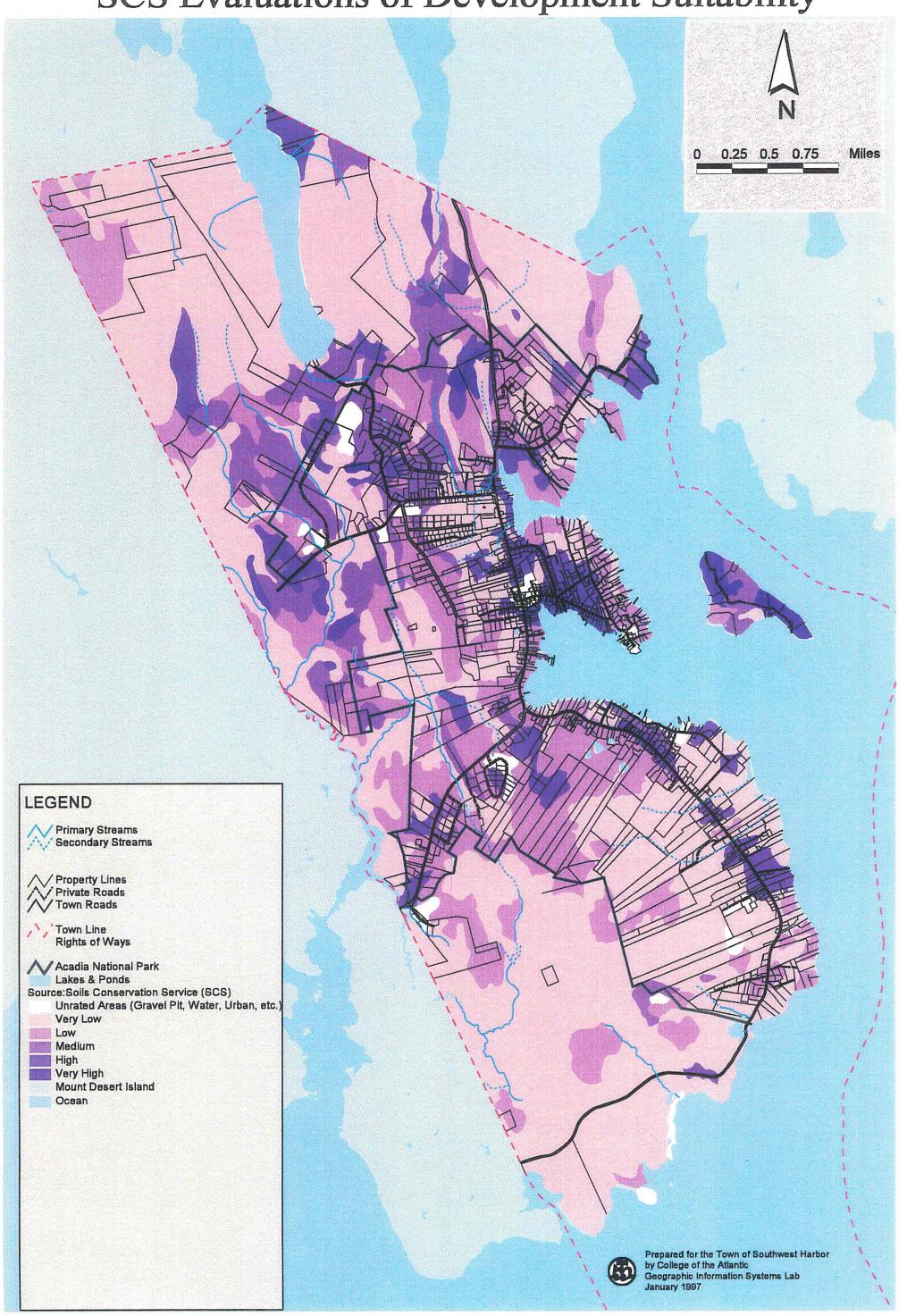


Natural, Historic and View Resources





TOWN of SOUTHWEST HARBOR SCS Evaluations of Development Suitability



TOWN of SOUTHWEST HARBOR Existing Zoning

