A Revitalization Plan for Saco Island and Downtown Saco

EXECUTIVE SUMMARY

Prepared for the City of Saco, Maine

by DeLuca-Hoffman Associates, Inc.,
Planning Decision, Inc., and
Kent Associates, Planning & Design Consultants

September 1998
# TABLE OF CONTENTS

## ACKNOWLEDGMENTS

### INTRODUCTION

<table>
<thead>
<tr>
<th>BACKGROUND</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDY PURPOSE</td>
<td>5</td>
</tr>
<tr>
<td>STUDY AREA</td>
<td>6</td>
</tr>
<tr>
<td>STUDY APPROACH</td>
<td>6</td>
</tr>
</tbody>
</table>

### GOALS AND ISSUES

| PROJECT GOALS | 9 |
| MAJOR ISSUES | 10 |

## THE Saco ISLAND MASTER PLAN

| BACKGROUND | 11 |
| THE VISION | 11 |
| POTENTIAL MARKETS | 12 |
| DEVELOPMENT PHASING | 13 |
| Saco ISLAND DEVELOPMENT COSTS | 15 |
| Saco ISLAND CONCEPT PLAN DESCRIPTION | 17 |
| REVITALIZATION STRATEGIES FOR Saco ISLAND | 25 |

## THE DOWNTOWN REVITALIZATION PLAN

| BACKGROUND | 31 |
| THE VISION | 31 |
| THE DOWNTOWN Saco TRADE AREA | 32 |
| ORGANIZATIONAL, MARKETING, AND BUSINESS ACTIONS | 33 |
| PHYSICAL IMPROVEMENTS | 34 |
| DEVELOPMENT PHASING | 34 |
| DOWNTOWN PLAN DESCRIPTION | 35 |
| INFRASTRUCTURE IMPROVEMENTS | 44 |
| DOWNTOWN REVITALIZATION COSTS | 47 |
| DOWNTOWN REVITALIZATION PLAN DESCRIPTION | 48 |
| REVITALIZATION STRATEGIES FOR DOWNTOWN | 51 |

## APPENDIX

FOR MORE INFORMATION

This Executive Summary report on the revitalization of Saco Island and Downtown Saco describes the overall goals and plan recommendations. It provides an overview for the general reader.

For more information, including market studies, inventory research, preliminary design studies, and important memorandum, refer to the two appendices available at City Hall from the Planning Department. The content of each of these volumes is outlined below.

Appendix I: Saco Island Studies

1. Assessment of Market Supports
2. Saco Island Revitalization Study - Traffic Issues
3. Analysis and Evaluation of Existing Conditions
4. Design Studies

Appendix II: Downtown Saco Studies

1. Market Analysis
2. Summary of Downtown Saco Workshop
3. Inventory and Analysis
4. Design Concepts
5. Parking Inventory
6. Sidewalk Conditions Survey
7. Design Studies

Existing view of Pepperell Square and Main Street from the rail underpass
ACKNOWLEDGMENTS

This study of Saco Island and Downtown Saco was guided by an advisory committee of citizens. The committee, who met almost monthly for the past year, provided insight and ideas and helped shape the overall revitalization strategies.

Valuable direction was also provided by Saco City officials who met frequently with the consulting team, critiqued approaches, and contributed thoughtful advice.

- The Advisory Committee Members were:
  
  Dick Buffum  
  Jonathan Crook  
  Gary Curtis  
  Bernard Gaines  
  Ted Hill  
  Judy Hotham  
  Mark Johnston  
  A. William Kany  
  Michael Martin  
  Andrea Moreshead  
  Michael Myrick  
  Thomas Ouellette  
  Peggy Poulin  
  Ted Scontras  
  Charles Snow  
  Oscar Wilkins  
  Voula Willett

- Key City Officials participating in the study included:
  
  Larry Mitchell, City Administrator  
  Peter Morelli, Director of Economic Development  
  Larry Nadeau, Director of Public Works

This study was conducted by a team of consultants drawn from three firms: DeLuca-Hoffman Associates, Inc., Planning Decisions, and Kent Associates. Bill Hoffman, P.E., president of DeLuca-Hoffman, directed the work; Tom Gorrill, P.E., and Joe Laverriere, P.E., also of DeLuca-Hoffman, were responsible for transportation and site engineering, respectively. The marketing studies were directed by Mark Eyerman of Planning Decisions; Brian Kent of Kent Associates (Planning & Design Consultants) was responsible for urban design and streetscape planning and for producing this report.
The study area seen from the air looking south. Main Street is on the right, Middle Street is on the left; Beach Street is in the foreground, and the old mills on Saco Island can be seen in the background.
INTRODUCTION

BACKGROUND

For well over one hundred years Saco Island and Downtown Saco have played a vital role in the City's economy. The Island's huge textile and tanning mills employed thousands, and many of these workers lived out their lives in and around downtown - in apartments and modest houses. Downtown was the retail, business, and banking center, boasting many fine brick buildings, steepled churches, and beautiful, carefully crafted homes.

The last thirty years, however, have brought about significant change. With the demise of the domestic textile industry, successive owners of the Saco Island properties have sought to pump new life into the massive, brick mill buildings. Today, these efforts are beginning to show signs of success; but there remain several vacant, under-utilized mill buildings.

Downtown is likewise in transition. Suburban growth, the dislocation of industry from urban areas, an increasing reliance on the car, and the emergence of regional shopping centers and single superstores, have all had a negative impact on Main Street; however, while the retail base has diminished, downtown remains a strong banking and business center with a strong public and private office base.

STUDY PURPOSE

It was with these realities in mind that the City and business leaders decided to embark on this study. They recognized that the time was ripe for positive intervention, for the City, the Saco Business community, and property owners to take the steps needed to provide the Island and Downtown a new lease on life. They recognized that a master revitalization plan/strategy was needed to:

- plan for new uses and improvements on Saco Island, including circulation and parking;
- plan for a possible new Amtrak station on the Island;
- unite the Island and Downtown, physically and economically, as part of greater downtown Saco;
- guide the infrastructure upgrades over the long term;
- reinvigorate downtown's "streetscape" and parking lots; and
- pump new life into the historic Downtown.
STUDY AREA

The focus of this study is the immediate downtown Saco area, essentially the Island and the Main Street/Elm Street commercial corridor from the Saco River on the south to Beach Street and Routes 112 and 5 on the north.

The bounds of the study area are shown on the accompanying maps. Within this broad area the study team focused on (a) the Island itself and (b) the Downtown. These two sub-areas are shown on the second study area location map.

STUDY APPROACH

Given the complex issues, patterns of ownership and geography of the situation, the study participants elected to divide the project planning and research into two parts. Initially the work focused on Saco Island; subsequently attention turned to Downtown.

The consultants approached the issues in both areas in a similar fashion: first, marketing analyses were undertaken; second, physical conditions were researched; third, alternative plan approaches and design options were explored; and, finally, preferred designs, plans, and implementation strategies were crafted.

Work on this Saco revitalization project began in the fall of 1997; the Advisory Committee voted to accept the draft revitalization plans and strategies in May, 1998.
THE STUDY AREA IN RELATION TO THE SACO-BIDDEFORD METRO AREA.

A Revitalization Plan for Saco Island and Downtown Saco
THE STUDY AREA. THE TWO PARTS OF THE STUDY AREA, SACO ISLAND AND DOWNTOWN SACO ARE SHOWN.
GOALS AND ISSUES

PROJECT GOALS

At the outset, study participants established these broad goals, all geared to help revitalize Saco's center:

- Develop strategies to stimulate economic revitalization on Saco Island and Downtown.
- Identify ways in which the City and business community can market and promote the study area as a regional, urban service center.
- Develop a plan/vision for Saco Island that ties improvements there to improvements in a revitalized Main Street area.
- Develop specific plans for the Main Street/downtown area that will result in streetscape, utility, parking, signage, traffic, and other community improvements.
- Work with the City, property owners, and businesses in the area to develop consensus on strategies which serve the long-term interests of Saco.
- Develop opinions of costs and budgets needed to implement improvements.
- Define the City's role and responsibilities in public/private initiatives, especially on Saco Island.
- Determine what infrastructure improvements are needed to support revitalization.

The lower entrance to Saco Island; Main Street is on the right.
MAJOR ISSUES

The tables in the Appendix to this Executive Summary summarize the issues, problems, and opportunities identified by the consultants and the Advisory Committee at the outset of this project. The tables address the Saco Island and Downtown separately for ease of understanding.

The tables identify many issues and show that "problems" can often be viewed as opportunities to take corrective action. The overriding issues, however, deserve emphasis here. In the Advisory Committee's eyes three issues have priority; they are:

(1) find new markets to stimulate economic development;

(2) improve parking availability and access to parking; and

(3) improve safety and the visual/physical environment (i.e., the "Streetscape").
THE SACO ISLAND MASTER PLAN

BACKGROUND

The two Conceptual Site Plans on the following pages illustrate the Committee's recommendations for the revitalization of Saco Island. In most respects the plans are very similar. They differ only in how they propose to move traffic from the lower parking levels (existing) to the upper parking levels (proposed). Option 1 proposes a "loop" road solution while Option 2 suggests a "ramp" solution. However, because it will be years before a definitive decision on the loop or ramp design can be made and because the designs for the intervening years are the same, both options are shown.

THE VISION

For the proposed plan for Saco Island to succeed a number of vital actions need to be taken. Without a commitment from all parties the plan will not work. All stakeholders must focus their energy on the major ideas and improvements and work together to achieve the vision of a revitalized and vibrant Island.

The vision builds upon the modest successes to date. It's a vision of a mixed-use development with over 450,000 square feet of residential, commercial, and retail space and extensive parking, for over 800 vehicles. The plan also proposes improved access, a signalized intersection on Main Street, and a new Amtrak station serving the Boston/Portland line. A marina, a regional, coastal park, and other recreational facilities enhance these commercial/residential uses and create an attractive, livable environment.

The over-riding, big ideas that can transform this vision into reality are as follows:

- a cooperative "can-do" attitude must prevail; the stakeholders (the City and all the landowners) must work in unison; TIF (Tax Increment Financing) monies, land trades, and other creative means must be found to make the plan components work together to benefit all;
- a major initiative to kick-start the revitalization should be undertaken quickly; this effort should focus on the land between Mill No. 4 and the railroad, closest to Main Street; this is one "front door" to the City and the Island, and parking, streetscape, and access improvements must be initiated as soon as possible, in concert with the Amtrak station;

A Revitalization Plan for Saco Island and Downtown Saco

11
next, the physical improvements must be linked to further City and private initiatives to find major new tenants for the available, vacant space; incentives to attract anchor tenants should be considered; and any initial successes must be supported (again by all stakeholders) with redoubled efforts to expand parking, promote intermodal access, improve the streetscape and, generally, pay attention to details that make the Island environment attractive, livable, and an important part of Downtown Saco.

**POTENTIAL MARKETS**

Planning Decisions' market assessment of Saco Island identified four potential market areas:

1. **Offices** (professional, business services, governmental, and "back offices");
2. **Retail** (restaurant and brew pubs, retail furniture, antiques mall, fitness facility, and convenience, specialty and "value" retailing);
3. **Residential** (condominiums, rental, and retirement housing all appear to be marginal);
4. **Manufacturing and Warehousing** (light manufacturing, a small-business incubator, and warehousing).

Three types of commercial space are available to accommodate these uses:

- Small (350 to 6,500 square foot) commercial spaces in finished buildings; a total of 25,000 square feet is available.
- Medium-sized commercial space in free-standing, unfinished buildings; about 90,000 square feet is available in 3 small, unfinished mill buildings (Buildings 3, 6, and 108).
- Large commercial space (more than 160,000 square feet) in the unfinished Mill Building No. 4.

Of course, all of these facilities need parking. The proposed plan calls for the development of some 570 new parking spaces, in 4 lots north of Mill Building No. 4 (see Site Plans).
DEVELOPMENT PHASING

In order to kick-start physical improvements on Saco Island, the plans envision a phased approach to redevelopment. The major steps are listed below and mapped on the diagram.

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1</td>
<td>Improve Main Street and Gooch Street Intersection (1998-1999)</td>
</tr>
<tr>
<td>Step 2</td>
<td>Develop a New Public/Private Parking Area (1999)</td>
</tr>
<tr>
<td>Step 3</td>
<td>Relocate Overhead Wires to avoid conflict with development plan (±1999)</td>
</tr>
<tr>
<td>Step 4</td>
<td>Build the Amtrak Station and Auxiliary Facilities (± 1999)</td>
</tr>
<tr>
<td>Step 5</td>
<td>Improve Parking Area north of Railroad Tracks (± 1999)</td>
</tr>
<tr>
<td>Step 6</td>
<td>Expand the Gooch Street Parking Area Westward toward Building 108 (as space in Building 4 and 108 is occupied) (2001-2006)</td>
</tr>
<tr>
<td>Step 7</td>
<td>Improvements to Main Street and Streetscape (2001-2003)</td>
</tr>
<tr>
<td>Step 9</td>
<td>Complete Work on Parking Lots and access road north of Mill No. 4</td>
</tr>
<tr>
<td>Step 10</td>
<td>Complete private redevelopment in the southeast quadrant of the Island</td>
</tr>
</tbody>
</table>

A Revitalization Plan for Saco Island and Downtown Saco
Part of the existing, renovated mixed-use Saco Island complex; the Saco River lies to the left. Parking is below the decked promenade seen at right.
**SACO ISLAND DEVELOPMENT COSTS**

In order to plan the financial requirements for Saco Island over the next 10 years, preliminary opinion of construction costs have been prepared for the redevelopment improvements. These costs are presented in the following table in accordance with the major steps outlined previously.

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1</td>
<td>Improve Main Street and Gooch Street intersection</td>
<td>$99,200</td>
</tr>
<tr>
<td>Step 2</td>
<td>Develop new public/private parking area</td>
<td>$727,400</td>
</tr>
<tr>
<td>Step 3</td>
<td>Relocate overhead wires to avoid conflict with development plan</td>
<td>$75,000</td>
</tr>
<tr>
<td>Step 4</td>
<td>Build Amtrak Station and auxiliary facilities</td>
<td>Unknown</td>
</tr>
<tr>
<td>Step 5</td>
<td>Improve parking area north of railroad tracks</td>
<td>$244,700</td>
</tr>
<tr>
<td>Step 6</td>
<td>Expand Gooch Street and parking area westward towards Building 108</td>
<td>$916,300</td>
</tr>
<tr>
<td>Step 7</td>
<td>Improve Main Street and streetscape</td>
<td>$339,800</td>
</tr>
<tr>
<td>Step 8</td>
<td>Provide parking and park/recreation space on southeast quadrant of Island</td>
<td>$450,000</td>
</tr>
<tr>
<td>Step 9</td>
<td>Complete work on parking lots and access roads north of Mill No. 4</td>
<td>$777,800</td>
</tr>
<tr>
<td>Step 10</td>
<td>Complete private redevelopment in the southeast quadrant of the Island</td>
<td>Unknown</td>
</tr>
</tbody>
</table>

These costs represent anticipated construction costs including a 10% contingency. These costs do not include costs associated with design, legal, land acquisition or easement negotiations, permitting, and construction administration.

More information on these actions and costs are provided in the "Revitalization Strategies for Saco Island" tables that follow.
The Island Terrace Condominiums (left) and Mill Building No. 4 (right).
SACO ISLAND CONCEPT PLAN DESCRIPTION

The fold-out plans (Final Option No. 1 and No. 2) show the physical improvements that need to be made over the next 10 to 20 years on Saco Island. Scheduled to be built in phases, as described in the "Revitalization Strategies" section, the improvements must be accomplished through public/private cooperation.

The main improvements are best described by area and function.

**Step 1 - Improve Main Street and Gooch Street Intersection**

Goals: Improve access, safety, and aesthetics.

Actions: Construct a new Gooch Street/Main Street intersection to access the upper area of Saco Island.

**Step 2 - Upper Level Parking and Access Improvements (between Mill No. 4 and railroad)**

Goals: Provide parking for revitalized mill buildings, existing tenants, and the Amtrak station; and improve pedestrian links.

Actions: Build new parking lots west of Main Street and east of the station; Make a 'gateway', sidewalks, park, and other landscape improvements along Main, to connect to downtown; Provide parks, street trees, and interconnecting sidewalks throughout; Construct a tunnel/connector under Mill No. 4. (see aerial perspective drawing)

**Step 3 - Relocate Overhead Wires to Avoid Conflict with Development Plan**

Goals: Improve aesthetics and function of upper parking area.

Actions: Eliminate one series of poles and consolidate all overhead utilities into one pole lane designed to coincide with new pole locations in the proposed development plan.
Step 4 - The New Amtrak Station  
(Note: it now appears that Portland to Boston service may begin in 1999)

Goals: Build a station that serves as an intermodal transportation center and is served by bus, taxi, and pedestrian connections. Construct the station and platform so that they are easily accessible and visible from Main Street.

Actions:  
- Design and build a station and platform for immediate use;  
- Plan for taxi and bus service;  
- Build-in capacity for the station to expand for transportation, retail, and service uses.

Step 5 - Improve Parking North of Railroad Tracks

Goals: Improve access and aesthetics of existing gravel vehicular parking north of railroad tracks

Actions:  
- Enlarge the parking lot north of the rail line;  
- Improve pedestrian linkage between north and south side of rail line;  
- Maintain existing vehicular access link to Main Street at Cataract Bridge;  
- Review potential for at grade vehicular crossing linking the northerly parking area to the Amtrak station area.

Step 6 - Expand Gooch Street and Parking Area Westward Towards Building 108

Goals: Provide parking for revitalized mill building, existing tenants, and the Amtrak station.

Actions:  
- Build new parking lots and expand Gooch Street further westward into the site;  
- Provide parks, street trees, and interconnecting sidewalks throughout;  
- Construct vehicular drop off and turn around area in vicinity of Building 108 to terminate two-way vehicular roadway.
Step 7 - Main Street Improvements

Goals: Improve access, safety, and aesthetics.

Actions:
- Install traffic signal at new Gooch Street/Main Street intersection (Step 1), as soon as signal warrants are met;
- Remove on-street parking to improve visibility (north of the southerly driveway);
- Add a raised median to the south of the southerly driveway, to improve egress;
- Build a bike route and sidewalk on the east side of Main Street;
- Improve the streetscape with new lighting, street trees, and high quality signage (see signage discussion in the downtown plan description); and
- Maintain and improve access to the southeast part of the Island.

Step 8 - Southeast Quadrant Improvements

Goals: Provide for mixed uses, including open space and marine facilities, over the long term.

Actions:
- Provide for access to the upper and lower portions of the Cutts Island ownership (i.e., a new right-of-way);
- Make provision for parking, a boat launch, marina, and a recreational, waterfront park;
- Acquire CMP land between Main Street and the Cutts Island parcel, to consolidate ownership of this quadrant of land.

Step 9 - Ramped, Parking Level Connections

Goals: Provide better linkage between lower and upper parking; connect all parking to the new signalized Main/Gooch intersection (note: this is a long term goal).

Actions:
- Option 1: build a loop road/ramp west of Building No. 1, linking the lower and upper levels; or
- Option 2: build a ramp linking the lower Main Street entry/exit with the middle level.
A CONCEPTUAL SKETCH OF THE PROPOSED SACO ISLAND AMTRAK STATION

The sketch shows the 400 foot long train platform and station building; the building could include ticket service, restrooms, waiting rooms, and snack bar along with private offices, Chamber offices, travel services, etc. Also shown is the new Gooch Street/Main Street intersection, parking, landscaping, and ramp connection under Building No. 4. These improvements would be phased in over time.
Two views of Saco Island. Building One, facing the Saco River, is shown above. Building Two, which is attached to Building One and faces Main St., is shown below.
REVITALIZATION STRATEGIES FOR SACO ISLAND

The following table provides a summary of recommended strategies to revitalize Saco Island. The strategies are based on:

- the inventory and analysis of the Island;
- the opportunities/constraints study and map;
- the market study findings and recommendations;
- site plan design and traffic engineering studies discussion with the Advisory Committee;
- meetings with City officials and private landowners.

The proposed actions are to be phased in, in measured steps, over a ten year time span. Four phases are envisioned:

Phase I: Actions that should begin immediately (1998-2001)
Phase II: Actions that will keep the momentum going (2001-2003)
Phase III: Follow-up actions (2003-2008)

Responsibility for deciding how these revitalization actions will be achieved and paid for rests with the private owners, the Council, and the voters. Clearly the TIF (Tax Increment Financing) funds can help achieve the revitalization of the Island, but, as this summary indicates, creative thinking, cooperation, and a willingness to negotiate public/private "win-win" solutions, will be needed to achieve success.

The view of the existing tracks, gravel parking lot, and Mill Building No. 4, today.

A Revitalization Plan for Saco Island and Downtown Saco 25
**Phase I (1998-June, 1999)**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Priority</th>
<th>Responsibility*</th>
<th>Funding Sources</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Negotiate land trades and/or purchases to accommodate new parking off the new Gooch Street R-O-W (north of Building 4), the Amtrak station, and Gooch Street extension</td>
<td>High</td>
<td>City should work with adjacent land owners</td>
<td>TIF funds, private funds and land trades</td>
<td>unknown</td>
</tr>
<tr>
<td>• Restructure the TIF, extend its term and specify that funds may be used for Main Street, the new Gooch Street, Parking lots, and other improvements</td>
<td>High</td>
<td>City Council</td>
<td>N/A</td>
<td>?</td>
</tr>
<tr>
<td>• Make Signage Improvements along west side of Main to make parking access easier</td>
<td>High</td>
<td>Cutts Island Group with design assistance from City</td>
<td>Private</td>
<td>N/A</td>
</tr>
<tr>
<td>• Design and engineer the Gooch Street/Intersection, the new Gooch Street and the parking areas</td>
<td>High</td>
<td>City and engineering consultant</td>
<td>TIF</td>
<td>$146,100</td>
</tr>
<tr>
<td>• Construct a &quot;gateway&quot; on Main Street (between Building 4 and the railroad)</td>
<td>High</td>
<td>City Public Works would provide labor and equipment</td>
<td>City</td>
<td>N/A</td>
</tr>
<tr>
<td>• Improve the Main Street streetscape with better sidewalks, planting, and lighting (between Building 4 and Pepperell Square)</td>
<td>Medium</td>
<td>City</td>
<td>Capital funds</td>
<td>$5,000</td>
</tr>
<tr>
<td>• Remove on-street parking on Main, at lower entrances, improve sight-lines, and create an island to keep traffic on the Saco/Biddeford bridge to the right</td>
<td>High</td>
<td>City and MDOT</td>
<td>City budget</td>
<td>N/A</td>
</tr>
<tr>
<td>• Upgrade the stairway at the east end of Building 4</td>
<td>Medium</td>
<td>Cutts Island Group</td>
<td>Private</td>
<td>N/A</td>
</tr>
<tr>
<td>• Develop an internal signage program for Buildings 1, 1A, 2, 3, and 6</td>
<td>Medium</td>
<td>Cutts Island Group</td>
<td>Private</td>
<td>N/A</td>
</tr>
<tr>
<td>• Fill in the below-grade raceways to resolve settling in the parking area</td>
<td>Medium</td>
<td>Island Terrace Owners</td>
<td>Private</td>
<td>N/A</td>
</tr>
<tr>
<td>• File requests with MDOT for improvements to the Saco/Biddeford bridge</td>
<td>Medium</td>
<td>City Administrator's Office</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>• Make additional parking available under Building 4</td>
<td>Low</td>
<td>Cutts Island Group</td>
<td>Private</td>
<td>N/A</td>
</tr>
</tbody>
</table>

*Note: *refers to the party or parties responsible for initiating the action and working out the implementation steps.*
**Phase II (July, 1999 - June, 2000)**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Priority</th>
<th>Responsibility*</th>
<th>Funding Sources</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Step 1: Build a new Gooch/Main Street intersection to serve the northwest quadrant of the Island (aim for 1999 completion date)</td>
<td>High</td>
<td>City with engineering consultant and/or MDOT assistance</td>
<td>City funds for road construction</td>
<td>$99,200</td>
</tr>
<tr>
<td>• Step 2: Construct parking lots in the Gooch/Main Street area to serve the Amtrak Station and Building 4, including vehicular and pedestrian link through Mill #4 to middle level (complete by 1999)</td>
<td>High</td>
<td>City with assistance from Amtrak, MDOT, and private parties</td>
<td>TIF and NNEPRA</td>
<td>$727,400</td>
</tr>
<tr>
<td>• Step 3: Relocate overhead wires so they don’t interfere with future station, street R-O-W, and/or parking plans</td>
<td>Medium</td>
<td>City, in cooperation with CMP and landowner</td>
<td>TIF</td>
<td>$75,000</td>
</tr>
<tr>
<td>• Step 4: Build a simple Amtrak platform (provided passenger train service is assured)</td>
<td>High</td>
<td>City with cooperation from NNEPRA and MDOT</td>
<td>NNEPRA and MDOT</td>
<td>?</td>
</tr>
<tr>
<td>• Complete plans for the new Gooch Street R-O-W, including utility R-O-W plans, ramps, and grade changes</td>
<td>High</td>
<td>City, working with affected landowners</td>
<td>TIF funds and land trades</td>
<td>$277,400</td>
</tr>
<tr>
<td>• Improve landscaping, parking, and pedestrian access around Building #6</td>
<td>Low</td>
<td>Cutts Island Group</td>
<td>Private</td>
<td>N/A</td>
</tr>
<tr>
<td>• Lease or acquire land for gardens for Island Terrace condominium owners west of their ownership</td>
<td>Low</td>
<td>Island Terrace owners and Florida Power &amp; Light (owner)</td>
<td>Private</td>
<td>N/A</td>
</tr>
<tr>
<td>• Make the promenade more accessible to all tenants and condominium owners</td>
<td>Low</td>
<td>Cutts Island Group and Island</td>
<td>Private</td>
<td>N/A</td>
</tr>
<tr>
<td>• Seek to consolidate ownership and control of the southeastern segment of the Island (which includes CMP and Cutts Island ownership)</td>
<td>Low</td>
<td>City, CMP, and Cutts Island Group, through trade/negotiations or purchase</td>
<td>Depends</td>
<td>unknown</td>
</tr>
<tr>
<td>• Step 5: Make improvements to the parking lot north of the railroad (with access from Main Street, at the bridge)</td>
<td>Medium</td>
<td>City, through an agreement with the Railroad</td>
<td>TIF</td>
<td>$244,700</td>
</tr>
<tr>
<td>Strategy</td>
<td>Priority</td>
<td>Responsibility*</td>
<td>Funding Sources</td>
<td>Cost</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>----------</td>
<td>------------------------------------------------------</td>
<td>-----------------------</td>
<td>--------</td>
</tr>
<tr>
<td>• Step 6: Extend the new Gooch Street, with utilities, to serve Cutts Island parking, Building #108, and future parking</td>
<td>High</td>
<td>City in cooperation with adjacent owners</td>
<td>TIF</td>
<td>$297,100</td>
</tr>
<tr>
<td>• Step 6: Construct parking lots, walkways, and landscaped areas, as dictated by demand, alongside Gooch Street</td>
<td>Medium</td>
<td>City/Private</td>
<td>TIF/Private</td>
<td>$619,200</td>
</tr>
<tr>
<td>• Step 7: Make streetscape improvements along Main Street; provide consistent lighting, street tree planting, signage, and sidewalks. Eliminate on-street parking north of lower entrance. Construct Island bike path and install signal at new Gooch Street/Main Street intersection.</td>
<td>Medium</td>
<td>City Public Works</td>
<td>Capital funds</td>
<td>$339,800</td>
</tr>
<tr>
<td>• Construct parking east of Main Street, as needed, to serve Buildings #3 and #6</td>
<td>Medium</td>
<td>Depends on ownership, could be public or private endeavor</td>
<td>Depends</td>
<td>?</td>
</tr>
<tr>
<td>• Improve access to all floors of Building 4 with (an) elevator and stair tower(s)</td>
<td>Medium</td>
<td>Private parties- either owner or leasee</td>
<td>Private</td>
<td>N/A</td>
</tr>
<tr>
<td>• Provide for pedestrian through-access under Building 4, to facilitate movement from the station to Building #1</td>
<td>Low</td>
<td>Private</td>
<td>Private/Public</td>
<td>?</td>
</tr>
<tr>
<td>• Step 8: Seek funding and support for a regional waterfront park and marina in the southeast portion of the Island</td>
<td>High</td>
<td>City (and private owners, if applicable, as well as Biddeford)</td>
<td>Land for Maine's Future/ cities/private</td>
<td>$450,000</td>
</tr>
</tbody>
</table>
### PHASE IV (2003-2008)

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Priority</th>
<th>Responsibility*</th>
<th>Funding Sources</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Step 9: Complete work on the parking lots north of Building 4, on Gooch Street</td>
<td>Medium</td>
<td>City/Private</td>
<td>TIF/private</td>
<td>$777,800</td>
</tr>
<tr>
<td>• Build a system or trails on the Island: along the waterfront north of the railway, on the Cutts Island property, and on the east shore</td>
<td>Medium</td>
<td>City and private owners</td>
<td>Capital funds, MDOT/ISTEA, private</td>
<td>?</td>
</tr>
<tr>
<td>• Undertake a public/private venture to develop the east side property for parking, public park, and marina and limited private development</td>
<td>High</td>
<td>Depends on joint venture make-up</td>
<td>Public/private (Land for Maine's Future)</td>
<td>?</td>
</tr>
<tr>
<td>• Investigate the feasibility of a pedestrian bridge linking Poore's Island to Saco Island and the rail station</td>
<td>Low</td>
<td>City and MDOT</td>
<td>MDOT/ISTEA</td>
<td>$250,000</td>
</tr>
</tbody>
</table>
Saco City Hall clock tower
THE DOWNTOWN REVITALIZATION PLAN

BACKGROUND

In order to remain competitive, retain existing businesses, and grow new businesses Downtown Saco stakeholders must undertake a number of actions. Without bold, new initiatives and positive public/private action downtown could lose the opportunity to spark downtown's revitalization.

Clearly, downtown has many positive aspects; it is central, has excellent accessibility and infrastructure, and boasts a proud architectural heritage. Furthermore, downtown is surrounded by residential neighborhoods and benefits from its proximity to Saco Island and the Saco Valley Shopping Center.

THE VISION

Downtown Saco in 15 to 20 years can grow to become a busy regional commercial hub with a vibrant mix of businesses, services, retail stores, offices, and residences. Downtown Saco's success is tied to planning and putting four essential programs in place.

- First, public and private forces must put an organization in place to guide downtown's revitalization.
- Second, means must be found to better market and promote downtown.
- Third, efforts to attract and promote economic development must be made.
- And, finally, the design of the physical environment must welcome and attracts while providing essential services. In downtown Saco this means: improved parking and access to parking; better signage and attractive parks, sidewalks, and trees; and improved pedestrian safety.

A Revitalization Plan for Saco Island and Downtown Saco
THE DOWNTOWN SACO TRADE AREA

From 70 to 80 percent of downtown's trade originates from the Primary Trade Area (see map below) while 10 to 15 percent of the customers come from the Secondary Trade Area. Some specialty retail businesses and some professional and financial services draw from a yet larger area, the Trade Area Fringe. Different businesses draw customers from different trade areas, all are important to downtown's future.
The table below outlines the recommended organizational, marketing, and business development steps that need to be taken to put Downtown on track:

<table>
<thead>
<tr>
<th>ACTION STEPS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1a Short Term Organizational Activities:</strong></td>
</tr>
<tr>
<td>- establish a downtown committee (as part of the Saco Business Association);</td>
</tr>
<tr>
<td>- establish a marketing and promotion subcommittee;</td>
</tr>
<tr>
<td>- create a business development subcommittee;</td>
</tr>
<tr>
<td>- find funding for these committees.</td>
</tr>
<tr>
<td><strong>1b Longer Term Activities:</strong></td>
</tr>
<tr>
<td>- develop ongoing fund-raising mechanisms.</td>
</tr>
<tr>
<td><strong>2a Short Term Marketing Activities:</strong></td>
</tr>
<tr>
<td>- develop a logo and consistent design theme;</td>
</tr>
<tr>
<td>- prepare a business directory and map;</td>
</tr>
<tr>
<td>- develop a tourist attraction program; and</td>
</tr>
<tr>
<td>- add promotional events.</td>
</tr>
<tr>
<td><strong>2b Longer Term Marketing Activities:</strong></td>
</tr>
<tr>
<td>- develop a joint promotional program;</td>
</tr>
<tr>
<td>- undertake joint advertising;</td>
</tr>
<tr>
<td>- use direct mail to target customers; and</td>
</tr>
<tr>
<td>- expand on the number of downtown events.</td>
</tr>
<tr>
<td><strong>3a Short Term Business Development Activities:</strong></td>
</tr>
<tr>
<td>- distribute factual information about the trade area;</td>
</tr>
<tr>
<td>- target and recruit new owners and tenants.</td>
</tr>
<tr>
<td><strong>3b Longer Term Business Development Activities:</strong></td>
</tr>
<tr>
<td>- establish an ambassador program;</td>
</tr>
<tr>
<td>- publicize local successes through the media.</td>
</tr>
</tbody>
</table>
PHYSICAL IMPROVEMENTS

The master design plan for downtown focuses on the following major improvements:

- Provide a superior parking system that is easy to find, well designed and managed, well lit, safe and convenient for all users.
- Make "streetscape" improvements, especially on Main and Thornton, to include: better signage, new street lights and street trees, improved sidewalks and street "furniture", and new benches and small parks.
- Improve Pepperell Square, to make it a destination and focal point, with new paving, planting, narrower travel lanes, and new lighting.
- Treat the area immediately west of Main Street (between Water Street and Thornton) as a whole, with a consistent design theme, generous landscaping, and a pedestrian-way behind the Main Street buildings.
- In the long term, consider new development (retail and/or offices) west of Main Street adjacent to new parking areas.
- Embark on a stormwater separation program on upper Main Street (from Pleasant Street north to Beach Street).
- Place overhead utility wires underground.

DEVELOPMENT PHASING

Revitalization in downtown Saco should proceed on two parallel tracks and be phased according to the availability of funds and ownership. One track, the improvements to City property and facilities within the public right-of-way (i.e., streetscape and infrastructure improvements) should be paid for through a bond issue and constructed over a limited, three-year period, probably between 1999 and 2002. The infrastructure improvements should be designed to avoid or minimize disruptions. Where possible they should be kept on sidestreets; on Main Street two through travel lanes should be maintained at all times.

The second track, representing public and private efforts to upgrade primarily private land for public/private parking should be phased in over a period of years; the first phase should be behind Main Street, between Water and Storer; subsequent phases should occur on the blocks to the north. Completion should occur within five years with refinements slated during the following five years.
MARKET OPPORTUNITIES IN DOWNTOWN SACO

- Market downtown as a specialty retail center; emphasize: specialty books, crafts, children's clothing, camera and photo supplies, bridal shop, hobbies, specialty jewelry, "funky" clothing, antiques, and art galleries.

- Expand downtown's role as a convenience/service center; focus on these apparent gaps: mini food market; drug store (serving primarily elderly residents); and a coffee/donut/bagel shop.

- Expand opportunity for professional and financial services.

- Promote downtown as a restaurant center; stress good quality, family style, and specialty foods.

- Retain Saco's role as a local government service center.

DOWNTOWN PLAN DESCRIPTION (SUMMARY)

The proposed improvements to downtown are illustrated on the following pages. Specific revitalization strategies and the proposed development phases are spelled out in detail at the end of this section.

The overall parking plan is best described by the fold-out map titled Downtown Area Parking and Pedestrian Improvements Plan and the aerial perspective drawing. The former shows parking improvements that should be implemented over the next five years; the latter shows refinements to the parking "system" west of Main Street, that should occur within ten years. This ten-year vision includes the completion of a wide, landscaped pedestrian way with outdoor seating, attractive paving, and street lights matching those on Main Street. A small urban park is proposed for the area between Storer and Pleasant Streets - to break up the parking, provide a focal point for future development, and accommodate a farmer's market (see cross-section diagram).

East of Main Street the fold-out map shows substantial new parking being created in the Free and Middle Street area, around the Post Office. Construction of such a lot would require the demolition of four residences and part of the old Atkinson's building. This should be accomplished in phases.

A Revitalization Plan for Saco Island and Downtown Saco
The fold-out map also documents signage, lighting, and street tree planting recommendations; the sign diagrams that follow suggest a set of "model" signs for downtown; these signs all feature the proposed downtown logo. Four types of signs are recommended: Welcome or gateway signs, orientation signs, public information signs, and signs at each parking lot.

The fold-out map and the accompanying lighting diagram show the locations of all the new fixtures on Main, Thornton, and in Pepperell Square as well as the recommended light design. The light standards will have arms for banners. Double fixtures are to be located at intersections.

To further embellish downtown as an attractive New England town, additional street furniture improvements are recommended, including:

- upgraded, concrete sidewalks with patterned surface;
- benches at all bus stops; and
- mini-parks, with trash receptacles, benches, landscaping, public telephone, and, perhaps, public art.

It is essential that these improvements be well designed and that a consistent, quality appearance results. Benches, trash receptacles, and other street furniture should also be vandal resistant, long-lasting, and easy to maintain. All public signs, in particular, must be crafted by a professional sign maker, must use the logo, and must be a consistent shape and color. The typeface and size of lettering on all these public signs should follow an agreed-upon theme or design. Placement and mounting should also be carefully considered.

Finally, the master plan also seeks to improve the links between downtown and:

- the Saco Valley Shopping Center, with streetscape improvements to Thornton and the Elm/Scammon/Thornton "gateway" intersection;
- Saco Island, by way of Main Street and, ultimately, a pedestrian bridge from Poore's Island to Saco Island; and
- the Front Street waterfront park, by way of Pepperell Square, with a broadened sidewalk, and new lighting. (The aerial sketch of Pepperell Square shows both the Square design and the link to the waterfront park.)
Proposed Main Street streetscape improvements showing new signage, street lights, sidewalks, and street trees.

Main Street looking north towards City Hall.

A Revitalization Plan for Saco Island and Downtown Saco
WEST/EAST CROSS SECTION AT MAIN STREET

PROPOSED INITIATIVES

- New Office Building
- Extensive Street Tree Planting
- New Urban Park
- Additional Parking Space
- Coordinated Lighting, Signage, and Landscaping
- North/South Service Road
- Continuous Pedestrian Mall with Mini-parks and Beaches
- Pedestrian Through-way
- Revitalized Historic Buildings with Offices or Residences on Upper Floors
- New Sewer and Storm Drainage System
- New Street Lights
- New Sidewalks with Underground Utilities
- Bus Stop Space with New Signage and Benches
AERIAL VIEW OF PEPPERELL SQUARE (FROM THE EAST LOOKING WEST TOWARD MAIN STREET)

This shows one approach to "humanizing" the square and increasing pedestrian safety. Most parking is retained: Front Street is made one-way, and access to and from the parking lot behind the Cleaners is kept. Traffic would continue to flow easily. The landscaped plaza, with trees, paving, bollards, benches, and attractive lights, offers opportunity for outdoor events, displays, and/or dining. It connects directly to the riverfront park, under the rail bridge. The continuous paved, patterned surface is intended to slow down vehicles and give preference to pedestrians.
WELCOME SIGNS
60" x 48"
- Use two 8"x8" posts
- Landscape around base of sign
- Make large copy 7" high
- Use white copy on dark background

PARKING LOT SIGNS
48" x 36"
- Use two 4"x4" posts
- Place at motorist's eye level where possible

ORIENTATION SIGNS

- Use two 6"x6" post supports where possible or one 8"x8" post
- Copy to be 3.5" high, white on dark background
- Bottom of sign to be 5' to 7' above grade

INFORMATIONAL SIGNS

- Use white copy on dark background
- Bottom of sign to be 5' to 7' above grade

PUBLIC PARKING
Another approach to making the Square a regional destination is to raise and pave the entire Square. Many a European city has done this successfully. Bollards and paving texture guide, "calm" and separate the traffic and parking from pedestrians. This unique approach could help put downtown "on the map" as a special place to visit, shop, and dine. The photograph (below) shows the south side of the existing square.
INFRASTRUCTURE IMPROVEMENTS

The Main Street revitalization plan includes streetscape improvements (landscaping, lighting, and surface amenities) as well as infrastructure improvements (sanitary sewer, storm drainage, and underground electric/telephone/cable TV/fire alarm). The streetscape improvements have been discussed in the previous section of this study. A summary of the infrastructure improvements planned in conjunction with the Main Street revitalization project is provided below.

Underground Electric

Central Maine Power Company (CMP) has reviewed the possibility of installing all existing overhead primary and secondary electric lines along Main Street in an underground duct bank system. CMP currently has intermittent overhead services to a variety of residential uses and businesses along Main Street; however, the majority of the uses are serviced from the rear of the buildings via overhead lines along sidestreets off Main Street. Installation of the electric services off Main Street via underground is planned as part of the Main Street Revitalization project.

The new underground electric system along Main Street would also provide service to the new street lighting system planned there.

Underground Telephone

Bell Atlantic maintains a complete underground system along Main Street; therefore, no additional work is required along Main Street. Currently, the telephone system feeds from utility poles located on side streets off Main Street.

Cable Television

Media One currently has some service along Main Street; however, the current system is located above ground. The utility has expressed interest in upgrading their system in conjunction with the City’s planned revitalization project. These upgrades are envisioned to be a duct bank system running beneath the sidewalk along each side of Main Street providing service to adjacent building owners. With the recent technological and communications advancements, Media One is eager to upgrade their system along Main Street.

Fire Alarm and Private Electric Service

The City maintains an overhead fire alarm system and private secondary electric service for Christmas lighting along Main Street. These systems would be installed in the common underground duct bank with the other utilities. The private secondary electric service would also provide power to the planned street lighting improvements.
Water Main

The water system is owned and maintained by the Biddeford & Saco Water Company. The Water Company has reviewed their system maps and service records and determined upgrade of the existing water main along Main Street is not required. The Water Company does intend to perform minor improvements, such as individual service replacements, valve replacement, etc.; however, a complete main upgrade is not planned.

Sanitary Sewer System

The City of Saco maintains a combined sewer system along Main Street. The combined sewer system conveys sanitary sewer flows along with surface runoff to the treatment plant on Front Street. During significant rainfall events, the combined sewer system flows exceed the capacity of the inlets to the treatment plan resulting in overflows of untreated waste to the Saco River.

In 1993, the City of Saco completed a Combined Sewer Overflow (CSO) Abatement Study which recommended a series of infrastructure improvements to systematically reduce and eliminate CSO activity to the Saco River. The recommended improvements included the separation of sanitary and storm sewer systems along Main Street.

During meetings with the Committee, downtown businesses expressed concern about the impacts of construction activity along Main Street. Previously the reconstruction of the Main Street/Cataract Bridge by the MDOT resulted in significant disruption of business along Main Street.

In an effort to maintain the goals of the CSO abatement program and address the concerns of the downtown business owners, the sewer separation work proposed involves the following:

- Provide separate sanitary and storm sewer lines along Main Street from Pleasant Street to Beach Street.
- A new sanitary sewer line would be installed from School Street to service the existing businesses and residences along the eastern side of Main Street from School to Beach Street.
- A second sanitary sewer line would be installed from Pleasant Street to service the existing businesses and residences along the westerly side of Main Street to Beach Street.
- The new dual sanitary sewer system would enable the existing combined sewer main to function as a storm drain system only.
- Maintain combined system from Pepperell Square to Pleasant Street thereby avoiding major utility work within the business district.
• Make construction and infrastructure improvements (sewer separation) on Pleasant Street. The project would intercept the new westerly sanitary sewer main and separated storm drain line along Main Street. This project would include the installation of new storm and sanitary systems along Pleasant Street connecting to a cross country utility system between Pleasant and Water Street. An existing 42" cross country sewer main between Pleasant and Water Street would be converted to storm water conveyance with discharge into the Saco River. A new separated cross country sanitary sewer main would be installed between Pleasant and Water Streets to complete the work.

This overall infrastructure improvement strategy would result in reduced impacts on the downtown business district while maintaining the goals of CSO abatement program.
**DOWNTOWN REVITALIZATION COSTS**

In order to plan the financial requirements for the downtown Saco, preliminary opinion of construction costs have been prepared for the physical (vehicular, pedestrian, and infrastructure) improvement projects. These costs are presented in the following table.

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item 1:</td>
<td>Vehicular parking lot improvements behind Main Street between Water and Storer Streets</td>
<td>$92,200</td>
</tr>
<tr>
<td>Item 2:</td>
<td>Vehicular parking lot improvements behind Post Office</td>
<td>$77,200</td>
</tr>
<tr>
<td>Item 3:</td>
<td>Reconfigure and expand vehicular parking area behind Atkinson's building</td>
<td>$134,600</td>
</tr>
<tr>
<td>Item 4:</td>
<td>Vehicular parking lot improvements behind Main Street between Storer and Pleasant Streets</td>
<td>$112,400</td>
</tr>
<tr>
<td>Item 5:</td>
<td>Infrastructure improvements and reconstruction of Pleasant Street</td>
<td>$331,400</td>
</tr>
<tr>
<td>Item 6:</td>
<td>Infrastructure improvements along Main Street</td>
<td>$445,300</td>
</tr>
<tr>
<td>Item 7:</td>
<td>Relocation of overhead utility lines in underground conduit system along Main Street and Pepperell Square</td>
<td>$655,000</td>
</tr>
<tr>
<td>Item 8:</td>
<td>Streetscape improvements (sidewalk, lighting, street trees, etc.) along Main Street</td>
<td>$233,000</td>
</tr>
<tr>
<td>Item 9:</td>
<td>Pepperell Square improvements</td>
<td>$130,000</td>
</tr>
<tr>
<td>Item 10:</td>
<td>Overall downtown sidewalk improvement program</td>
<td>$467,600</td>
</tr>
<tr>
<td>Item 11:</td>
<td>Streetscape improvements along Thornton Avenue to Elm Street intersection</td>
<td>$56,000</td>
</tr>
<tr>
<td>Item 12:</td>
<td>Lighting and landscaping throughout parking areas</td>
<td>$141,500</td>
</tr>
</tbody>
</table>

These costs represent anticipated construction costs including a 10 percent contingency. These costs do not include costs associated with design, legal, land acquisition or easement negotiations, permitting, and construction administration.
DOWNTOWN REVITALIZATION REDEVELOPMENT PHASES

The preceding fold-out site plan, aerial perspective, and conceptual renderings show the planned improvements that are recommended to be made to the downtown business district over the next 10 to 20 years. Scheduled to be implemented in phases, the improvements must be accomplished through public/private cooperation. Twelve phases, itemized below, are proposed.

**Item 1 - Vehicular Parking Lot Improvements Behind Main Street Between Water and Storer Streets.**

**Goal:** Consolidate and improve vehicular parking areas and improve access, pedestrian circulation, and aesthetics.

**Actions:**
- Consolidate existing private parking areas and construct one planned vehicular parking area linking Storer and Water Streets, behind the Main Street businesses.
- Build a pedestrian way behind the businesses and make lighting and landscape improvements.

**Item 2 - Vehicular Parking Lot Improvements Behind Post Office**

**Goal:** Expand existing parking for businesses along Main Street.

**Actions:**
- Acquire two parcels of land southeast of Post Office on Free Street.
- Construct expanded parking area with landscape improvements.

**Item 3 - Reconfigure and Expand Vehicular Parking Area Behind the Old Atkinson's Building**

**Goal:** Raze vacant buildings and expand the public parking area to serve Main Street and Pepperell Square businesses.

**Actions:**
- Acquire parcels on Middle Street behind Atkinson's.
- Review potential to raze the unused warehouse building associated with Atkinson's.
- Construct new parking area, potentially linking to the Post Office lot, with secondary access to Middle Street.
Item 4 - Vehicular Parking Lot Improvements Behind Main Street Between Storer and Pleasant Streets

Goal: Reconfigure and expand vehicular parking areas linking Storer and Pleasant Streets.

Actions: – Work with Biddeford-Saco Savings and other private land owners to consolidate existing parking areas and construct one overall parking area.
– Provide a vehicular link between Storer and Pleasant Streets.
– Provide landscaping and lighting with potential for a City park within parking area.

Item 5 - Infrastructure Improvements and Reconstruction of Pleasant Street

Goal: Make utility infrastructure improvements to support sewer separation of Pleasant Street and Main Street; reconstruct Pleasant Street including roadway, curb, sidewalks, etc.

Actions: – Construct cross country sewer lines between Water and Pleasant Streets in order to utilize the existing 42" sewer main and storm drain for separation work.
– Construct sanitary sewer and storm drain infrastructure improvements along Pleasant Street with future stubs onto Main Street.
– Reconstruct Pleasant Street including roadway pavement section, curb, sidewalk, and driveway aprons, etc.

Item 6 - Infrastructure Improvements Along Main Street

Goal: Construct utility infrastructure improvements along Main Street, to separate combined sewer areas from Pleasant Street to Beach Street, while minimizing impacts on the downtown business district.

Actions: – Construct parallel sanitary sewer mains along each side of Main Street and connect existing sewer services to the new separated sewer system.
– Utilize the existing sewer main as storm drain line with connection into the stubs installed as part of Pleasant Street reconstruction project.
Item 7 - Relocation of Overhead Utility Lines

Goal: Improve aesthetics.

Actions:
- Continue planning and design with utility companies (primarily Central Maine Power Company and Media One) to finalize a plan for relocating all overhead utilities in an underground ductbank system.
- Locate ductbank system beneath sidewalks.
- Design parallel ductbank system along each side of Main Street to provide service to each property and the street lighting system; minimize utility crossings of Main Street.

Item 8 - Streetscape Improvements on Main Street

Goal: Improve Main Street's sidewalks, signs, lighting, street trees, and street furniture.

Actions:
- Reconstruct the sidewalks after the new storm drains are in; use brick in historic areas and concrete (with brick accents) elsewhere on Main Street.
- Install new street lighting, as selected and illustrated here, along with new signage.
- Replace damaged street trees and add new trees to create an avenue effect.
- Place benches and landscaping in public spaces along the sidewalk.

Item 9 - Pepperell Square Improvements

Goal: Make the Square more pedestrian friendly and attractive.

Actions:
- Reconfigure and narrow Common Street and provide for angled parking both sides (see illustration).
- Pave the remainder of the Square and define the entrance to Front Street with bollards and patterned pavement.
- Provide street lighting, landscaping, trees, and grass.
**Item 10 - Overall Downtown Sidewalk Improvement Program**

**Goal:** Improve sidewalk conditions and pedestrian access throughout downtown.

**Actions:**
- Perform systematic improvements to sidewalks throughout the downtown area; improve surface conditions and ADA accessibility.
- Provide ADA ramps at all sidewalk crossings.
- Upgrade sidewalk and curb conditions.

**Item 11 - Streetscape Improvements on Thornton**

**Goal:** Make an attractive visual connection between Main Street and Elm Street.

**Actions:**
- Provide new street tree planting, lighting (both sides) and new sidewalk (north side) on Thornton.
- Upgrade curbs, the road paving, and driveway entrances.

**Item 12 - Lighting, Landscaping, and Signage**

**Goal:** Improve the overall appearance of downtown by using a consistent, quality theme.

**Actions:**
- Extend the lighting, tree planting, and signage recommendations into the parking lots, side streets, and public park areas, over time.

**REVITALIZATION STRATEGIES FOR DOWNTOWN**

The table of revitalization strategies that follows lists actions, by category (i.e., parking, signage, etc.) that must be implemented to accomplish the plans vision. Clearly, many of these actions must be combined as larger projects to meet phased development and cost considerations; they are listed separately here for ease of understanding.

The table sets priorities established by the committee, suggests responsibilities, and outlines possible funding sources. The costs are "opinions" of cost based on engineering experience, not detailed studies.