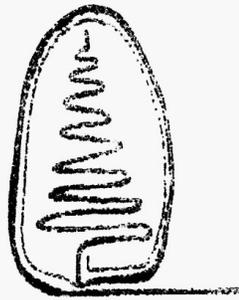


Stoneham, Maine Comprehensive Plan



**Prepared by Stoneham
Comprehensive Plan Committee
Second Revision
August 2000**

Table of Contents

Introduction & Overview	1
I. Inventory and Analysis	2
Population	2
Housing	6
Affordability	10
Economy	11
Education	17
Fiscal Capacity	18
Introduction	18
Municipal Revenues	19
Expenditures	20
Fiscal Capacity	22
Municipal Services	23
Overview	23
Public Buildings & Administration	23
Public Safety	25
Education	27
Transportation	28
Land Use/Development Patterns	30
Overview	30
Forested Land	31
Hazard Mitigation	32
Agricultural Land	33
Residential Land Use	33
Commercial Land Use	33
Properties with Tax Exempt Status	34
Tree Growth	34
Ordinances	34
Natural Resources	36
Setting & Topography	36
Soils	36
Surface Waters	37
Groundwater	39
Wetlands	39
Floodplain	40
Wildlife & Fisheries Habitat	40
Recreation	42
Historical Structures/Archaeology	42
Historic Background	42
Historic Structures	43
Archaeological Resources	44
Scenic Resources	44
II. Planning Issues	46
Introduction	46
Population	46
Housing	46
Economy	47
Fiscal Capacity	48
Municipal Services	48

Transportation	49
Land Use Development	49
Natural Resources	50
Recreation	51
Scenic Resources	51
III. Policies & Implementation Strategies	52
Historic & Archaeological Resources	52
Housing	53
Natural Resources	55
Outdoor Recreation	60
Transportation	60
Future Land Use/Development Patterns	62
Municipal Services	65
Future Land Use Plan	66
Capital Investment Plan	67
Capital Investment Financing	68
Reserve Fund	68
Implementation	70
Map Appendix	Appendix A

The information in the charts and graphs in the text of this report come from the 1980 and 1990 census, Bureau of the Census 1990 CPH-1-21 and STF 3A 1980, the offices of the Southern Maine Regional Planning Commission, the State of Maine, Oxford County, and the Town of Stoneham.

SECTION I
INVENTORY AND ANALYSIS

Introduction and Overview

The Comprehensive Planning and Land Use Regulation Act of 1988 (Title 30 MRSA, Sec. 4960) requires each municipality in the state to develop a local growth management program that is consistent with the ten state goals set forth in the act.

Objective: The overall goal of this Comprehensive Plan is to establish Town policy and set out a program that will maintain and preserve Stoneham's character, way of life, resources and values.

Stoneham is one of the smaller organized Towns in Oxford County. The Town's history is typical of many similar places in Maine, having grown ever smaller as mills and schools closed and populations shifted elsewhere. The closing of the only store in the summer of 1997 means that there is now no "business district" at all and no central informal gathering place where residents can swap news over cups of coffee. There are several unique features about Stoneham that make comprehensive planning important. More than 50% of the town land belongs to the White Mountain National Forest, which means that the town has essentially half of its area to consider in terms of future land use. The lakes and the rural nature of the entire town have drawn a large number of seasonal residents over the years, and these residents outnumber the year round residents almost four to one and provide the most significant source of tax revenue. The town is roughly midway, that is, within easy commuting distance, between several rapidly expanding areas, notably Bethel, Norway/South Paris and Conway, NH.

The pressures of growth in western Oxford County will certainly impinge on Stoneham, which is at this point essentially a place people drive through on the way to somewhere else. We hope that in this report we can both define the town through the required inventories and clearly identify the issues that are of greatest concern to all who live here for any length of time.

In March of 1997 the committee sent out a questionnaire, the responses to which have formed some of the content of the report. From that we have already begun to establish the major concerns of both seasonal and permanent residents.

The purpose of this plan, then, is to guide future changes in the Town's land use regulation so that these will reflect the recommendations, goals and suggested policies of the plan. What follows is an attempt to analyze and summarize the characteristics of Stoneham and will be used to establish guidelines for managing its future according to the law and to the voices of its people.

I. INVENTORY AND ANALYSIS
Population

The issues that appear to be predominant in the population analysis are the demographic trends of both year-round and seasonal populations, including the distribution among age groups within the population and opportunities for employment, education, and business development.

In considering the population of Stoneham over the past 25 to 30 years, it is important to note that, although the population has increased, growth has been far slower than that of Oxford County and neighboring towns.

Table 1-1

Year-Round Population Change					
1970-1990					
Town	1970	1980	1990	# Change	% Chg
				1980 -1990	1980 -1990
Stoneham	160	204	224	20	9.8%
Lovell	607	767	888	121	15.8%
Stow	109	186	283	97	52.2%
Albany	288	309	440	131	42.4%
Oxford County		39,666	52,602	12,936	32.6%

(Unless otherwise indicated, the source for the information in the Population and Housing sections come from the Town records, Oxford County records and/or the 1990 census.)

Stoneham's reported growth rate of 9.8% from 1980-1990 is significantly lower than Oxford County's 32.6% growth rate, as well as neighboring Lovell's 15.8% growth rate. (Among Oxford County towns, Lovell's 15.8% growth rate was the lowest population increase for an individual town when compared to Stoneham's over the same period of time.)

Table 1-2

Age Group	1970		1980		1990	
	Number	Percent	Number	Percent	Number	Percent
Under 5	14	9%	10	4%	15	7%
5...17	34	21%	32	15%	35	15%
18-44	50	32%	71	34%	81	36%
45-64	40	25%	50	24%	33	14%
65+	20	13%	41	20%	60	27%
Totals	158		204		224	

The aging of the population in Stoneham can be clearly observed, as the 65+ category in 1990 totaled the same as the combined 45-64 and 65+ categories in 1970. The current under 5 and 5-17 groups have remained the same, as 1970's teens have grown up and had families during the two decades. Strikingly apparent is the relatively low percentage of population in the prime earning years of 45-64, and the combined percentage of Stoneham's population in the combined earning years of 18-64 has reduced slightly from 57% in 1970 to 55% in 1990, a time when the Baby Boom generation has caused this age group to swell in the U.S. population as a whole.

Table 1-3

	Stoneham		Oxford County		Maine	
	Number	Percent	Number	Percent	Number	Percent
Under 5	15	7%	3,792	7%	85,722	6.9%
5-17	35	15%	10,084	19%	522,352	42.5%
18-44	81	36%	20,282	35.8%	223,280	18%
45-64	33	14%	10,518	19.9%	233,201	18.9%
65+	60	27%	7,926	15%	163,363	13.3%
Total	224		52,602		1,227,928	

Clearly, there have been important shifts in demographic distribution among age groups in the Town's population over the past 25 to 30 years. The minimal population growth and relative decline of population in the prime earning years are important trends, and the causes are hard to isolate. In particular, the lack of growth in the peak earning age group of 45-64 is an extremely important issue. The lack of professional and educational opportunities is a prime factor in losing the vitality and resource of this age group in its peak years of earning and productivity. It does appear, however, that for the current residents the ideal of living in the rural atmosphere of Stoneham is outweighed by the lack of economic opportunity.

In 1998 the Population totaled 237. According to the Southern Maine Regional Planning Commission (SMRPC), the projected figure for that year is 230, rounded to the nearest ten. The Census Bureau estimates that Stoneham has lost population since 1990 and at that time had a population of 224. The Census Bureau estimates that Stoneham has lost population since 1996, having changed by less than ten since 1990. Based on these estimates, future projections are likely to be near today's population. Rounded to the nearest ten, SMRPC's projections are for a population of about 240 in 2010. The Census Bureau's figures project a population of about 200 in that year.

The publication of the Commerce Department entitled "A Guide for Local Area Population Projections," Technical Paper # 39, 1977, written by Richard Irwin, states on p. 5: "In general, the smaller the area, the greater the error (in a population projection) to be expected." Because the town is so small, any further projection than has been described in the preceding paragraph would be too inaccurate. (See the comments under "Trends" at the end of this section.)

Table 1-4

		Births and Deaths	
		1990-1996	
Year		Stoneham	
	Births	Deaths	Natural
			Increase
1990	1	2	-1
1991	4	4	0
1992	0	1	-1
1993	0	1	-1
1994	1	1	0
1995	2	1	1
1996	2	3	-1

Table 1-4 comes from Town records and indicates that increase in population comes from people moving in rather than from "natural" increase.

The population of the Town is increasing at a slower rate than any of the towns in the area.

Stoneham- 1980-1990	9%
Oxford County - 1980-1990	25%

Trends: Currently there seems to be no indication that the growth patterns described and shown above will change. However, in a town as small as Stoneham, the arrival of one family with several children can alter percentages significantly. (Recently a total of 17 people have moved into the town, creating nearly an 8% population gain.)

In addition, and perhaps most important, any sudden change in the economy of the expanding recreational areas of Bethel, Maine and Conway, New Hampshire, could affect our population growth surprisingly fast. For example, should the proposed high-stakes bingo facility in Albany become a reality, real pressure to grow and change quickly might come to bear on Stoneham.

Findings:

1. The Town's lack of growth can be primarily attributed to the lack of opportunity for professional employment and development.
2. The distribution among age groups is a cause for concern when predicting trends of future growth.
3. The continual growth of the aging, fixed income population could put a strain on the Town's economic resources.
4. The Town's rural character is one of the things the residents value the most.

Recommendations:

1. The Town needs to have strategies and policies in place should it feel sudden pressure to grow because of what is happening in neighboring towns. Although the high stakes Bingo facility proposed for Albany Township is apparently dead, similar projects or developments could occur, having a serious impact on traffic, housing development and town services. It is important to monitor and work closely with local area development to ensure controlled growth.

Housing

Local housing trends are essential in a comprehensive plan. An understanding of housing trends, including availability, condition, and affordability, is important to the overall planning process. An analysis of the Town's housing will provide information to decision makers concerning additional provisions for affordable housing and the need for a mixture of housing types.

Table 1-5

Town	Total Number of Housing Units 1980-1990			
	1980	1990	# Change	%Change
Stoneham	291	344	53	18%
Lovell	646	905	259	40.10%
Stow	117	167	50	42.70%
Waterford		766		
Albany		356		
Bethel		1,266		
Oxford Co.	23,796	29,698	5,902	24.80%

The total number of housing units built in Stoneham has increased from 291 in 1980 to 344 in 1990. This indicates an increase in housing of 53 units or +18%. This figure includes both seasonal and year-round dwellings having been built.

Seasonal dwellings have increased from 168 in 1980 to 252 in 1990, an increase of 84 units or +50%. This increase is due to year-round residences being purchased by seasonal owners.

Since 1980 the number of year-round housing units has decreased from 123 to 68 in 1990, a decrease of 45%, while the number in neighboring towns has increased. (Lovell has increased at 10.6% and Stow at 4.12% as stated in their respective comprehensive plans.)

Table 1-6

Number of Year -Round Housing Units
1980-1990

Town	1980	1990	% Change	% Change
Stoneham	103	92	-11	-11%
Lovell	303	335	32	10.6%
Stow	97	101	4	3.96%
Waterford	424	483	59	13.92%
Albany	126	160	34	26.198%
Bethel	713	953	240	33.66%
Oxford Co.	15,262	20,064	4,802	31.46%

The Town of Stoneham's Assessor's Office estimates that between 1990 and 1997, 10 new dwellings have been built and added to the Town's housing stock. Of these, 80% are seasonal.

Stoneham is the only town in the area where the number of year-round residences has decreased. This is in spite of the fact that from 1980 to 1990 Stoneham experienced an increase of 10% (29) in new housing units. In fact, it is estimated that the Town's population increases fourfold to about 800 during the summer.

Table 1-7

Number of Seasonal Dwellings						
1980-1990						
Town	1980		1990		#Change	%Change
Stoneham	168		252		84	50
Lovell	343		570		227	66.2
Stow	20		66		46	230

Table 1-8

Distribution of Housing Units by Type			
All Units (including seasonal)			
Distribution of Housing Units		by Type	
Type	1980	1990	
	#	#	
Single Family	271	289	
Multi-Family	4 with 60 units	5 with 63 units	
Mobile home	19	26	
Total Structures	294	320	
Total Units	350	378	

The number of multi-family units in 1990 (5) represents the four buildings at Evergreen Valley and one rental unit closer to the Town center. One building at Evergreen Valley has 50 units, two have four each, and one has two. The building nearer town has three units, making a total of 63.

The decline of year-round residential dwellings and the sharp increase in seasonal dwellings are readily apparent. This pattern clearly exists because of the beautiful

to them after low taxes. The lack of local employment opportunity may lose year-round dwellers, but the recreational environment clearly draws those looking for a place to build or buy a vacation home of some kind. However, all residents must travel some distance for the most basic needs of food, clothing, and household supplies.

Affordability of Housing

The permits issued by the Code Enforcement Officer show an increase in new construction: 1994 - 2, 1995 - 4, 1996 - 3, 1997 - 4.

From 1994-1998, 17 dwellings in Stoneham were sold for year-round occupancy (26% of total sales). Of these, 13 were year-round houses and four, sold as year-round, became occupied seasonally. 47 dwellings were sold as seasonal (73% of total sales).

Using the State guidelines for determining the affordability of housing, most of the homes sold in Stoneham from 1994-1998 were beyond the reach of a family earning the median household income calculated for Stoneham at about \$22,499. (The Oxford County median income is a little higher, at \$28,300, but a household earning that figure would still have been unable to afford most of these houses.)

State guidelines define "moderate income" as ranging between 80 - 150% of the County median. Oxford County thus defines "moderate income" as ranging from \$22,640 to \$42,450. Very low income for Stoneham, then, is defined as 50% of the Town's median of \$22,499, or \$11,250 or less. Low income for Stoneham is 80% of the Town median, or \$18,000 or less. Moderate income for Stoneham is 80-150% of the Town median, or \$18,000 to \$33,749. Between 1994 and 1998, seventeen houses, priced between \$32,000 and \$97,000, were sold in Stoneham. The average price was \$64,900. Fourteen of these were, by State standards, unaffordable to households at the lower end of the moderate range. Only two sales were affordable to households with very low incomes.

Findings:

1. From the sales prices of homes in Stoneham sold during 1994-1998 approximately 11% (or 2 out of 17) of these homes were affordable to households which fall into the very low-income category.

2. There have been three times more seasonal dwellings sold in the last four years than year-round.
3. The Town of Stoneham has become primarily a seasonal community.
4. The Town also is the only town in the area where the year-round residences have become steadily fewer as the seasonal residences increase.
5. The Town of Stoneham's 1997 questionnaire revealed that both year-round and seasonal residents placed preserving the natural environment of the area as their primary concern.

Seasonal residents have been included in the preparation of this report; 121 non-residents responded to the survey while 67 residents responded.

Trends: There is an obvious link between the information about Stoneham's population and the above information on housing. The major land use trend seems to be toward more seasonal residences and/or retirement homes. The trend of converting seasonal houses to year-round dwellings will only continue, possibly putting an increased burden on town services, especially education.

Housing affordability will continue to be an issue.

Recommendations: If indeed the Town's existence will increasingly depend on the "summer" people, an inherent conflict of priorities may develop. Although the questionnaire results cited above would indicate that such a conflict might be minimal, the possibility should be considered. For example, while the year-round population who must earn a living to support families may be interested in managed growth, seasonal populations who come for recreation may be more interested in maintaining the status quo. The groundwork for managed growth that satisfies all concerned must be carefully established. The Town has considered including its seasonal constituency more directly when planning growth and development.

Economy: Business and Employment

According to the 1990 census, there are 98 gainfully employed year-round residents of Stoneham, but the majority is employed in businesses outside of the Town. Maine Department of Labor's 1996 estimate shows an annual average of 124 employed residents. However, with towns the size of Stoneham, the accuracy of the Department

of Labor's estimates declines. Although there are 20 active businesses in the Town, virtually all are owner operated and employ some who are not residents of the Town.

Fifteen of the businesses employ 24 people, or fewer than two employees per business.

Five businesses employ 52 people as follows:

4: Evergreen Valley Associates: year-round, full- and part-time, resident and non-resident

5: Evergreen Valley Springs, Inc.: year-round, part-time, resident and non-resident

9: Evergreen Valley Time Share Association (EVTOA): Year-round, full and part time, resident and non-resident

4: C.F. Barker: Year-round, full-time, and resident

30: Camp Susan Curtis: summer seasonal, part-time, and mostly non-resident

Table 1-9

Stoneham's Businesses - 1998		
Name	Type	# of Employees
Chet Adams	Fire wood	1
C.F.Barker Jr. Inc.	Excavating	4
George Allen	Guiding & photography	1
Albert Nelson Sr.	Fire wood	1
Bill Severance Lake Region	Video & Films	2
Fox TV	TV VCR Repairs Antenna Installation	1
Fox Bros. Caretaking	Contracting & Caretaking	3
Jim Osadnich	Tattoo Parlor	1
Whippowl Kennel	Dogs	2
Stoneham Hunting	Guiding	1
Joyce White	Consultation & Massage	1
Durland Barker	Income Tax Preparation	1
Camp Susan Curtis	Summer Camp	30
3T Consulting	Computer Consultation	1
Evergreen Valley	Bottled Water & G.C.	5
Everett Andrews	Rubish removal	1
Evergreen I Valley EVTOA	Time Share	9
Independent Observer	Newspaper	3
Evergreen Valley Assoc		4
Terry Mickols	Traveling Veterinarian	1

When compared to the rest of Oxford County, Stoneham's lack of manufacturing and professional occupations in such areas as finance, banking, and real estate is apparent.

Table 1-10

Distribution of Labor Force By Industry				
Industry	Stoneham		Oxford Co	
	# of Workers	% of Total Employed Labor Force	# of Workers	% of Total Employed Labor Force
Agriculture, Forestry	2	2	701	3.1
Construction	16	16	220	9.74
Mining			33	0.15
Manufacturing:			5,743	25.86
Durable Goods	13	13	3,116	13.79
Nondurable goods	2	2	2,727	12.07
Transportation	6	6	756	3.35
Public Utilities	2	2	358	1.58
Wholesale Trade	2	2	524	2.32
Retail Trade	11	11	3,855	17.06
Finance, Insurance, Real Estate			852	3.77
Business Repair	5	5	619	2.74
Entertainment			250	1.11
Personal Services	29	29.5	6,835	30.25
Health			2,021	8.96
Educational	5	5	2,02	8.85
Public Administration	5	5	636	2.82
Total*	98		22,593	

In 1998 Stoneham businesses actually provided employment for 73 people, some of whom are not residents.

In 1990 the labor force in Stoneham totaled 98; this includes those not employed by Stoneham businesses. In 1990 the unemployment rate was 15%,

compared to the total labor force of 22,593 in Oxford County with an unemployment rate of 8.9%.

Table 1-11

		Capita Income	
		1979-1989	
		1979	1989
Stoneham		5,618	11,719
Lovell		8,276	10,950
Stow		4,589	12,111
Waterford			12,507
Albany			11,892
Bethel			12,472
Oxford County			11,373

In terms of per capita income Stoneham is slightly above the average for Oxford County as of 1989.

Table 1-12

	1979		1989	
	Counts of Households	Percent of Households	Counts of Households	Percent of Households
Less than \$ 5,000	11	13	7	6.7
\$5,000 to \$9,999	30	36	14	13.5
\$10,000 to \$14,999	13	15	12	11.5
\$15,000 to \$24,999	20	23	25	24
\$25,000 to \$34,999	5	5.9	24	23
\$35,000 to \$49,999	5	5.9	15	14.4
\$50,000 to \$74,000	0	0	2	2
\$75,000 or more	0	0	5	4.8
Total	84		104	

The income per household has changed in some interesting ways. The number of households in the lowest three income brackets has decreased in the period between 1979 and 1989 from a total of 64% (54 households) to 31.7% (33 households). The households earning between \$25,000 and \$34,999 have increased from 5.9% (5 households) to 23% (24 households). Similarly, in the next bracket the increase has been from 5.9% (5 households) to 14.4% (15 households.) In the two highest income brackets the change has been from zero to 5% (7 households.) These figures have not been adjusted for inflation. (See Appendix A for inflation adjusted figures.)

New housing stock is being developed primarily in subdivisions. Two houses are at present being constructed on specific lots, four in subdivisions. Both kinds of building are occurring within two miles of the Town's center.

Evergreen Valley remains one of the main areas for possible future development. Formerly a four-season resort, it has the potential for developing golf and the spring water business as well as new housing. Currently, plans exist that depend on funding. The studies for the best potential use of the property are continuing.

Findings:

1. The greatest opportunity for employment in Stoneham, outside of Evergreen Valley and Camp Susan Curtis, seems to be self-employment. This limits the employment opportunities for young people who have grown up in the Town.
2. The occupations of the residents are primarily service of some sort as opposed to manufacturing or professional/medical jobs.
3. The unemployment rate for Stoneham has remained higher than that of Oxford County since 1980. As of 1990, the unemployment rate for Stoneham was 6.1% higher than for Oxford County.

Trends: The trend away from local year-round employment continues, with seasonal employment being the most readily available locally. According to the responses in the March 1997 questionnaire, the majority of the employed year-round residents commute to other towns for their jobs. The mean commuting time is reported to be just under 30 minutes each way. Stoneham has become a "bedroom community" for surrounding towns, and that trend seems very likely to continue. In addition, the trend away from local jobs in manufacturing or many "professions" (Stoneham will probably not ever have a factory or a doctor's office) seems likely to continue.

Recommendations: The general lack of employment opportunities has many repercussions on population growth and financial resources. Approximately 75% of the Town cannot be developed because it is either owned by the National Forest or falls under the protection of other agencies governing wetlands, shorefront, etc. This fact, coupled with the findings in the previous sections, would seem to indicate that the Town's future lies in how it manages growth in connection with its proximity to the White Mountain National Forest as a recreation area. Because it is increasingly serving as a "bedroom community," the Town will face increased pressure to develop the land that is most suitable for home construction. It will, therefore, become increasingly important for the Town to balance the impact of housing growth on support services and the rural nature of the Town, the latter still remaining the most important characteristic to all of the residents.

Education

According to the 1990 census, Stoneham residents have a higher percentage of high school graduates (18+ years of age) and have attended some level of college than

Oxford County as a whole. Stoneham has a higher percentage of population to hold associate, graduate, or professional degrees.

Table 1-13

	Less Than 9th Grade		9-12 No Diploma		High School Graduate		Some College No Deg		Associate Degree		Bachelor Degree		Grad or Prof Degree	
Stoneham	23	21%	28	25%	83	61%	4	3%	5	4%	11	9%	12	10%
Lovell	38	8%	96	16%	210	34%	129	21%	52	8%	53	9%	37	6%
Stow	7	4%	25	13%	76	41%	29	18%	12	0%	28	15%	10	5%
Sweden	5	3%	6	3%	54	40%	32	8%	18	0%	21	2%	7	7%
Oxford Co.	3,389	10%	4,680	13%	15,433	44%	4,783	14%	2,099	6%	2,968	9%	1,446	4%

The above chart represents the most recent SMRPC data available.

Table 1-14

Stoneham School Enrollment				
Years		High School	Grade School	Total
1987-1988		15	24	39
1988-1989		14	19	33
1989-1990		13	20	33
1990-1991		12	20	32
1991-1992		13	18	31
1992-1993		12	25	37
1993-1994		8	21	29
1994-1995		8	21	29
1995-1996		7	19	26
1996-1997		11	20	31

Because of the high cost per student, these figures are relevant here and are also dealt with in several other places in the Inventory.

Fiscal Capacity

Introduction

A community's fiscal capacity refers to its ability to meet current and future needs through public expenditures. As Stoneham continues to develop over the next ten years, demands will be placed on its fiscal capacity to provide various Town services and replace and upgrade equipment. These could include new or improved roads, public water and sewer facilities or recreation areas. The Comprehensive Plan will make various recommendations requiring public investment. These recommendations must be considered in light of Stoneham's fiscal capacity. In addition, growth may

increase the demand for educational services provided to the Town by SAD 72. Such demands can suddenly alter or strain the Town's fiscal capacity because even a few more children to pay for would add a notable increase to the SAD 72 assessment, and we cannot predict how many school-age children might move into the town in any given year.

Table 1-15

Assessed Value					
Year	Local Assessed Value	State Assessed Value	Annual % Chg Local Value	Tax Rate	
1992	18,826,622	25,550,000		10.80	
1993	22,103,945	25,550,000	8.52	11.24	
1994	22,530,588	25,100,000	9.81	11.80	
1995	22,892,170	25,600,000	9.84	11.33	
1996	23,059,607	25,656,000	9.93	14.00	
1997	23,927,283	25,650,000	9.64	13.35	
1998	25,966,375	26,700,000	8.52	13.20	
1999	28,340,908	28,550,000	9.14	12.60	

Municipal Revenues

The Town's primary source of revenue is from property taxes. Approximately 84% of the property tax is derived from residential property and the remainder from commercial property. Taxable personal property equaled \$61,000 in 1993 and \$117,000 in 1997. On the average, property taxes comprised about 72% of the Town's total revenues. Other revenues included state-funded block grants in various categories.

The second largest consistent source of revenue is from motor vehicle excise tax. The amount of this revenue decreased by approximately 4% per annum. between 1989 and 1993. Similar decreases have been experienced by other municipalities and were a reflection of a slow economy and fewer new vehicles being purchased. Since the cost of vehicles has risen since 1993, the excise tax revenues have risen also, as seen in Table 1-16.

Monies received from the State Revenue Sharing Program have varied during the five-year period examined. Other revenues and transfers reached a high in 1995 and

include fees and interest from overdue taxes.

Table 1-16

Significant Sources of Revenues					
	1997	1996	1995	1994	1993
Property Tax	321,577	323,003	257,953	272,637	248,411
Excise	26,049	26,233	23,721	22,744	21,080
Revenue Sharing	9,237	7,710	7,624	7,117	6,960
Other Revenue	81,719	101,285	13,617	32,347	68,869
TOTAL	438,582	457,231	402,914	334,845	345,319

Expenditures

Total municipal expenditures increased from \$341,000 in 1993 to \$407,000 in 1997, or a 19% increase.

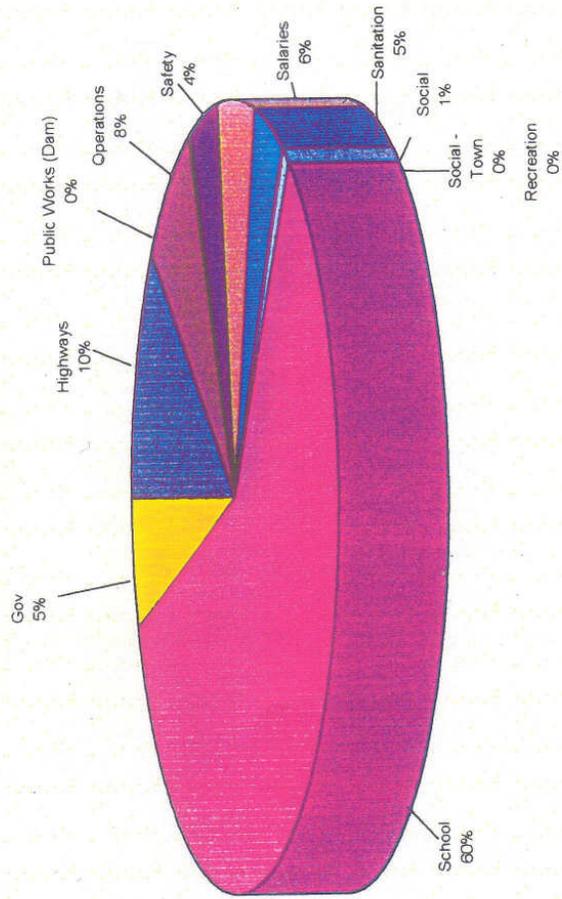
Education accounts for the largest single expenditure and cost increase in the Town's annual budget. Local appropriations for education increased by approximately \$37,000 or 20% in the fiscal period between 1993 and 1997.

Table 1-17

Percent of Town Budget			
	1977	1987	1997
Education	38%	37%	53%
Roads	7%	16%	6%
Plowing	12%	8%	6%
Dump	2%	2%	4%

Other budget categories experiencing significant increases include debt service and county tax. However, 1997's totals were only 8.3% greater than those of 1993,

Total Expenses - 1998



approximately equal to the rate of inflation over the five-year period.

Table 1-18

	1997	1996	1995	1994	1993	1993-1997
General Government	27,364	28,860	26,259	28,901	28,586	-0.4
Protection	17,651	18,286	17,004	12,101	14,390	22.6
Health & Sanitation	18,087	19,918	14,774	27,683	18,735	-1
Public Works	27,536	23,843	31,897	21,757	25,978	0.5
Highways & Bridges	14,830	17,790	9,802	13,868	17,124	-13
Education	219,379	212,721	210,415	203,679	182,053	20.5
County Tax	18,342	18,003	17,188	17,764	17,246	6
Debt Service	7,200	7,200	2,674	5,081	5,081	41
All Other	57,001	108,627	78,824	45,457	32,069	77
TOTAL	407,001	455,248	408,837	376,291	341,262	19
						-

The increase in the percent of total expenditure for education is significant, especially considering that the number of students from Stoneham has decreased by 20% between 1987 and 1997.

The Town's legal debt limit is established by state law at 15 percent of the Town's last full State valuation. This limit is reduced to 7.5% if debt for schools, sewer, water, and special district purposes is excluded. However, most Maine communities would be beyond their financial means if they approached the 7.5% limit. Based on the state valuation, the Town's legal debt limit could approach \$600,000. However, such debt is unrealistic based on the Town's slow tax base growth and income of the Town's residents.

The Town of Stoneham presently has an outstanding debt of \$40,000, which was used

to fund the addition to the municipal building. We are currently in the process of finalizing a Community Development Block Grant for building a sand/salt storage building which could require the borrowing of \$30,000-\$50,000 until such time as the Maine State Department of Transportation releases funds for this cost-sharing state mandated project. It has been recent Town policy to minimize the debt to maintain a level of reductions in property taxes.

Fiscal Capacity

While the Town has considerable borrowing power as established by state law, the capacity of the tax base to support major borrowing limits such borrowing at the present time. The ratio of residential to commercial tax base is approximately 84% to 16%. In addition, the annual rate of growth in taxable valuation has been at or slightly below the annual rate of inflation.

The Town has been successful in recent years in keeping its tax rate reduced. Gains in the annual growth of taxable valuation would help to support increasing cost of normal Town operations and provide greater capacity to undertake capital projects requiring borrowing. While the Town should be cautious in obligating itself to major debt, some borrowing may be appropriate to address critical community needs.

Stoneham's current debt is one tenth of a percent of its state valuation. Debt service represents 1.8% of the Town's expenditures.

Table 1-19

Comparisons 1080 -1990				
	1980		1990	%Change
Population	204		224	10%
Median House Price	19,682		64,292	227%
Median Household Inc	5,618		11,719	109%
Town Expenditures	161,521		267,981	66%
Per Capita Assessment	792		1,196	51%
State Assessed Value				
in Millions	7		18.15	159%

Municipal Services

Overview of Municipal Services:

Stoneham's municipal services are designed to provide suitable services to the Town's residents. Future needs include equipment replacement, a shed for salt and sand, and improvements to the existing roads.

Due to the small population and dispersed development within Stoneham, the demand for municipal services is limited. Town systems for water and sewer do not currently exist, and there appears to be no need for such systems in the foreseeable future. If major development is undertaken within the Town, such as Evergreen Valley or Harding Hill, it is anticipated that water and sewer systems would be privately contained within such developments.

Public Buildings and Administration

Public Buildings

The Town owns one building on Butters Hill Road, which contains the Fire Department, Town Clerk's office, and community meeting room. The building is used for Town Meetings, voting and elections, public meetings, and other public and private functions. This building is adequate for current and anticipated needs. The Town has recently built a salt/sand storage shed in Lovell (see page 26).

Town Administration

Board of Selectmen The Town is overseen by a Board of Selectmen with three members. Each Selectman serves a 3-year term with one position elected each year. Election takes place at the annual Town Meeting on the first Saturday in March. The Selectmen serve as the assessors and overseers of the poor. These are salaried positions.

Building Inspector/Code Enforcement Officer The Building Inspector/Code Enforcement Officer administers the Shoreland Zoning and Flood Hazard

Management Ordinance and also issues land-use permits. The CEO and an alternate are elected annually. Wages for this position are paid from permit fees.

Planning Board The Planning Board reviews subdivisions according to State Subdivision Law. There are five members of the Board with one alternate member. Each member is elected for a five-year term with elections held for one position each year. The Planning Board members are volunteers.

Board of Appeals The Board of Appeals considers administrative and variance appeals as set forth in the local ordinances. There are four members with one alternate member. Each member is elected for a five-year term with elections held for one position each year. The Board of Appeals members are volunteers.

Plumbing Inspector The Town utilizes the Plumbing Inspector from Waterford for both internal and external plumbing inspections. The inspector is appointed by the Board of Selectmen. Wages for this position are paid from permit fees.

Road Commissioner The Road Commissioner maintains all town roads. These duties include maintaining all culverts and road ditches. The commissioner is responsible for making budget recommendations for paving and other necessary subcontract work. In addition the road commissioner enforces the Town driveway ordinance. This is an elected position.

Town Clerk, Tax Collector The Town Clerk performs all administrative duties related to the Town Hall including but not limited to tax collections, vehicle registrations, etc. The Town Clerk is elected for a one-year term. The wages for this position are paid on an hourly basis.

Treasurer The Treasurer receives and deposits all monies paid to the Town, negotiates tax titles held by the Town and makes reports to the Selectmen of the financial position of all the Town's funds. The treasurer is elected for a one-year term. The wages for this position are paid on an hourly basis.

School Board Directors The Town of Stoneham is represented on the school board of SAD #72 by one full time member and one alternate member elected for three-year terms.

Sexton A sexton is elected annually to oversee the cemeteries. The wages for this position are paid on an hourly basis.

Animal Control Officer The dog officer is appointed annually by the Board of Selectmen. Wages for this position are paid from fees.

Health Inspector The health inspector is appointed annually by the Board of Selectmen. This is a volunteer position.

Cemetery Committee The Cemetery Committee is elected annually. There are three members of the committee. These are volunteer positions.

Public Safety

Fire Protection Fire protection is provided by the Stoneham Volunteer Fire Department which participates in mutual aid with other fire departments in the surrounding area. The Fire Chief is elected by the Town to a three-year term. There are two assistant Fire Chiefs also elected by the Town to three-year terms. The Fire Association elects its own officers, who are usually the same three people elected by the Town. The Fire Chief and Assistant Fire Chiefs are salaried positions. All other members of the fire department are volunteers. There are 18 volunteer firemen. The volunteer fire department must function in strict compliance with the Maine State Fire Marshall's Office. All volunteer fire departments are held to the same guidelines and procedures as a fully funded municipal fire department. The Fire Department is equipped with five fire trucks.

1. 1966 International RI 85 Series pumper truck (fire engine)
2. 1967 Mack C95 pumper truck (fire engine)
3. 1977 Chevrolet C65 pumper (fire engine)
4. 1982 Chevrolet Pickup Brush Unit.
5. 1976 Ford F700 tanker

These vehicles are replaced when they are no longer in compliance.

Eight members hold the Firefighter One certification through the State of Maine Fire Marshall's Office. Sixteen members hold air pack certification.

Equipment Projections: The fire department owns all of the equipment and usually funds replacement cost. The Town allocates about \$7500 a year for purchases and maintenance. Technically, the long-range planning for replacing equipment belongs to the fire department, which goes by MFPA rules in maintenance and replacement. The vehicles now in service are not scheduled to be replaced in the next ten years. (They are used infrequently even though they are old.) All the vehicles were purchased used, and this practice will continue. Upgrading and replacement at affordable levels will continue. (The 1976 tanker, the most recent purchase, cost \$2500.) At present every member of the fire department and all the equipment is up to code. There appears to be no need for the Town to increase its yearly contribution.

Gear for one firefighter (helmet, coat, bunker pants, boots, gloves and gear bag) costs approximately \$1100. Complete sets are issued to each firefighter and are replaced periodically as time and usage cause wear and the worn gear will no longer provide safe firefighting. Interior self-contained breathing apparatus, issued to firefighters who have passed the certification levels, cost approximately \$2500. The SCBA's are tested monthly and are replaced every ten years (the lifespan of the units) on a staggered system to prevent all breathing apparatus from being replaced all at one time.

Emergency Medical Services Emergency medical services are provided by the Stoneham Rescue Service. This is a non-profit volunteer organization with the Rescue Barn located on Butters Hill Road. As of March 3, 1998 there were 27 members from the four towns served (Stoneham, Waterford, Albany, and Lovell). There are ten drivers, 12 Emergency Medical Technicians, two Emergency Technicians, Level P, and three auxiliary members. The Rescue Service has two ambulances, a 1988 Ford wheeled coach and a 1997 Ford wheeled coach. Service is provided for Stoneham, Lovell, Albany Township, and Waterford. Mutual aid service is also provided for the surrounding communities. This organization is funded privately and with annual Town allocations.

Law Enforcement Law enforcement services are provided by the Town Constable as well as the Oxford County Sheriffs Office and the Maine State Police. The Town Constable, who draws no salary, is elected for a one-year term. This is a volunteer position.

Salt Shed A salt/sand storage shed was built in 1999 in Lovell because that was the only available land the Selectmen and the Steering Committee could locate that was suitable in size.

Solid Waste Disposal Solid waste is disposed of at the Waterford Albany Stoneham Trash Elimination Transfer Station. This facility currently meets the needs of the towns that share it. Recycling efforts are encouraged and pamphlets are provided at the Town Office when applying for a sticker to use the Transfer Station. "Reduce, Reuse and Recycle" are the bywords. Every effort is made to reduce the amount of household trash through the recycling of glass, plastics, aluminum, cans, newspapers, corrugated cardboard, mixed paper and magazines by separating these items. Door to door collection is available privately through local contractors.

It is projected that this facility will continue to meet the needs of the four towns that share it, barring unexpected major development. The Town of Waterford actually owns and manages the Transfer Station. Stoneham pays 15% of Waterford's operating costs. The percentage is agreed on by the two Boards of Selectmen and re-negotiated when a change is necessary. No agreement exists in writing. Waterford can decide what it wants to do at the Transfer Station and then bill Stoneham for 15% of the total. Stoneham's only recourse has been not to pay such a bill when the Town has not been informed previously and when it does not have such expense in the budget.

Figures for the amount of waste the Town leaves at the Transfer Station are not pertinent because the available figures include all four towns (Waterford, Stoneham, Albany and Mason), and such totals cannot be broken down by town. As an example, between January and December of 1998 the four towns recycled 89.61 tons of waste.

Although our town provides no septage waste disposal site, the Town has an agreement with Norway/Paris Water District to receive septage waste via private contractors.

Provisions for Education

Stoneham is in Maine School Administrative District #72 (SAD 72). Students in K-5 attend the New Suncook School in Lovell, students in grades 6-8 attend Mollycokett Middle School in Fryeburg, and students in grades 9-12 attend Fryeburg Academy in Fryeburg. Stoneham pays 60% of its state valuation plus a formula based on 40% of its student enrollment. The Town is paying off its share of SAD 72's debt (for the Mollycokett Middle School and a school in Denmark) based on a yearly assessment by SAD 72. Currently, our indebtedness (the portion the Town pays for schools

newly built) is going down each year by about \$ 1,000. As of January 1998, the amount assessed was \$26,289. Increased expenditures for indebtedness are unlikely since there is no indication that any new schools will be built soon. Although the indebtedness assessment is going down, that has no effect on the continual increase in the tuition levied by SAD 72.

Transportation

Overview

Stoneham has no public transportation beyond its road system. Stoneham's road system encompasses a section of Route 5, 10 miles of local roads, and many miles of private roads. Roads maintained by the Town are considered to be in good condition.

Route 5 Route 5 is a state highway that runs through Stoneham and is the major access road from other towns. Route 5 is maintained by the State of Maine Department of Transportation. This highway is important for all travel to the area including commerce and tourism. There are approximately three miles of Route 5 that pass through Stoneham. Route 5 has adequate capacity to carry current traffic although it can get heavy during peak tourism demand. Curves and narrow pavement widths do deserve attention in places. There is also 0.63 miles of "state aid" road in West Stoneham.

The Maine Department of Transportation conducted a traffic study in 1996 on the Route 5 corridor. It was determined that the average daily traffic was 830 vehicles at the Route 5 Lovell town line and 1,130 at Albany Township northwest of Route 35 on Route 5.

Local Public Roads & Bridges The Town is responsible for maintenance of ten miles of public roads. Of this, 8.85 miles receive both winter plowing and summer maintenance. In addition, 1.15 miles not plowed in the winter are maintained for summer travel. Of the ten miles of roads, eight miles are paved and two are gravel. The State has determined that all of the Town's roads are in good condition. The roads contain a number of bridges crossing streams. These are the Cold Brook Bridge, the Mill Brook Bridge, and Walker's Bridge. Bridges on the "state aid" road and on Route 5 are maintained by the State. The bridges maintained by the Town are inspected every few years by the State. The Town then performs the needed repairs. Currently all of these bridges are in fair to good condition.

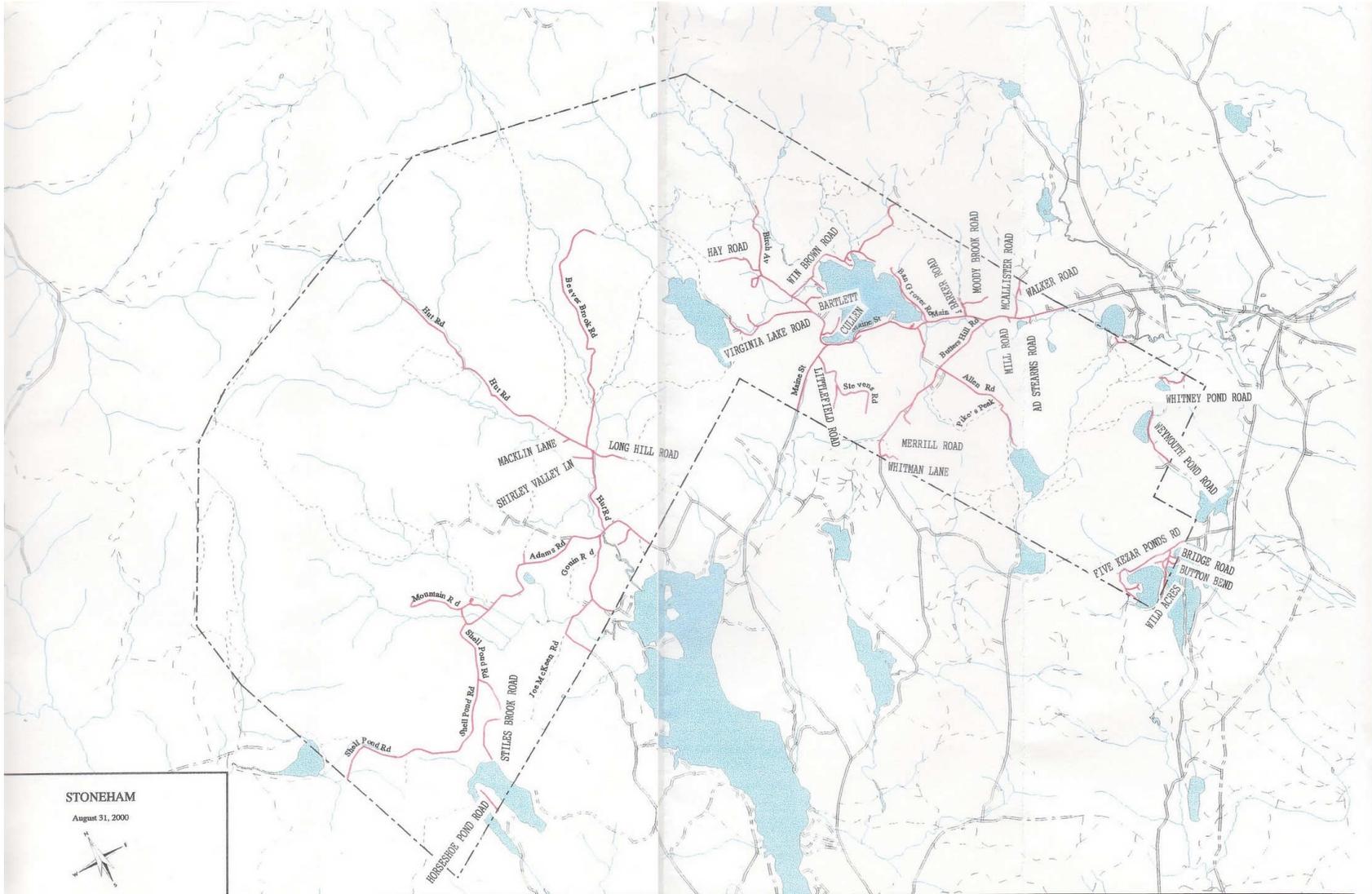
Road Maintenance All road maintenance and plowing is subcontracted to a local provider for which the Town pays a fee. The Town is responsible for plowing and maintaining 8.85 miles of roads in the winter and maintains an additional 1.15 miles in the summer.

Private Roads Landowners own many miles of private roads. The Town has road standards ordinances. Any new road has to conform to these as well as to DOT and DEP guidelines.

Traffic Accidents The Stoneham Volunteer Fire Department responded to five motor vehicle accidents in 1997, not all of them within the Town. According to the MDOT Accident Report, there were two reported accidents on Route 5 in Stoneham in 1998. No other accidents in the Town were reported for that year.

Table 1-20

Road	Miles	School			From	To
		Plow	Summer	Bus		
Ad Steam	0.05	x	x		Rt 5	2nd Rd beyond bridge
Schoolhouse Road	0.35	x	x	x	Rt 5	Albany Line
McAllister Road	0.05	x	x	x	Schoolhouse Rd	I
Mill Road	0.05	x	x		Rt 5	JAR Nelson Residence
Butters Hill Road	1.65	x	x	x	Rt 5	Lovell Town Line
Trout Lake Road	0.75	x	x		Butters Hill	C. Millett Residence
Barker Road	0.15	x	x		Rt 5	Old Country Rd
Virginia Lake Road	1.15	x	x	x	Rt 5	Virginia Lake Farm
Birch Avenue	0.6	x	x		Virginia Lake	Albany Notch Trail
Evergreen Valley Rd	0.2	x	x	x	Town Line	Evergreen improved Rd
Slide Inn Road	0.85	x	x		Evergreen Valley Rd	Town Line
Hut Road	1.2	x	x	x	Evergreen Valley Rd	North end of cemetery
Fire Station	7,000sf	x	x	n/a		
Total Plowed	8.85					
Ban Grover Road	0.1		x		Rt 5	Public Boat landing
Virginia Lake Road	0.35		x		Corner Bartlett Bridge	Public Boat landing
West Side Road	0.7		x		Slide Inn	Town Line
Total	1.15		summer			
Total	10	All Roads				



Land Use/Development Patterns

Overview

Stoneham's primary land use outside of the WMNF is residential, with three times more seasonal residences than year-round. If all the land within the Town were considered, forestland and recreation are the primary land uses. This pattern has not changed significantly over the past 20 years.

As of 1990 the total number of dwellings was 344. Of these, 252 were seasonal dwellings and 92 were year round. The areas of most concentrated development are the Town center and West Stoneham.

The Town is comprised of a total acreage of 25,400. Approximately 50% of the acreage lies within the White Mountain National Forest. As such, this land will most likely remain undeveloped for all time. Of the remaining acreage, only a small percentage lends itself to future development due to a variety of factors. Some land has been placed in the State of Maine Tree Growth Program as well as some being previously developed. There are also streams, wetlands, prohibitive slopes, and shoreland zoning regulations that preclude future development. Due to these factors, only 25% of 25,400 acres has any potential for future development. (See Constraints Map in the Map Appendix.)

Table 1-21 demonstrates the current land use of various large tracts of land in the town. The larger tracts listed are a significant portion of the 25% of the land that could be developed in the town. Development of these large tracts has limitations due to the factors previously mentioned. These limitations lessen the opportunities for short term as well as long-term employment in the community.

The major development in the past ten years is the area known as Harding Hill (Please refer to Existing Land Use Parcel Map in Map Index.) It lies south and west of Route 5, near and overlooking Keewaydin Lake. There are 33 ten-acre parcels. The entire subdivision is governed by a private covenant regulating position and type of buildings and private road maintenance. These and other regulations in the covenant exceed both state and town building codes. There is no waterfront and the land is

mountainous.

In the last five years, there has been one house built on shorefront property. This, plus the size of the Harding Hill Development, leads to the conclusion that most development is occurring in the rugged rural terrain that makes up most of the Town that is not waterfront.

Forested Land

Forest or woodland covers the majority of Stoneham's land area. It is estimated that 50% (12,455 acres) of the Town lies within the White Mountain National Forest. The primary species are hardwood followed by mixed species and softwood.

Approximately 1,135 acres (5% of the town's land area) is registered under the Tree Growth Program. The largest woodland owners are the Bahre property (Evergreen Valley) 2,000 acres, the Grover property 400 acres, The O'Brien property 300 acres, the Lovejoy property 300 acres, and Camp Susan Curtis, 1800 acres.

Table 1-21 - Total acreage in Stoneham 25 000 acres

	Tax Exempt	Tree Growth	Open Space	Largest Landowners
	Acreage	Acreage	Acreage	Acreage
WMNF	112,455 acres			
Bahre- Evergreen				1,754 acres
Grover				400 acres
O'Brien				300 acres
Lovejoy				300 acres
State of Maine Lovell Land Trust	845 acres		10 acres	
Nomentana			100 acres	16 acres additional
Palmer			34 acres	
Brown		425 acres		
Cole		20 acres		
Faulk		108 acres		
Faulk		344 acres		
Field		50 acres		
Murch		188 acres		
Stoneham Rescue	1 acre			
Camp Susan Curtis	Uses 10 acres of St of ME			
Congregational Church		1 acre		
Knights of Pythias		1 acre		
Municipal Property		7 acres		

Forestry within the Town is primarily under the management of the White Mountain National Forest as 50% of the Town's land is under its jurisdiction.

All timber harvesting is performed within the jurisdiction of the State of Maine Department of Forestry. Any timber cutting must be reported to and be in conformance with the procedures and regulations as set forth by the State of Maine Department of Forestry. Though forestry is by no means a major industry in the Town, income is generated through fees paid by the WMNF. The fees that come to the town are based on the yearly revenue of the WMNF. In 1997 it was \$8,800. (See Table 1-16, included in "other revenue")

Hazard Mitigation Planning

The most significant natural hazard in Stoneham is wind, which is, of course, difficult if not impossible to prevent! Power outages frequently result, however, so the Town has purchased a generator for the firehouse. This enables residents in need to use the

community room in extended periods of no electricity. In addition, heavy rains and storm water runoff have often damaged the Town's infrastructure, especially its few dirt roads. The Town copes with the risk of such damage by continually upgrading culverts, ditches and other drainage areas.

Agricultural Land

Stoneham's rugged topography and soils are not conducive to agriculture. Therefore, agriculture is insignificant in the Town's land use patterns.

Residential Land Use

Stoneham's residential land use patterns have changed significantly over the past 20 years. The decline of residential year round dwellings and the sharp increase in seasonal dwellings is readily apparent from 1980 through the 1990's. The rural nature of the Town has contributed to these changes as well as the to lack of employment opportunity and business development.

Commercial Land Use

At the present time, the current commercial land use in Stoneham is as follows:

1. Evergreen Valley Springs Inc.
2. Evergreen Valley Lodge with swimming pool
3. Camp Susan Curtis - tax-exempt (uses 10 acres of the State of Maine's property)
4. East Stoneham Country Store
5. The Annex - apartment building
6. Evergreen Valley Inn, Condos, Lodge and Golf Course

The East Stoneham Country Store is vacant but currently under renovation.
The Evergreen Valley Lodge with swimming pool is vacant and unused.
There are several in-home businesses in Stoneham.

Properties with Tax Exempt Status

1. State of Maine	845 acres
2. Congregational Church	1 acre
3. Knights of Pythias Hall	1 acre
4. White Mountain National Forest	12,455 acres
5. Stoneham Rescue	1 acre

Properties in the State of Maine Tree Growth Program - (Reduced Taxes)

1. Harry and Raynor Brown	425 acres
2. Philip Cole	20 acres
3. W. Lonnie Faulk c/o Tony Aldrich	108 acres
4. W. Lonnie Faulk c/o Tony Aldrich	344 acres
5. Carlton Field	50 acres
6. Alfred Murch	188 acres

The tree growth assessment rate changes yearly.

In addition to the Tree Growth Tax Program, there are three parcels of land in the Farm and Open Space Program (also a reduction of assessed value): Palmer - 30 acres (Open Space), Greater Lovell Land Trust - 10 acres (Open Space), Nomentana - 100 acres (Open Space). The latter two parcels are waterfront properties.

Land Use Trends

Stoneham's greatest change in land use patterns over the past 20 years has been seasonal residential development dispersed throughout the Town. It is expected over the next ten years, Stoneham will continue to see continued seasonal development and slow year round residential growth.

Land Use Ordinances

The following Table (1-22) is a list of the Town's land use ordinances with dates of

approval and enforcement official. Note that the Town must update its Floodplain Management Program to bring it into federal compliance. Without a current Floodplain Management Program the Town is ineligible for federal and state aid if needed.

Table 1-22

Ordinance	Enforcement Official	Date Passed	Date Ammended
General Assistance Ordinance		7-Mar-81	
Building Code Ordinance	John Woodbury - CEO	7-Jul-64	
	Planning Board		
Building Code Amendment	John Woodbury - CEO		4-Nov-82
	Planning Board		
Building Code Amendment	John Woodbury - CEO		2-Jun-86
	Planning Board		
Building Code Ammendment	John Woodbury - CEO		10-Aug-92
	Planning Board		
Chimney Inspection Ordinance	Fire Chief	7-Mar-81	
Swimming Ordinance	Selectmen	27-Jun-84	
Swimming Ordinance Access	Selectmen	10-Aug-92	
Fine			
Cemetery Ordinance	Albert Nelson-Sexton	17-Apr-90	
CATV Ordinance		17-Apr-90	
Junkyard Ordinance	Selectmen	4-Jun-91	
Driveway Ordinance	Carlton Barker, Jr. Road Com	4-Jun-91	
Shoreland Zoning Ordinance	John Woodbury-CEO	7-Nov-91	
	Planning Board		
Shoreland Zoning Ordinance	John Woodbury - CEO		8-Oct-92
	Planning Board		
Subdivision Ordinance	Planning Board		

Natural Resources

Natural resources include soils, surface and ground waters, wetlands, and wildlife habitat. These are of great importance to the Town of Stoneham. Following is a detailed review of these resources.

Setting and Topography

Stoneham is located in western Oxford County and borders on the unorganized township of Albany to the northeast, The Town of Waterford to the southeast, the Town of Lovell to the west and south, Stow to the west, and Batchelder's Grant and Mason to the north. The longest boundaries are with Albany and Lovell.

Stoneham's general topographic characteristics, including the large area of the Town that falls within the White Mountain National Forest, are primarily foothills and mountains. The highest elevation in the Town is the tower on Speckled Mountain at 2906 ft. The most rugged area is Miles Notch, with its steep contours and heights as high as 2090 feet. In addition, other noteworthy heights are Palmer Mountain, 1632 ft., Sugarloaf Mountain, 1495 ft., Pine Mountain, 1246 ft., and Allen Mountain, 1210 ft. There are some fairly significant elevations (above 1,000 feet) that have no names. (Please refer to Steep Slopes Map in Map Appendix.)

Soils

Soils are a basic resource of extreme importance to the use and development of a community's land. They are the underlying materials upon which roads, buildings, sewer and waste disposal, agriculture, and forestry occur. Land use activities which occur upon or in soils which are unsuited for the proposed use will face increased costs associated with development, construction, and annual maintenance and may cause environmental degradation.

Because of its topography, Stoneham has very little topsoil in relation to its area. Most of the town's land consists of forested uplands, rocky outcroppings and ledges, and forest duff as soil. The wetland map indicates the varying amounts and combinations of rock, sand, mud, organic or vegetated shore lands, all of which are unsuitable for building. (See Map Appendix.).

Surface Waters

Stoneham's largest great ponds are Virginia Lake and Keewaydin Lake. Virginia Lake has a surface area of 128 acres with a maximum depth of 28 feet. Keewaydin Lake has a surface area of 307 acres with a maximum depth of 52 feet. Trout Lake has a surface area of 58 acres with a maximum depth of 26 feet. Weymouth Pond has a surface area of 16 acres with a maximum depth of 19 feet. Whitney Pond has a surface area of 10 acres with a maximum depth of 5 feet.

Back Pond, one of the Five Kezar Ponds, is located completely within Stoneham. Its surface area is 62 acres, with a maximum depth of 32 feet. Water quality tests measuring transparency, phosphorous, chlorophyll, alkalinity, pH, and temperature and dissolved oxygen, have been done on this pond by four certified owners and by the Lakes Environmental Association (LEA). These tests and the connection to LEA are worth the Town's consideration as it seeks ways to monitor the water quality in its other lakes.

The land in the Town is drained by a number of brooks. Goodwin Brook and Hannah Brook flow into Virginia Lake. Bartlett Brook flows into Lake Keewaydin from Virginia Lake, and Mill Brook drains Lake Keewaydin, then joins Crooked River in North Waterford. One branch of Meadow Brook flows into Lake Keewaydin from No. 8 Pond and one branch flows in from the Lombard Pond area. This entire drainage system forms part of the watershed for Sebago Lake, which in turn provides the drinking water for the city of Portland.

The smallest ponds are Lombard Pond and No. 8 Pond, which lie within the White Mountain National Forest. Stoneham also contains approximately half of Horseshoe Pond.

Although none of Kezar Lake is in Stoneham, Willard Brook, Cold Brook, Great Brook, Shirley Brook, Red Rock Brook, and Beaver Brook all flow into the upper bay of Kezar through the Town. Kezar Lake is an important part of the Saco River watershed. Finally, Rattlesnake Brook flows into Shell Pond, a tiny comer of which lies within the Town.

There is no specific water quality information available for lakes except Back Pond within the Town. This can be considered a problem because of the importance of

monitoring and maintaining high water quality for the many seasonal residences on the lakes and for general recreational use as well.

Fishing is one of the major recreational activities on all these lakes. The Maine Department of Inland Fisheries and Wildlife manages the fish population by stocking Lake Keewaydin and Virginia Lake annually. They also determine the varieties to stock.

Development activities such as house and road construction and timber harvesting may disturb the land that is drained to a lake by streams and groundwater - in other words, a watershed without properly constructed and maintained sediment and erosion controls. The disturbed and developed land contributes pollutants and other substances to the lake; in turn, lake water quality is degraded. Activity anywhere in the watershed, even miles away, has the potential to affect lake water quality.

Of the myriad substances that can be carried to a lake from its watershed, phosphorous is of primary concern. Phosphorous is a natural element that clings to soil particles and organic matter. It is necessary for plant growth and is transported by water. When water carrying phosphorous is allowed to seep into the ground, as in an undisturbed watershed, soils and organic matter bind with the phosphorous and hold it for use by plants. However, when surface runoff increases, as in a watershed where the vegetation holding the soil in place has been removed for house or road construction, the phosphorous can be transported, along with eroded soils, and deposited in lakes and streams. See Appendix for Phosphorous Loading Chart.

All lakes have the ability to absorb some phosphorous before there is an adverse impact on the quality of the lake. However, when the phosphorous load to the lake becomes too great, the phosphorous acts as a fertilizer and causes algae to flourish.

Another item that affects water quality in lakes is milfoil, an aquatic plant that is transported readily on the bottoms of boats and/or motors. Once in a lake, it is nearly impossible to eradicate and grows quickly into underground forests that have complex adverse effects on a given lake. It has been found in at least one lake in this area. Warning notices about milfoil are posted at the public landing on the eastern end of Kezar Lake. Since an increasing number of boats are put into the Town's lakes each year, being alert to the danger of milfoil might be appropriate.

Finding: DEP regulations contain phosphorous controls. A re-examination of any Town ordinance that deals with phosphorous run-off is appropriate.

Town ordinances and DEP and DOT regulations help direct growth away from "unsuitable areas." The Town currently defines unsuitable areas primarily through DEP shoreland zoning ordinances. Steep slopes, shallow soils and winter wildlife habitat are also considered unsuitable though the Town does not have guidelines that are different from the state's for protecting these areas from development. (Please refer to the Wildlife Habitat Map and the Steep Slopes Map in Map Appendix.)

Groundwater

Groundwater is derived from precipitation that infiltrates the soil, percolates downward, and fills the tiny, numerous spaces in the soil and cracks or fractures in the bedrock below the water table. Wells draw water from permeable layers or zones in the saturated soil and fractured bedrock. In general, the saturated areas which will provide adequate quantities of water for use are called aquifers. Two major types of aquifers occur in Maine: sand and gravel aquifers, and bedrock aquifers. Generally, wells in sand and gravel aquifers yield from 10 to 2,000 gallons per minute (gpm), while wells in fractured bedrock generally yield from 2 to 25 gpm. The Aquifers Map in the Map Index identifies the few aquifers in the Town.

Wetlands

Wetlands are important resources because they store large amounts of water, help reduce flooding, purify contaminants contained in storm water runoff and provide habitat for a variety of flora and fauna. Destruction of wetlands can significantly increase flood levels, reduce plant and animal habitat, and adversely affect ground water supplies.

The Town's topography includes a number of wetlands given the essentially mountainous character of the area. These wetlands are regulated under the State of Maine Shoreland Zoning Law. The National Wetland Inventory published by the U.S. Department of the Interior plots both forested and non-forested wetlands as small as one acre. The inventory identifies numerous wetlands in Stoneham. While the

majority of these are small, several larger wetlands are found along Meadow Brook north of Lake Keewaydin, at the northern end of Virginia Lake, and on Great Brook along Hut Road. The state Natural Resource Protection Act and federal wetlands law also regulate wetlands in Stoneham.

Floodplain

A floodplain is a flat expanse of land along a river or shoreline that is covered by water during a flood. Under the Federal Insurance Program, the 100-year floodplain is called the flood hazard area. Stoneham's principal floodplain is located along Hut Road at Great Brook. The Town of Stoneham must update its floodplain management program to bring it into federal compliance. Without a current program, the Town is ineligible for federal and state aid should it be needed. The floodplain area is very small and is completely non-developable because it falls completely within a shoreland area (Great Brook) and therefore is subject to state shoreland zoning ordinances. (Please refer to Wetlands and Watersheds Map in Map Appendix.)

Wildlife and Fisheries Habitat

Wildlife and fisheries should be considered natural resources similar to surface waters or forest land. Our wildlife species are a product of the land and, thus, are directly dependent on the land base for habitat. Therefore, if a habitat does not exist or an existing habitat is lost, various types of species will not be present. Although there are many types of habitat important to numerous species, there are four which are considered critical: wetlands, riparian areas (shorelines, ponds, rivers, and streams) major watercourses, and deer wintering areas. In addition, certain areas can be defined as unique or critical habitat. Stoneham contains wetlands, riparian areas, and deer wintering areas. (Please refer to FEMA Floodplain and Contours Map in Map Appendix.)

Wetlands, in addition to providing nesting and feeding habitat for waterfowl and other birds, are used in varying degrees by fish, beaver, muskrats, mink, otter, raccoon, deer, and moose. Each wetland type consists of a specific and unique balance of plants, fish, and wildlife. Whether an individual wetland is a highly productive waterfowl marsh or capable of producing just one breed of ducks, it is still valuable.

Riparian lands provide habitat for fish and a variety of aquatic animals. In addition, land adjacent to brooks, streams and rivers provide travel lanes for numerous wildlife species. A buffer strip along waterways provides adequate cover for wildlife movements, as well as maintenance of water temperatures critical to fish survival

Deeryards or deer wintering areas represent 10-20% of the deer population's normal summer range. Deep snow (over 18 inches) forces deer to seek out areas which provide protection from snow and wind. These wintering areas provide the food and cover necessary to sustain deer during the critical winter months. While size and shape of the areas can vary from year to year or within a given year, most are used over and over again, year after year.

Critical and/or unique habitat include such areas as specific breeding sites or other areas shown to be of importance to particular species due to traditional use or limited occurrence. They include, but are not restricted to, eagle, osprey, and heron nesting sites. While these critical areas meet the need of certain wildlife species and are necessary for their survival, they alone cannot support adequate populations of deer and other wildlife. A variety of habitat types ranging from open field to mature timber are necessary to meet the habitat requirements of most wildlife species throughout the year. Since different species have different requirements, loss of habitat will affect each differently, ranging from loss of individual nesting, feeding, and resting sites to disruption of existing travel patterns. Generally, loss of this habitat will not have an immediate negative impact on wildlife populations; however, the cumulative loss will reduce the capacity of an area to maintain and sustain viable wildlife population.

Stoneham has a varied wildlife habitat and a rich and varied wildlife population. In addition to deer, moose, bear, eastern coyote, fox, and bobcat, the area has a consistent population of waterfowl, notably loons and wading birds. There is a varied migratory bird population as well.

The Department of Inland Fisheries and Wildlife has mapped the locations of potential and known essential and significant wildlife habitats in Stoneham. They have also mapped inland wetlands defined as bogs, wet meadows, seasonal pools, shallow lakes and ponds, and wood swamps. (Please refer to the Wildlife Habitat Map and the Wetlands and Watersheds Map in Map Appendix.)

Recreation

The Town of Stoneham has one public recreation facility. The swimming area at Keewaydin Dam is designated for residents and taxpayers of the Town only. There is public access to some of the other lakes in the Town but no recreational facilities.

Recreational activities are primarily geared towards the outdoors. Snowmobiling, hunting, fishing, and hiking are most popular with residents and visitors alike. The three White Mountain National Forest Trails that cross or enter the Town (Albany Notch Trail, Cold Brook Trail, Miles Notch Trail) are major recreational assets. Snowmobile trails traverse the Town, connecting with the ITS system, and are maintained by the local club.

Findings: There is a lot of misuse of the swimming area at the dam. Keeping it for residents and taxpayers only has been hard to enforce. Noise at night is often a major annoyance to those living nearby, especially in the summer.

Other recreational facilities are available in Lovell through the Lovell Recreational Program, which has a year-round program for children in the MSAD 72 school district.

Historic and Archaeological Resources

Historic Background

Stoneham was incorporated on January 31, 1834, taking parts of Fryeburg Academy Grant and Batchelder's Grant. In 1840, Ellis B. Usher, a wealthy landowner, changed the town's name to Usher. This name lasted only a little over a year when the townspeople petitioned the State Legislature to return to the original name of Stoneham.

During the past 160 plus years of development, agriculture and forestry were important factors in Stoneham. Saw mills, gristmills, and stave mills were abundant using water as primary power to process the locally grown products.

During the Civil War, Stoneham sent many more men than the quotas called for. One of the most noted was William Warren Durgin, a member of the company of 40 "Escorts and Guards of Honor which accompanied the remains of President Lincoln from Washington to Springfield, Illinois. He was one of the eight Orderly Sergeants to bear Lincoln to his final resting place. Durgin was born in Stoneham in 1839 and died in West Stoneham in 1929 at the age of 90. He is buried in the West Stoneham Cemetery on the Hut Road.

The Town has changed from the original farming community to a mill town and is now both a bedroom community for the adjacent towns and a seasonal vacation community. In the last 50 years the White Mountain National Forest started purchasing property here. The last purchase of 1600 acres in 1986 brought the total land owned by the White Mountain National Forest to over 50% of the Town's acreage.

Historic Structures

There is a growing recognition among citizens and government across the country of the value of a community's historic resources. Historic buildings provide an insight into a community's past. When they serve as functional elements in a community, maintained historic buildings could conserve resources, time, energy, and money while sustaining a sense of community character.

Stoneham does not have any structures listed in the National Register of Historic Places (begun in 1966), but the Town has two structures of local historic importance and interest.

Congregational Church

Located on Route 5 in East Stoneham and built in 1894, incorporated on August 25, 1895. Local parishioners provided the funds and labor to build the church. The organ, books, and interior furnishings were gifts from the Maine Missionary Society. The size of the congregation determines the financial resources of the church. If the size continues to lessen, the church could face closing.

Knights of Pythias Hall

Located on Route 5 in East Stoneham almost directly across the street from the Congregational Church, the Hall was built prior to the institution of Hiawatha Lodge #49 on May 13, 1884. The actual date is uncertain.

Archaeological Resources

Archaeological resources are physical remains of the past, most commonly buried in the ground or very difficult to see on the surface. Archaeological sites are areas where these remains are found. Such sites can be either dated from before written record (prehistoric) or from after written record. The former are the only source of information about prehistory.

In Maine archaeological sites are most commonly found within 25 yards of an existing or former shoreline. These areas provided good location for boat access and camp locations. Although some 4500 archaeological sites have been identified in Maine, there may be thousands more yet to be discovered.

The Maine Historic Preservation Commission reports no known prehistoric or historic sites in Stoneham, but no prehistoric or historic surveys have been completed to date. However, this does not mean that there are no sites in Stoneham, just that they have not yet been discovered.

If development or some other occurrence reveals archaeological evidence, a professional survey to evaluate the site would be necessary.

Scenic Resources

The quality of the scenery in any given place has a great deal to do with defining and determining land use. Although one would not call the drive through Stoneham on

Route 5 exceptionally scenic, the view of the mountains and lake at Keewaydin Dam is worth stopping for. One is always aware of being almost surrounded by mountains, and the true beauty of the area is most apparent in fall, winter, and spring when the lack of foliage opens up surprising vistas. In addition, three White Mountain National Forest trails that lie partly within the Town's boundaries give hikers access to some of western Maine's most outstanding scenery. These trails are the Albany Notch Trail, the Cold Brook Trail, and the Miles Notch Trail.

The current development of Harding Hill is primarily based on the views available from the various lots (as well as on proximity to major recreational and shopping areas.) This kind of development seems perhaps typical of what people want when they look for a place to live in the Stoneham area.

Findings: The scenic value of various areas has drawn people to live here and will continue to do so; however, there are no unique natural areas within the Town.

No regulations exist that govern the placement of tall structures such as communication towers in important view corridors. Most of the locations suitable for such towers lie within the White Mountain National Forest and are therefore very unlikely as potential sites. There is a federal telecommunications act that does not allow towns to prohibit the installation of towers. The Town will determine, through viewshed analysis where the placement of towers will be least detrimental to the visual character of the Town.

SECTION II
PLANNING ISSUES

Section 11. Planning Issues

Table of Contents

Population	46
Housing	47
Economy	47
Fiscal Capacity	48
Municipal Services	48
Transportation	49
Land Use Development	49
Natural Resources	50
Recreation	51
Scenic Resources	51

II. PLANNING ISSUES

Introduction

The overall purpose of the comprehensive plan is to plot a realistic future direction for the community based on the information about the Town's existing character in the Inventory and Analysis section.

The first step in the development of policies and strategies is to define issues or areas of concern. Once these are identified, appropriate policies and strategies can be developed.

The following presents a listing of planning issues.

Population

1. The growth rate in Stoneham is expected to continue at the same rate as it has since 1990 (the last available figures). The year-round population has increased between 1980 and 1990. The seasonal population will continue to increase at a rate greater than that of year-round population. Currently the Town's population increases fourfold during the summer.
2. Because of the location, any sudden change in the economy of the surrounding areas could cause a sudden increase in the year-round population. This kind of growth is impossible to predict, and the amount of land where development can occur is, for all intents and purposes, identical to where it should occur. (See Existing Land Use Parcel Map and Constraints Map in Map Appendix.)
3. Stoneham's population is aging, and the Town attracts people who wish to retire because of its location and relatively low taxes. A larger retirement-age population implies lower education expenses.
4. Both year-round and seasonal residents share the same priorities -maintaining the natural beauty and rural quality of the Town, preserving the environment (notably the lakes), and keeping taxes down.
5. Developing ways to include the seasonal constituency in town decisions is worth the Town's consideration.

Housing

1. Seasonal dwellings make up the majority of Stoneham's housing stock. Eight of the ten new dwellings built since the 1990 census are seasonal.
2. In the next ten years, the demand for seasonal housing will increase.
3. The conversion of seasonal homes to year-round homes could lead to greater municipal expense for education and road maintenance. The trend, however, seems to be towards housing for people who are retiring.
4. No plans exist to manage the location of new development either by single lot or by subdivision.

Economy

1. Much of Stoneham's labor force commutes to jobs out of town. Small-scale business, seasonal home-related business, timber harvesting, and home occupations or cottage industries provide limited employment in the Town.
2. The Town relies heavily on the taxes on residential property for its revenues. Over 84% of the property tax base consists of residential and undeveloped properties. Property tax on seasonal homes made up about 65% of the total property tax revenue in 1990. By now the seasonal percentage has certainly increased.
3. The trends show that Stoneham will increasingly depend on residential property as its main tax base. Although commercial development within the Town would perhaps decrease reliance on residential property taxes, the reality is that residential property taxes will remain most important to the tax base. Commercial growth at this point does not seem likely.
4. Stoneham is sensitive to general trends in the state and national economy. With only less than half of the local work force employed within the Town, and a large seasonal population, the Town cannot be said to have an economy of its own. Costs can be built into the Town government that can over-extend its fiscal resources. For example, Code Enforcement ordinances are becoming harder to implement and enforce as the State makes more demands.
5. Approximately 75% of Stoneham cannot be developed because it is either owned by WMNF or falls under the protection of other state or federal agencies governing wetlands, shore lands, etc.

6. The Town will face increasing pressure to develop the land it has that is suitable for housing. The key to managing growth seems to lie in keeping growth as a seasonal recreation area consistent in quality and character with the WMNF.

Fiscal Capacity

1. A formal multi-year capital improvement program does not exist except in the limited road fund. (Capital investments refer to expenditures greater than \$10,000 that do not recur annually, have a useful life of greater than three years, and result in fixed assets. They usually require the expenditure of some combination of town, state, and federal funds.) Funding limitations will make it possible to pay for or implement all major improvements needed in the short or long term. It is Town policy to plan ahead for major capital expenditures and to examine the feasibility of developing a shared municipal services delivery program with adjacent communities.
2. A Capital Investment Plan does not exist.
3. About 60% of the Town's budget goes for education. This amount is levied by MSAD #72 based on the Town's valuation and is the second highest amount paid per pupil in the state. In 1995 the average expenditure per pupil in towns with populations less than 2,000 was 50% of their budget.

Municipal Services

1. The respondents to the questionnaire sent out in 1997 indicated general satisfaction with the municipal services provided, especially fire and rescue.
2. No municipal sewer or water services exist. These systems will need to be contained within any development.
3. The volunteer fire department must comply with the rules and regulations governing full-time municipal fire departments as mandated by the State Fire Marshall's Office.
4. Acquiring land for the salt-sand shed and the construction of that facility are completed.
5. Although all fire fighting equipment is up to code, the depreciation of the fire vehicles is not considered in any Town fiscal plan.

6. Communication between Waterford and Stoneham concerning the expenses of running the Transfer Station is lacking. Waterford can arbitrarily make decisions concerning expenditures and then bill Stoneham. The need for some kind of negotiated relationship is apparent.

Transportation

1. Roads maintained by the Town are considered to be in good condition.
2. Bridges maintained by the Town are in fair to good condition. Expenses involving these bridges, some of which are simply large culverts, are low.
3. Location of new private roads as a way of managing growth may be something the Town wants to examine.

Land Use Development

1. The Town ordinances have not been comprehensively reviewed and re-evaluated to allow Stoneham to determine where its ordinances stand in relation to the state's regulations. Whether the Town wants to have its ordinances as strict or stricter is a decision that will require both time and personnel to research. If state ordinances do not provide enough protection to meet the goals and policies of this plan, the Town will adopt more stringent regulations.
2. Locations that can be served efficiently and with little added cost by existing public services/facilities are best for development.
3. The needs of the community require review and possible upgrading of public facilities and services.
4. Expansion of the use of regional agreements will provide needed public facilities and services.
5. Expansion of public services, including educational services provided by MSAD #72, may result from future land development. Development may produce need for extension of school bus service, upgrading of public roads, upgrading of fire fighting services, and other such items.
6. Only 25% of the Town's land can be used for development of any type, and not all of that is suitable. (Please refer to Map Appendix.)
7. According to the questionnaire sent out in 1997, preservation of wildlife, wildlife habitat, and fisheries habitat is important in most of the residents' ideas about land use development policies.

Natural Resources

1. The floodplain management study is outdated and not in compliance with federal regulations.
1. All sewage disposal in Stoneham is subsurface. The town provides no treatment facilities or municipal sewer system, and cannot do so. Most of the land with development potential is not well suited for high-density residential or commercial development that depends on subsurface sewage disposal. The topography is primarily mountains and hills, lakes and streams. In many places, subsurface sewage disposal would be subject to erosion because of degree of slope. The danger of sewage disposal affecting the water quality of lakes and streams could be a real danger. Careful monitoring of building lots is necessary.
2. The monitoring of timber harvesting is currently lax. The Town needs to find ways to monitor this harvesting to control phosphorous run-off and to prevent the general degradation of the land. The damage to wet areas characteristically is most apparent and most potentially harmful
3. All potable water is derived from ground water. Its contamination can create health problems and costly solutions. There is no town water supply.

Except for land areas regulated by the Town's Shoreland Zoning Ordinance, important wildlife habitats (water and wading bird areas, deer wintering areas) are not specifically protected by local regulations. (Please refer to Wildlife Habitat Map in Map Appendix.)

5. Woodlands are a major natural resource and are what people usually mean when characterizing the beauty and essence of this area. Maintaining these woodlands is critical to the Town's future.
6. The Town's lakes are one of its most important features. Currently there is volunteer water quality monitoring on Trout Pond and Back Pond. We should make an effort to have consistent water quality monitoring on all the lakes. The Town should recruit volunteer monitors for Keewaydin Lake, Virginia Lake, Weymouth Pond and Whitney Pond.
7. Exotic water plants imported by accident or carelessness pose a real threat to the Town's lakes. Cushman Pond in Lovell has already been infected with a variety of water milfoil. As more boats from farther away are put in at public landings, the danger of such plants escaping into one of Stoneham's lakes is very real. The Town needs to develop a public education plan that should begin with the posting of relevant information at all public landings in the Town.

7. Wildlife, wildlife habitat, fisheries, and fisheries habitat should be considered a natural resource as well as an essential part of the "unspoiled" nature of the area, which is something residents of all seasons value most highly. Preserving wildlife habitat should be an important part of the Town's land use regulation.
9. There has been no detailed water quality study of the lakes in the Town.
10. Town ordinances have not been re-examined to see if they adequately address phosphorous run-off.
11. There is -no definition of what "unsuitable areas" for future development are.

Recreation

1. There is little enforcement of "residents only" at Keewaydin Dam, and noise there in the summer remains an issue.
2. There is no anticipated need for other recreational facilities.

Scenic Resources

1. The sites for communication towers or similar structures could in the future affect some of the scenic areas and views in the Town.

SECTION III

POLICIES AND IMPLEMENTATION STRATEGY

Section III. Policies & Implementation Strategies

Table of Contents

Historical & Archaeological Resources	52
Housing	53
Natural Resources	55
Outdoor Recreation	60
Transportation	60
Future Land Use/Development Patterns	62
Municipal Services	65
Future Land Use Plan	66
Capital Investment Plan	67

III. Policies and Implementation Strategies

The most important element of the Comprehensive Plan is the policies and strategies that the Town adopts. The issues identified in both the Inventory and Analysis section (I) and Planning Issues (II) are intended to suggest to the community the directions it should take in planning the future of the Town. Strategies define specific actions the Town should undertake to carry out the directions presented in the policies.

The overall goal of the Comprehensive Plan is to establish Town policy and set out a program that will maintain and preserve Stoneham's character, way of life, resources, and values.

Historical and Archaeological Resources

State Goal: To preserve the State's historic and archaeological resources.

Town Goal: It is a goal of the Town of Stoneham to assure that archaeological and historical features are conserved.

Policies:

It is a policy of the Town to assure that, before any development takes place in areas with known archaeological resources, their value be assessed.

It is a policy of the Town that if an archaeological site is discovered within the Town, it should be evaluated before any development is permitted that would adversely affect the site.

It is a policy of the Town to be aware of and consider historic value of the structures named in the Plan.

Implementation Strategies:

1. Local ordinances should require that if archaeological sites are located and documented these should be assessed by the Maine Historic Preservation Commission before any development begins that could reduce their value. Responsibility: Planning Board & CEO

Time Frame: 24 months from Plan adoption
Estimated Cost: NA

2. Local ordinances should contain standards to assess impacts caused by development upon historic locations and allow the Planning Board to require developers to implement measures to minimize negative impact. Should an archaeological site be discovered, the Town will require the developer to have it professionally surveyed and follow any recommendations as a result of the survey.

Responsibility: Selectmen
Time Frame: - When and if the need arises.

Housing

State goal: To encourage and promote affordable, decent housing opportunities for all Maine citizens.

Town goal: To encourage the development of safe and affordable housing.

Policies:

It is a policy of the Town to allow housing development that is consistent with its rural nature. The Town takes the word "rural" to mean the general appearance of little development, including a combination of open land, uncut timber, forested areas and no obtrusive signs or roadways. The word also suggests lots larger than two acres. One acre lots should be allowed along Route 5 between the post office and the municipal building at the beginning of Butters Hill Road, which is the area most consider the center of town.

It is a policy of the Town to allow mobile/manufactured homes on individual lots in all locations that traditionally allow single-family homes.

It is a policy of the Town to regulate and approve different size lots depending on the location (for example, around lakes, along Route 5, etc. This is in keeping with the survey, which indicated a strong preference for keeping the rural character of the Town.)

*There is an apparent conflict that emerged from the survey: Most people wished to allow different size lots in different parts of the Town. There was a contradictory indication where people wanted to keep the village center growing at the same density as other parts of the Town. This probably needs resolving.

Based on the above, this can be accomplished by traditional 2 acre parcels or in cluster development with a plan that is received and approved by the Planning Board except in the "town center," defined as the stretch of Route 5 from the town line on the east (just beyond the post office) to the intersection of Butters Hill Road where the municipal building is located. There are possibly three areas that could be developed on this piece of road. There is no zoning that separates residential from commercial development in any part of the Town. State regulation (general development and shoreland zoning) is all that exists at this point. However, any commercial development that occurs must remain consistent with the Town's rural character, as defined previously.

It is a policy of the Town to regulate multi-family homes, mobile home parks, affordable low-income housing, elderly housing, condominium development, and town house development to be consistent with the findings of the 1997 questionnaire - to maintain the rural nature of the Town.

It is a policy of the Town to assure that the conversion of seasonal dwellings to year-round dwellings complies with State code requirements.

Implementation Strategie .

1. The Town should establish a two-acre minimum lot size or an acceptable cluster development plan for new construction in keeping with the rural nature of the area.

Responsibility: Selectmen and Planning Board
Time Frame: 24 months after Plan adoption
Estimated Cost: NA

2. The Town should expand its ordinances beyond just regulating the housing units as it now does. An ordinance is needed to regulate mobile home parks, condos, and town houses. The survey indicated strongest feelings against these three kinds of housing as violations of the Town's rural character.

Responsibility: Selectmen and Planning Board
Time Frame: 24 months from Plan adoption
Estimated Cost: NA

3. The Town should adopt a town-wide Conversion of Seasonal Dwelling Ordinance that contains the standards as stated in Title 30-A, M.R.S.A. Section 4215- Conversion of Seasonal Dwellings in Shoreland area. Documentation of how a private road will be maintained for access should also be required.

Responsibility: Planning Board
Time Frame: 24 months from Plan adoption

Suggestion: Use the shoreland zoning ordinance as a way to help define kinds and locations of housing units and their regulation.

Natural Resources

State goals: a. To protect the quality and manage the quantity of the State's water resources including lakes, aquifers, great ponds, estuaries, rivers, and coastal areas.

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

Town Goal: Stoneham recognizes that its natural resources are central to the nature and quality of life in the community. Without management of these resources, community values and way of life could be fundamentally altered. Therefore, it is a Town goal to maintain these resources.

Policies:

It is a Town policy to regulate development and other land use activities adjacent to surface waters in such a manner as to maintain and/or improve water quality.

Implementation Strategies:

1. The Town should develop a plan to monitor water quality of the seven waterbodies in the Town. (Currently Trout Pond and Back Pond are the only ones being monitored.) Volunteers working with Scott Williams' organization may be the best way to proceed.
2. It is a Town policy to protect water quality from long-term and cumulative increases in phosphorous.

Implementation Strategies:

1. The Town should review the **phosphorous controls** currently in place. It needs to determine whether the controls in the Shoreland Zoning laws are adequate.
2. The Town follows the DEP guidelines for water quality designation. DEP has already determined the phosphorous load for any lake in our area. Even though Stoneham shares water resources with other towns, the Town uses the DEP determinations.

Other towns that share resources with us have not contacted us in their planning process, nor have we contacted them. The Town should adopt local ordinances to provide a high level of protection which will be used to determine the allowable phosphorous allocation for each lake watershed. The DEP determinations are just a starting point and should be taken further to be useful for guiding development of per acre allocations for lake watersheds.

Responsibility: Selectmen, Planning Board
Time Frame: 24 months from Plan adoption

It is Town policy to carefully monitor forestry practices within its boundaries. The Town will make forestry practices brochures available for the education of landowners. It is Town policy to encourage best management practices for timber harvesting as set forth by the Maine State Forest Service.

Implementation Strategies:

1. The Town requests that the Bureau of Forestry supply the Town with copies of the "Notification Prior to Harvest" as required by Title 12, M.R.S.A. Section 888.1. The Town should maintain a file and notify the Planning Board of such harvesting operations.

Responsibility: Selectmen
Time Frame: ongoing

2. The Town should assess the timber harvesting standards contained in the Forestry Practices Act to determine their suitability in relation to Town policy. If they are determined to be inadequate, local standards should be developed in cooperation with the forestland owners and Maine Forest Service, which employs best management practices.

It is a Town policy to have an updated floodplain ordinance.

Implementation Strategies:

The Town should review its floodplain ordinance and make it comply with state and federal standards. The Code Enforcement Officer should strictly administer and enforce this ordinance after revision.

Responsibility: Planning Board, Code Enforcement Officer, and Selectmen
Time Frame: 24 months from Plan adoption

It is Town policy to be aware of the dangers of exotic imported aquatic plants that could invade its lakes and streams through increased use.

Implementation Strategies:

1. The Town should develop a public education plan to alert people who use the lakes (especially by launching boats that have been used in other lakes) to the dangers of exotic imported aquatic plants such as milfoil

Responsibility: Selectmen and volunteers, perhaps in association with monitoring water quality.

Time Frame: 24 months from Plan adoption

It is a policy of the Town to upgrade its ordinances to manage development on slopes as specified in the ordinance, and it is also a policy to permit development and other land use activities in or upon soils which are suited for such use.

Implementation Strategies:

1. Local ordinances should include provisions that require soils to be the kind that are suited to the proposed use. Erosion and sedimentation control plans should be developed for all developments. Ordinances that already address these issues should be reviewed.

Responsibility: Planning Board, Code Enforcement Officer

Time Frame: 24 months from Plan adoption

It is a policy of the Town to protect the integrity of open fresh water wetlands as defined in the Shoreland Zoning Law so that their overall benefits and values are maintained.

Implementation Strategies:

1. The Town should review its compliance with the Shoreland Zoning law and should be sure that its wetlands, as identified by the Maine Geological Survey in the zoning districts, are placed in zoning districts that comply with the standards found in the State of Maine Guidelines for Municipal Shoreland Zoning Ordinance.

Responsibility: Planning Board, Code Enforcement Officer

Time Frame: 24 months from Plan adoption

2. Wetlands rated as moderate and high valued wildfowl habitat by the Maine Department of Fisheries and Wildlife should be zoned as resource protection, including the area 250 feet from the wetland's upland edge.

Responsibility: Planning Board, Code Enforcement Officer
Time Frame: 24 months from Plan adoption

It is Town policy to maintain and protect its wildlife resources, including deer wintering areas, riparian habitats, wetlands, surface water, upland habitat, and fisheries habitat.

Implementation Strategies:

1. Local ordinances should be reviewed and provisions added to require that when development is proposed that will directly impact a significant wildlife or fishery habitat (as identified by the Maine Department of Fisheries and Wildlife,) an analysis be conducted to determine potential impact as well as the necessary measures to mitigate any negative impact.

Responsibility: Planning Board, Code Enforcement Officer
Time Frame: 24 months from Plan adoption

It is a policy of the Town to recognize scenic views as a natural resource and assure such views are maintained. Most of the scenic sites and views in Stoneham are in the White Mountain National Forest, which obviously are regulated. What remains are occasional hilltops with views. Harding Hill, the primary such hill, has already been subdivided. Other views or areas may exist, but we are unaware of them.

It is Town policy to identify areas suitable for the placement of communication towers or other such structures so that they do not interfere with scenic views which may or may not have already been identified.

Implementation Strategies:

1. Local ordinances should contain provisions that require an assessment by the Planning Board of the impact of any proposed structural development on scenic sites. The Board should be granted the authority to regulate development that affects scenic sites to minimize negative impact. The Board should also seek to identify locations suitable for communication towers according to the above guidelines.

Responsibility: Planning Board, Code Enforcement Officer
Time Frame: 24 months from Plan adoption

It is a Town policy to regulate development and other land use activities in a way that maintains and/or improves water quality.

It is Town policy to minimize sedimentation and water temperature increases caused by improper construction and/or forestry practices adjacent to surface waters and in watersheds.

It is a Town policy to protect the quality and quantity of ground water for current and future use.

It is a Town policy to regulate activities over or in the sand and gravel aquifers to minimize the danger of ground water contamination.

Implementation Strategies:

Local ordinances should be reviewed and updated so that they contain provisions requiring that proposed new development or expansion to development other than residential meets standards that will safeguard surface waters and ground water resources, including sand and gravel aquifers.

Responsibility: Planning Board

Time Frame: 24 months from Plan adoption

Outdoor Recreation

State goal: To promote and protect the availability of outdoor recreation opportunities for all Maine citizens, including access to surface waters.

Town goal: It is the goal of the Town of Stoneham to assure that the traditional outdoor recreational opportunities and new demands for outdoor recreation are met.

Policies:

It is a policy of the Town to manage development so that traditional outdoor recreation opportunities are maintained.

It is a policy of the Town to support the efforts of the snowmobile club to maintain the trail system.

1. The Town should support the snowmobile club with snowmobile registration fees and specific projects which will contribute to the implementation of Town policies. In return, the snowmobile club will respect the rights of private landowners, while working to secure or improve access to the trail system.

Responsibility: Town/ Snowmobile Club

Time Frame: N.A.

Estimated Cost: Ongoing

2. The Town should continue to support the use, improvement, and control of the facility at the Keewaydin dam site.

Implementation: Selectmen

Time Frame: Ongoing

Estimated Cost: Unknown

Transportation

State goals: To encourage orderly growth and development on appropriate areas of each community while protecting the State's rural character, making efficient use of public services, and preventing development sprawl.

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

Town goal: It is the goal of the Town to assure that transportation is responsive to the Town's needs.

Policies:

It is a policy of the Town to require developers of new or expanded projects that exceed existing road capacities to finance road improvements necessary for planned traffic volumes.

It is a policy of the Town to require that privately owned roads serving new developments or subdivisions be brought up to Town standards. Such a road may then be submitted for acceptance as a town road at Town Meeting. The acceptance must then be voted on. Historically, no private road has, as yet, been accepted as a town road. Generally it is the policy of the Town not to accept private residential roads even if built to town standards, unless the community planned that road for acceptance.

Implementation Strategies:

1. Local ordinances should require that when a new residence is to be constructed or a seasonal dwelling is converted to year-round and is served by a private road, documentation is provided which identifies how the road will be maintained and how such costs will be shared with other landowners.

Responsibility: Planning Board, Code Enforcement Officer
Time Frame: 24 Months from Plan Adoption

Future Land Use/Development Patterns

State goal: To 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.

Town goals: The Town recognizes the need to protect its rural character while assuring quality housing. In addition, it is a goal that any future development be constructed in such a manner that it will not impose a burden on the Town resources.

The Town desires to encourage a pattern of community growth and development that complements existing land uses and community character.

Policies:

It is a policy of the Town to manage development so that the town character, including commercial forestland, is maintained, and municipal services are not affected adversely.

It is a policy of the Town that new development is served by public or private roads that are suited to anticipated traffic volumes.

It is a policy of the Town to manage both residential and non-residential development along Route 5 so that the negative effects of strip developments are avoided. The best ways to do this are to limit lot size, limit the number of curb cuts and to regulate the placement of parking areas, lighting and hours of operation.

It is a policy of the Town to direct new residential and non-residential development away from those unsuitable areas as shown on the Steep Slope Map, Aquifers Map, FEMA Flood Plan and Contour Map, Constraints Map, Wildlife Habitat Map, Wetlands and Watersheds Map in the Map Appendix.

It is a policy of the Town to allow for innovative residential development techniques that conserve forestland and safeguard natural habitat areas.

It is a policy of the Town that the conversions of seasonal dwellings to year-round dwellings not negatively affect the natural environment. Road access to such dwellings must be suitable. Road access to such dwellings should be in compliance with the standards set for year-round dwellings.

It is a policy of the Town to direct any commercial development to the Town center, previously defined as the area along Route 5 from the post office to the municipal building at the foot of Butters Hill Road.

It is a policy that mobile home parks may be located wherever the constraints of the terrain permit and where they will not present a conflict with the town's rural nature, as defined previously.

It is a policy of the Town to require new or redevelopment commercial sites to consider "local character" in site design and facility and to limit curb cuts. New uses and/or buildings and redeveloped commercial sites will be required to maintain the classic New England village appearance by maintaining height and mass to reflect the current structures in Town.

It is a policy of the Town that any industry should be complementary and not detrimental to Stoneham's character and environment. "Detrimental" may be defined as any warehouse type building over 50,000 square feet, any increase in traffic, noise in residential areas, emissions and odors, non-rural architectural design and lighting, and late-night or all-night hours. Certain industries are more desirable in this area because they maintain or do not interfere with the rural character of the Town - mineral extraction and timber harvesting, for example. These industries are exempt from the above guidelines and will be reviewed under separate performance standards.

Implementation Strategies:

1. The Planning Board, Code Enforcement Officer, and the Selectmen must review, amend, and enact all Town bylaws and ordinances called for in the Comprehensive Plan.

Responsibility: Planning Board, Code Enforcement Officer, Selectmen
Time Frame: 24 months from Plan adoption
Estimated Cost: N.A.

2. Ordinance provisions should be enacted which accomplish the following:

- a. Future developers must provide the ongoing and maintenance of their own support services. Roads must be built to Town standards and if planned for acceptance as a Town way by the community may be submitted for vote at Town Meeting. As part of any site review, a developer has to demonstrate how he will deal with solid waste, septage waste disposal, water service, road maintenance, fire protection and rescue service.
- b. Road construction standards which establish minimum guidelines for new roads to be accepted by the Town should be reviewed.
- c. Standards which allow the Planning Board and CEO to consider the capacity of existing public and private roads that will access new development should be enacted to insure that the new development does not exceed capacity.

- d. Standards should require that new residential and non-residential development adjacent to Route 5 have minimum setbacks from the center line of the road of 75 feet and be out of the right of way; access is limited to one per commercial use and two per any subdivision and will require Planning Board and CEO review and approval. Also, the standards should contain a note to contact the Maine Department of Transportation, Right-of Way Division, to determine the exact location of the right-of-way, in particular the outer limit.

- e. Standards should include seasonal conversion requirements including adequacy of subsurface sewage disposal systems, access, and off-street parking.

Responsibility: Planning Board, CEO, Selectmen
Time Frame: 24 months from Plan adoption
Estimated Cost: N.A.

Municipal Services

State Goal: To plan for, finance, and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development.

Town Goal: The Town recognizes the importance of basic services such as education, fire protection, police protection, and emergency medical services. It is the goal of the Town to maintain these services in such a manner that will not overburden the Town's resources.

Policies:

It is a policy of the Town to continue to participate in regional approaches for police protection, emergency medical services, solid waste disposal, and recycling protection.

It is a policy of the Town to plan for future capital expenditures including municipal building maintenance and repair.

It is a policy of the Town to require new roads proposed for public acceptance to meet construction standards that will minimize needed municipal expenditures for their maintenance.

It is the policy of the Town to upgrade existing Town ways as required.

It is a policy of the Town that new year-round and seasonal residential development does not overburden municipal services or require increased property tax rates for the sole purpose of providing municipal services to such development.

Implementation Strategies:

1. Local ordinances should include road construction standards for roads to be accepted as public ways.

Responsibility: Planning Board, Code Enforcement Officer, Selectmen
Time Frame: 24 months from plan adoption

2. The Selectmen should develop a Capital Investment Plan.

Responsibility: Selectmen
Time frame: March, 2002

3. The Board of Selectmen should establish and annually review a cost recovery fee schedule, including impact fees, should they be warranted, to offset additional municipal expenditures resulting from new residential development.
4. The Selectmen should meet a minimum of twice a year with the Board of Selectmen in Waterford to discuss dump maintenance and capital expenditures.

Responsibility: Selectmen

Time Frame: 12 months from Plan adoption and ongoing

Stoneham has joint purchasing power through Southern Maine Regional Planning Commission. Septage waste disposal is handled with the towns of Norway and Paris. Stoneham, Waterford and Albany and Mason Townships share a Solid Waste Facility. The Town uses Department of Environmental Protection Agency's phosphorous loading tables for its own lakes and water bodies, while neighboring communities do the same. The Fire Department has written mutual agreements with 18 neighboring town should they need additional help in fighting fires, which is at no additional cost to the Town.

Future Land Use Plan

Stoneham has experienced minimal or no residential development over the past decade and this trend is expected to continue, as demonstrated by the data in this plan. The Town is essentially a rural area with many limitations to growth, as described, and these limitations outweigh any growth potential. The amount of land in WMNF, or governed by DEP regulation, or having severe physical limitations (such as lack of adequate water supply, very shallow soils, etc.) which therefore either cannot be developed or is unsuitable for development can be seen on the maps in the Map Appendix.

The Town will examine the amount of residential development annually, and if it finds that the amount exceeds 50% of what has been the annual trend over the past ten years, the Town will initiate a revising of its Comprehensive Plan and Land Use Ordinances.

Capital Investment Plan

Introduction

The capital investment plan deals with expenditures that do not recur annually, have a useful life of greater than three years, and result in fixed assets. Stoneham's capital needs are few due to the limited municipal services the Town provides. The Rescue Service is a private non-profit entity. The Fire Department is a private entity sanctioned by the Town. Highway maintenance and plowing are privately contracted. The Oxford County Sheriff's Department provides police protection, and educational needs are met by SAD 72. However, though Stoneham has avoided the major capital requirements for those services, there exist significant capital needs to enhance and maintain the Town's infrastructure.

Listed below are the significant capital investments identified during the comprehensive planning process. It includes projected and anticipated needs for the last ten-year planning process. Individual items represent necessary equipment replacement or upgrading and facility improvements. The items have been assigned priorities: high, medium, and low, depending on the urgency of implementation.

Task	Priority	Cost Source	Funding
Oil tank Town Office	high	\$20,000	CR/JRF/G
Heating system	medium	\$15,000	RF
Road repairs:			
Butters Hill	medium	\$25,000	CR/RF
Mill Road	medium	\$4,500	CF/RF
McAllister Road	medium	\$6,000	CF/RF
Birch Avenue	medium	\$20,000	CF/RF
Virginia Lake	high	\$15,000	CF/RF
Barker Road	low	\$3,000	CF/RF
Hut Road	high	\$30,000	CF/RF
Adams Road	medium	\$40,000	CF/RF
Slide Inn Road	medium	\$12,000	CF/RF
Allen Road	medium	\$15,000	CF/RF
Ban Grover Road	low	\$ 1,000	CF/RF
Keewaydin Darn	medium	\$40,000	G/RF
Cemetery Expansion	high	\$50,000	CR

CR = Current Revenues

RF = Reserve Funds

G = Grants

Capital Investment Financing

Capital investments, establishing priorities, and schedules for implementation through the capital investment plan require a funding source or a means of financing. A variety of methods for financing capital improvements exist and are outlined here. State laws usually govern which techniques are authorized and how they are to be carried out.

Current Revenues (Pay-As-You-Go)

The simplest method of paying for capital improvement is by funding from current revenues. This has the advantage of avoiding bonding and its interest costs. Its disadvantage is that large scale capital improvements require a similarly large amount of money to finance them. That creates an inordinate tax burden for the implementation period and extreme fluctuations in the tax rate. Spreading these costs over a longer period reduces the impact of such sudden fluctuations.

Currently, the Town is setting aside money each year for road improvement. Similar sums should be set aside to fund other areas of high priority to alleviate the tax burden for any given year that one of these projects may be necessary.

Bonding

Borrowing against future taxes (general obligations bonds) or future service charges or fees (revenue bonds) is widely practiced among the larger towns and makes good sense for them from the standpoint of "pay-as-you-use." Bonding reduces tax fluctuation over time and allows the municipality to obtain vital improvements earlier than current revenue or reserve fund methods. As a general rule, no improvement or equipment expense should be bonded beyond its service life and thus violate the pay-as-you-use rule.

Payment of interest on the borrowed money is the chief disadvantage of bonding. Purchasers of municipal bonds are usually exempt from paying taxes on interest received, which causes the bonds to fall below market. Stoneham has had very little bonding during the past 30 years because of contracting municipal services. The cost of interest and the complications of an initial application for a bond make other funding methods more desirable for the Town.

Reserve Fund

A reserve fund is analogous to a family savings account for a future purchase (car, appliance, etc.) Reserve funds are often used to replace equipment with a known service life whose cost and date of replacement are fairly accurately known and can be planned for ahead of time. The full replacement cost thus becomes available at the time when replacement is necessary without the necessity of bonding or suffering a sudden impact on the tax rate. An advantage of reserve funds is that they may be invested to collect

interest on their principal, which could reduce the tax revenue contribution. Reserve funds, like bonding, equalize the flow of revenues required for capital improvements.

For the past few years, the Town has been putting money in the road fund to prepare for major renovations on some of the more inadequate Town roads. The total available for 1999 is \$9100.

Since the 1950's, each lot sold in Hillside Cemetery has \$100 dedicated to perpetual care, with the remainder of the purchase price going to the land fund. The total accumulated in the land fund is \$18,300.

Town Meeting articles have added funds for Keewaydin Dam. The total available for 1999 is \$7,100.

Town Meeting articles over the past ten years have set aside funds for the salt/sand shed and have accumulated \$31,200 for 1999. Construction at the MDOT in North Lovell should be finished by October, 1999 and in use for the 1999-2000 snow removal season. The old sand shed will hold the necessary sand for the use of townspeople.

Developer Financing of Infrastructure

Shifting of public costs to the private developer is becoming a more frequently used option. The infrastructure required for a large scale development becomes part of the developer's investment cost. If built to municipal specifications, the improvements may later be accepted by the municipality for maintenance. An example is subdivisions needing roads. If the road layouts, beds, ditch preparation, and degree of slopes do not meet the current road design standards, the Town will never accept the subdivision roads as town roads.

Grants and Cost Sharing

A number of state and federal grant- in-aid programs exist to share the cost of certain public improvements. Full advantage should be taken of these cost-sharing programs to maximize the benefits to the community, recapture an equitable share of locally generated taxes, and secure vitally needed public improvements. Cost sharing programs exist in many areas such as highways and bridges, parks, water quality, sewers, energy cogeneration, community development, school construction, and bike paths. Stoneham's small population and valuation limit possibilities for highways and community development grants.

Low Interest Loans

In some cases, the federal and state governments have developed special low interest loan programs to support certain categories of public improvements. These should be investigated as possible funding mechanisms for capital improvements falling within these categories.

Capital Investment Plan Implementation

To implement the Capital Investment Plan (CIP), the Town should develop a Capital Improvement Program.

The plan provides a mechanism for:

1. Estimating capital requirements
2. Scheduling all projects over a fixed period with appropriate planning and implementation
3. Budgeting high-priority projects
4. Developing a project revenue policy
5. Coordinating the activities of various departments in meeting project schedules
6. Monitoring and evaluating the progress of capital projects
7. Informing the public of capital improvements

In its most basic form, the CIP is no more than a schedule listing capital improvements in order of priority together with cost estimates and the proposed method of financing.

Each year the CIP should be reviewed and updated to reflect changing community priorities, unexpected emergencies, unique opportunities, cost changes, or alternate financing strategies.

The CIP is comprised of three elements:

1. Inventory and maintenance plan
2. Capital improvements budget (first year)
3. Long term CIP (five years)

Policy

It is a policy of the Town to develop a multi-year capital investment program by March 2002

Implementation Strategy

The Selectmen should appoint a Capital Investment Committee comprised of the following recommended representatives:

Board of Selectmen representative
Planning Board representative
Fire Department representative
Road Commissioner
General public

Responsibility: Selectmen

Time frame: March 2002

Conclusion

The Selectmen should form an implementation committee to review and update the Plan after the results of the 2000 census are available. The Selectmen should also seek funding from the state and help from Southern Maine Regional Planning Commission for the process of reviewing and reworking Town ordinances in accordance with the implementation strategies described in the Plan.

Pg 71 Revised August 2000