

Vibrant North Yarmouth, By Design

2019

A Master Plan to Guide Development

Acknowledgments

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North Yarmouth leadership taking action to plan for the town's future.

Vibrant North Yarmouth, *By Design*
A Master Plan to Guide Development



Our Vision

The Economic Development and Sustainability Committee (EDSC) has prepared a Village Master Plan to direct new investment to the Village Center, fulfilling a significant goal of our Strategic Economic Development Plan. Illustrative drawings found within this plan visually communicate our goals and aspirations for creating a vibrant Village Center.

The vision for North Yarmouth may change over time, responding to market conditions, business opportunities, grants and special programs, community values and local needs. The work of EDSC shall be to continue implementing the goals of our Strategic Economic Development Plan and work collaboratively with other boards and committees to implement this plan, measure and celebrate progress, and make any necessary adjustments over time.

Plans are realized only at the pace set by the community, private landowners and local leadership. You set the pace. Your participation in the implementation of this plan is humbly requested and encouraged!

Vision Plans are aspirational expressions of ideas.

**Welcome to Vibrant North Yarmouth, By Design.
Welcome to our Village Center.**



Above: Existing conditions in the center of North Yarmouth, at the intersection of Rt 115 and Rt 9, looking east towards the Village Green.

Left: Illustrative rendering* of the same area showing how North Yarmouth could look in 20 to 50 years if each parcel were fully developed. Vision Plans have no known build out dates. *revised January 2021

Introduction

Vibrant North Yarmouth, By Design is an actionable plan to create the vibrant, walkable Village Center that North Yarmouth desires. A number of planning and economic development initiatives have been conducted within the decade, at the same time some circumstances and conditions have changed. Vision Plans are meant to be flexible and responsive to a community's changing needs. Ideas that represent the best thinking and broadest consensus will always carry forward through future plan iterations.

This plan, unlike previous studies, considers both public and privately owned land because no one site in the Village Center can or should be considered in isolation. The places people love best are places where the buildings, parks and public spaces work integrally – while individual buildings and sites, they relate to each other contributing to the neighborhood's public realm. You can observe how a place is loved and cared for by simply looking up and down a village's streets. Do you see plantings and pots of flowers, swept sidewalks free of debris or litter? Can you see public art, festive flags? What is the community message board advertising? Are there socially inclusive happenings? Is there an inviting place to sit or a place for people to gather or have a chance encounter with a neighbor?



Top. Pedestrian actuated signal and crosswalk on Rt 115. Bottom. Historic Drinkwater House / current private residence at Ames Farm Center.

“The framework for village life is North Yarmouth’s streets, parks, and public spaces.”



North Yarmouth has a spirit that is grounded in civic duty, history, culture and neighborliness. This plan provides technical know-how to marry the values of the town with its desire to grow a Village Center. This plan describes actions people can take today to make positive community change. For example, new temporary crosswalks and curb extensions can be installed to make it safer for pedestrians to cross the street. Low cost do-it-yourself planters, seating and colorful paint treatments added to the pavement can begin to define a new public plaza and enhanced sense of arrival in the heart of the village.

Top. Stones Cafe on Rt 115. Bottom. Typical massing of el and barn.

How to Use This Plan

Vibrant North Yarmouth, By Design is a guiding document to be used by boards and committees to shape future zoning and land use policy decisions, support the review of municipal and private development projects, and support investment into public buildings, spaces and streets. The plan begins with design principles describing some of the fundamental thinking about how buildings, architectural character, streets and public spaces contribute to the form and function of a village. These elements are inextricably connected. Buildings, for example, frame a public space and create an outdoor room in which daily life happens.

Next, “How To Build A Village Center” provides a number of strategies and actions big and small that will help to

move North Yarmouth toward a vibrant, walkable Village Center that supports a rich quality of life for residents of all ages. Some actions can be done by individuals while other actions will require coordination across town staff, elected and appointed leaders, citizen volunteers and local businesses. This section of the plan should be used as a checklist by developers, staff, boards and committees to help guide and define new investments in buildings, public spaces, streets and other infrastructure. Getting the design details right is important to achieving a more vibrant, safe, and attractive Village Center.

The Village Master Plan presents an illustrative, long-term vision for the town applying the design principles and strategies to both public and private land. This section includes a series of Opportunity Site drawings showing how a number of sites could evolve over time. The concepts for the Opportunity Sites communicate to stakeholders the town’s vision for growth as expressed in the 2018 Comprehensive Plan, guide the development of new zoning standards to make the plans actionable, and guide capital improvement planning activities. Finally, this section includes a Short Term and Long Term Streets Action Plan to improve walking, bicycling and driving in the Village Center and between important community destinations.



Root beer garden and campfire activation at the Stone’s Barn.

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- Vibrancy

Village Master Plan

- Master Plan
- Short Term Streets Action Plan
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Opportunity Sites

- Town Office Site/Parsonage Rd
- Old Town House/Village Green/The Triangle
- Phase II Village View Lane

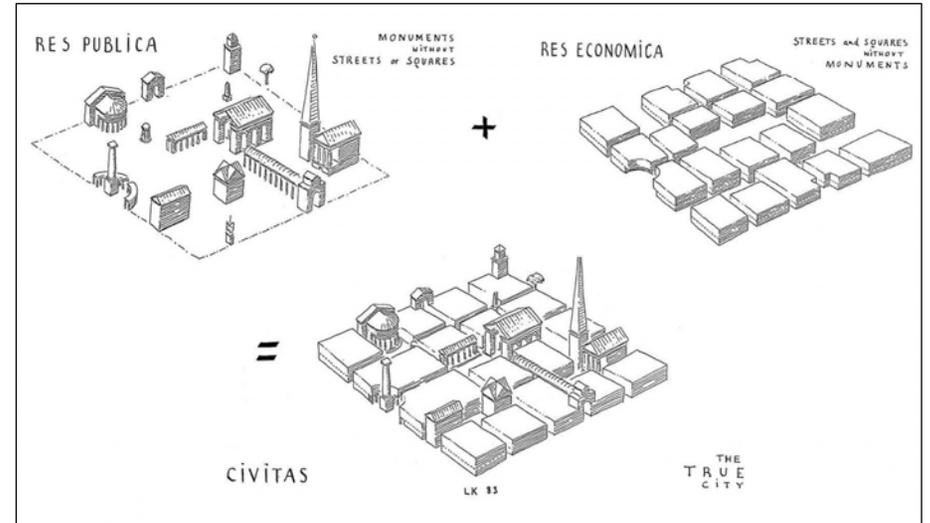
What Comes Next?

PUBLIC SPACES, PUBLIC REALM

A vibrant Village Center includes places and spaces that hold us, shelter us, provide visual interest, and make us want to linger. High quality public spaces respect the variation in human ability and mobility, and the daily needs of its youngest citizen to its eldest.

The public realm can be defined as the combination of civic, residential and commercial buildings and the spaces between them where daily life takes place. The public realm includes public spaces available for free use and expression by people and the street right of way (the paved travel surface and the land immediately adjacent to the street). Streets should be considered a high value public space asset for the town, to be treated like an outdoor living room with places to sit, stay and be social. Places with beautiful street tree canopies should be protected, and places where there are no trees should be prioritized for plantings. Sidewalks should be built to provide generous amount of space for people to stroll, sit and have a chance meeting with neighbors. Villages and towns that invite sociability and interaction give its residents a greater chance of social and emotional health and happiness.

The most-important ingredient of the public realm is people. The elements we use to build our public spaces must fundamentally convey to people that they are welcome here. The seating we place along the street, the trees we select, the sidewalk and landscape materials we use, the fences we put up and the public art we install are all elements that will contribute to the comfort of people. If a public space is comfortable, safe and inviting, human-



Leon Krier 1983 diagram of the public realm. **CNU Public Square.**

initiated activities like strolling, shopping, gathering, dancing, celebrating, learning and eating will follow.

LOCAL ARCHITECTURAL CHARACTER

It is the collective responsibility of the architect, builder, developer and Planning Board to make sure new buildings respect the history and the strong architectural character of what is here in North Yarmouth today.

One of North Yarmouth's strongest assets is its collection of predominantly historic buildings concentrated in the Village Center. Buildings are mostly used for single family living despite having zoning permissions that allow for a wide range of commercial activities. Buildings sit on lots that vary greatly in size, with many lots having room in its

side yard to accommodate new buildings.

Our understanding of how buildings fit together inside the Village Center is important as we consider new growth within the village. Every building contributes to the public realm, and a group or collection of buildings creates a village. If buildings are to participate in a group, they need to be designed to gift something to the village. Even when buildings are designed by different architects and built by different hands, buildings can still fit together in a group, and they can relate to each other and communicate architectural character of a place. New buildings can complement and carry forward the look and feel of today's village.

New England architecture has a local vernacular that makes it distinctly different from other parts of the country. Local vernacular is an expression of the traditions, availability of construction materials and local needs including climate. In the 1800's Maine farms began connecting houses to barns to make care of livestock in winter easier. New England roof pitches are steep to shed snow. Houses were built of wood and sided with clapboards or shingles because wood was plentiful. Operable as opposed to fixed panel double hung windows allowed for ventilation in summer months. Horse hair mixed with clay was used to insulate houses, and brick and natural stone was used to create sturdy, stable foundations.

Consider for a moment a contrast of the New England experience to the southwest, and the Pueblo. The pueblo (village) comprised of large multistory buildings



surrounding an open plaza. Buildings were made of sun-dried mud and sometimes timber. Modern buildings today carry forward the tradition of flat, low roofs (no snow, shield window openings from sun), and thick walls made of concrete or stucco.

Ensuring that new development fits into the Village Center will require a fresh approach to how we think about the design of individual buildings and how we see buildings fitting into their surrounds. Buildings should emulate the predominant local vernacular that makes North Yarmouth a distinct Maine village. No building should be designed as an individual unit autonomous from its neighbors. Departures from local vernacular, and signature architecture can have a place in the Village Center only where the building or a portion of the building

is not viewed from the public street. If buildings express placeless architecture or are absent local vernacular, the distinct character of North Yarmouth will erode, building by building.

BUILDING SCALE AND BUILDING TYPES

Every place has a development pattern – a local ancestry - that is communicated through the variety of streets, size and shape of blocks, type of buildings, and building scale.

Equally important to enhancing the look and feel of the village is the regulation of building scale and building types. Building scale is the size of a building, and it can be described through width, depth, height of first floor and upper stories, roof structure and any additions or architectural components. Components are features such as bay windows, porches, stoops.

Building types are an expression of local vernacular comprised of a combination of architectural character, use of building components, and building scale. For example, North Yarmouth has a number of large historic barns located throughout the town and including in the Village Center. These barns are simple structures with basic massing, roof type and pitch. Barns may have some components such as cupolas. The scale of the barn building type and its architectural character fits inside the village. Adding residential or commercial activities inside a new barn structure, for example would be compatible with the town's existing character.

Historic Village Centers typically include a diversity of buildings informed by the how the town was settled and how the needs and functions of the town changed over time. Brick mill complexes and wooden structures were designed and sized to allow for cross-ventilation and natural light. The modern office buildings and shopping centers of today create vast building footprints and

Ames Farm Center, Rt 115 and The Lane.





Large historic house and connected barn on Rt 115 near The Lane.

interior spaces because mechanical heating and cooling systems and electric lighting can support such building design. Large rooming houses for factory workers may have appeared in a size and form similar to the house of a prominent community member, except it probably included building components such as the multi-story covered porches on the rear of the building and exterior stairs to provide egress. Examples of historic buildings that were agnostic of use also exist: historic taverns inside buildings that appear as residential from the street where upper story rooms were rented out and main floors provided food and drink. Most towns

with rail, stagecoach or water access also included Inn Building types, and some places in New England have examples of summer colonies of cabins and camps where small, modest structures were erected close together along walking pathways and lanes. The cottages often surrounded an indoor civic building and outdoor gathering space.

If a place does not have an historic example of a certain building type, extra care should be given to create performance standards that allow the new building type, but with strict attention to building scale, form, and architectural character. For example, North Yarmouth has no examples of Inn Building types today to inform how to design a future large senior apartment building to fit the Village Center.

If we cannot draw from our historic past we can develop performance standards based on historic precedent from other small, Maine towns with examples of these building types. New buildings and building types can be designed and scaled to positively contribute to the Village Center when we take care to look to local vernacular and historical examples.

The arrangement of buildings is like the arrangement of people. Two people standing in a large room would not arrange themselves to stand with their backs to each other.

STREETS FOR PEOPLE

Residents of North Yarmouth have called for a Village Center that supports active, safe, interesting and convenient walking and bicycling. First, providing safe streets that can support accessibility by people of all ages and abilities is an essential civic function to ensure equity for all people. Streets should be accessible by people of all ages and abilities, safe and comfortable and inviting to walk and bike.

Second, designing safe streets requires strong consideration of the context of the land use adjacent to the street and responding to the goals and priorities for the neighborhood it passes through. Decisions made to prioritize the car are often not good for the pedestrian. For example, when on-street parking is added to a street, this causes a sense of friction or discomfort to the driver, effectively decreasing vehicle speed. When on-street parking is removed, drivers feel more comfortable and vehicle speed increases. At the same time, pedestrian safety decreases.

Highway street design standards, such as wide turning radii, wide vehicle lanes, long sight distances, and higher posted speed limits do not belong nor support the context of a walking, village Main Street environment. Today, to be a pedestrian in the Village Center involves navigating 30 - 35 mph posted road, where local speed data collected by the Town indicates that drivers are often doing the posted speed limit or speeding.

Street design for pedestrian comfort can positively impact a town's economics. Successful shopfront streets have a few things in common: generous sidewalks to support

The design of the road and the speed of drivers is in direct conflict with the goal of establishing a walking, vibrant Village Center.

strolling, outdoor dining, seating, shade trees, and public gathering; narrow vehicle lane widths to encourage slow

driving, short sight distances, again to force slow driving, and on-street parking to support local business and provide physical separation between moving cars and pedestrians. Design speeds are set to 20 mph or lower, creating a safer, slow-flow pedestrian zone.

Creating a vibrant Village Center will require a people-first approach to the design of streets in the Village Center. Pedestrians need to be prioritized over the regional commuter. The slowing of vehicles along a very short stretch of Rt 9 and 115 will create a minor impact –



Pedestrian crossing Rt 115, east of Rt 9. Posted speed limit in the core of the Village Center is 35 mph.

From Residential to Commercial: How Residential Properties Can Fit on Main Street

Many small Maine towns historically had a handful of essential commercial businesses within their core, necessitated by the settlement of people and reflective of the activity that was occurring here: the post office, general store, tavern, inn, blacksmith, and doctor were common. Many of these activities occurred in “shopfront” buildings where the form of the structure generally looks like a house, but the first-floor front façade has distinctively more window glazing than a residence. People lived behind the shop or in apartments above. Over time, many of these buildings were turned into single family residential homes. The market stopped building new mixed use buildings, often because zoning policies adopted post-World War II prohibited them and financing construction became more difficult.

Historic residential homes and properties in the Village Center can be adapted for business in a way that is respectful of a building’s architectural character. Site design elements can help signal to people that a commercial business is located here, including: permeable fencing to define front yard spaces, wide and welcoming walkways connecting sidewalks to front doors, public/private seating areas, outdoor displays of merchandise, outdoor cafes and beer gardens, and temporary small buildings to create retail opportunities. Human-scaled signage and wayfinding can direct people to parking behind buildings, advertise hours and daily sales. Barns and outbuildings provide excellent opportunities to create visible workspaces and host new start-up businesses.



Residential homes converted to businesses, re-purposing front yard setbacks for outdoor display of goods, cafe seating and attractive landscaping.

seconds – on travel time. The major impact will be a high value improvement to safety, walkability and social equity, in particular for the younger users and seniors in the community.

A Streets for People approach would entail adopting a slow-flow zone in particular for the core of the Village Center and requesting to MDOT that any future street design uses a target design speed no greater than 20 mph maximum. At minimum, the core should include the area between Parsonage Road to the east and Pea Lane to the west.

A COMPLETE NEIGHBORHOOD

For a neighborhood to be complete – to meet all the daily amenities of residents – the following elements should be within a 5 minute walk: a strong neighborhood center where people can gather, such as a church, school or other civic building; pocket park, playground, or public garden; places to purchase food; health, wellness and other local amenities; and, a diversity of housing types that can support mixed incomes and multi-generational living.

During the May 2018 leadership summit, participants identified a number of existing and potential neighborhood centers using a 5-minute walk template. This dimension represents a pedestrian shed which is an analytical tool to describe the walking distance from the center of a compact, walkable, mixed use neighborhood to a neighborhood edge. Participants were provided with a scaled map of the Village Center and asked to identify where new neighborhood development could occur and where existing neighborhood centers could be strengthened with additional buildings and improvements

to sidewalks, streets and existing public spaces. Using the pedestrian shed as an analytical tool is important for rural towns in transition.

North Yarmouth and its surrounding neighbors, Cumberland, Gray and Yarmouth, have a number of examples where zoning has caused large swaths of single residential neighborhoods to be built – single use places – where, within the 5-minute walk one may not reach anything but more single family houses. When large areas of land are zoned to allow only a small range of uses, the daily amenities we rely on become inaccessible except by car and a special trip. Further, we prohibit neighborhoods from including the village store, pub or gas station and we don't require neighborhoods to provide tot lots and parklets to support emotional and physical health. Over time, this can result in a deficit of parks, local businesses, social clubs and places to worship, leading to social isolation.

Applying the concept of a complete neighborhood in a 5-minute walk to land in the Village Center, we can begin to analyze more carefully how zoning and land use – what we permit and prohibit – is either creating strong, complete neighborhoods or causing barriers to their emergence. For example, if we want a new apartment building to provide 8 units of workforce housing above ground floor retail, yet we prohibit apartment buildings in the zoning ordinance, we will not accomplish mixed income, multi-generational living. Finally, if we want places to gather and be social, we need to ensure new developments provide attractive, comfortable and inviting public spaces as part of their site plans.

Small Town Demonstration Projects

At the November 2018 Leadership Summit, participants learned about the concept of “Tactical Urbanism” which is defined as taking short term action to test ideas and ultimately support long term community change. Participants heard about initiatives to bring civic-lead public art to communities, add visual interest, test traffic calming and pedestrian improvements on streets, and about ideas for special programming and events to encourage people to gather. Next, Living Well North Yarmouth (LWNY) lead a community art-making project bringing everyone together to weave. This effort launched the “Kite in Sight, Slow Down You’re in the Village” campaign to raise awareness for speeding and pedestrian and bicycle safety in town.

Next, EDSC and LWNY launched a plan to test traffic calming on Rt 115 and Rt 9 in the core of the Village. Volunteer committee members, the Fire Chief, Codes Enforcement Officer and Road Commissioner all attended a day-long workshop at Build Maine in



Lewiston to learn how to plan for and implement a street activation project. After months of pre-planning with stakeholders, including MDOT, Bicycle and Pedestrian Coalition of Maine and Greater Portland Council of Governments, the street activation test was installed September 24th, powered by volunteers.

Tactical Urbanism

A town, organizational, and/or citizen-led approach to neighborhood building using short-term, low-cost, temporary installations that demonstrate the effectiveness of potential changes to the built environment.



Buildings



Build to the Street

Buildings should create a strong street wall, coming close to the sidewalk. Buildings frame the space where social life happens. When buildings push back from the street or parking lots create gaps in the street wall, the quality of the street becomes eroded. Pedestrians will instinctively stop walking if there is nothing interesting to walk to.



Allow Apartments in the Core of the Village

Apartments are an essential housing type needed to support a multi-generational population. The Village Center zoning district is large. Some areas in this district are appropriate for apartment buildings while other areas are not. The town should adopt new zoning to permit apartments only surrounding the core of the Village commercial area.



Fill in Gaps

Lot frontage standards should be narrow enough to allow small infill buildings to fill in gaps along the street. Also called "liner buildings", small lots and small structures lower the financial barrier to local businesses investing in their Village Center.



Turn the Gable to the Street

Historic settlement patterns of villages and towns all have examples of buildings that turn the gable to the street. The practice comes from thriftiness: when buildings present their shortest length to the street, more buildings can fit on the street, creating a cost effectiveness for providing asphalt, sidewalk, and utilities. Suburban patterns of wide lots with wide buildings means less buildings and less tax value to long-term maintain the street. Tightly spaced buildings also create more walkable, interesting streets.



Allow Temporary Buildings

When market values or other conditions do not yet support new development, temporary buildings can be used to create incubator business opportunities. The town can work in partnership with village landowners to pilot a program of movable sheds, shelters or shipping containers.



Activate the Ground Floor

Until there is a viable market for ground floor retail, incorporate active uses in the fronts of buildings, such as common areas, flex workspaces, dining spaces and places to gather. Reserve interior corridors for inactive uses.

Buildings



Keep Storefronts Open and Transparent

Permeability allows people to see life inside buildings, psychologically makes us want to be part of what is happening inside and it makes us feel safer walking alongside the buildings. There's a sense that people inside are connected to people outside, and vice versa. Businesses needing privacy, closed blinds, or controlled entrances should be located on the side, rear or upper stories of buildings.



Set Priority Shopfront Streets

To encourage pedestrians to stroll, shopfronts should provide visual interest by changing frequently. Gaps such as non-retail users, single family houses, buildings pushed back from the street, parking lots, and blank walls will cause people to stop walking and turn around.



Space Doors Max 45' Apart for Vibrancy

Energetic flow of pedestrians in and out of buildings creates a vibrancy to the street that is not present when buildings are not permeable. Front doors should be unlocked, functional, and clearly connected to the sidewalks and street it affronts.



Proportion is Everything

Getting a building's symmetry, proportion and balance right is fundamental to creating attractive, timeless buildings that will positively contribute to North Yarmouth's distinct historic architectural character. Committees and staff should use the book, "Get Your House Right", by Marianne Cusato as an educational tool and resource to support project review.



Allow Buildings to Attach

Individual buildings should be permitted to attach without being considered one building. Buildings may share centralized utilities systems and have open passages on interior walls. Buildings must provide their own egress independent of other buildings.



Encourage Mixed Use Building

As a way to boost the diversity of housing stock, encourage construction of small mixed use buildings where the use in one portion of the building can financially offset creating uses in another portion of a building.

Streets



Gateway Treatments

A number of design treatments can be added to the street to slow vehicles as they enter the Village Center. Bollards can be placed along the centerline (called “hardening the center line”) and along the fog line in key locations to create points of friction, causing drivers to reduce speeds. Other treatments can include curb extensions, planted with attractive landscaping that could also serve to retain stormwater.



Provide Comfort in Winter

Build street amenities that create opportunities for warmth such as wooden benches as opposed to cold stone, public spaces and nooks that are south-facing, street and building block design that breaks north-blowing winds, and keep sidewalks clear. Provide warming stations and community fire pits.



Allow Alleys and Skinny Streets

New development in the Village Center will necessitate new streets to be built. Alleys, yield streets, and shared streets should be used to provide a network of very slow, connected streets to move people, provide access, and support daily activity without sending every vehicle trip onto Rt 115 or Rt 9.



Adopt Demonstration Projects into Public Works

Adopt a policy within the Public Works department to actively test out street and public space improvements before investing in engineering and design solutions. Invest in materials such as bollards, planters, seating, cones, signage and paint to enable quick deployment of tests. Continue training initiatives to build local capacity for testing best practices. This practice of short term testing is called “Tactical Urbanism”.



Target a Street Design of 20 mph Max in the Village

Successful Main Streets require drivers to not exceed 20 mph. Excessive speeds create pedestrian hazards, and increased vehicle noise, dust, and odor discouraging sidewalk strolling, gathering, and outdoor dining. A design speed of 20 mph max should be considered for the Village Core, from approximately Parsonage Road to Pea Lane.



Plant Street Trees

Trees serve a number of positive purposes to a Village Center:

- 1) provide beautification,
- 2) provide shade in summer,
- 3) when spaced close together, provide additional physical separation protect and shelter the pedestrian.

Streets



Create Advisory Bicycle and Pedestrian Lanes

On paved, low-volume neighborhood streets, use paint to create a minimum 4' wide advisory lane, elevating attention and priority to pedestrians. Vehicles will be forced to share and yield to each other in one, minimum 7' wide travel lane, if necessary slowly crossing into the pedestrian lane to pass.



Provide Safe Crossing Locations every Max 400'

The most successful Main Streets have a fine-grain pattern of short, walkable blocks. To boost walkability and access between destinations, all new development and changes to streets and adjacent sites should consider how to create crosswalks no further than 400' apart, with curb extensions and tight turning radii to minimize the time and distance that a pedestrian will be in the crosswalk.



Create Seating every Max 1000'

Seating provides people an opportunity to gather, rest, and stay longer. Seniors and children alike, in particular, need resting stops along their walking routes. Providing seating and shade during summer will support greater mobility and opportunity for people to lead more socially connected and physically active lives.



Build Shared Streets and Remove Curbing

Streets come in a variety of sizes and condition, providing a range of amenity. Narrow lanes can be added to provide interior site access and passage, creating a shared street condition where the surface treatment, such as stone, cobblestone, brick or concrete, can support both cars and pedestrians using the site.



Move the Sidewalk Away from the Street

Unless the sidewalk is supporting closely spaced commercial buildings or shopfront streets, new sidewalks should be separated with a planting strip from moving vehicles. This area should include space for street trees to be planted in modernized tree wells to facilitate their growth.



Shrink Curb Radii

Big curb radii allows drivers to take turns at fast speeds. Crossings are longer for pedestrians, leaving them exposed to fast moving vehicles. Smaller curb radii force turns to happen at slower speeds, shorten crossing distances and provide more protection for pedestrians, in particular for children and seniors who often need more time to cross a street.

Public Spaces



Create Connected Spaces on Main Street

Use sidewalks, passages and trails to connect public and private spaces together so people can experience a sense of continuity. Think about loops and clear routes to encourage social interaction. Create attractive passages between buildings to connect Main Street to parking areas located behind buildings.



Prioritize Accessibility Improvements

Designing complete streets projects is important to the long-term social and economic health of the town. In the interim, high impact accessibility improvements should be identified and prioritized for funding under a public/private quick-build program.



Connect Skyline to Knights Pond via Main Street

Make clearly marked sidewalks and trail connections that encourage people to start and end their hikes on Main Street. Building a trail head on Main Street will boost visitors to local businesses.



Engage The Five Senses

Successful public spaces include elements that engage all five senses. Water elements can provide pleasant sounds to mask vehicle noise. Plants can provide interesting textures and smells. Restaurants, cafes and food trucks can provide opportunities to taste. Public art and interesting buildings create attractive views.



Plant Canopy Trees

Wide canopied, broad-leaf trees have many benefits to streets and public spaces: beautification, increased property values and rents, shade from summer sun, and when planted along a street, physical protection for pedestrians from moving vehicles and traffic calming. The placement of trees can provide formality and order to a public space, and define discrete spaces within a larger landscape.



Orient Public Spaces to the Sun

Main Streets can be made more comfortable in winter by purposefully orienting small, semi-enclosed public gathering spaces to be bathed in winter sun and using buildings to shield north winds. In summer these spaces can benefit from canopy trees to provide shade.

Public Spaces



Design Public Spaces to Hold People

Good public spaces create a sense of enclosure, safety and shelter, of being held comfortably by a space. Canopy of lighting, fabric, or trees; and groups of buildings framing an intimate space are two examples of how to create enclosure. Vastly wide, open plazas with no canopy or buildings to create an edge leave people disoriented and lost in space.



Invite Children to Play

Public spaces can invite children to explore their environments, engage in civic life, engage in big physical movements and be social. Re-purpose objects and provide basic materials such as planks, wood logs, and ropes for children to practice their climbing skills, test balance, swing, move water, sand and other materials. Include child-scaled street amenities such as tables and chairs and curiosities.



Put Food Beside Public Spaces

All successful public spaces have opportunities to purchase food and beverages for outdoor dining and enjoyment, from food carts to restaurants with seating spilling out onto sidewalks and plazas.



Incorporate Stormwater into Landscaping

New stormwater design best practices allows for stormwater infiltration to be incorporated into landscape design in a manner that provides a functional, attractive landscape amenity. Rain gardens and bioswales should be used in the Village Center where commercial space is limited, as opposed to large detention ponds that require chain linked fencing.



Provide Movable Seating

Movable seating allows people to shift their chairs to socially engage, seek sunshine or shade, enjoy a moment of people watching or find some quiet while enjoying being in a public space outdoors.



A Parklet within a 5-Minute Walk

When small parcels of land are being developed incrementally by multiple landowners, it is important to make sure public amenities are being thought about. For the health and well-being of residents living the denser Village Center, the target goal should be to make a parklet of approximately 5,000 sf available within a 5-minute walk of where people live.

Parking and Site Improvements



Add On-Street Parking to Support a Main Street

Having convenient on-street parking is fundamental to supporting Main Street businesses that rely upon a frequent turn-over of customers.



Unbundle Parking

Committing to creating a Village Center means thinking about parking as a town-wide asset that needs to be provided for and managed. Requiring mandatory off-street parking significantly impacts the economics of small development projects, often to the extent that projects become unfeasible to build. Parking lots unlike buildings do not generate tax revenue for the town.



Put Parking Behind Buildings

One of the most fundamental design principles for creating walkability and attractive Main Streets is the placement of parking. Cars go behind buildings where turning movements, in particular backing up can happen without creating safety issues for pedestrians on sidewalks or crossing the frontage of the site.



Screen Parking Lots

Use 4' permeable fencing and/or landscaping to screen parking, while maintaining good sight lines for pedestrian safety and comfort.



Park-Once and Share

Off-street parking should be well-signed, and to the extent possible, lots should be connected to allow for customers to park once and make short walking trips to visit multiple businesses and amenities without getting back in the car. Sharing parking will encourage longer stays on Main Street.



Make Driveways Narrow

Driveways should be just wide enough to facilitate two-way vehicle movement in a slow, yield condition. Driveways should not be sized like a street, especially where the driveway meets the sidewalk. If a wider driveway is needed, a landscaped pedestrian refuge island should be provided to break up the crossing distance.

Parking and Site Improvements



Put Lighting Where It's Needed

When lighting is added to parking, driveways, signage, sidewalks and connections, light should always be directed downward to illuminate where it is most needed, down low at the pedestrian level.



Use Fencing to Define Space

Create a Village Center fencing program, using permeable 3'-4' fencing to define the front yards of residential homes on the edges of the village core. Adding fencing will help to establish a visual wall for Main Street, create strong definition for the public street and signal to drivers to go slow, they've entered the village.



Pedestrian-Scaled Signage

Signage is an important asset to a business and creates an opportunity to contribute to an attractive public realm. Signage should be designed to be in proportion with people with messaging that is readable by a pedestrian, not scaled to be read by a car passing through town at high speeds (excess of 20 mph).



Screen Unsightly Elements

Dumpsters, mechanical equipment and to the greatest extent possible kitchen vents should not be visible from public streets or visually screened with attractive fencing. Parapet walls should be used to hide all roof-mounted mechanical equipment. Chain link fencing should not be used if it can be seen from a public street.



Move Utilities Behind Buildings or Underground

Overhead utility lines can impact having a beautiful canopy of street trees and create a negative visual impact to buildings. To the extent possible and when opportunity arises, utilities along the street and connections to buildings should be shifted behind buildings or underground.



Design Context-Appropriate Landscaping

Large landscaped berms, thickly planted buffers, large bushes blocking windows and impermeable 6' fencing are not context-appropriate landscaping choices for the fronts of buildings in the Village Center. There should be clear visual sight lines between the street and fronts of buildings, and pedestrian connectivity between buildings.

Vibrancy



Activate Spaces Big and Small

Activating some of the vast spaces between buildings and the street will help to create a sense of connection until such time that new buildings can begin to infill into these gaps. Use movable temporary structures such as sheds, trailers, and shipping containers to create temporary buildings to host artist maker spaces and galleries, outdoor gear businesses, incubator cafes and beer gardens, and seasonal markets.



Small Business Partners Pop Up

North Yarmouth currently has a limited number of commercial buildings to incubate and accommodate new business growth. Existing businesses could offer up portions of land, parking lots, underused space indoors to incubate new business, hosting pop up stores or a series of workshops/ events. This lets potential businesses test out North Yarmouth while increasing visitors and customers.



Encourage Public Art to Happen

Public art is an expression of local culture, history, and values and does not need to be expensive or permanent in order to be effective. Residents should feel encouraged to engage in public art-making, such as fence weaving, yarn bombing, street chalking and painting murals. The town can lead these efforts through programmatic opportunities.



Use Crowdfunding to Invest in Functional Art

The essential street furniture elements like seating, trash receptacles, signage, and bicycle racks can contribute to the aesthetic beauty and uniqueness of North Yarmouth. These elements can be made by local Maine artists, paid for through small contributions of money raised through crowdfunding campaigns for discrete purchases



Create Layers of Interest

Unique curiosities can be added throughout town using simple materials in creative ways. The impact will be increased “stickiness” in the Village Center: places will hold people’s interest and invite longer visits and exploration.



Adopt a Placemaking Program

Create a quick-build program that encourages businesses, neighbors and community leadership to solve local needs through small-scale placemaking projects, from street seating to parklets. Make the path of permitting fast and easy.

Vibrancy



Tell Your Story

Create opportunities for people to learn about the environmental, social, cultural and historical aspects of North Yarmouth using multi-media interactive displays. Tell North Yarmouth's story about the people and the town's strengths – celebrate what makes North Yarmouth special today. Take this information outside.



Add Light in Winter

Winter cities and towns are using illumination and sculpture to create engaging and cheerful experiences during the darkest, coldest months of the year. Some examples include lighted forest walks, projecting historic film against buildings, wrapping utility poles with garland and lights, and lighting sculpture placed in public spaces or adorned to buildings.



Create Buzz

North Yarmouth residents have a history of strong participation in community events. Generating buzz for the Village Center looks like programming fun and highly unique events throughout the year, and different from year to year to remain fun and fresh. Examples could include a snow maze in winter and campfires in summer on the Village Green.



Invest in Happiness

With staff support, use the Village Green to host easy to organize events that tap existing people, groups and resources, like family read-in nights, jam bands with local 317 Community Music Center musicians, pop up Yoga, plein-air painting groups, quick-build workshops with local makers, and board and lawn games.



Host Music and Food Events

Create family friendly events and social gatherings around food. Host a community potluck or village block party. Boost social opportunities in the depths of winter by celebrating National Pie Day in January, Pizza Day in February and International Pancake Day in March. Events like Henry Fest could be leveraged to extend visitor stays and exploration of the Village Center.



Build A Winter Skating Rink

Work collaboratively with volunteers and DPW staff to build a temporary skating rink on the Village Green and invite food trucks to serve hot chocolate. Make temporary benches out of logs and include a campfire pit for warmth.

Village Master Plan

The Village Master Plan has been prepared with consideration of the town's vision for the future and applying the "Design Principles" and "How to Build A Village Center" best practices. The master plan stitches together concept drawings for four Opportunity Sites within the core of the village and shows how existing larger residential lots could accept new, mixed use, commercial and multifamily residential buildings. The Village Master Plan illustrates how buildings can relate to each other as a collection or group, and how sites can work together to achieve a strong public realm and vibrant, walkable mixed-use Village Center. These drawings are aspirational only, representative of concepts for how land can be used.

What is an Opportunity Site?

An Opportunity Site is a public or private parcel of land in the core of the Village Center where there is potential for development because the landowner has made the site available or the town has expressed a future need that could make a site available for infill, reuse or redevelopment. All land located in the Village Center could be considered for development based on current zoning policy.

Opportunity Sites are drawn in a land use pattern that is markedly denser than what is here today, yet based upon an historic settlement pattern that exists in many small Maine towns and villages. The drawings show what full build out can look like over a long period of time, perhaps 50 + years. Most sites will develop slowly, building by building, lot by lot. Buildings could expand through additions upwards or outwards. Sites also do not have to be developed in coordination with their neighbor. It is anticipated that landowners will act independent of each other, adding new additions, buildings and site improvements incrementally, over time based on local market needs.

Development on parcels of land owned by the town or changes to land in the street right of way requires community stakeholder input, budgeting and approvals through the annual town meeting process. Development on private land can and will only occur when/if landowners have desire to advance a project. At that time, site plans would be prepared at a more fine-grain detail for design review by the permitting authority. Projects that meet ordinance standards can be approved by staff or the Planning Board, while more complex special projects may require action through the Select Board and town meeting process.

The Look and Feel of a Village Center



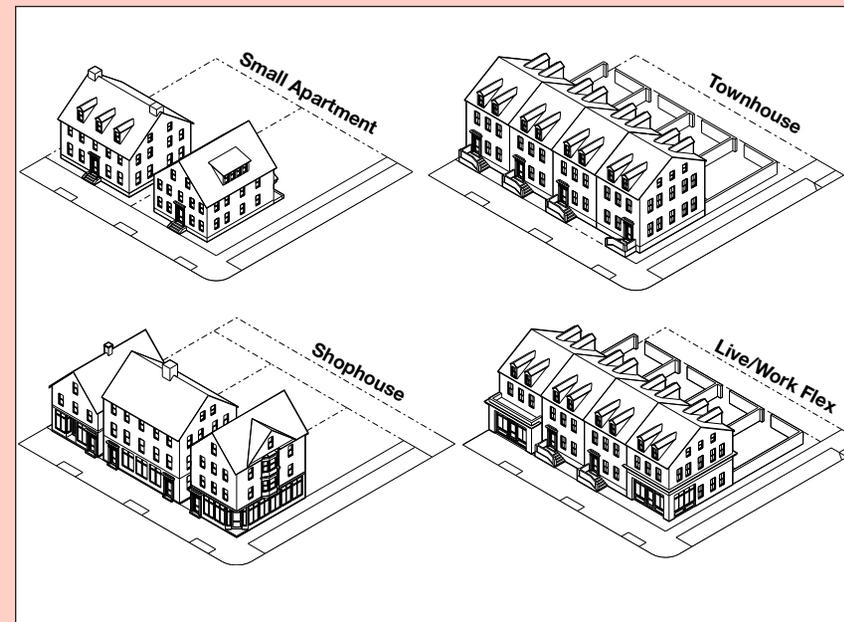
At the May 2018 Leadership Summit, participants heard a presentation about the varying scale and patterns of Maine’s human settlements, and about the elements that make a city different from a village, a village different from a hamlet, and a hamlet different from a crossroads. Thinking about scale and intensity of development as it could apply to the Village Center, participants were asked to express their preferences for buildings, streets and public spaces and community amenities. People placed red dots on images they did not support or felt would not fit here, and green dots on desirable examples of what could go in the Village Center. The use of visuals to express preferences helped to inform the, “How to Build A Village Center” section and the illustrative plans for the Opportunity Sites.



Top Left: A favorable example of a business inside a former residential home.

Bottom Left: A favorable example of large, attached mixed use buildings.

Bottom Right: Excerpt from the summit presentation showing some examples of building types in the PlaceCode. Small apartments, townhouses, shophouses and live/work flex buildings are appropriate building types for the Village Center.



Village Master Plan



The Village Master Plan shows how the design principles and best practices described in this plan can be applied to real property. A scaled basemap has been used so that when the drawings are stitched together, they can be registered atop an aerial photograph. New building footprints and streets are represented at a relatively true-to-life scale. The drawings are not created from survey, but they can serve as a master plan to inform future site planning efforts, which would include using surveys.

The 3 Dimensional Renderings correspond to the Opportunity Site drawings, and have been hand-drawn using drone imagery as a base.

Page 32. 3 Dimensional Rendering of the Triangle. This illustrative rendering corresponds to the Opportunity Site drawing of the Triangle found on Page 42. Please see Page 39 for a complete description.

Page 33. Town Office Site / Parsonage Road. This illustrative rendering corresponds to the Opportunity Site drawing found on Page 40. Please see Page 38 for a complete description.



Left. Clark Baston and Kara Wilbur (Build Maine) measuring width of Rt 115. Right. Rendering of same segment of Rt 115, showing the addition of on-street parking and a new public plaza. Memorial Highway monuments are relocated to frame the intersection.

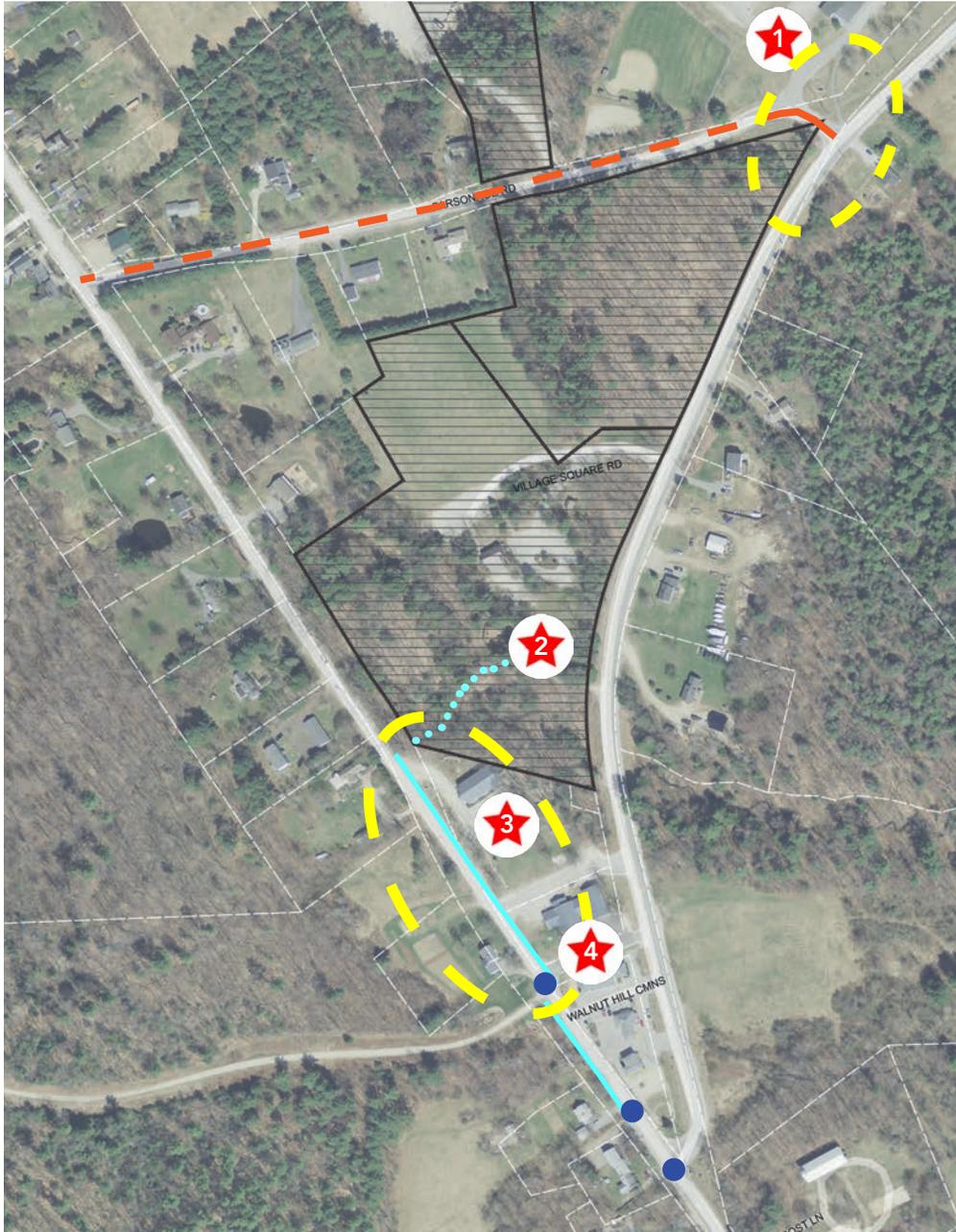


Illustrative Rendering of the Triange. Welcome to the Village Center. This view is of the intersection of Rt 115 and Rt 9 Memorial Highway, looking northeast towards the Village Green.



Illustrative Rendering of the Town Office Site. The existing Town Office remains in place and can be repurposed for a new use. A new neighborhood of apartments, houses, and public gathering space surrounds it.

Short Term Streets Action Plan



Legend

Walk Projects

- New Sidewalk
- Intersection or Crossing Improvements
- () Gateway Treatments

Bike/Path Projects

- - - Advisory Bike/Walk Lane
- ⋯ Trail

- ★ Major Community Destinations
- ★ 1 Westcustogo Community Center
- ★ 2 Town Office
- ★ 3 Old Town House
- ★ 4 North Yarmouth Variety

Short Term Streets Action Plan



Legend

Walk Projects

-  New Sidewalk
-  Intersection or Crossing Improvements
-  Gateway Treatments

Bike/Path Projects

-  Advisory Bike/Walk Lane
-  Trail

-  Major Community Destinations
-  Stones Cafe
-  Skyline Farm
-  Ames Farm Center
-  The Purple House

Long Term Streets Action Plan



Legend

Walk Projects

- New Sidewalk
- Intersection or Crossing Improvements
- () Gateway Treatments

Bike/Path Projects

- - - Advisory Bike/Walk Lane
- ⋯ Trail

- ★ Major Community Destinations
- ★ 1 Westcustogo Community Center
- ★ 2 Town Office
- ★ 3 Old Town House
- ★ 4 North Yarmouth Variety

Long Term Streets Action Plan



Legend

Walk Projects

- New Sidewalk
- Intersection or Crossing Improvements
- () Gateway Treatments

Bike/Path Projects

- - - Advisory Bike/Walk Lane
- ⋯ Trail

- ★ Major Community Destinations
- ★ 5 Stones Cafe
- ★ 6 Skyline Farm
- ★ 7 Ames Farm Center
- ★ 8 The Purple House

Opportunity Sites

TOWN OFFICE SITE / PARSONAGE ROAD

This conceptual drawing illustrates how a new neighborhood with a mix of housing types including small individual homes, row townhouses, and small to mid-size apartment buildings could be developed to accommodate multi-generational living and provide housing at various price points. Residents have expressed a desire to see increased housing choices for seniors, including assisted living and workforce housing to support the next generation of residents. Town land presents a unique opportunity to partner with non-profit and for-profit entities to incentive construction of the kinds of housing North Yarmouth wants but the market is not delivering.

This drawing imagines three integral outdoor amenities for residents: walking trails along the ravine and a bridge to connect to the Village Green, a new green as part of a pocket neighborhood, and enhanced trails in the Veteran's forest, connecting to the new Westcustogo Community Center. The Veteran's forest could include a nature-based woodland playground and enhanced seating for caregivers and seniors to foster connection with the youngest generation. Outdoor public spaces provide a valuable asset for those who are apartment living.

The existing Town Office structure and single family residential home remain in place.

OLD TOWN HOUSE / VILLAGE GREEN

This conceptual drawing illustrates how the Old Town House can be located on the site to create an organizing framework for an enhanced Village Green. Placing the building at the edge of the green creates an edge and a sense of enclosure to this small public space. This also provides an opportunity for an addition (side of building) to face the green, with windows, functional doors, gardens and walkways, fostering a sense of welcome and flow between building and public space.

Civic buildings have historically been sited and constructed to convey a higher level of prominence and craftsmanship. Where North Yarmouth desires private investment to build a walkable, mixed use village pattern of development, the Old Town House project represents an important opportunity to demonstrate how to build with walkability in mind. Parking is handled behind the building, screened from the public street and Village Green, providing an opportunity for the building to prominently connect to the street, public sidewalk and Village Green.

“THE TRIANGLE”

The Triangle represents the core of what is and can be North Yarmouth’s Village Center. It is one of only a handful of properties that could be transformed into a tightly spaced block of shopfront buildings for shopping, strolling, outdoor dining, and cultural events. In this conceptual drawing the block is transformed through new small mixed used buildings, redevelopment of some modest contemporary buildings, and re-imagining how the fire station could be reused when the station no longer meets the needs of the town. The signature element of this concept is the addition of a new prominent building at the corner of the triangle with a new private/public plaza for seasonal outdoor dining and year-round gathering and programming. This drawing shows how buildings and investments in the public realm can create a strong sense of arrival to the Village Center.

This concept requires parking to be unbundled from buildings. To achieve this pattern of development, off-street parking cannot be mandated by zoning. Density and building size based on mandatory parking spaces per unit threatens if not prohibits construction of mixed-use buildings and apartments. Parking should be considered as a municipal resource, an asset to be created and actively managed. Parking belongs on the street and at the Village Green, Town Office and Westcustogo Community Center. Sites on the west side of Rt 115 and east side of Rt 9 have opportunities for private parking behind buildings and should be developed over time to connect via a secondary road network.

PHASE II, VILLAGE VIEW LANE

Neighborhoods closest to the core of the village should represent the densest residential development in town. This conceptual drawing illustrates how a larger-scaled apartment building of approximately 30 units and a number of homes on approximately ¼ acre lots can be designed in a denser, village-scaled pattern of development. This drawing responds to a conceptual plan previously reviewed by the Planning Board, providing an alternative layout that places houses around a common green, with parking on street and in a centralized car barn. The drawing goes a step further by showing how the site could be used more intensively. The drawing shows how the massing of the building could provide a lot of square footage of living space while remaining compatible and complimentary to the scale of larger single family homes with connected barns. Good massing, attention to architectural details, and removing cars and driveways from the front yards will result in a highly attractive, village-scaled development compatible with the high-end residential homes planned for Phase I, directly west of the site.

Opportunity Sites



Town Office Site / Parsonage Road

- 1 Medium and Large Residential Buildings.** This plan shows building footprints to accommodate apartments, assisted living, senior or multi-generational living in the village core. The larger footprint building could be an inn building type for seniors, with common dining, social and recreational facilities and small private rooms. Buildings are located close to the street in a village-style development pattern, creating a strong public realm and sense of place.
- 2 Townhouses.** Provide a location for large, connected townhouses. First floor elevations should be raised to provide some privacy for interior living spaces from the public street. Rear courtyards provide small private outdoor space.
- 3 Town Office.** This plan preserves the existing Town Office building, which is in good condition. The building could continue as a municipal facility or adapted for another purpose. The existing single-family home is also preserved, and a new duplex fills in the space between the two buildings.
- 4 Shared Parking.** The apartments, Town Office building, and townhouses share a large parking lot located in the center of the site. Parking lots can double as locations for alternative wastewater treatment systems (septic field).
- 5 Pocket Neighborhood.** In this flat portion of the site, new single-family homes are sited on narrow, deep lots located around a common green. Each house lot also has private outdoor space in backyards. The size of the common green is wide enough to provide privacy for the houses yet narrow enough to create an outdoor room for engaging in conversation with neighbors.
- 6 Network Connectivity On-Street Parking.** A new municipal street provides access through the site to create connectivity between Rt 115 with Rt 9. The street would include sidewalks, street trees and on-street parking on both sides, plus two narrow travel lanes. Crosswalks provide convenient, safe, direct walking connections. A secondary street loops through the site to provide frontage for Town Office, new duplex, and the existing home, with parking on the Ravine Park side of the street.
- 7 Ravine Park and Bridge to Village Green.** The ravine becomes an outdoor amenity with a looping trail system and bridge to connect to the Village Green and Main Street businesses. Wayfinding signage can provide direction to trail and hiking destinations such as Knight's Pond, Skyline Farm, Veteran's Forest and the Westcustogo Community Center.
- 8 Veteran's Forest.** The forest remains intact and serves as an outdoor amenity, especially for people who are apartment living, with trails and benches.
- 9 Slow Flow Memorial Highway.** On-street parking is contemplated to provide parking amenities to serve this site and the Village Center. Parking will serve to slow cars entering the village and provide physical separation of pedestrians from moving vehicles. Gateway treatments to slow cars coupled with narrower travel lanes can help to reduce speeding.
- 10 Future Municipal Facilities.** Maximize use of the former school site by accommodating future municipal buildings including school, Town Office, and/or emergency services as needed.

Opportunity Sites



Old Town House / Village Green / The Triangle

- 1 Signature Building.** A high quality, new signature building is added to the front portion of the triangle, providing a strong sense of arrival for the Village Center. This building may start out at 3 ½ stories but expand upwards at some point well into the future. Architecture, proportion, symmetry and materials should be highly regarded considering the prominence of this site to the town.
- 2 Antiques Building.** The existing historic building located on the site remains in place. The building could continue to stand alone, with a new infill building located just east of it or be connected with a modern el that extends towards Rt 9.
- 3 Village Store and Gas.** This drawing contemplates the existing location of the gas pumps and canopy remains in place, with tank replacements occurring in the near future. A new store could be built on the frontage of Rt 115, or the store could be expanded along the frontage of Rt 9.
- 4 Large Apartment Building.** This drawing shows how a large mixed use building can occupy the site while providing a continuous building wall along both Rt 115 and Rt 9. A continuous building wall is important to maintain pedestrian walkability, shopping and strolling. The building is comprised of three distinct massings. No part of the building is out of scale with the character of the Village Center.
- 5 Fire Station Re-Use.** If/when the fire station no longer serve the needs of the Town, the building could be adapted to accommodate a new mix of uses. New building massings on both ends of fire station anchor the building to the street, helping to establish a continuous building wall on both streets.
- 6 Formal Village Green.** This drawing contemplates investment in the Village Green to provide some formal structure to the space, in particular along the edge with the Fire Station and the Old Meeting House. The layout of sidewalks and pathways in a geometric pattern reinforces the formality of the space, as opposed to winding paths in Ravine Park that respond to the site's natural topography.
- 7 Old Town House.** Placing the building in this location gives strong definition to the Village Green and creates opportunity for people to flow from indoor public spaces directly to outdoor public spaces. The building and the green can work together and provide an enhanced visitor experience. The building sits back from the street, as all important civic buildings do. Parking is accommodated behind the primary massing of the building.
- 8 Small Building.** The small building footprint shown here exemplifies how a site can be used to its fullest potential.
- 9 Gather Here.** The new building contemplated for this site creates the framework for a high-quality public plaza with hardscaping to support seating and outdoor dining.
- 10 Welcoming Arrival.** The space where the Memorial Monuments are located represents leftover space that has no real purpose or function. This drawing shows the intersection reconfigured to reduce curb radii and slow cars, while creating an attractive public amenity and sense of arrival for the Village Center.

Opportunity Sites



Phase II, Village View Lane

1 Large Apartment Building. This drawing shows how a significant amount of square footage can be accommodated in the Village Center while remaining compatible with the large, neighboring single family homes. The building is broken up into three distinct massings so that no part of the building is out of scale with the neighborhood. The building is located to attractively hold the corner. Due to natural topography and drainage, the building is set back from Rt 115 which creates a park-like setting and sense of arrival for residents.

2 Shared Parking. The apartment building and residential homes share a large parking lot.

3 Pocket Neighborhood. New single-family homes are sited around a large common green, with limited outdoor space adjacent to the houses.

4 Street Frontage and Connectivity. A narrow looping yield street provides frontage for each residential house, and an opportunity for convenient on-street parking. The street includes an esplanade with street trees and sidewalks to provide connectivity, aesthetic beauty, and social engagement opportunities. Street design speed is contemplated at less than 20 mph.

5 Barn. Cars, bikes and non-motorized boats are stored in a new large barn constructed to replicate local historic barn structures. This provides an attractive amenity for those who desire indoor car storage.

6 Hike to Knight's Pond. To encourage visitors to start and end their outdoor adventures on Main Street, this drawing contemplates hikes to Knight's Pond will start in the Village Center, continue on the sidewalk network through this site and up the hill. Starting and ending on Main Street provides built in customers for local businesses.

7 Future Connections. As changes to businesses, ownership and lots occur on Rt 115, new trail connections can be made to further enhance walkability and convenient access between the places where people live, work, socialize, eat and play.

8 Attractive Stormwater Management. Stormwater runoff from new buildings, streets and parking lots can be incorporated into landscape designs to create attractive amenities. Here, pathways create a purposeful walking loop around a large natural drainage area. Seating could be added to provide residents with an outdoor place to sit and be social.

What Comes Next?

The direction to prepare this plan was laid out in the adopted Comprehensive Plan 2018 and the Economic Development Strategic Plan. Immediate next steps in the implementation of this master plan include endorsement by the EDSC Committee and the Select Board. The plan should be incorporated as an addendum to the newly adopted 2018 Comprehensive Plan. Local leadership can begin the work of implementation by taking the following actions:

- Engage in Capital Improvement Planning for the Village Center as a district and pursue grant funding
- Make and adopt zoning amendments
- Launch local activation initiatives with Public Works Department Assistance
- Create a system of permit streamlining including getting sites development ready, and
- Engage in staff and Planning Board training and development



Living Well North Yarmouth site visit with Clark Baston and Build Maine, 2018.