

# DRIVING SUCCESS

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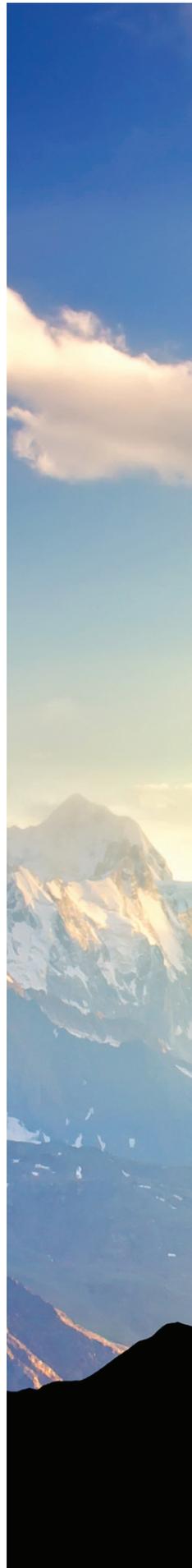
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Implementing the Town’s comprehensive plan depends greatly on the ability of property owners, developers, Town staff, elected officials, and the general public to work together for a common purpose. The “action plan” presented in this document organizes projects and action items important to helping Scarborough meet its economic and quality of life goals while informing future Town investments and key decision-making.

The intent of the action plan is three-fold. First, it provides decision-makers with a blueprint for implementation. Second, clearly defined projects and action items identify public or private investment opportunities that are healthy, sustainable, and achievable. Third, regularly measuring achievements against the action plan (i.e., a “community report card”) provides stakeholders with the opportunity to track progress and hold elected officials accountable for implementing the plan.

The structure of the action plan does not require all projects or action items be completed in sequence. Instead, it promotes flexibility and partnership opportunities between the Town and other stakeholders for implementing the vision in phases, consistent with the pace of growth, emerging regional initiatives, or available funding. The information that follows summarizes key components of the Town’s action plan.

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## SETTING TARGETS

The following targets define a desired, promised, minimum, or aspirational set of directives that should drive decision-making. The targets are implemented through specific projects, plans, or initiatives recommended in the Plan Implementation Phase; with each decision improving conditions consistent with the Comprehensive Plan.

### Balanced Budget

Keep a balanced budget for the Town each year that does not borrow large sums of money from fund reserves to cover regular operating expenses.

### Economic Development

Plan, program, and execute new economic development initiatives and bring in at least 100 new jobs per year through 2030. Jobs should be in targeted industries (medical, goods, and professional service industries) that provide wages to live comfortably in Scarborough.

### Jobs-Labor Force Ratio

Work to maintain and improve the jobs-to-labor force ratio in Scarborough as population continues to grow through 2030.

### Police Protection

Keep a consistent ratio between the number of sworn officers and population in the Town as it continues to grow. The current ratio is 1.8 sworn officers per 1,000 residents.

### Fire Protection

Allocate resources to the fire department to help maintain the Town's ISO Class 3 fire protection rating. Improvements should be focused on Fire Department readiness, water supply, and communications. (Note: An ISO rating is a score between 1 and 10 that rates a municipality's ability to handle fire emergencies. A lower score indicates better fire protection abilities and generally translates to lower property insurance rates for residents and businesses.)

### Parks & Recreation Facilities

Work with partners in the region to build new parks and recreation facilities to serve future residents. Population growth anticipated through 2030 creates demand for additional park or recreation facility areas to maintain the Town's current service delivery standards.



# PROJECTS, PLANS, POLICIES, & INITIATIVES

New or amended projects, plans, policies, and initiatives are recommended throughout this Comprehensive Plan to fulfill the community's vision for growth and quality of life. A brief summary of these items follows:

## Town Plans & Policies

In order to implement many of the recommendations in this document, revisions need to be made to the local zoning regulations, as well as supporting policies and ordinances. Additional plans and studies for specific sites will be needed to support their implementation.

## Town Initiatives

New initiatives led by the Town will address a wide range of topics important to promoting economic development and improving the quality of life for residents. These initiatives are a critical opportunity to build local capacity by involving active and new members of the community in seeing through the recommendations of this Plan.

## Capital Projects

Capital projects identified for the Town address existing deficiencies and/or anticipated future year needs. Implementation of projects recommended in this Comprehensive Plan provides additional capacity to serve the magnitude and timing of development depicted on the Conservation & Growth Map. Some of the projects listed in the matrix require coordination with responsible county or state agencies.

## Specific Plans & Studies

Some plans or initiatives recommended in the Plan Implementation Matrix have already been developed or are currently under development. The Town's Planning Department should coordinate with other Town departments to request funds and schedule special studies consistent with the timeframes presented in the matrix.



# PLAN IMPLEMENTATION MATRIX

The Plan Implementation Matrix helps policymakers and stakeholders implement this Comprehensive Plan. Each project, policy, or initiative identified in the document is also listed in the matrix. A brief description, budget allowance, funding options, timeframe, and responsible party provided for each

item will help guide Town officials with implementation activities.

Many items in the matrix are underway, while others should be started with adoption of this Plan.

Recommendation/Strategy	
<b>Climate &amp; Energy</b>	Increase Energy Conservation & Efficiency
	Considering Climate & Infrastructure
	Consider Zero Waste Initiative
<b>Climate Mitigation &amp; Adaptation</b>	Revisit & Evaluate the SLAWG Strategies
	Mitigation Strategies
	Target a balanced mix of uses in Activity Centers
<b>Economy &amp; Jobs</b>	Support Entrepreneurship
	Encourage Economic Investment and Expand Customer Base for Local Businesses
	Encourage Home-Based Businesses
	Develop the Scarborough Creative Spaces Initiative
	Contemplate a Scarborough Business Improvement District (BID)
	Continue to Attract Businesses to Scarborough
	Develop a Comprehensive Marketing and Branding Program
	Continue to Use Tax Increment Financing District(s)
	<b>Thinking of the Region</b>
Transit	
Regional Approach to Economic Development/Regional Branding	
Funding Infrastructure Particularly Transportation and Broadband	
Stormwater Management	
Waste Management	
Energy Efficiency and Sustainability	
School Budgets and Property Taxes	

<b>Thinking of the Region</b>	Regional Collaboration (Planning)
	Consolidation of Municipal Services
	Creating a Regional Data Center
	Sharing Best Practices
<b>Leveraging Investments</b>	Formally Adopt an Infrastructure Investment Strategy Following Adoption of the Comprehensive Plan
	Capitalize on Strategic Partnerships
<b>Fiscal Sustainability</b>	Maintain a Balanced Budget
	Protect the Town's Long-Term Financial Stability
<b>Available Infrastructure Capacity</b>	Coordinate with Service Providers to Ensure Adequate Capacity Exists to Serve the Growth & Conservation Map
	Act on opportunities to use public school facilities more efficiently and catch up on much needed improvements.
	Support Initiatives to Expand the Scarborough Public Library
	Expand the Existing Central Public Safety Building
	Improve the Town's Fire Stations to Keep Pace with Future Growth
	Improve Storm Water Conditions
	New Scarborough Community Center
	High-Speed Broadband Internet
<b>Active Living</b>	Use National Standards To Help Plan For Needed Amenities
	Comprehensive Park District Master Plan
	Enhance Trail Network
	Increase Walkability
	Improve Connectivity
<b>Community Neighborhood &amp; Design Home Affordability &amp; Availability</b>	Increase Mix of Uses
	Development Intensity
	Scale and Design
	Better Design Parking
	Increase Sustainability Practices
	Focusing on Centers and Corridors

	The Town's Role in the Built Environment
<b>Community Neighborhood &amp; Design</b>	Diversify Housing Choices
	Increase Housing Affordability
	Support the Growing Senior Population
	Allow Accessory Dwelling Units
	Concentrate Housing within Mixed-Use Areas
<b>Home Affordability &amp; Availability</b>	Improve Network Design
	Create Multi-Modal Network
	Institute Shared Parking
	Enhance Transit Access
<b>Complete Streets &amp; Public Realm</b>	

## RESOURCE ALLOCATION

With adoption of this Comprehensive Plan, Town officials should allocate municipal resources with specific recommended outcomes in mind that meet the goals of this Plan. This includes funding specific projects, plans, and initiatives consistent within the timeframes presented in the Plan Implementation Matrix. These expenditures are critical to advancing the goals of the Plan and preparing Scarborough for a prosperous future.

### Capital Improvements Plan

The Town's Capital Improvement Plan (CIP) guides future funding, schedule, and construction of capital improvements so that necessary infrastructure is in place consistent with demand.

It distributes expensive projects over time, helping decision-makers coordinate improvements for greater efficiency and assess short-term financing requirements in the context of long-term fiscal needs and constraints. A well-coordinated and regularly-updated CIP document protects the community from abrupt tax increases.

Projects in the Capital Improvements Plan should focus on short-term and long-term investments identified in this Comprehensive Plan. Other projects recommended from year-to-year should "buy results" that citizens value, measured by fulfillment of the Vision and Guiding Principles, before being included in the CIP document.

### Annual Budget

The Town Council adopts an annual budget authorizing spending for the coming year. It authorizes spending, assures the budget is balanced, and levies property tax for the budget year. The first year of the Capital Improvements Plan should become the annual capital budget submitted concurrent with the operating budget for consideration by the Town Council. The Town should also implement a five-year budget strategy to allow for a more comprehensive approach to planning for future expenditures. The allocation of funding should direct resources toward specific projects detailed in the comprehensive master plan, so that results can be seen.

## COMMUNITY REPORT CARD

A community report card will monitor and evaluate progress in implementing recommendations in the comprehensive plan. It should give a full and honest assessment of conditions in the planning area; and be used specifically to monitor performance, measure achievement, and reflect change generated by the plan.

Formal presentation of the document should be made to the Town Council at the first of each year.



Photo Credit: Marc Lausier