Sanford Comprehensive Plan Draft Policies and Strategies

Version 4

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Introductory note: The following draft policies and strategies provide a starting point for review by the Comprehensive Plan Steering Committee and incorporation into the final plan. The Comprehensive Plan is a long-range policy framework intended to guide City decisions, investments, partnerships, and implementation priorities over the next 10 to 20 years. It establishes direction and a foundation for future action but is not intended to prescribe every implementation detail or commit the City to a specific project, expenditure, or timeline.

As priorities, conditions, funding, and opportunities change, the City will use more detailed studies, ordinances, capital plans, budgets, work programs, and public processes to evaluate and carry out individual actions. The Comprehensive Plan is not a zoning ordinance; changes to land use regulations or other legally binding requirements will require separate review and adoption through the applicable public process.

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Contents

Policy Crosswalk 3
Community Vision 4
Strengthen Community Identity and Connection 6
Foster Inclusion, Health, and Well-Being 10
Support a Vibrant, Diverse Local Economy 15
Revitalize Downtowns 21
Promote Housing Opportunities and Quality of Life 25
Protect Natural Resources and Expand Recreation 32
Invest in Infrastructure and Quality Services 45
Strengthen Governance and Implementation 55

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Policy Crosswalk

Community Goal	State Policy Area	Steering Committee Review Status
Strengthen community identity and connection	Historic Resources	Reviewed all policies; track changes shown
Foster inclusion, health, and well-being	Recreation, Transportation	Policies 1 and 2 reviewed; track changes shown Policies 3-5 need review
Support a vibrant, diverse local economy	Economy, Agriculture and Forestry	Policy 5 reviewed; track changes shown Policies 1-4 need review
Revitalize downtowns	Economy, Housing, Transportation	Not Reviewed
Promote housing opportunities	Housing	Not Reviewed
Protect natural resources and expand recreation	Recreation, Water Resources, Natural Resources, Agriculture and Forestry	Reviewed policies 1-10; track changes shown. Policy 11 needs review
Invest in infrastructure and quality services	Infrastructure, Transportation	Not Reviewed
Strengthen governance and implementation	Future Land Use, Implementation	Not Reviewed

Community Vision

Sanford is a welcoming, hardworking Maine community that honors its history and distinct neighborhood identities while embracing thoughtful growth. With a strong sense of connection and pride, the City offers a safe, vibrant, and affordable place to live, work, and gather. Walkable neighborhoods, thriving small businesses, and revitalized commercial areas are balanced with preserved natural resources and rural landscapes, accessible outdoor recreation, and high-quality services.

Community Goals

1. Strengthen Community Identity and Connection

Sanford's sense of community is built upon neighborhood and City pride, camaraderie among residents, a commitment to civic engagement and volunteerism, and a welcoming small-town way of life. Events, programs, and volunteer opportunities create a framework for residents to engage and connect. Sharing Sanford's evolution from an agricultural community and mill town to a regional hub strengthens the City's identity and connects its culture across generations.

2. Foster Inclusion, Health, and Well-Being

A healthy and resilient community is one where all individuals feel welcome, supported, and connected. Access to and affordability of essential resources – such as education, recreation, food, and health services – underpins overall well-being, while diverse social environments strengthen civic life and belonging. Infrastructure, public facilities, community programs, and policies support social connection and drive civic engagement and volunteerism.

3. Support a Vibrant, Diverse Local Economy

Sanford is the heart of York County – both as a geographically central hub and an economic center for the region. Encouraging a diverse and balanced economy through targeted business attraction and retention broadens the tax base to support economic resilience. Thoughtfully directing commercial growth to encourage industry in designated areas while supporting small businesses and local entrepreneurs to revitalize downtown to attract visitors and meet the needs of residents will support economic stability and community vibrancy.

4. Revitalize Downtowns

Infrastructure and aesthetic improvements to downtown Sanford and Springvale will make the downtown areas more walkable, safe, vibrant, and desirable places to visit. Beautification initiatives, convenient parking, public spaces, and well-maintained properties can strengthen the image and perception of Sanford/Springvale.

5. Promote Housing Opportunities and Quality of Life

A diverse and attainable housing supply is essential to sustaining a vibrant, inclusive community where people at different life stages and income levels can live, work, and thrive. Creating a diversity of high-quality and attainable housing options that build safe, well-connected neighborhoods and meet the needs of current residents and the workforce, will strengthen community connections and economic stability. By addressing evolving demographic needs and supporting residents experiencing housing instability, the

community advances a shared vision of quality of life that is equitable, supportive, and responsive to changing needs.

6. Protect Natural Resources and Expand Recreation

Sanford's natural resources are a defining element of the City's identity. Amenities such as the Mousam River, lakes, ponds, trails, and parks provide residents and visitors with access to nature and enhance quality of life. Protection of farmland, open space, and environmentally sensitive areas is critical to maintaining safe and accessible outdoor recreation opportunities, preserving the rural character of Sanford, and protecting natural areas, for sustaining wildlife habitats and the enjoyment of the community.

7. Invest in Infrastructure and Quality Services

Reliable infrastructure and high-quality public services form the foundation of a strong, thriving community. Well-maintained roads, utilities, and public systems support daily life, enable economic activity, and improve safety, while accessible transportation networks connect residents to jobs, services, and one another. By aligning infrastructure with planning for long-term growth, Sanford will be able to adapt to shifting needs and regional impacts to deliver essential services and sustain a high quality of life for current and future residents.

8. Strengthen Governance and Implementation

Clear, transparent, and effective governance provides the structure needed to translate community goals into meaningful outcomes. Modern, predictable processes build confidence among residents, businesses, and stakeholders, while consistent enforcement and accountability reinforce fairness and trust. By fostering collaboration and integrity in decision-making and supporting community-based long-range planning efforts, the City creates a governance framework that is rooted in community values.

Strengthen Community Identity and Connection

Community Goal: Sanford's sense of community is built upon neighborhood and City pride, camaraderie among residents, a commitment to civic engagement and volunteerism, and a welcoming small-town way of life. Events, programs, and volunteer opportunities create a framework for residents to engage and connect. Sharing Sanford's evolution from an agricultural community and mill town to a regional hub strengthens the City's identity and connects its culture across generations.

Strengthen Community Identity and Connection		
Policy 1: Protect, to the greatest extent practical, Sanford's historic and cultural resources. *		
Strategies		Relevant State Requirements
1.1	Require subdivision and non-residential development applicants to continue consultation with the Maine Historic Preservation Commission (MHPC) regarding known archaeological sites, and, where resources are identified, implement appropriate mitigation efforts in line with MHPC recommendations (e.g., limiting extent of excavation, modifying site design). https://ecode360.com/36886310	For known historic archaeological sites and areas sensitive to prehistoric archaeology, through local land use ordinances require subdivision or non-residential developers to take appropriate measures to protect those resources, including but not limited to, modification of the proposed site design, construction timing, and/or extent of excavation.
1.2	Require the planning board to continue incorporating maps and information provided by MHPC into their review process.	Adopt or amend land use ordinances to require the planning board (or other designated review authority) to incorporate maps and information provided by the MHPC into their review process.
1.3	Establish clear procedures and share processes on the City website for consulting with MHPC when development is proposed near known historic resources, including the Mousam River corridor, mill ponds and lakes, abandoned mill sites, and other areas identified during future surveys.	
1.4	Update ordinance definitions, resource maps, application requirements, and review standards as new historic and archaeological information becomes available through future resource surveys.	

Strengthen Community Identity and Connection		
1.5	Work with the Sanford-Springvale Historical Society, MHPC, property owners, and other partners to prepare a comprehensive survey of Sanford's historic and archaeological resources.	Work with the local or county historical society and/or the MHPC to assess the need for, and if necessary, plan for, a comprehensive community survey of the community's historic and archaeological resources.
Rationale: Sanford has a variety of historic and cultural resources that contribute to the community's identify and provide important connections to Sanford's indigenous, industrial, and cultural history. Community engagement identified interest in preserving Sanford's history while supporting investment and redevelopment. Maintaining coordination with MHPC and continuing to evaluate ordinances to protect these resources helps ensure that growth occurs in a way that avoids or minimizes impacts to these resources.		
Policy 2: Strengthen community identity through coordinated outreach, cultural programming, and civic engagement.		
Strategies		Relevant State Requirements
2.1	Develop a new resident welcome program providing information packets at vehicle registration, voter registration, or other city touchpoints. This should highlight trails, recreational facilities, civic organizations, community services, schools, transit options, and local businesses.	To efficiently meet identified public facility and service needs
2.2	Empower the Arts Commission by providing adequate operating budget and ensuring meaningful consultation on City branding, design, and cultural initiatives.	To efficiently meet identified public facility and service needs
2.3	Work with the Sanford Arts Commission to prepare an arts and culture strategy that identifies priorities, partner roles, target locations, funding needs, and near-term actions for cultural facilities, public art, creative businesses, performances, and events.	To provide public facilities and services in a manner that promotes and supports growth and development in identified growth areas.
2.4	Support affordable and accessible spaces for artists, makers, performers, cultural organizations, and creative enterprises through adaptive reuse, shared facilities, temporary use of vacant storefronts, pop-up programs, and partnerships with property owners. Example: Portland Placemaking Initiative: https://portlandmaine.com/placemaking/	
2.5	Use public art, streetscape elements, and creative placemaking to share Sanford's industrial, agricultural, and community histories and to strengthen connections among Downtown Sanford, Springvale, neighborhoods, parks, trails, and the Mousam River.	

Strengthen Community Identity and Connection		
2.6	Support community events and programming that activate downtown spaces with enhanced marketing and promotion.	
2.7	Improve the special events permitting process to encourage a variety of community events, including block parties, neighborhood-based events, and other special events.	
2.8	Create a Civic Engagement and Transparency Handbook or Program that includes a public handbook, online resources, and ongoing communications to improve understanding of City operations, increase awareness of engagement opportunities, and reduce barriers to participation in local government.	
2.9	Promote the Sanford Performing Arts Center to expand arts and cultural programming and events in Sanford.	
Rationale: Community input identified the need for better integration of new residents and wanted to ensure new arrivals feel welcomed. Sanford has numerous services and resources, but it can be difficult to know what is available. Community input emphasized the desire for cultural celebrations, civic engagement opportunities like a flag design contest, and more community events including downtown block parties with bands, food, art, and games.		
Rationale: Community input strongly emphasized the need for youth programming, with an after-school youth center receiving significant support as a way to give kids safe places to have fun together. School feedback highlighted the need to better communicate SRTC's national standing and achievements. Career exploration should begin earlier, and school-employer collaboration needs improvement. Providing dedicated youth facilities, programming, and opportunities will support development, reduce risky behaviors, and help retain young people in Sanford.		
Policy 4: Leverage community assets, spaces, and partnerships to strengthen community connection.		
Strategies		Relevant State Requirements
4.1	Support investments in libraries and other community-serving facilities that allow them to continue serving as accessible spaces for learning, programming, civic participation, and community connection.	
4.2	Ensure libraries have resources to sustain services and expand community-centered programming.	To efficiently meet identified public facility and service needs.
4.3	Promote partner services and resources and leverage spaces and partnerships to activate community spaces across Sanford for new and existing residents.	
4.4	Identify and work with partners to activate underused public, institutional, nonprofit, and privately owned spaces through community programming, temporary uses, events, gatherings,	

Strengthen Community Identity and Connection		
	and other activities that create opportunities for social connection.	
4.5	Coordinate with community organizations, schools, libraries, cultural organizations, recreation providers, businesses, and other partners to share spaces, coordinate programming, expand community activities, and reduce duplication.	
Rationale: Community input identified the library as a potential hub of activities and emphasized the need for long-term investment in community-centered spaces that bring people together consistently, not just for events but for everyday connection. Both Sanford libraries provide valuable services including book collections, digital resources, community events, and technology access. Sanford has a variety of public, nonprofit, institutional, and community spaces that can serve as places for residents to gather, participate in activities, access resources, and build connections. Libraries are important community anchors, and schools, parks, recreation facilities, cultural venues, community organizations, and other partner spaces also provide opportunities to expand community activity across Sanford. Coordinating programming, sharing spaces, improving awareness of available resources, and activating underused spaces can expand opportunities for year-round community connection while making effective use of existing facilities and partner capacity.		
Policy 5: Build a coordinated and sustainable volunteer network that expands community capacity, strengthens social connection, and supports residents without replacing essential municipal or professional services.		
Strategies		Relevant State Requirements
5.1	Establish a community volunteer hub or coordinating partnership that maintains a central listing of volunteer opportunities, service requests, participating organizations, training requirements, and points of contact.	
5.2	Coordinate volunteer programs that may include friendly calls and visits, transportation, grocery and medicine delivery, seasonal yard work, snow assistance, technology help, minor home repairs, accessibility improvements, community events, trail stewardship, and emergency preparedness outreach.	
5.3	Partner with Sanford Regional Technical Center, Sanford Community Adult Education, local employers, trade organizations, and community colleges to undertake supervised community-service projects aligned with student learning and resident needs.	
Rationale: Sanford has strong institutions and community organizations, but services can remain difficult to locate and coordinate when each organization recruits volunteers, receives requests, and provides referrals separately.		

Foster Inclusion, Health, and Well-Being

A healthy and resilient community is one where all individuals feel welcome, supported, and connected. Access to and affordability of essential resources – such as education, recreation, food, and health services – underpins overall well-being, while diverse social environments strengthen civic life and belonging. Infrastructure, public facilities, community programs, and policies support social connection and drive civic engagement and volunteerism.

Foster Inclusion, Health, and Well-Being		
Policy 1: Provide affordable, accessible, and inclusive recreation programs for residents at every stage of life.		
Strategies		Relevant State Requirements
1.1	Use participation data, waitlists, surveys, and partner input to evaluate demand and expand programming for children, teens, adults, and older adults, including active recreation, outdoor education, arts and enrichment, adaptive recreation, and low-impact wellness activities.	
1.2	Maintain resident discounts and financial assistance for eligible programs and evaluate scholarships, equipment lending, transportation assistance, free community activities, and sliding-scale fees to reduce financial barriers without undermining program sustainability.	
1.3	Identify and address physical, sensory, communication, cultural, financial, scheduling, and transportation barriers in facilities, registration, staffing, and programming. Apply universal design and inclusive recreation practices as facilities and programs are updated.	
1.4	Coordinate recreation programming with walking, bicycling, transit, and school transportation initiatives so residents who do not drive can reach major facilities, parks, trails, and events.	
1.5	Continue to formalize agreements with schools, the Sanford-Springvale YMCA, the Trafton Senior Center, youth sports leagues, libraries, health organizations, and other providers to share facilities, coordinate schedules, fill service gaps, and avoid unnecessary duplication.	
Rationale: Recreation needs vary by age, ability, income, schedule, and access to transportation. Community engagement identified demand for expanded family and year-round outdoor programming, indoor recreation, intergenerational activities, teen spaces, and parks that are safe and accessible for all residents. Participants also identified transportation, hours of operation, infrastructure condition, program awareness, and unmet interests as barriers to using community facilities and connecting with others. At the same time, rising costs and staffing constraints limit the City's ability to expand programming without increasing fees. Using participation data to identify gaps, reducing physical and financial barriers, coordinating transportation access, and formalizing partnerships with schools, libraries, the YMCA, the Trafton Senior Center, youth leagues, and health organizations can expand access while using existing facilities and partner capacity efficiently and avoiding unnecessary duplication.		

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Foster Inclusion, Health, and Well-Being		
Policy 2: Support older adults in remaining safely, independently, and meaningfully connected to the Sanford community through coordinated housing, transportation, health, social, and home-support services.		
Strategies		Relevant State Requirements
2.1	Coordinate with local partners to create an age-friendly community action plan that identifies needs, existing resources, service gaps, partner responsibilities, funding opportunities, near-term priorities, and progress measures.	
2.2	Coordinate with local partners to support the development of a centralized, accessible resource guide for transportation, housing, home repair, accessibility modifications, food assistance, healthcare, recreation, technology assistance, social connection, caregiver support, and emergency preparedness.	
2.3	Continue to conduct regular service-provider coordination meetings to reduce duplication, identify unmet needs, coordinate outreach, and improve referrals among organizations serving older adults and caregivers.	
2.4	Support home repair, weatherization, energy-efficiency, accessibility, fall-prevention, and property-maintenance programs that help older adults remain safely in their homes.	
2.5	Continue to maintain participation in the AARP Livable Communities Network and actively pursue grants and technical support to implement age-friendly policies and infrastructure. https://livablemap.aarp.org/member/sanford-me	
Rationale: U.S. Census data indicates a growing senior population in Sanford, increasing demand for senior-oriented transportation, housing, home-accessibility assistance, healthcare coordination, recreation, digital services, and local support networks. Existing housing and recreation policies address some of these needs individually, including accessible housing, home rehabilitation, and older-adult programming. Community input also outlined the need for increased walkability, additional housing types, and programs to support seniors in Sanford.		
Policy 3: Support high-quality, accessible, and adaptable public education and educational facilities that respond to student needs and changing community demographics.		
Strategies		Relevant State Requirements
3.1	Engage students and educators in municipal planning, sustainability, public safety, civic engagement, recreation, natural-resource stewardship, and community improvement projects.	
3.2	Encourage shared use of school, municipal, and community facilities for recreation, cultural programming, continuing education, emergency sheltering, civic activities, and community events where appropriate.	

Foster Inclusion, Health, and Well-Being		
3.3	Strengthen partnerships among schools, libraries, community organizations, cultural institutions, healthcare providers, and recreation providers to expand educational, enrichment, mentoring, and after-school opportunities for students and families.	
3.5	Support investments in school facilities, technology, transportation, and educational resources that help provide high-quality learning environments for current and future students.	
3.6	Conduct regular meetings between Sanford Regional Technical Center, Sanford Community Adult Education, Sanford School Department, York County Community College, employers, workforce organizations, labor representatives, and economic development partners to identify changing education and workforce needs.	
3.7	Coordinate with local partners to expand opportunities for internships, job shadowing, cooperative education, apprenticeships, pre-apprenticeships, service-learning projects, and work-based learning opportunities with municipal departments, local employers, trades, healthcare organizations, and nonprofit partners.	
3.8	Maintain a centralized, plain-language education and career-resource guide describing technical training, adult education, financial assistance, career services, transportation options, and supportive services.	
3.9	Coordinate transportation, child care, digital access, language assistance, career navigation, and other supports that help residents participate in technical and adult education.	
3.10	Improve communication about Sanford Regional Technical Center, Skills USA, and vocational certifications with local high schools.	
Rationale: Sanford's public schools, Sanford Regional Technical Center, and Sanford Community Adult Education are important assets, serving students, employers, families, and lifelong learners. The community consistently identified schools, youth opportunities, workforce development, and quality-of-life investments as important priorities. Supporting educational excellence, strengthening school-community partnerships, expanding career pathways, and maintaining strong connections among schools, employers, community organizations, and municipal services can help improve educational outcomes, support economic competitiveness, attract and retain families, and strengthen Sanford's long-term vitality.		
Policy 4: Expand equitable digital access and modernize municipal technology, data, and online services to improve community access, operational efficiency, transparency, and decision-making.		
Strategies		Relevant State Requirements
4.1	Maintain current information on broadband availability, affordability, reliability, and adoption; identify underserved	

Foster Inclusion, Health, and Well-Being		
	locations and populations; and coordinate with providers and state and regional partners to close remaining access gaps.	
4.2	Partner with libraries, schools, adult education, housing organizations, service providers, and employers to expand digital literacy, device access, technical assistance, and affordable internet enrollment for residents and businesses.	
4.3	Prepare and maintain a municipal technology modernization roadmap that prioritizes secure, accessible, interoperable, and maintainable systems; identifies replacement needs and life-cycle costs; and coordinates investments across departments.	
4.4	Expand secure and accessible online service delivery for high-demand transactions, applications, permits, payments, requests, and public information while maintaining phone, in-person, and other non-digital options for residents who need them.	
4.5	Establish citywide data governance standards for data quality, ownership, privacy, cybersecurity, retention, accessibility, integration, and responsible public release, with clear departmental responsibilities and regular staff training.	
4.6	Use geographic information systems, shared dashboards, and performance measures to support capital planning, development review, asset management, emergency response, service delivery, and annual reporting on Comprehensive Plan implementation.	
4.7	Publish high-value, nonconfidential datasets and performance information in accessible formats, supported by plain-language context, data definitions, update schedules, and contact information.	
Rationale: Reliable broadband, accessible digital skills, modern municipal systems, and trusted data affect residents' access to education, employment, services, civic participation, and emergency information. They also affect the City's ability to coordinate work, manage assets, evaluate outcomes, and communicate progress. A coordinated approach should improve digital access while preserving non-digital service options, modernize systems based on security and life-cycle needs, strengthen data governance, and use geographic information systems and performance reporting to support transparent, evidence-based decisions.		
Policy 5: Improve access to locally grown foods.		
Strategies		Relevant State Requirements
5.1	Coordinate with schools, early childhood programs, health care providers, municipal departments, and other institutions to expand local food purchasing and farm-to-	

Foster Inclusion, Health, and Well-Being		
	school or farm-to-institution programs where operationally and financially feasible.	
5.2	Partner with food assistance organizations, farms, retailers, schools, and health care providers to improve year-round access to affordable, nutritious, and culturally responsive food, including benefit enrollment, food distribution, mobile markets, and transportation or delivery options.	
5.3	Support community gardens, school gardens, edible landscapes, and shared growing spaces on suitable public, institutional, nonprofit, or privately owned land, with clear provisions for water access, soil safety, maintenance, accessibility, and long-term stewardship.	
5.4	Connect food entrepreneurs and agricultural producers with shared or commercial kitchen space, business planning, permitting guidance, financing, distribution networks, and opportunities to test and sell products at markets, events, and local businesses.	
5.5	Convene local and regional food-system partners periodically to identify supply-chain gaps, coordinate programs and funding, strengthen connections between producers and buyers, and track progress on food access and agricultural business development.	
Rationale: A strong local food system can improve access to affordable, nutritious food while supporting Sanford's farms, food producers, and entrepreneurs. Expanding connections among local producers, institutions, retailers, schools, health care providers, and community organizations can strengthen local markets and help address barriers to food access. Community gardens, local purchasing, food assistance partnerships, and support for food-based businesses can help Sanford strengthen food security while creating new opportunities for local agricultural and food enterprises.		

Support a Vibrant, Diverse Local Economy

Sanford is the heart of York County – both as a geographically central hub and an economic center for the region. Encouraging a diverse and balanced economy through targeted business attraction and retention broadens the tax base to support economic resilience. Thoughtfully directing commercial growth to encourage industry in designated areas while supporting small businesses and local entrepreneurs to revitalize downtown to attract visitors and meet the needs of residents will support economic stability and community vibrancy.

Support a Vibrant, Diverse Local Economy		
Policy 1: Strengthen economic management, implementation capacity, and partnerships.		
Strategies		Relevant State Requirements
1.1	Support the Sanford Growth Council and provide sufficient staff and financial resources to carry out the annual work program. Clearly define the supporting roles of City departments, committees, downtown organizations, the Chamber of Commerce, and regional economic development organizations to reduce duplication and coordinate economic-focused initiatives.	If appropriate, assign responsibility and provide financial support for economic development activities to the proper entity (e.g., a local economic development committee, a local representative to a regional economic development organization, the community's economic development director, a regional economic development initiative, or other).
1.2	Building on the Market Analysis, establish an Economic Development and Business Retention Plan with clear actions and implementation coordination to target and attract businesses in key sectors.	
1.3	Establish regular coordination among the City, businesses, property owners, nonprofit organizations, arts and cultural groups, and regional partners to advance redevelopment projects, events, cross-promotion, and grant opportunities.	
1.4	Continue to maintain an annual economic development work program with defined priorities, responsible parties, funding needs, partner roles, and performance measures such as business retention contacts, private investment leveraged, commercial vacancy, jobs created or retained, and redevelopment milestones.	

Support a Vibrant, Diverse Local Economy		
1.5	Enhance employment services and connections between job seekers and local employers through the York County Career Center and local workforce development programs.	
1.6	Support transportation access to employment, job training, and social services through expanded transit options and coordination with YCCAC.	
Rationale: Sanford's economic development priorities depend on coordinated action among the City, Sanford Growth Council, business and property owners, downtown organizations, educational institutions, nonprofit organizations, and regional partners. The inventory and engagement findings identify many opportunities, including downtown redevelopment, industrial-site preparation, workforce partnerships, small business support, grant funding, and regional collaboration, but these initiatives require clear responsibility, adequate staffing and financial resources, sustained coordination, and performance tracking. Community members expressed concern about underdeveloped economic potential, vacant properties, limited business options, and difficulty understanding or navigating City processes. A defined annual work program, clear partner roles, regular coordination, and performance measures will improve accountability, reduce duplication, help direct limited resources to priority projects, and allow the City to communicate progress transparently.		
Policy 2: Support small businesses, entrepreneurship, and locally owned enterprises.		
Strategies		Relevant State Requirements
2.1	Coordinate with local, regional, and state partners to connect businesses and entrepreneurs with technical assistance, financing, workforce resources, succession planning, and available commercial space throughout Sanford.	
2.2	Partner with the Friends of Downtown, Chamber of Commerce, downtown stakeholders, and regional organizations to market locally owned and independent businesses and promote coordinated events and cross-promotion.	To coordinate with regional development corporations and surrounding towns as necessary to support desired economic development.
2.3	Maintain and update regularly, a clear, centralized business resource guide that explains permitting, available properties, technical assistance, financing programs, and local and regional contacts for starting, expanding, or relocating a business in Sanford.	
2.4	Support low-cost opportunities for entrepreneurs and emerging businesses, including pop-up retail, shared commercial space, business incubator or maker-space concepts, and programming that helps businesses test products and build local markets.	
2.5	Conduct periodic assessments of retail, dining, service, and commercial gaps and use the findings to guide business recruitment, property-owner outreach, and	

Support a Vibrant, Diverse Local Economy		
	marketing, with emphasis on needs residents currently leave Sanford to meet.	
2.6	Coordinate with regional economic development organizations, neighboring municipalities, workforce partners, and state agencies to identify and pursue collaborative economic development opportunities, funding programs, infrastructure investments, and workforce initiatives that benefit Sanford and the surrounding region.	Participate in any regional economic development planning efforts.
Rationale: Community engagement results consistently called for a broader mix of local restaurants, shops, services, and family-oriented activities, as well as a more business-friendly environment. Coordinated technical assistance, centralized information, low-cost opportunities for entrepreneurs, local business promotion, and regional collaboration can reduce barriers to business formation and expansion, retain more spending locally, activate vacant spaces, and strengthen Sanford's economic base.		
Policy 3: Position Sanford's industrial districts and priority employment sites for business investment and job growth.		
Strategies		Relevant State Requirements
3.1	Coordinate utility, transportation, broadband, and capital improvement planning with the City's priority industrial sites, airport district, and other designated growth areas.	To make a financial commitment, if necessary, to support desired economic development, including needed public improvements.
3.2	Review zoning, development standards, and permitting procedures to support the desired scale, design, intensity, and location of industrial and commercial development while maintaining clear standards for infrastructure, environmental protection, and compatibility.	Enact or amend local ordinances to reflect the desired scale, design, intensity, and location of future economic development.
3.3	Maintain an inventory of priority employment sites and identify actions needed to improve development readiness, including utility capacity, access, environmental review, parcel assembly, and marketing.	
3.4	Work with employers, educational institutions, workforce organizations, and business groups to align training, housing, transportation, and child care initiatives with workforce needs.	
3.5	Formalize career pathways, internships, apprenticeships, and work-based learning partnerships among employers, Sanford schools, York County Community College, and regional workforce organizations, with emphasis on manufacturing, construction, healthcare, transportation, and other sectors with documented workforce needs.	To coordinate with regional development corporations and surrounding towns as necessary to support desired economic development.

Support a Vibrant, Diverse Local Economy		
3.6	Coordinate with Sanford Seacoast Regional Airport, the Maine Department of Economic and Community Development, regional partners, and major area employers to position airport-area sites and facilities for aviation-related, advanced manufacturing, logistics, and complementary business investment.	
3.7	Make strategic financial commitments, when necessary and fiscally responsible, to support priority economic development projects and needed public improvements. Evaluate local tax dollars, tax increment financing districts, Community Development Block Grants and other grants, bonds, brownfields assistance, public-private partnerships, and other available mechanisms based on project benefits, costs, risks, and long-term fiscal impacts.	If public investments are foreseen to support economic development, identify the mechanisms to be considered to finance them (local tax dollars, creating a tax increment financing district, a Community Development Block Grant or other grants, bonding, impact fees, etc.)
Rationale: Sanford has significant economic assets, including industrial land, established employers, broadband infrastructure, regional transportation connections, and the Sanford Seacoast Regional Airport. Some constraints may limit investment, including infrastructure needs at undeveloped industrial sites, workforce competition, housing and child care availability, transportation barriers, and the need to align zoning and permitting with desired development. Community feedback emphasized the need for more jobs, stronger employers, a more business-friendly environment, and reuse of underused properties and mill buildings. Coordinating infrastructure, utilities, site readiness, workforce pipelines, and financing with priority employment locations can reduce development risk, support business retention and recruitment, expand the tax base, and connect residents to career pathways in locally important sectors.		
Policy 4: Strengthen Sanford's childcare system as critical infrastructure that supports workforce participation, economic competitiveness, and quality of life.		
Strategies		Relevant State Requirements
4.1	Work with child care providers, employers, schools, regional service organizations, and state agencies to assess capacity, identify service gaps by age group, schedule, and geography, and establish priorities for expansion and retention.	
4.2	Review zoning, permitting, and development regulations to allow family child care homes, child care centers, after-school programs, and shared facilities in appropriate neighborhoods, mixed-use districts, employment centers, institutional areas, and growth areas under clear, predictable standards.	

Support a Vibrant, Diverse Local Economy		
4.3	Support new and expanded child care capacity through grants, technical assistance, facility improvements, adaptive reuse, provider workforce development, and connections to suitable public, institutional, nonprofit, and commercial spaces.	
4.4	Coordinate with employers, workforce organizations, educational institutions, and child care providers to advance employer-supported care, shared facilities, reserved slots, flexible scheduling, transportation coordination, and other approaches aligned with workforce needs.	
Access to affordable, reliable childcare is a significant factor affecting workforce participation, household economic stability, and business recruitment and retention. Employers across many sectors face workforce challenges that are compounded when workers cannot secure childcare that meets their needs. Community feedback identified the need for family-supportive services, while economic development stakeholders emphasized workforce availability as a key factor in sustaining local businesses and attracting investment. Expanding childcare capacity and improving coordination among providers, employers, and community partners can support working families, strengthen the labor force, and improve Sanford's long-term economic competitiveness.		
Policy 5: Promote agritourism and agriculture/forestry-based community events.*		
Strategies		Relevant State Requirements
5.1	Permit and encourage complementary land use activities that support productive agriculture and forestry operations such as farm stands, pick-your-own operations, roadside markets, small-scale greenhouses, firewood, and other agritourism activities where appropriate.	
5.2	Include a strategy and supporting actions dedicated to investments in agriculture, commercial forestry operations, and land conservation that supports them in the next update of the Comprehensive Economic Development Strategy for Southern Maine, as developed by Southern Maine Planning and Development Commission.	
5.3	Coordinate with farmers to build on and support existing community-supported agriculture (CSA) programs	
5.4	Permit land use activities that support productive agriculture and forestry operations, such as roadside stands, greenhouses, firewood operations, sawmills, log buying yards, and pick-your-own operations.	Permit land use activities that support productive agriculture and forestry operations, such as roadside stands, greenhouses, firewood operations, sawmills, log

Support a Vibrant, Diverse Local Economy		
		buying yards, and pick-your-own operations.
5.5	Include agriculture, commercial forestry operations, and land conservation that supports them in local or regional economic development plans.	Include agriculture, commercial forestry operations, and land conservation that supports them in local or regional economic development plans.
Rationale: Agriculture and forestry in Sanford support local jobs, the local economy, and rural landscape preservation. There are opportunities to within the reenergized community and visitor interest in local farm-to-table, family-owned businesses, and farmers markets to build out the agricultural identity and economy for Sanford. Community feedback revealed that residents have an interest in helping farms diversify their revenue through events, commercial kitchen access, and other agricultural operations. The policy and strategies above support best practices, current use taxation, easements, and complementary farm businesses to help landowners keep farmland in production and reduce threats of rural land fragmentation from development.		

Revitalize Downtowns

Infrastructure and aesthetic improvements to downtown Sanford and Springvale will make the downtown areas more walkable, safe, vibrant, and desirable places to visit. Beautification initiatives, convenient parking, public spaces, and well-maintained properties can strengthen the image and perception of Sanford/Springvale.

Revitalize Downtowns		
Policy 1: Revitalize Downtown Sanford and Springvale as walkable, mixed-use centers.		
Strategies		Relevant State Requirements
1.1	Establish a coordinated downtown management and implementation structure that clarifies roles among the City, Sanford Growth Council, downtown organizations, property owners, businesses, and community partners for business support, events, marketing, beautification, maintenance, redevelopment, and implementation of downtown priorities.	
1.2	Evaluate the need for a tourism and marketing position or initiatives at the Sanford Regional Growth Council to support awareness of businesses and attract people to the downtowns.	
1.3	Prioritize coordinated improvements to sidewalks, crossings, lighting, landscaping, wayfinding, public spaces, streetscapes, and bicycle connections that improve safety, accessibility, and the pedestrian experience.	
1.4	Provide technical-assistance and evaluate opportunities for a small grant process for community-led placemaking projects, including public art, parklets, outdoor dining, temporary installations, seasonal displays, neighborhood events, and other activities that contribute to active and welcoming downtown spaces.	
1.5	Encourage active ground-floor uses and storefront designs along priority downtown streets, including transparent windows, visible entrances, outdoor seating, displays, adaptable commercial spaces, and ADA accessible access that contribute to pedestrian activity and support changing business needs.	
1.6	Regularly evaluate land use and building regulations to reduce barriers to infill, adaptive reuse, upper-story housing, and mixed-use redevelopment while protecting public health, safety, historic resources, and neighborhood compatibility.	
1.7	Develop a coordinated redevelopment approach for key opportunity sites, including Midtown Mall and underused or vacant properties, with attention to pedestrian connections,	

Revitalize Downtowns		
	urban design, viable tenant mixes, infrastructure, and phased implementation.	
1.8	Prepare and maintain a mill district action plan that identifies priority redevelopment sites, public improvements, responsible parties, financing approaches, near-term actions, and measurable implementation milestones.	
1.9	Establish a building reuse and façade improvement program that provides technical assistance and, when funding is available, grants or loans for code compliance, accessibility, energy efficiency, upper-story reuse, storefront improvements, and historic rehabilitation.	
1.10	Partner with state, regional, federal, and nonprofit organizations to secure technical assistance and funding for mill, brownfield, and downtown revitalization, including historic tax credits, cleanup assistance, grants, tax increment financing, and infrastructure funding. Example: Continue coordination with the Maine Redevelopment Authority.	
1.11	Develop a coordinated parking and access management strategy for Downtown Sanford and Springvale that manages existing public and private parking, strengthens connections between parking and destinations, and supports walking, bicycling, and transit.	
1.12	Develop coordinated gateway, wayfinding, and identity improvements for Downtown Sanford and Springvale that strengthen connections among downtown businesses, public parking, parks, trails, the Mousam River, civic destinations, cultural facilities, and surrounding neighborhoods.	
1.13	Conduct a ‘Reimagine Central Park’ initiative to enhance the role of the Park in Downtown Sanford.	
Rationale: Downtown Sanford, Springvale, the mill district, Midtown Mall, and other properties offer opportunities to accommodate housing, businesses, services, and community activity within areas already served by infrastructure. Community engagement consistently called for cleaner and safer downtown areas, improved sidewalks and streetscapes, more restaurants and shops, reuse of vacant storefronts and mill buildings, and public spaces that attract activity throughout the week. Coordinated planning, regulatory reform, public-realm investment, building-reuse assistance, parking management, and targeted financing can reduce redevelopment barriers, increase foot traffic and private investment, support historic properties, and strengthen Downtown Sanford and Springvale as regional destinations.		
Policy 2: Strengthen access and connections to and within Downtown Sanford and Springvale.		
Strategies		Relevant State Requirements

Revitalize Downtowns		
2.1	Improve pedestrian, bicycle, trail, and transit connections between Downtown Sanford, Springvale, surrounding neighborhoods, major community destinations, and regional transportation services, with emphasis on closing gaps that limit safe and convenient access to downtown businesses and services.	
		Duplicate of 1.
2.3	Establish a permitting and funding process for community-led placemaking efforts. (Similar to Portland's Creative Placemaking initiative from Portland's Plan 2020-2025).	
2.4	Pursue public-private partnerships with developers to ensure future development contributes proportionally to transportation improvements.	Maintain, enact or amend ordinance standards for subdivisions and for public and private roads as appropriate to foster transportation-efficient growth patterns and provide for future street and transit connections.
2.5	Leverage state and regional funding and planning efforts to support downtown development and infrastructure investments.	
Rationale: Subdivisions outside the downtown core create disconnected networks, increasing maintenance costs without providing connectivity. The City discontinued traffic impact fees approximately 10 years ago, decreasing funding opportunity for transportation improvements. Strengthening connectivity standards, encouraging dense development, and establishing fair funding mechanisms will promote compact, walkable neighborhoods while reducing long-term infrastructure costs and supporting fiscal sustainability. The state requires ordinance standards for subdivisions and for public and private roads as appropriate to foster transportation-efficient growth patterns and provide for future street and transit connections.		
Policy 3: Strengthen established neighborhoods and neighborhood centers through coordinated reinvestment.		
Strategies		Relevant State Requirements
3.1	Identify established neighborhoods and neighborhood centers where coordinated public and private reinvestment could address housing conditions, infrastructure needs, vacant or underused properties, pedestrian connections, public spaces, and neighborhood-serving businesses.	

Revitalize Downtowns		
		Moved to housing section
3.3	Support small-scale neighborhood commercial and mixed-use nodes that provide daily goods, services, gathering places, and small-business opportunities within convenient reach of surrounding residents while maintaining compatibility with neighborhood character.	
3.4	Maintain and enhance neighborhood parks, playgrounds, community spaces, and other small-scale gathering places that provide opportunities for recreation and social connection close to where residents live.	
		Duplicative to earlier actions and infrastructure section
Rationale: Sanford's established neighborhoods are an important part of the City's identity and provide connections among Downtown Sanford, Springvale, schools, parks, businesses, services, and community destinations. Sustaining these areas requires continued reinvestment in existing housing, infrastructure, public spaces, neighborhood-serving businesses, and pedestrian connections. Coordinating public improvements with housing rehabilitation, property reinvestment, small-scale placemaking, and neighborhood commercial activity can strengthen neighborhood conditions, support existing residents, and extend the benefits of downtown revitalization into surrounding areas.		

Promote Housing Opportunities and Quality of Life

A diverse and attainable housing supply is essential to sustaining a vibrant, inclusive community where people at different life stages and income levels can live, work, and thrive. Creating a diversity of high-quality and attainable housing options that build safe, well-connected neighborhoods and meet the needs of current residents and the workforce, will strengthen community connections and economic stability. By addressing evolving demographic needs and supporting residents experiencing housing instability, the community advances a shared vision of quality of life that is equitable, supportive, and responsive to changing needs.

Promote Housing Opportunities and Quality of Life		
Policy 1: Expand the supply and diversity of quality housing to meet the needs of residents across income levels, ages, household sizes, and life stages.		
Strategies		Relevant State Requirements
1.1	Review and amend growth area zoning and development standards to allow a broader range of housing types, including duplexes, townhouses, small multifamily buildings, mixed-use housing, accessory dwelling units, cottage courts, manufactured housing, and other compatible housing forms.	
1.2	Reduce locally controlled barriers to affordable and workforce housing in serviced growth areas, including increased residential densities, smaller lot and frontage requirements, reduced setbacks and road widths, shared driveways, flexible parking standards, density bonuses, predictable review procedures, and other incentives appropriate to the development context.	Maintain, enact or amend growth area land use regulations to increase density, decrease lot size, setbacks and road widths, or provide incentives such as density bonuses, to encourage the development of affordable/workforce housing.
1.3	Coordinate housing initiatives with employers, Sanford schools, workforce organizations, and economic development partners to support and attract workers in target industries, like healthcare, manufacturing, construction, education, public service, hospitality, and other locally important sectors.	To encourage and promote adequate workforce housing to support the community's and region's economic development.
1.4	Support housing options that allow older adults to remain in Sanford and right size as their needs change, including accessible apartments, accessory dwelling units, cottage communities, smaller ownership units, and housing near services and transportation.	
1.5	Seek to have at least 10% of new residential development built or placed during the next decade qualify as affordable housing under applicable state standards, and track	Seek to achieve a level of at least 10% of new residential

Promote Housing Opportunities and Quality of Life		
	progress annually by tenure, housing type, location, and affordability level.	development built or placed during the next decade be affordable.
1.6	Monitor housing production, rents, sale prices, cost burden, vacancy, permitting timelines, and progress toward state and regional housing production targets to identify needed policy or program changes.	
1.7	Develop and maintain a library of preapproved or permit-ready building plans for housing, childcare facilities, small commercial buildings, mixed-use development, accessory dwelling units, and other priority development types. Pair the program with expedited review procedures, standardized design guidance, and technical assistance to reduce development costs, shorten permitting timelines, and encourage investment in designated growth areas. https://www.bangormaine.gov/822/Pre-Approved-Housing-Plans	
Rationale: Across the region, housing supply has not kept pace with regional growth and changing demand. Home prices and rents have risen faster than household purchasing power, vacancies have declined, and cost burden affects both renters and owners. Housing needs span a broad range of housing types, including market-rate, workforce, affordable, family, senior, accessible, and supportive housing. Community feedback identified affordability, high rents, accessible apartments, workforce housing, and the ability to live and work in Sanford as priorities. Allowing a broader range of housing types, reducing locally controlled development barriers in serviced growth areas, coordinating housing with workforce needs, supporting aging in place, and tracking housing outcomes can expand supply while helping new development respond to demonstrated local needs.		
Policy 2: Direct housing growth to locations with appropriate infrastructure, services, transportation access, and neighborhood connections.		
Strategies		Relevant State Requirements
2.1	Prioritize new housing and adaptive reuse in designated growth areas, including Downtown Sanford, Springvale, established neighborhoods, mixed-use corridors, and other locations served or planned to be served by public water, sewer, transportation, and community facilities.	
2.2	Coordinate housing approvals and public investment with available and planned capacity for water, sewer, roads, sidewalks, schools, emergency services, parks, and other municipal facilities. Regularly include these areas in development review and track metrics on housing and infrastructure capacity to mitigate impacts early.	
		Duplicative to other actions
2.4	Designate locations in growth areas where mobile home parks are allowed pursuant to Title 30-A, Maine Revised	Designate a location(s) in growth areas where

Promote Housing Opportunities and Quality of Life		
	Statutes, Section 4358(3)(M), and allow manufactured housing pursuant to Section 4358(2).	mobile home parks are allowed pursuant to 30-A M.R.S.A. §4358(3)(M) and where manufactured housing is allowed pursuant to 30-A M.R.S.A. §4358(2).
2.5	Outside of growth areas, use conservation subdivision design to protect contiguous open space, working farms and forests, habitat, water resources, scenic areas, and trail connections while locating homes to reduce infrastructure and service impacts.	
Rationale: Sanford's historic compact centers provide opportunity for infill, redevelopment, and new housing construction. Growth outside of existing downtown and corridor areas can increase the cost and complexity of providing roads, utilities, public safety, transportation, schools, and other services. At the same time, Downtown Sanford, Springvale, established neighborhoods, mixed-use corridors, former mill sites, and other redevelopment areas have existing or planned infrastructure and underused properties that can accommodate additional housing. Community feedback supported reinvestment in developed areas, reuse of vacant buildings, improved walkability, and growth that does not overburden municipal services or increase taxes. Prioritizing housing in designated growth areas, coordinating approvals with infrastructure capacity, and supporting infill and adaptive reuse can use public investments more efficiently, strengthen neighborhood connections, expand the tax base, and reduce pressure on rural lands and natural resources.		
Policy 3: Use public resources and partnerships to close housing feasibility gaps and return vacant and distressed properties to productive use.		
Strategies		Relevant State Requirements
3.1	Evaluate establishing an affordable housing tax increment financing district to support eligible housing development, infrastructure, site preparation, rehabilitation, and related public improvements.	
3.2	Through the Sanford Land Bank Authority, continue to maintain an inventory of vacant, abandoned, dangerous, and underused properties and prioritize acquisition, stabilization, rehabilitation, demolition, disposition, or redevelopment in designated growth areas.	
3.3	Establish clear criteria for using public land, tax-acquired property, grants, loans, fee reductions, infrastructure investments, and other incentives to support housing types and affordability levels that address documented needs.	
3.4	Partner with private and nonprofit developers to seek MaineHousing programs, Community Development Block Grants, federal resources, and other funding for affordable rental housing, attainable homeownership, workforce housing, senior housing, and supportive housing.	

Promote Housing Opportunities and Quality of Life		
3.5	Encourage alternative ownership and long-term affordability models, including community land trusts, limited-equity cooperatives, shared-equity homeownership, and deed-restricted housing, where they can reduce barriers to homeownership or preserve affordability.	
3.6	Continue to support the Sanford Land Bank Authority and property owners to return vacant, abandoned, distressed, and underused properties to productive use, with priority given to properties that negatively affect surrounding neighborhood conditions.	
Rationale: High construction costs, competition for skilled labor, financing constraints, and rising operating costs can prevent needed housing from being financially feasible even where zoning permits it. Public land, targeted incentives, grants, partnerships, and the Sanford Land Bank Authority are locally controlled tools that can help close feasibility gaps and return distressed properties to active use. Community members called for rehabilitation or reuse of vacant buildings and mills, more affordable and accessible housing, and stronger action on deteriorated properties. Clear criteria for public assistance, coordinated acquisition and disposition, and partnerships with nonprofit and private developers can direct limited resources toward documented housing needs while improving neighborhoods and protecting public accountability.		
Policy 4: Maintain and improve the safety, accessibility, efficiency, and resilience of Sanford's existing housing.		
Strategies		Relevant State Requirements
4.1	Continue and expand housing rehabilitation, weatherization, lead-hazard reduction, energy efficiency, accessibility, and health-and-safety programs for income-eligible homeowners and rental properties.	
4.2	Prioritize rehabilitation assistance that helps older adults and people with disabilities remain safely in their homes and communities, including accessibility modifications and repairs that address escalating maintenance costs.	
4.3	Continue coordinated code enforcement and property intervention for unsafe or distressed housing, paired where feasible with technical assistance, financing, and a clear path to rehabilitation or responsible redevelopment.	
4.4	Provide information to property owners and residents about available repair programs, tenant and landlord resources, energy assistance, fair housing protections, and strategies to preserve naturally occurring affordable housing.	
4.5	Continue to support the Sanford Land Bank Authority and property owners to return vacant, abandoned, distressed, and underused properties to productive use, with priority	

Promote Housing Opportunities and Quality of Life		
	given to properties that negatively affect surrounding neighborhood conditions.	
Rationale: Sanford is experiencing elevated cost burden among owners and renters, including moderate-income households and older adults facing rising taxes, insurance, energy, and maintenance costs. Community feedback also raised concerns about deteriorated housing, neglected properties, accessibility, and the need for older residents to remain safely in their homes and community. Rehabilitation assistance, accessibility modifications, weatherization and energy improvements, code compliance support, and coordinated action on unsafe properties can extend the useful life of the housing stock, reduce displacement and operating costs, improve health and safety, and preserve naturally occurring lower-cost housing.		
Policy 5: Address housing instability and the needs of residents who face the greatest barriers to safe, stable housing.		
Strategies		Relevant State Requirements
5.1	Partner with the Sanford Housing Authority, housing and service providers, healthcare organizations, developers, and state and regional agencies to support affordable and supportive housing for low-income households, older adults, people with disabilities, people experiencing homelessness, and people at risk of displacement. Example: Home for Good Housing Project	
	Pursue county-wide solutions and partnerships to address homelessness and substance use disorder collaboratively across the region.	
5.2	Work with community organizations to establish a housing navigator program with accessible digital and print resources that connect residents to housing searches, rental and homeownership assistance, rehabilitation funding, accessibility services, legal resources, and homelessness prevention.	
5.3	Coordinate with service providers to connect residents experiencing or at risk of homelessness with emergency, transitional, supportive, and permanent housing and with related behavioral health, recovery, employment, transportation, and benefits services.	
5.4	Evaluate land use regulations to identify appropriate locations and clear standards for emergency shelters, supportive housing, community living arrangements, and other housing-related services consistent with applicable state and federal law.	

Sanford MAINE

Promote Housing Opportunities and Quality of Life		
Rationale: Sanford's housing data and community engagement findings indicate that housing instability affects residents with different and often overlapping needs, including low-income households, older adults, people with disabilities, people experiencing homelessness, and households at risk of displacement. Community engagement emphasized the need for affordable and accessible housing, homelessness prevention, and stronger coordination among housing, healthcare, recovery, employment, transportation, and social-service providers. However, the fragmented housing and assistance system can be difficult to navigate, particularly for people experiencing a crisis or facing language, disability, transportation, technology, or administrative barriers. Coordinated partnerships, accessible housing-navigation resources, clear land use standards, and connections across the full range of emergency, transitional, supportive, and permanent housing can help residents obtain appropriate assistance earlier, reduce prolonged housing instability, and support stable housing outcomes.		
Policy 6: Strengthen local and regional capacity to plan for and implement affordable and workforce housing.		
Strategies		Relevant State Requirements
6.1	Support and participate in local and regional housing coalitions that address affordable and workforce housing needs, including shared data, funding applications, legislative priorities, homelessness response, and development opportunities.	
6.2	Prepare an annual housing implementation report that documents housing production and affordability, progress toward the 10% affordability objective, ordinance changes, public investments, vacant-property outcomes, partnership activities, and recommended next steps.	
6.3	Coordinate with surrounding municipalities, Southern Maine Planning and Development Commission, MaineHousing, employers, housing authorities, and regional service providers on housing needs that cross municipal boundaries.	Support the efforts of local and regional housing coalitions in addressing affordable and workforce housing needs.
6.4	Create a housing committee to support and foster the development of a variety of housing types, including affordable and workforce housing, senior-specific housing, and missing-middle housing types in Sanford.	Create or continue to support a community affordable/workforce housing committee and/or regional affordable housing coalition.
Rationale: Sanford's housing needs reflect regional market conditions that cross municipal boundaries, including limited housing supply, rising rents and home prices, workforce shortages, homelessness, and competition for development funding and service capacity. No single City department or organization controls all the land, financing, regulatory, infrastructure, and service resources required to address these conditions. Community feedback called for more affordable, workforce, senior, accessible, and missing-middle housing, as well as clearer implementation and accountability. A local housing committee, active participation in regional coalitions, annual performance reporting, and sustained coordination with housing authorities, employers, service providers, state agencies, and neighboring communities can align decisions, improve access to funding and data, advance viable projects, monitor progress toward Sanford's affordability objectives, and maintain public transparency about results.		

Sanford
MAINE

Sanford MAINE

Protect Natural Resources and Expand Recreation

Sanford's natural resources are a defining element of the City's identity. Amenities such as the Mousam River, lakes, ponds, trails, and parks provide residents and visitors with access to nature and enhance quality of life. Protection of farmland, open space, and environmentally sensitive areas is critical to maintaining safe and accessible outdoor recreation opportunities, preserving the rural character of Sanford, and protecting natural areas for sustaining wildlife habitats and the enjoyment of the community.

Protect Natural Resources and Expand Recreation		
Policy 1: Maintain and improve parks, recreation facilities, trails, and programs to meet current and future community needs. *		
Strategies		Relevant State Requirements
1.1	Update the 2017 Parks and Recreation Facilities Master Plan to assess current and projected needs, including field and indoor facility capacity, deferred maintenance, staffing, programming, accessibility, and sustainable funding.	Create a list of recreation needs or develop a recreation plan to meet current and future needs. Assign a committee or community official to explore ways of addressing the identified needs and/or implementing the policies and strategies outlined in the plan.
1.2	Establish Sanford as a youth athletics center in the State, coordinating existing and future field and court needs and wrap around services to support youth sports events and leagues.	
1.3	Evaluate staffing levels for the Parks and Recreation Department and plan for staffing levels in line with growth and maintenance responsibilities.	
1.4	Following a Parks and Recreation Master Plan and Trails Master Plan update, develop a prioritized, multiyear capital improvement program for parks and recreation assets, including court resurfacing, field lighting, skate park improvements, building systems, and other identified needs to include in the City's capital improvement program.	To maintain/upgrade existing recreational facilities as necessary to meet current and future needs.
1.5	Maintain a current asset inventory and condition assessment for parks, athletic fields, courts, playgrounds, buildings, trails, lighting, shelters, water access facilities, and supporting infrastructure. Use consistent criteria, including safety, accessibility, use, deferred maintenance, operating cost, neighborhood need, and project readiness, to prioritize investments.	

Protect Natural Resources and Expand Recreation		
1.6	Evaluate options to expand year-round indoor recreation capacity and relieve sustained demand at Veterans Memorial Gym, including improved scheduling, renovation or expansion, shared use of school or partner facilities, and development of additional multipurpose space.	
1.7	Evaluate field capacity, scheduling, surface condition, lighting, drainage, restrooms, storage, and support amenities at Blouin Fields, Witham Street Fields, Goodall Park, and other high-use facilities before acquiring or developing additional athletic fields.	
1.8	Maintain and improve public access to Sanford's significant ponds and rivers for boating, fishing, swimming, and other water-dependent recreation. Coordinate with nearby property owners and relevant partners to address parking, safety, accessibility, environmental protection, maintenance, and neighborhood compatibility.	To seek to achieve or continue to maintain at least one major point of public access to major water bodies for boating, fishing, and swimming, and work with nearby property owners to address concerns. To seek to achieve or continue to maintain at least one major point of public access to major water bodies for boating, fishing, and swimming, and work with nearby property owners to address concerns.
1.9	Evaluate whether the Trails Committee's role should expand to include broader parks, recreation, and open space implementation while retaining trail expertise, with oversight and support from Parks and Recreation staff.	
1.10	Use a balanced funding strategy that may include the capital improvement program, bonds, grants, Land and Water Conservation Fund assistance, sponsorships, donations, program revenue, impact fees where legally appropriate, and public-private partnerships. Account for life-cycle operating and replacement costs before committing to new facilities.	
Rationale: Sanford has an extensive network of parks, athletic facilities, trails, conservation areas, and water access sites that support recreation, community gatherings, and quality of life. However, the 2017 Parks and Recreation Facilities Master Plan identified limited field capacity and deferred maintenance, and these challenges continue alongside sustained demand at Veterans Memorial Gym, staffing limitations, rising operating costs, and needs such as court resurfacing, field lighting, and skate park improvements. Community engagement identified parks, trails, and outdoor recreation as valued assets, while residents also called for improved facilities, additional indoor recreation, clean and safe public spaces, and continued access to waterways. An updated master plan, current asset data, prioritized capital investment, coordinated oversight, and diversified funding will help Sanford address the highest		

Protect Natural Resources and Expand Recreation		
needs, use existing facilities efficiently, and account for long-term maintenance and operating costs before expanding the system.		
Policy 2: Expand and connect Sanford's trail system for recreation, active transportation, community access, and regional tourism.		
Strategies		Relevant State Requirements
2.1	Finalize and implement the Trails Master Plan through a phased work program that identifies priority projects, responsible parties, funding needs, maintenance needs, permitting, and annual progress.	
2.2	Advance the Downtown Connector and Eastern Trail Connector to link Sanford's neighborhoods, Downtown Sanford, Springvale, the Sanford-Springvale Rail Trail, Sanford Community Forest, parks, schools, employment areas, and regional destinations.	Work with public and private partners to extend and maintain a network of trails for motorized and nonmotorized uses. Connect with regional trail systems where possible.
2.3	Improve trailheads with consistent wayfinding, maps, regulatory and etiquette information, bicycle parking, seating, and other amenities appropriate to each setting.	
2.4	Plan trail projects for compatible motorized and nonmotorized uses based on site conditions, safety, environmental sensitivity, accessibility, user demand, and long-term maintenance capacity.	Work with public and private partners to extend and maintain a network of trails for motorized and nonmotorized uses. Connect with regional trail systems where possible.
2.5	Coordinate trail planning with the City's active transportation initiatives so off-road and on-road facilities form a connected network for walking, bicycling, and mobility devices.	
2.6	Use volunteer stewardship agreements, training, and recognition to support trail maintenance, cleanups, invasive species management, events, and other community projects without replacing necessary municipal staffing.	
2.7	Coordinate with private trail owners to expand public access to trails, in line with land owner goals.	
2.8	Create an easy to use, digital map of trails with public access in Sanford, including access instructions, connection points, and parking.	

Protect Natural Resources and Expand Recreation		
2.9	Coordinate with land trusts and other private partners to create a unified identity for Sanford's public and private trail networks.	
2.10	Expand Parks and Recreation Department and private partner programming that leverages Sanford's trail network for guided walks, outdoor education, wellness activities, youth programs, stewardship events, seasonal recreation, and community events.	
2.11	During the development review process, review existing trials in proximity to the proposed development and coordinate efforts for trail easements or connections to existing networks.	
Rationale: Sanford's trail network is a major community asset connecting neighborhoods, natural areas, the Mousam River, Downtown Sanford, Springvale, and destinations such as the Sanford-Springvale Rail Trail and Sanford Community Forest. The Trails Master Committee has identified opportunities to close gaps and develop the Downtown Connector and Eastern Trail Connector, which could improve local mobility, connect Sanford to regional trail systems, and draw additional recreational activity into the community. Community feedback described trails and recreation infrastructure as both highly valued and underused, and residents called for safer walking and bicycling connections, as well as better trail maps, stewardship, and maintenance. A phased implementation program, coordinated active transportation planning, improved trailheads and wayfinding, compatible management of motorized and nonmotorized uses, and structured volunteer support will make the system easier to navigate, safer to use, and more sustainable to maintain.		
Policy 3: Preserve open space and maintain public access to Sanford's natural and recreational resources.		
Strategies		Relevant State Requirements
4.1	Coordinate conservation efforts with land trusts, conservation organizations, state agencies, and willing landowners to protect high-priority open space, habitat, water resources, recreational land, and trail corridors.	Work with an existing local land trust or other conservation organizations to pursue opportunities to protect important open space or recreational land.
4.2	Use the Comprehensive Plan, development review, capital planning, and grant programs to coordinate conservation and recreation investments with future growth.	
4.3	Incentivize land owners to place trails and open spaces into easements, and provide landowners with information about conservation tools, trail easements, and Maine's landowner liability protections for recreational or harvesting use under Title 14, Maine Revised Statutes, Section 159-A.	Provide educational materials regarding the benefits and protections for landowners allowing public recreational access on their property. At a minimum this will include information on Maine's landowner liability law regarding recreational or harvesting use, Title 14, M.R.S.A. §159-A.

Sanford MAINE

Protect Natural Resources and Expand Recreation		
Rationale: Sanford's open spaces, waterways, conservation lands, and trail corridors are central to the community's identity and provide recreation, habitat protection, water-resource benefits, and access to nature. Community engagement identified outdoor access as a community strength and supported preservation of trails, waterways, parks, forests, and open space for current and future generations. Because important recreational connections and natural resources extend across public and privately owned land, implementation will depend on willing landowners and partnerships with land trusts, conservation organizations, and state agencies. Coordinating conservation with growth planning, pursuing easements and other voluntary protection tools, and providing clear information about landowner liability protections can preserve priority resources while maintaining appropriate public access.		
Policy 4: Protect current and potential drinking water sources.		
Strategies		Relevant State Requirements
4.1	Create discharge detection and monitoring programs to gather data on pollutants and stream health. Monitoring allows the City and the Sanford Water District to measure or model progress toward stormwater goals.	
4.2	Continue to designate public wellhead and aquifer recharge area protection zones for all public well heads, including those in aquifer risk areas like the wastewater outfall in Downtown Sanford, the airport, the sand and gravel pits along New Dam Road, and the City's snow storage location in accordance with the City of Sanford Code of Ordinances, Chapter 280: Zoning, Article 15 Performance Standards (https://ecode360.com/36886122).	Maintain, enact, or amend public wellhead and aquifer recharge area protection mechanisms, as necessary.
4.3	Offer mitigation credits for the installation of rain gardens, bioswales, and other water retention and filtration infrastructure to mitigate stormwater runoff. (Example: MDEP Chapter 501; exploration by Brunswick, ME)	
4.4	Update the City of Sanford's GIS map to make information on public wellhead and aquifer recharge protection areas easier to find and use.	Maintain, enact, or amend public wellhead and aquifer recharge area protection mechanisms, as necessary.
4.5	Continue to identify and protect land around wells through wellhead protection areas.	
4.6	Identify factors that may impact safe drinking water, including groundwater contamination, impacts of extreme weather events, supply chain disruptions, and work toward mitigating these factors to support safe drinking water.	
4.7	Work with Kennebunkport & Wells Water District on watershed protections for Branck Brook, as this is a shared drinking water source.	

Protect Natural Resources and Expand Recreation		
4.8	Coordinate with the Town of North Berwick and North Berwick Water District on wellhead protection ordinances across municipal boundaries to help ensure safe drinking water.	
Rationale: Sanford's drinking water system is dependent on its aquifers and groundwater, and the City has documented several high-risk aquifer areas and threats to groundwater quality including the downtown wastewater outfall, the airport-area, and the City's snow storage location. Residents also raised concerns about industrial facilities and the potential environmental impacts near neighborhoods. Protection zoning, GIS mapping, development review, and incentives for filtration infrastructure address the concerns with drinking water quality and build public trust around source water protection.		
Policy 5: Protect water and natural resources concurrent with sustainable development in designated growth areas.		
Strategies		Relevant State Requirements
5.1	Update the water quality inventory and develop an online GIS map with layers that visualize nutrient overloading, critical freshwater habitat, proximity to construction projects, proximity to agriculture, recreational use areas, and groundwater recharge areas.	
5.2	Review and update water quality protection practices and standards for construction and maintenance of public and private roads to include a screening for green infrastructure practices for each road type. The EPA Green Streets Handbook provides best practices for each road typology.	Adopt water quality protection practices and standards for construction and maintenance of public and private roads and public properties and require their implementation by contractors, owners, and community officials and employees.
5.3	Continue to require maintenance agreements between property owners with community septic systems and the City to support effective management and maintenance of septic systems in growth areas not served by sewer infrastructure.	
5.4	Create educational materials on septic system maintenance and offer technical assistance to homeowners to replace failing septic systems and reduce potential risks associated with leaking or failures.	
5.6	Maintain the codes that protect the habitat of endangered or threatened species and waterfowl, including nesting and feeding areas in the City of Sanford, Code of Ordinances, Chapter 275, Article 5 Performance Standards (https://ecode360.com/9240587).	Ensure that land use ordinances are consistent with applicable state law regarding critical natural resources.
5.7	Revisit the City of Sanford, Code of Ordinances, Chapter 275, Article 11 Design Guidelines and identify opportunities to implement low-impact development standards and require	Consider amending local land use ordinances, as applicable, to incorporate

Protect Natural Resources and Expand Recreation		
	permeable surfaces (such as pavers) on parking areas, streets, and alleyways (https://ecode360.com/9240481).	low-impact development standards.
Rationale: Sanford has the Goodall Brook Watershed Based Management Plan, which includes strategies like public education, salt reduction, conservation planning, and sewer and stormwater separation. The strategies within this policy concentrate development where infrastructure already exists by maintaining buffer zones between critical natural resources and development, while updating development requirements to encourage landowners to construct new developments and use materials that reduce potential risks and severity of water quality contamination or habitat fragmentation. Community feedback supported directing growth in the existing corridors and downtown rather than into rural areas.		
Policy 6: Minimize pollution discharges through the upgrade of existing public sewer systems, wastewater treatment facilities, and responsible stormwater management practices to protect the City's rivers, streams, ponds, and lakes.		
Strategies		Relevant State Requirements
6.1	Revisit and update the recommendations of the Goodall Brook Watershed Management Plan (2014).	Where applicable, develop an urban impaired stream watershed management or mitigation plan that will promote continued development or redevelopment without further stream degradation.
6.2	Implement a stormwater fee program, calculated by total impervious surface of a lot, including rooftops, parking lots, and driveways.	
6.3	Implement the Drainage Capital Improvement Plan to maintain and improve stormwater best management practices that reduce pollutant runoff, improve stormwater quality, and protect Sanford's rivers, streams, ponds, and lakes.	
6.4	Maintain and revise the codes that set limits on allowable levels of phosphorus and other performance standards in watersheds from stormwater runoff in Sanford's Code of Ordinances, Chapter 275, Article 47 (https://ecode360.com/9240447).	Adopt or amend local land use ordinances as applicable to incorporate stormwater runoff performance standards consistent with: Maine Stormwater Management Law and Maine Stormwater regulations (Title 38 M.R.S.A. §420-D and 06-096 CMR 500 and 502 and Maine Department of Environmental Protection's allocations for allowable levels of phosphorus in lake/pond watersheds.

Protect Natural Resources and Expand Recreation		
Rationale: Sanford is developing its Drainage Capital Improvement Plan and has received water quality related grants to support phosphorus mitigation. Community feedback identified road and sidewalk maintenance as one of Sanford's top public service challenges which reinforces that drainage and stormwater investment will be visible and supported if tied to infrastructure performance. The policy and strategies address Sanford's aging draining system and sewer overflow infrastructure in addition to the flooding risks in multiple highly developed areas. A citywide stormwater plan, inventory, and funding mechanism are practical management tools to institute the Drainage Capital Improvement Plan and address public feedback.		
Policy 7: Build partnerships with neighboring communities, regional and local advocacy groups, and state and regional resource agencies to protect water resources and shared natural resources.		
Strategies		Relevant State Requirements
7.1	Work with local land trusts and partners to develop public education materials to educate landowners and easement holders on protecting water quality.	Encourage landowners to protect water quality. Provide local contact information at the municipal office for water quality best management practices from resources such as the Natural Resource Conservation Service, University of Maine Cooperative Extension, Soil and Water Conservation District, Maine Forest Service, and/or Small Woodlot Association of Maine.
7.2	Work with local school systems, University of Maine Cooperative Extension, and Maine DEP to develop educational curriculum on water resources, water quality, and water monitoring for Sanford's elementary, middle, and high schools.	Participate in local and regional efforts to monitor, protect and, where warranted, improve water quality.
7.3	Provide educational materials at popular recreation access points regarding aquatic invasive species.	Provide educational materials at appropriate locations regarding aquatic invasive species.
7.4	Develop and distribute water quality and natural resource education materials during Maine free fishing weekends in February and May.	
Rationale: Sanford has strong existing relationships with state and federal partners, and the collaboration between City departments and outside organizations as a community strength. The relationships identified in the strategies above continue to strengthen multi-agency collaboration and address resource health across municipal boundaries. Educational materials are also a more cost-effective way of addressing water quality and natural resource protections, and they build in an understanding of individual responsibilities of protecting Sanford's natural assets for residents of all ages.		

Protect Natural Resources and Expand Recreation		
Community feedback also revealed a broader preference for more public education, trail information, and community connection around natural assets.		
Policy 8: Conserve the City of Sanford's critical water and natural resources and habitat from pollution.		
Strategies		Relevant State Requirements
8.1	Launch an educational campaign to educate local landowners and residents on the regional importance of Sanford's unique habitat areas like its Atlantic white cedar swamps, hemlock swamps, and pitch pine barrens.	
8.2	Develop a Conservation Stewardship Program Plan to update the Sanford Conservation Plan and access annual payments from the Natural Resources Conservation Service to implement best management practices for habitats and open spaces. Information on best practices and strategies for developing a Conservation Plan is available on the USDA website (https://www.nrcs.usda.gov/programs-initiatives/conservation-stewardship-program/maine/conservation-stewardship-program-in).	
8.3	Set up a wildlife camera at endangered or threatened species and waterfowl habitat or nesting areas for residents and visitors to take part in monitoring or observing behavior of local species communities. This strategy also supports surveillance of endangered or threatened species habitats to catch illegal hunting or baiting	
8.4	Require the planning board to review the Beginning with Habitat and Maine Stream Habitat Viewer to visualize priority habitats in development plans and approval. Maps are available on the Maine Department of Inland Fisheries and Wildlife website (https://www.maine.gov/ifw/fish-wildlife/wildlife/beginning-with-habitat/maps/index.html).	Through local land use ordinances, require the planning board (or other designated review authority) to include as part of the review process, consideration of pertinent BwH maps and information regarding critical natural resources.
8.5	Provide a designated fund for protection of sensitive stream and lake corridors including Estes Lake, Bauneg Beg Lake, and Goodall Brook given their statuses as priority watersheds or sensitive waterbodies.	
8.6	Designate critical natural resources and wildlife habitat areas as Critical Resource Areas in the Future Land Use Plan.	Designate critical natural resources as Critical Resource Areas in the Future Land Use Plan.
8.7	Utilize the Climate Action Plan Toolkit from the Southern Maine Planning and Development Commission to participate in	Initiate and/or participate in interlocal and/or regional planning, management,

Protect Natural Resources and Expand Recreation		
	interlocal and/or regional natural resource planning, management, and/or regulatory efforts.	and/or regulatory efforts around shared critical and important natural resources.
8.8	Pursue public/private partnerships by partnering with Mousam Way Land Trust, Three Rivers Land Trust, and local landowners to protect critical and important natural resources such as through purchase of land or easements from willing sellers.	Pursue public/private partnerships to protect critical and important natural resources such as through purchase of land or easements from willing sellers.
8.9	Distribute educational materials about the Maine Current Land Use Programs, the Maine Natural Resources Protection Act, and Resource/Shoreland Overlay Protection Zones to Sanford residents living in or near Resource Protection and Shoreland Overlay Zones. about current use tax programs and applicable local, state, or federal regulations.	Distribute or make available information to those living in or near critical or important natural resources about current use tax programs and applicable local, state, or federal regulations.
8.10	Hold an annual cleanup around Number One Pond to trim the vegetation, clean trail areas, remove invasive plant species, and planting native species.	
Rationale: Sanford contains several significant habitats including Atlantic white cedar swamps, hemlock swamps, pitch pine barrens, wetlands, vernal pools, inland waterfowl and wading bird habitat, and stream corridors. The policy and strategies above protect the natural areas, address community interest in preserving nature and wildlife within Sanford, maintain community access to fresh water and trail systems, and can tie to water quality and flood resilience since wetlands and undeveloped floodplains store water and reduce damage during storm events.		
Policy 9: Protect farms, prime farmland, and forests for agricultural use and for cultural, economic, historical, and scenic value to the City of Sanford.		
Strategies		Relevant State Requirements
9.1	Coordinate with Maine Forest Service, WoodsWISE planning support, and Soil and Water Conservation District staff to develop agricultural best management practices and provide technical assistance programs for Sanford landowners with prime farm and forest lands.	Consult with Soil and Water Conservation District staff when developing any land use regulations pertaining to agricultural management practices.
9.2	Update the Code of Ordinances to designate critical rural areas for the City of Sanford to limit non-residential development and growth in these areas and to protect them from fragmentation.	Amend land use ordinances to require commercial or subdivision developments in critical rural areas, if applicable, maintain areas with prime farmland soils as open

Protect Natural Resources and Expand Recreation		
		space to the greatest extent practicable.
9.3	Update the City of Sanford's Code of Ordinances to require planting of pollinator-friendly native plant gardens in open spaces to support pollinator health in the City of Sanford.	
9.4	Work with Maine Forest Service to develop an educational story walk at popular trail systems in the City of Sanford to educate recreationalists on the history of forestry and forest lands in the region.	
9.5	Consult with the Maine Forest Service district forester when developing any land use regulations pertaining to forest management practices as required by 12 M.R.S.A. §8869.	Consult with the Maine Forest Service district forester when developing any land use regulations pertaining to forest management practices as required by 12 M.R.S.A. §8869.
9.6	Update the City of Sanford's Code of Ordinances to limit development in critical rural areas, outlined as Agriculture, Forest, and Resource Protection Areas in the Future Land Use Plan, and instead promote natural resource-based businesses and services, nature tourism and outdoor recreation businesses, farmers' markets, and home occupations.	Limit non-residential development in critical rural areas (if the town designates critical rural areas) to natural resource-based businesses and services, nature tourism/outdoor recreation businesses, farmers' markets, and home occupations.
9.7	Coordinate with partners and land owners to expand the enrollment of Sanford's eligible farm and forests in Maine's Farmland and Tree Growth Concurrent Use Tax Programs.	Encourage owners of productive farm and forest land to enroll in the current use taxation programs.
Rationale: The policy and strategies above protect farmland from fragmentation by concentrating growth in Sanford's developed and downtown corridors. Farmland and forests in Sanford support groundwater recharge, wetland protection, wildlife habitat, air quality, and Sanford's resource-based economy and character. Community feedback shows that many residents value Sanford's rural setting, farms, and nature preserves, and some residents explicitly called for an agricultural district that protects farms and allows supportive farm-related activities.		

Protect Natural Resources and Expand Recreation		
Policy 10: Protect rural, waterfront, and natural resource areas from the impacts of development while supporting appropriate working-land and recreation uses.*		
10.1	Continue to evaluate and implement shoreland zoning, floodplain management, wetland and water-resource protections, drinking water safeguards, and current Beginning with Habitat information as overlays that may limit the location, intensity, or design otherwise anticipated by a future land use category.	"Using the descriptions provided in the Future Land Use Plan narrative, maintain, enact or amend local ordinances as appropriate to: a. Clearly define the desired scale, intensity, and location of future development; b. Establish or maintain fair and efficient permitting procedures, and explore streamlining permitting procedures in growth areas; and c. Clearly define protective measures for critical natural resources and, where applicable, important natural resources. d. Clearly define protective measures for any proposed critical rural areas and/or critical waterfront areas, if proposed."
10.2	Require development to avoid or minimize impacts to high-value habitat, undeveloped habitat blocks, habitat connectors, riparian areas, wetlands, surface waters, flood-prone areas, aquifers, public water supplies, productive agricultural soils, and other sensitive resources through site design, buffers, clustered development, reduced disturbance, and other appropriate measures.	
10.3	Use conservation subdivision standards, easements, acquisition from willing landowners, current-use taxation information, and partnerships with land trusts and state agencies to protect connected rural and natural resources.	
10.4	Support agriculture, forestry, outdoor recreation, home occupations, and small-scale rural enterprises that are	

Protect Natural Resources and Expand Recreation		
	compatible with rural infrastructure, environmental conditions, and the intended low-growth pattern.	
10.5	Coordinate waterfront development and public access with water quality, flood resilience, habitat protection, public safety, parking, maintenance, and neighborhood compatibility.	
Rationale: Sanford's rural, waterfront, and natural resource areas contain working farms and forests, wetlands, aquifers, surface waters, flood-prone lands, productive soils, significant wildlife habitat, undeveloped habitat blocks, ecological connections, and recreational resources that support environmental health, the local economy, public safety, and quality of life. Community engagement consistently identified access to nature, trails, lakes, rivers, farms, forests, scenic landscapes, and Sanford's small-town feel as valued community assets and supported directing more intensive growth toward serviced areas.		

Invest in Infrastructure and Quality Services

Reliable infrastructure and high-quality public services form the foundation of a strong, thriving community. Well-maintained roads, utilities, and public systems support daily life, enable economic activity, and improve safety, while accessible transportation networks connect residents to jobs, services, and one another. By aligning infrastructure with planning for long-term growth, Sanford will be able to adapt to shifting needs and regional impacts to deliver essential services and sustain a high quality of life for current and future residents.

City Facilities and Services Policies and Strategies		
Policy 1: Prioritize operations and maintenance funding and strategic capital investments to protect infrastructure investments and strategically plan for upgrades.		
Strategies		Relevant State Requirements
1.1	Work towards fully funding the Department of Public Works Operations and Maintenance (O&M) Program.	To efficiently meet identified public facility and service needs
1.2	Integrate financial productivity analyses into infrastructure maintenance Cost Benefit Value Equation prioritization, focusing resources on economically productive areas. Reference models that employ factors like property tax revenue, job density, or proximity to trip generators.	To provide public facilities and services in a manner that promotes and supports growth and development in identified growth areas.
1.3	Update Capital Improvement Plan to include building systems, fleet replacement, and drainage infrastructure allowing proactive replacement before failure. Ensure representation from all relevant City departments in planning process.	To efficiently meet identified public facility and service needs
1.4	Continue to work with the Sanford Sewer and Water Districts to coordinate planned service extensions with the Future Land Use Plan.	Encourage local sewer and water districts to coordinate planned service extensions with the Future Land Use Plan.
1.5	Continue to actively pursue grant funding for capital investments and evaluate the need for a grant writer position to fully take advantage of grant opportunities and awards.	To explore grants available to assist in the funding of capital investments within the community.
1.6	Explore opportunities to work with neighboring communities to plan for and finance shared or adjacent capital investments to increase cost savings and efficiencies.	Explore opportunities to work with neighboring communities to plan for and finance shared or adjacent capital investments to increase cost savings and efficiencies.

Sanford MAINE

City Facilities and Services Policies and Strategies

Rationale: Public Works has demonstrated that O&M funding is insufficient to meet current needs, forcing reliance on capital accounts for routine maintenance. This makes it difficult to keep pace with deteriorating infrastructure and deferred maintenance is exponentially more expensive than proactive upkeep. Establishing dedicated capital reserves and prioritizing O&M funding aligns with Strong Towns principles of maintaining productive infrastructure before expanding into new areas. Roadway paving and patching were identified as top public utility improvement priorities. A data-driven approach that prioritizes improvements in productive areas aligns with Strong Towns principles of low-risk public investment in places that generate community value. The state requires efficiently meeting identified public facility and service needs, and prioritizing more productive regional areas helps to ensure this.

Policy 2: Modernize aging municipal facilities to meet operational needs and improve service delivery.

Strategies		Relevant State Requirements
2.1	Establish and maintain a comprehensive facilities and maintenance plan that defines responsibilities, documents the condition and useful life of building systems, prioritizes renewal and replacement needs, and informs the Capital Improvement Plan and annual budgeting.	Identify any capital improvements needed to maintain or upgrade public services to accommodate the community's anticipated growth and changing demographics.
2.2	Complete construction of two new fire stations to replace outdated facilities and improve response times.	Identify any capital improvements needed to maintain or upgrade public services to accommodate the community's anticipated growth and changing demographics.
2.3	Develop and implement plans for a new Public Works garage to replace the current facility approaching end of functional life.	
2.4	Explore opportunities for regional dispatch center facilities and shared emergency services infrastructure with neighboring communities.	Explore options for regional delivery of local services.

Rationale: Many municipal facilities no longer meet operational needs or are approaching end of functional life. Proactive facility planning will reduce emergency costs and service disruptions. The current City garage has roof leaks, electrical issues, and narrow doors barely accommodating equipment. Nearly one-third of HVAC equipment is approaching or past life expectancy, with 33 pieces failed or over 150% past useable life. Voter approval of fire station bonds and federal funding award

City Facilities and Services Policies and Strategies		
demonstrate community support for modernizing public safety facilities. City staff noted potential for a regional dispatch center to have its own building, and that the department already provides mutual aid and training to smaller agencies in the region.		
Policy 3: Strengthen City workforce capacity through recruitment, retention, and training initiatives.		
Strategies		Relevant State Requirements
3.1	Continue in-house CDL training programs to address statewide shortages of truck drivers and equipment operators.	
3.2	Support retire-rehire programs and expanded academy pipelines to address City staffing challenges.	
3.3	Work toward full staffing levels across departments to meet growing service demands.	
3.4	Strengthen partnerships with regional community colleges and Sanford Regional Technical Center to expand vocational training programs, align curriculum with local workforce needs, and develop a robust pipeline of skilled workers to support Sanford's economic vitality and long-term growth.	Explore options for regional delivery of local services.
3.5	Evaluate creative solutions to hire specialized municipal staff members, including public works, fire, police, and other municipal positions, including bunk-in and live-in programs, progressive shift schedules, vanpooling or commuter stipends, school buy-back programs, and facility improvements.	
Rationale: Police, Fire, EMS, and Public Works all face rising call volumes and workload increases. Strategies like in-house training and retire-rehire programs show promise for strengthening workforce capacity.		
Policy 4: Maintain responsive and coordinated public safety and emergency services that adapt to community growth, changing demographics, emerging risks, and evolving service demands.		
Strategies		Relevant State Requirements
4.1	Continue to use population, development, call volume, response-time, and service area data to evaluate public safety staffing, equipment, station coverage, and capital needs and inform the Capital Improvement Plan and annual budgeting.	
4.2	Coordinate with regional partners to pursue grant funding and pilot programs that support behavioral health response teams, community paramedicine, crisis stabilization services, and innovative public safety partnerships.	
4.3	Evaluate opportunities to expand the use of behavioral health clinicians, crisis workers, social workers, peer-support specialists, community paramedics, or other civilian specialists to assist with crisis response, post-crisis follow-up, service navigation, and prevention efforts.	

City Facilities and Services Policies and Strategies		
4.4	Strengthen post-crisis follow-up programs that connect individuals and families with housing resources, behavioral health services, recovery supports, transportation, employment assistance, healthcare, veterans' services, and other appropriate community resources.	
4.5	Evaluate opportunities to expand community paramedicine and proactive wellness programs that provide home-safety assessments, fall-prevention education, chronic disease management support, post-hospital follow-up, medication management assistance, caregiver support referrals, and connections to community resources for residents who may otherwise experience repeated emergency-service utilization.	
4.6	Continue to coordinate development review with Police, Fire, Emergency Management Services (EMS), public works, school, utilities, and other service providers to identify and mitigate the public safety and service impacts of new development proposals.	
4.7	Continue mutual aid, joint training, shared purchasing, specialized response teams, and other regional service arrangements with neighboring communities and York County to improve local and regional readiness, service quality, and cost efficiency.	
4.8	Strengthen community risk reduction programs, including fire prevention, emergency preparedness, severe weather readiness, and emergency planning to support City agencies and community members in effectively responding to emergencies.	
4.9	Coordinate emergency preparedness and continuity planning with the Sanford School Department, healthcare providers, housing facilities, older-adult service organizations, utilities, businesses, and nonprofit organizations.	
4.10	Maintain accessible, multilingual, and redundant emergency communications, including approaches that reach residents who lack internet access, use assistive technology, have limited English proficiency, or may require additional support during an emergency.	

Sanford MAINE

City Facilities and Services Policies and Strategies

Rationale: Sanford's public safety agencies face increasing and evolving service demands driven by community growth, an aging population, rising EMS call volumes, mental and behavioral health needs, substance use challenges, and other complex community issues. While investments in new public safety facilities, staffing, equipment, and regional partnerships will help maintain emergency response capabilities, long-term success will also depend on prevention, preparedness, and coordination among public safety agencies, healthcare providers, schools, social-service organizations, and community partners. Expanding opportunities for behavioral health support, crisis intervention, community paramedicine, case management, and post-crisis follow-up can help connect residents to appropriate services, improve outcomes, reduce repeated emergency-service utilization, and allow Police, Fire, and EMS resources to focus on emergencies while maintaining a safe, healthy, and resilient community. Community engagement feedback noted public safety as a top priority for the future. Engagement results also noted a need for mental health and behavioral health response, support for the unhoused, and continuing the City's efforts to house residents.

Policy 5: Work to eliminate all traffic-related fatalities and serious injuries.

Strategies		Relevant State Requirements
5.1	Strive to eliminate all traffic-related fatalities in Sanford within this planning period.	
5.2	Implement Sanford's 2024 SS4A Safety Action Plan actions such as context-sensitive speed limits, traffic calming measures, and street redesigns, prioritizing the High Injury Network.	
5.3	Establish a standardized crash review process triggered by any injury crash, using data-driven analysis to identify patterns and deploy quick-build safety interventions. The crash review process can utilize open access tools like the Strong Towns crash analysis studio to reduce costs and maintain the review process in Sanford.	
5.4	Deploy quick-build mitigations in response to injury crashes.	
5.5	Prioritize crash prevention over crash response through proactive infrastructure improvements, enhanced crosswalks, traffic calming, and pedestrian safety devices.	To prioritize community and regional needs associated with safe, efficient, and optimal use of transportation systems.
5.6	Maintain and expand access management requirements to require pedestrian-oriented design in the City of Sanford Code of Ordinances in Chapter 280, Zoning (https://ecode360.com/36886720).	Maintain, enact or amend local ordinances as appropriate to address or avoid conflicts with State access management regulations pursuant to 23 M.R.S.A. §704

Sanford MAINE

City Facilities and Services Policies and Strategies		
Rationale: Sanford published a Safety Action Plan in 2024 demonstrating an investment in road safety. Community input consistently identified traffic safety as a major concern, with residents noting that vulnerable users like pedestrians, cyclists, and motorcyclists, face significant risks. Residents emphasized the need for crash prevention rather than just emergency response. Sanford has existing access management policies, and the state requires ordinance to comply with access management regulations pursuant to 23 M.R.S.A. §704.		
Policy 6: Expand and connect the City's active transportation network to support walking, biking, and micromobility as viable modes for daily travel.		
Strategies		Relevant State Requirements
6.1	Develop and adopt a citywide Active Transportation Plan including a sidewalk inventory and gap analysis to help meet the diverse transportation needs of all residents and users (pedestrians, bicyclists, motor vehicles).	To meet the diverse transportation needs of residents (including children, the elderly and disabled) and through travelers by providing a safe, efficient, and adequate transportation network for all types of users (motor vehicles, pedestrians, bicyclists).
6.2	Develop a sidewalk maintenance and replacement program addressing the varying conditions across the City. Integrate sidewalks into the Pavement Management Program.	Develop or continue to update a prioritized improvement, maintenance, and repair plan for the community's transportation network.
6.3	Enhance downtown streetscapes with benches, bike racks, pedestrian-scale lighting, and other amenities that improve walkability.	
6.4	Implement gateway treatments at key City entrances combining aesthetic improvements with traffic calming measures.	
6.5	Explore partnerships for bike share programs for trail use and recreational equipment rentals (kayaks/SUPs for Number One Pond) to support recreation and tourism.	
6.6	Develop ordinance standards for subdivisions and roads to foster transportation-efficient growth patterns and provide for future street and transit connections like required bike parking and amenities, discounted transit passes, or priority parking for carpools.	Maintain, enact or amend ordinance standards for subdivisions and for public and private roads as appropriate to foster transportation-efficient growth patterns and provide for future street and transit connections.

Sanford MAINE

City Facilities and Services Policies and Strategies		
Rationale: Community input strongly emphasized the need for walkable streets with better sidewalks. Residents identified surface parking lots, poor streetscape quality, and vehicle prioritization as key downtown weaknesses. Top factors for increasing downtown visitation were more businesses, community events, and beautification efforts, followed by pedestrian-friendly improvements. Sidewalk maintenance was identified as a top public utility priority, and the state requires a transportation asset management plan. Survey results show one-third of residents would live in smaller homes if within walking distance of amenities. A connected, attractive active transportation network is essential to downtown revitalization and making Sanford a place where people want to live and visit. The state requires compliance with Policy objectives of the Sensible Transportation Policy Act (23 M.R.S.A. §73), which advocates for viable non-vehicle options.		
Policy 7: Enhance transit service to meet diverse transportation needs of residents (including children, the elderly, and disabled) and through travelers by providing a safe, efficient, and adequate transportation network for all types of users (motor vehicles, pedestrians, and bicyclists).		
Strategies		Relevant State Requirements
7.1	Coordinate with partners to expand YCCAC fixed-route service to include weekend operations, addressing the current Monday-Friday limitation.	Maintain, enact or amend local ordinances as appropriate to address or avoid conflicts with Policy objectives of the Sensible Transportation Policy Act (23 M.R.S.A. §73);
		Duplicative
7.3	Develop transit-stop standards addressing accessibility, safe crossings, lighting, seating, shelters, snow clearance, bicycle access, wayfinding, schedules, and real-time information, with improvements prioritized at high-use and high-need locations.	
7.4	Explore regional shuttle service to improve connections to existing regional services, including Southern Maine Connector service to Biddeford and Saco, Orange Line service to Wells, Biddeford-Saco-Old Orchard Beach Transit, Amtrak Downeaster stations, and other regional destinations.	
7.5	Encourage transit-oriented development near major corridors through zoning incentives and streamlined permitting.	Maintain, enact or amend ordinance standards for subdivisions and for public and private roads as appropriate to foster transportation-efficient growth patterns and provide for future street and transit connections.

City Facilities and Services Policies and Strategies		
7.6	Actively participate in regional and state transit planning efforts.	Initiate or actively participate in regional and state transportation efforts.
7.7	Evaluate on-demand or microtransit pilots in areas or time periods where fixed-route service is not operationally or financially appropriate, including first-mile and last-mile connections to regional routes.	
7.8	Coordinate volunteer transportation with York County Community Action Corporation and other providers so volunteer drivers supplement rather than duplicate fixed-route, flex-route, demand-response, medical, and other specialized transportation. Example: Friends in Action, Ellsworth, ME: https://friendsinactionellsworth.org/individual/	
7.9	Building on existing transportation options to Portsmouth Naval Shipyard, coordinate with employer, educational, healthcare, and institutional partners to support transit passes, coordinated schedules, first-mile and last-mile connections, stop improvements, commuter services, and operating assistance.	
Rationale: Community input strongly supported expanded transit options, particularly a Portland shuttle for shopping and recreation that would serve residents of all ages. Residents noted that many people lack access to vehicles and face high transportation costs. All current fixed-route services operate Monday-Friday, limiting access for weekend workers and recreational users. Expanding weekend service, improving stop infrastructure, and creating regional connections will provide more equitable mobility while reducing dependence on private vehicles.		
Policy 8: Preserve and improve the transportation system while maximizing fiscal efficiency. *		
Strategies		Relevant State Requirements
8.1	Implement infrastructure improvements in line with the RAISE grant implementation.	
8.2	Prioritize preservation and rehabilitation of existing infrastructure over capacity expansion, ensuring a state-of-good-repair along state highways and municipal roadways.	To safely and efficiently preserve or improve the transportation system.
8.3	Coordinate with MaineDOT to apply complete streets principles on Routes 109 and 202, designing multimodal facilities that accommodate regional traffic while supporting local access and economic development.	Initiate or actively participate in regional and state transportation efforts; To promote fiscal prudence by maximizing the efficiency of the state or state-aid highway network.
8.4	Initiate a community-driven process to develop a Route 109 Downtown Corridor Overlay Zone for segments within Sanford and Springvale growth areas, to ensure state highway investments catalyze development patterns generating optimal fiscal return. Utilize Maine Office of Community Affairs form-based code methodology. Example: Standish.	To promote fiscal prudence by maximizing the efficiency of the state or state-aid highway network.

City Facilities and Services Policies and Strategies		
8.5	Periodically evaluate and amend ordinances to address and avoid conflicts with: a. Policy objectives of the Sensible Transportation Policy Act (23 M.R.S.A. §73); b. State access management regulations pursuant to 23 M.R.S.A. §704; and c. State traffic permitting regulations for large developments pursuant to 23 M.R.S.A. §704-A.	Maintain, enact or amend local ordinances as appropriate to address or avoid conflicts with: a. Policy objectives of the Sensible Transportation Policy Act (23 M.R.S.A. §73); b. State access management regulations pursuant to 23 M.R.S.A. §704; and c. State traffic permitting regulations for large developments pursuant to 23 M.R.S.A. §704-A.
8.6	Promote public health, protect natural and cultural resources, and enhance livability by managing land use in ways that maximize the efficiency of the transportation system and minimize increases in vehicle miles traveled.	To promote public health, protect natural and cultural resources, and enhance livability by managing land use in ways that maximize the efficiency of the transportation system and minimize increases in vehicle miles traveled.
8.7	Maintain and amend ordinance standards for subdivisions and for public and private roads as appropriate to foster transportation-efficient growth patterns and provide for future street and transit connections.	Maintain, enact or amend ordinance standards for subdivisions and for public and private roads as appropriate to foster transportation-efficient growth patterns and provide for future street and transit connections.
8.8	Continue to maintain partnerships to implement initiatives and support long-term project success (existing policies in Technical Manual)	
Rationale: State requirements mandate safely and efficiently preserving the transportation system while promoting fiscal prudence by maximizing state highway network efficiency. Community input identified traffic safety and downtown walkability as priorities, with residents emphasizing the need for pedestrian-friendly improvements along Routes 109. Centering investment in existing economically productive areas of the City strengthens its economy and ensures the most used parts are in a state of good repair. The ongoing RAISE grant implementation provides opportunity to work with MaineDOT on transforming state highway corridors into fiscally productive community assets.		

City Facilities and Services Policies and Strategies		
Policy 9: Promote regional connectivity through strategic airport investment and multimodal access.		
Strategies		Relevant State Requirements
9.1	Implement the Airport Master Plan and Business Plan to guide facility development and financial sustainability.	
9.2	Support private sector hangar development through the TIF district and streamlined approvals.	
9.3	Continue to invest in critical airport infrastructure	
Rationale: Based aircraft have grown from 84 to 174 with a waiting list of 60, demonstrating strong demand. Strategic investments in aviation infrastructure can strengthen the airport as a regional economic engine.		

Strengthen Governance and Implementation

Clear, transparent, and effective governance provides the structure needed to translate community goals into meaningful outcomes. Modern, predictable processes build confidence among residents, businesses, and stakeholders, while consistent enforcement and accountability reinforce fairness and trust. By fostering collaboration and integrity in decision-making and supporting community-based long-range planning efforts, the City creates a governance framework that is rooted in community values.

Strengthen Governance and Implementation		
Policy 1: Coordinate capital investment and infrastructure capacity with Sanford's desired growth pattern and finance facility maintenance and expansion in a cost effective manner.		
Strategies		Relevant State Requirements
1.1	Include in the Capital Investment Plan anticipated municipal investments needed to support the Future Land Use Plan, including water, sewer, roads, sidewalks, bicycle and transit facilities, stormwater systems, public safety, schools, parks, broadband, and other community facilities.	Include in the Capital Investment Plan anticipated municipal capital investments needed to support proposed land uses.
1.2	Direct at least 75% of new municipal growth-related capital investments to designated growth areas identified in the Future Land Use Plan.	Direct a minimum of 75% of new municipal growth-related capital investments into designated growth areas identified in the Future Land Use Plan.
1.3	Identify and coordinate the timing and location of public improvements with development capacity, housing and employment goals, utility plans, transportation priorities, redevelopment opportunities, and the ability to maintain infrastructure over its full life-cycle.	Identify any capital improvements needed to maintain or upgrade public services to accommodate the community's anticipated growth and changing demographics.
1.4	Limit extensions of water, sewer, and other growth-inducing infrastructure into rural and resource protection areas unless needed to resolve a documented health or safety problem or serve an essential public purpose consistent with the plan.	
1.5	Use development impact analysis, capital forecasting, and available utility capacity information to identify growth area constraints early and establish fair approaches to funding necessary improvements.	
1.6	For development outside designated growth areas that requires privately owned infrastructure, consider amending applicable ordinances to require an enforceable and adequately funded mechanism, such as a homeowners association, road association, condominium association,	

Strengthen Governance and Implementation		
	maintenance agreement, recorded covenant, or other legal entity or instrument, to assign long-term responsibility for the ownership, operation, maintenance, repair, and replacement of private roads, stormwater systems, utilities, open space, and other shared infrastructure.	
1.7	Withdraw technical standards from ordinances and formally accept the City Technical Manual to provide clear guidance to developers.	
Rationale: Development that spans outside of existing service areas can increase the cost and complexity of providing and maintaining roads, water and sewer infrastructure, stormwater systems, public safety, schools, parks, transportation, and other municipal services across more than 50 square miles. Community members expressed concern about taxes, roadway conditions, traffic, school and public safety capacity, and the impact of continued growth on City services. Coordinating the Capital Investment Plan with the Future Land Use Plan, directing most growth-related investment to designated growth areas, evaluating infrastructure capacity early, and accounting for full life-cycle costs can reduce fiscal risk and align public spending with the City's desired growth pattern. Where development outside growth areas relies on private infrastructure, enforceable ownership, funding, and maintenance arrangements can help prevent long-term costs or responsibilities from shifting to the City.		
Policy 2: Align Sanford's land use regulations with the Future Land Use Plan and ensure adequate planning and code enforcement capacity.		
Strategies		Relevant State Requirements
2.1	Using the Future Land Use Plan narrative, maintain, enact, or amend zoning, subdivision, site plan, design, performance, and other land use standards to clearly define the desired uses, scale, intensity, form, and location of future development within each land use category. Direct most future growth, redevelopment, and public investment to locations that advance the Plan's vision and use infrastructure and land efficiently.	"Using the descriptions provided in the Future Land Use Plan narrative, maintain, enact or amend local ordinances as appropriate to: a. Clearly define the desired scale, intensity, and location of future development; b. Establish or maintain fair and efficient permitting procedures, and explore streamlining permitting procedures in growth areas; and c. Clearly define protective measures for critical natural resources and, where applicable, important natural resources.

Strengthen Governance and Implementation		
		d. Clearly define protective measures for any proposed critical rural areas and/or critical waterfront areas, if proposed." To establish efficient permitting procedures, especially in growth areas.
2.2	Update ordinances and direct most future growth, redevelopment, and public investment to growth areas in ways that advance the Plan's vision and use infrastructure and land efficiently.	
2.3	Maintain fair, transparent, and efficient permitting procedures. Explore administrative review, concurrent review, clear submission checklists, predictable timelines, consolidated preapplication meetings, and other streamlining measures for projects to encourage development in growth areas, in line with State laws.	To establish efficient permitting procedures, especially in growth areas.
2.4	Provide applicants with plain-language guidance, current forms, fee schedules, review criteria, infrastructure information, and points of contact, and maintain a coordinated process among Planning, Code Enforcement, Public Works, utilities, public safety, and other reviewing entities.	
2.5	Periodically review development standards and procedures with applicants, residents, boards, staff, and other users to identify ambiguity, unnecessary delay, or unintended barriers without weakening public health, safety, environmental, design, or infrastructure requirements.	"Using the descriptions provided in the Future Land Use Plan narrative, maintain, enact or amend local ordinances as appropriate to: a. Clearly define the desired scale, intensity, and location of future development; b. Establish or maintain fair and efficient permitting procedures, and explore streamlining permitting procedures in growth areas; and c. Clearly define protective measures for critical natural resources and, where applicable,

Strengthen Governance and Implementation		
		important natural resources. d. Clearly define protective measures for any proposed critical rural areas and/or critical waterfront areas, if proposed."
2.6	Assign primary responsibility for coordinating implementation of the Future Land Use Plan to the Planning and Development Department, supported by the Planning Board, City Council, Code Enforcement, Public Works, the Comprehensive Plan Steering Committee or successor body, and other relevant departments and boards.	Assign responsibility for implementing the Future Land Use Plan to the appropriate committee, board or municipal official.
2.7	Provide the Code Enforcement Officer and other land use staff with adequate staffing, technology, mapping, legal support, training, and inspection resources to administer and enforce land use regulations consistently. Maintain Code Enforcement Officer certification in accordance with Title 30-A, Maine Revised Statutes, Section 4451.	Provide the Code Enforcement Officer with the tools, training, and support necessary to enforce land use regulations, and ensure that the Code Enforcement Officer is certified in accordance with 30-A M.R.S.A. §4451.
2.8	Track new development by type, location, housing units, non-residential floor area, land use category, growth area status, infrastructure service, approval time, and other useful indicators. Report annually on the share of growth and growth-related capital investment occurring in designated growth areas.	Track new development in the community by type and location.
2.9	Maintain current geographic information system layers for future land use categories, zoning, utilities, transportation, development activity, critical resources, hazards, conserved lands, and other information used in planning and review.	
2.10	Meet periodically with Alfred, Lebanon, Wells, North Berwick, Shapleigh, Acton, and other neighboring communities to coordinate adjoining land use designations, transportation corridors, mutual aid, emergency services, natural resources, infrastructure, housing, economic development, development proposals, and other municipal priorities with cross-boundary effects.	Meet with neighboring communities to coordinate land use designations and regulatory and non-regulatory strategies.
Rationale: The Future Land Use Plan provides long-term policy direction, but implementation will depend on aligning zoning, subdivision, site plan, design, performance, permitting, capital planning, and enforcement practices with the intended uses, scale, intensity, and form of each land use category.		

Sanford MAINE

Strengthen Governance and Implementation		
Sanford's existing mixed-use districts, design overlays, industrial reuse provisions, and recent state law changes create opportunities for infill, adaptive reuse, additional housing choices, and economic development. Community engagement called for thoughtful growth, a more business-friendly environment, improved transparency, protection of neighborhoods and rural areas, and visible follow-through on adopted priorities. Current maps, plain-language guidance, coordinated review, adequately resourced planning and code enforcement, predictable procedures, annual development tracking, and regional coordination can support transparency, identify unintended barriers, and allow the City to measure whether future growth and public investment are occurring as intended.		
Policy 3: Establish a coordinated framework for Comprehensive Plan implementation and accountability.		
Strategies		Relevant State Requirements
3.1	Prepare an annual Comprehensive Plan progress report that summarizes major actions completed or underway, development and investment trends, progress toward measurable objectives, emerging implementation challenges, and priorities for the upcoming year.	
3.2	Establish a focused set of community indicators to monitor progress toward the Community Vision and Goals, using existing data where practical and aligning measures with departmental reporting and other City plans.	
3.3	Review implementation priorities as part of the annual budget and capital planning processes so that departmental work programs and investment decisions reflect the Comprehensive Plan.	
3.4	Conduct periodic implementation reviews to identify strategies that have been completed, require modification, are no longer relevant, or should be reprioritized because of changing conditions, emerging needs, new funding opportunities, or changes in state or federal requirements.	Periodically (at least every five years) evaluate implementation of the plan in accordance with Section 2.7.
3.5	Periodically evaluate whether development patterns are consistent with the Future Land Use Plan by reviewing the location, type, intensity, and infrastructure needs of new development and identifying regulatory or investment changes needed to better achieve the desired growth pattern.	
3.6	Advocate for policies at the State level that further plan implementation and the City's goals.	
Rationale: The Future Land Use Plan provides long-term policy direction, but implementation will depend on aligning zoning, subdivision, site plan, design, performance, permitting, capital planning, and enforcement practices with the intended uses, scale, intensity, and form of each land use category. Sanford's existing mixed-use districts, design overlays, industrial reuse provisions, and recent state law changes create opportunities for infill, adaptive reuse, additional housing choices, and economic		

Strengthen Governance and Implementation		
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Policy 4: Strengthen transparent, coordinated, and accessible municipal decision-making.		
Strategies		Relevant State Requirements
4.1	Continue to support a communications specialist position, to support consistent, accessible public communication practices and support public awareness of major planning, budgeting, capital investment, and implementation decisions, including how those decisions advance adopted City goals and plans.	
4.2	Coordinate long-range planning efforts across City departments so that transportation, housing, economic development, recreation, facilities, infrastructure, resilience, and other functional plans use consistent assumptions and support the Comprehensive Plan.	
4.3	Continue to evaluate new community engagement approaches and establish consistent expectations for community engagement in major municipal planning and policy initiatives, including approaches for reaching populations that may face barriers to participation.	
4.4	Periodically evaluate the roles of boards, committees, advisory groups, and implementation partners involved in Comprehensive Plan priorities to identify opportunities to clarify responsibilities, improve coordination, or reduce duplication.	
Rationale: The Future Land Use Plan provides long-term policy direction, but implementation will depend on aligning zoning, subdivision, site plan, design, performance, permitting, capital planning, and enforcement practices with the intended uses, scale, intensity, and form of each land use category. Sanford's existing mixed-use districts, design overlays, industrial reuse provisions, and recent state law changes create opportunities for infill, adaptive reuse, additional housing choices, and economic development. Community engagement called for thoughtful growth, a more business-friendly environment, improved transparency, protection of neighborhoods and rural areas, and visible follow-through on adopted priorities. Current maps, plain-language guidance, coordinated review, adequately resourced planning and code enforcement, predictable procedures, annual development tracking, and regional coordination can support transparency, identify unintended barriers, and allow the City to measure whether future growth and public investment are occurring as intended.		