

Fort Williams Park

The Town of Cape Elizabeth, Maine

Master Plan Update 2021

FINAL REPORT

October 1, 2021

DESIGN TEAM



Richardson & Associates, Landscape Architects
11 Middle Street, Saco, Maine

Todd Richardson, Principal
Kenneth Studtmann, Project Manager



Gorill Palmer
707 Sable Oaks Drive, Suite 30, South
Portland, Maine

William Haskell, Principal



Simons Architects
75 York Street, Portland, Maine

Kayla Caron, Architect

COMMITTEE



Fort Williams Park Committee

Jim Kerney, Chair of Fort Williams Park Committee
Jonathan Dienstag
Suzanne McGinn
Kenneth Pierce
Mark Russell
Lauren Springer
Doreen Theriault

Cape Elizabeth Community Services
Kathy Raftice, Director of Community Services

Special Thanks:

Thank you to all the Participants in the User Groups Interviews,
Chris Cutter, Fort Williams Coordinator, Jeanne Gross, Director of
Portland Head Light, Bob Malley, Former Public Works Director,
and the general Public.

An aerial photograph of Fort Williams Park, showing a mix of green spaces, buildings, and roads. The image is faded to serve as a background for text.

A **site Master Plan** is a dynamic long-term planning document that provides a conceptual layout to guide future preservation, sustainability, growth and development.

The master planning process is about making the connection between buildings, social settings, and the surrounding environments.

Table of Contents

- 01** Executive Summary
 - 02** Summary of Site Inventory and Analysis
 - 03** Fort Williams Park 2021 Master Plan Update Goals
 - 04** Overview of Park By Area
 - 05** Overall Park Plan
 - 06** Recommendations By Area
 - 07** General Recommendations
- Appendix** FWPC Recommendations Ranking Spreadsheet
Draft Architectural Recommendations



01 Executive Summary



Executive Summary

The Town of Cape Elizabeth is fortunate to have the spectacular Fort Williams Park not only as a community resource but also as one of the most attractive and recognized scenic treasures in the state of Maine. With that good fortune comes the hard work of maintaining the park for local and global visitors, establishing operational guidelines to protect its natural and historic significance, providing for the safety of all its guests, and delicately balancing its use by competing neighborhood groups. As has been done since its inception, the Fort Williams Park Committee accomplishes these goals through regular public meetings, workshops, and longer-term strategic planning in the form of a Fort Williams Park Master Plan Update.

More recent master planning efforts for the park were completed in 2003 and 2011. While the Town's Comprehensive Plan calls for the Master Plan to be updated every seven years, this was not possible due to an overriding focus over the past several years to bring more financial balance to the park through significant increases in commercial vehicle fees and through the implementation of a Pay and Display parking system. In many ways, these two efforts, while controversial, delivered on several of the critical outstanding themes from the 2011 Master Plan.

With those activities behind us, The Fort Williams Park Committee sought funding from the Town Council, issued a formal Request for Proposal, selected a consulting organization, and commenced the 2021 Master Plan Update late in 2019, throughout the pandemic year of 2020, and well into 2021.

Precisely as was the purpose for the last update, the intent of the 2021 Fort Williams Park Master Plan Update was:

- To reaffirm the overall vision, goals, and objectives for Fort Williams Park;
- To continue to guide the Town and the Fort Williams Park Committee in its deliberations, and to establish a framework for decision making;
- To identify new issues and concerns as well as future needs and improvements to the park; and
- To suggest recommendations and propose design concepts for various projects identified as part of the process.

In support of those identified objectives and with extensive direction from comments received in our survey, the Fort Williams Park Committee established three goals for this Master Plan Update:

- **Community:** Prioritize and enhance Fort Williams Park for the year-round enjoyment of all local residents;
- **Access:** Advance safe access, circulation, and easy wayfinding for all Fort Williams Park guests; and
- **Resources:** Preserve, protect, promote, and enhance Fort Williams Park's natural, scenic, and historical resources

Additionally, although not a "goal" of the Master Plan Update, the Fort Williams Park Committee recognizes the need to establish a long-term sustainability budget (or endowment) to maintain the quality of the Fort Williams Park experience. Without such, Fort Williams Park will forever struggle to maintain its current natural, historic, and scenic beauty, and the park will have difficulties in building and supporting new safety, service, and guest features.

The committee recognizes the importance of implementing all future projects with an environmental sustainability lens to help address and mitigate climate change by minimizing negative environmental impacts. As such, new projects within FWP will align with the documented CETC Goals with specific emphasis on the Climate Action Goals and the Natural and Cultural Resource policies.

The Process:

To assist us in accomplishing these three goals, the Fort Williams Park Committee hired a consultative landscape architectural and engineering firm that had not previously been engaged by the Town for Fort Williams Park. The concept was to engage a firm which had deep references in this type of work, was local, would be vested in the outcome, but would also bring a completely fresh perspective to their efforts for the park. After reviewing RFP responses and conducting vendor interviews, the Fort Williams Park Committee ultimately - and unanimously - selected Todd Richardson and his firm Richardson & Associates (with their partners) to support this effort.

The Fort Williams Park Committee and Richardson & Associates kicked off this effort with a half-day onsite workshop at Fort Williams Park to explore as many aspects of the park as possible. The focus of this extensive "Site Analysis and Assessment" was to identify use patterns, interested neighborhood groups, traffic (pedestrian, bicyclist, and vehicle) flow and density, competing interests, resources, and many other issues and opportunities. Part of that effort was to identify as many neighborhood groups as possible and then to set up meetings with representatives from each of those groups. These included, but were not limited to:

- Organized Sporting users: Soccer, Little League, Ultimate, Tennis, Pickleball;
- Vendors: Food Vendors, Expressive Artists, UPP, Bus & Trollies;
- Dog Walkers and those without Friends of Fort Williams;
- Portland Head Light - Gift Shop and Museum;
- Beach to Beacon: B2B Pres. David Backer and Dave McGilvery Sports Cape Elizabeth Historical Society; and
- Service Orgs: Cape Elizabeth Garden Club, Cape/SP Rotary, Cape Lions Club Community Services, Public Works and Bob Malley, etc.

While this series of public (virtual) meetings was held, the Fort Williams Park Committee also promoted and conducted an extensive survey for any and all guests of the park. This online survey was actively promoted on the Town's website, and was also highlighted in several articles in local newspapers. As such, the survey was completed by 637 people of all ages who not only answered over 30 multi-part questions but also showed their enthusiasm for Fort Williams Park by including thousands of specific write-in comments.

Results and Recommendations:

The overall survey results strongly influenced the three goals (see above) for the Master Plan Update effort with special focus on improving the multi-season appeal of the park - specifically for local residents. Given the significant recent efforts around Commercial Vehicle Fees, Pay and Display Parking, the new Central Parking lot, and many other investments in signs, fencing and other safety initiatives, it was not a surprise that the tax-paying residents voted to see a shift in focus away from tourists to enhancements for residential and multi-seasonal use.

More specifically, the survey showed an overwhelming opinion (#1 ranked) against the construction of a visitor's center, but interestingly had a strong desire (#4 ranked) to have some permanent restroom facilities built within the Park. Also high on the list of desirable efforts was the preservation of selected military infrastructure (buildings and batteries etc.), the restoration of the pond, skating and the surrounding area, and the preservation of the Goddard Mansion. There was a prevalent theme against over-grooming the park and building new projects (ie. The Children's Garden) without the capacity or funding for proper maintenance. While funding will continue to be an issue, the Fort Williams Park Master Plan Update includes specific recommendations around each of these desires as expressed by the survey respondents.

After careful consideration of the outcomes of the onsite workshop, the survey results with its extensive comments, and the public neighborhood group workshops, Richardson & Associates returned a list of close to 100 specific recommendations. After a line-item public review of each of these recommendations, each Fort Williams Park Committee member then ranked each of them privately, submitted them for averaging, and then reviewed and re-ranked each of them in a series of committee meetings before ultimately assigning a final ranking. The criteria used was:

- The FWP Committee should prioritize and act on quickly (i.e. safety related);
- A strong candidate for action that the committee is recommending for action;
- Something that is not yet necessary but could be needed or helpful at some point; and
- The FWP Committee will not support recommending to the CE Town Council

Ultimately there are close to 80 specific recommendation that range from relatively simple and affordable to complex; some of which could cost more than \$1M. While the Master Plan Update breaks each of these items into specific geographic areas within the park, several of them are thematic throughout all areas at the park. These include:

- **Improve many of the lawns that have poor soil or grass. Remove potholes, old pavement and concrete foundations. Remove stumps and grade as needed;**
- **Enhance the restroom experience through cleaner port-a-potties with better aesthetics and potentially install shelters architecturally aligned with a permanent restroom facility to be centrally located within Fort Williams Park;**
- **Improve wayfinding throughout the park with enhanced north-south pedestrian pathways, standardized signage, kiosks, and the potential use of QR codes to access enhanced scenic, historical, and ecological information;**
- **Create better four-season walking promenades with delineated edges, scattered seating, additional plantings, and seasonal drinking water access;**
- **Continue to enhance existing programs around invasive species management, stonewall repair, and erosion control; and**
- **Enhance enforcement of speed, trash and leash policies within Fort Williams Park.**

In addition to these cross-park themes, and many other individual recommendations, there are about ten major recommendations included for short and long-term consideration:

- **Reengineer Powers Rd (central vehicular artery for Fort Williams Park) to enable safe access for pedestrians, bicycles, cars, and commercial vehicles. Focus areas should include the narrow area above the sledding hill, the curves and dips past the beach parking access, and the confusing entry into Central Parking;**
- **Enhance the Ship Cove beach area to provide a cleaner and more inviting lawn area with enhanced beach, picnic, and parking facilities;**
- **Stabilize and revitalize the Goddard Mansion with an effort to remove fencing, preserve the façade, and enhance visual aspects at an affordable cost. The Fort Williams Park Committee is recommending an approach similar to Bermuda's "Unfinished Church" which safely preserves an affordable fraction of that architecturally significant venue;**
- **Stabilize and revitalize parts of Battery Keyes with potential for an ocean overlook and visual connectivity back up the hill towards the Goddard Mansion;**

- Reengineer and join the Parade Ground and Overflow parking areas to more safely accommodate existing and additional parking needs while establishing a safer and more intuitive traffic pattern;
- Fix the Pond area including walls, filters, pumps and dam. Establish multi-season use patterns with focus on skating and inclusion of an open-air pavilion for education, gatherings, and a warming hut for skaters;
- Better connect the north and south cliff walk trail systems along the ocean through enhanced wayfinding, cohesive materials, and improved trail connector segments;
- Create a new Vendor Promenade to centralize the food and expressive vendors on the Green under Battery Blair (providing utilities and vehicular access as needed);
- Explore the creation of a Mini-Theater to be used for Sounds By The Sea, performing artists, outdoor classroom, etc. in the natural ravine overlooking the Green and the ocean at the south end of the stone retaining wall under Battery Blair; and
- Set aside buildings, parking and land to create space for a Cape Community Campus in the areas of the Officer's Row buildings, the Public Works facilities and the dirt parking lot (playground to be relocated).

Each of these recommendations is documented and aligned with specific areas within the park. In addition, conceptual sketches have been included where appropriate. There is an appendix which includes the summary and detailed survey responses and another which includes a spreadsheet that indicates the final rankings as assigned for every recommendation by the Fort Williams Park Committee. Additionally, there is a color-coded matrix showing low, medium, and high cost bracketing.

Thank you:

The multi-year effort to complete this Fort Williams Park Master Plan Update sought the participation from as many residents, neighbors and members of the general public as possible. Given the public nature of each of the 27 meetings, workshops, and public forums held during the process, and exclusive of the 637 survey respondents, more than 100 people participated in the preparation of these recommendations. As such, the Fort Williams Park Committee would like to extend a special thank you to the Town Council and Town Manager for their support and guidance, to Community Services for their process leadership, to Richardson & Associates for their fresh perspective on Fort Williams Park, to Bob Malley, our retired Director of Public Works for his deep historical knowledge, to Jim Rowe from the historical Society, and to all others who contributed to this effort.

The Fort Williams Park Committee believes that this 2021 Fort Williams Park Master Plan Update will provide a roadmap and framework to guide the execution of ongoing efforts and the implementation of new investments. In addition, it will provide the governance to provision for the safety of all our residents and guests and the direction to guarantee the preservation of the natural, historic, and scenic areas within Fort Williams Park.

Respectfully submitted,

The Fort Williams Park Committee

Jim Kerney, Chair
 Mark Russell
 Suzanne McGinn
 Doreen Theriault
 Ken Pierce
 Lauren Springer
 Jon Dienstag

02 Summary of Site Inventory and Analysis



SUMMARY OF SITE INVENTORY AND ANALYSIS

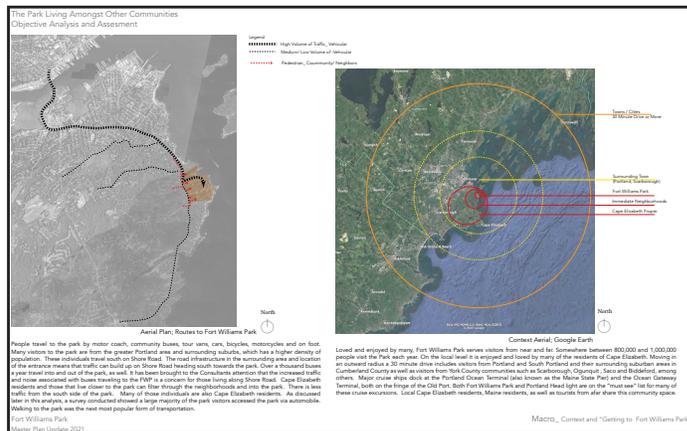
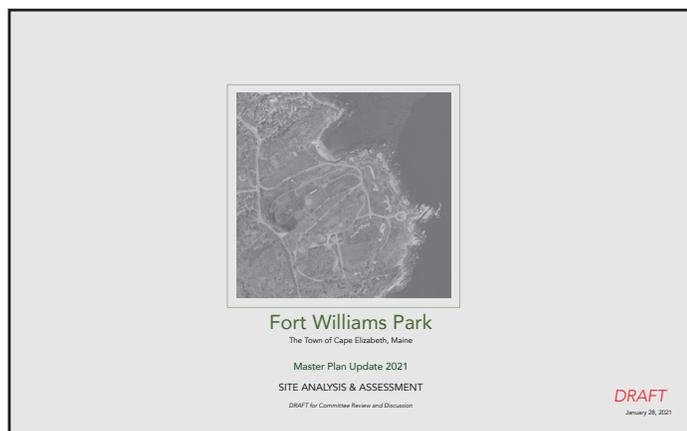
Understanding what Fort Williams Park is now is key to figuring out what Fort Williams Park can be.

The inventory, analysis, and assessment identifies the opportunities, constraints, issues, and concerns of Fort Williams Park.

This document ultimately became the underpinnings of the master plan update and its recommendations.

The full site inventory and analysis document can be found at this URL:

https://www.capeelizabeth.com/media/FortWilliamsPark/Master%20Plan%202021/Fort_Williams_Park_Master_Plan_Update_Draft_Recommendations.pdf



03 Fort Williams Park Master Plan Update 2021 Goals



Fort Williams Park 2021 Master Plan

Goals

1. Prioritize and enhance the Park for the year-round enjoyment of all local residents.
2. Advance safe access, circulation and easy way-finding for all Park visitors.
3. Preserve, Protect, Promote and Enhance the Park's natural, scenic and historic resources.

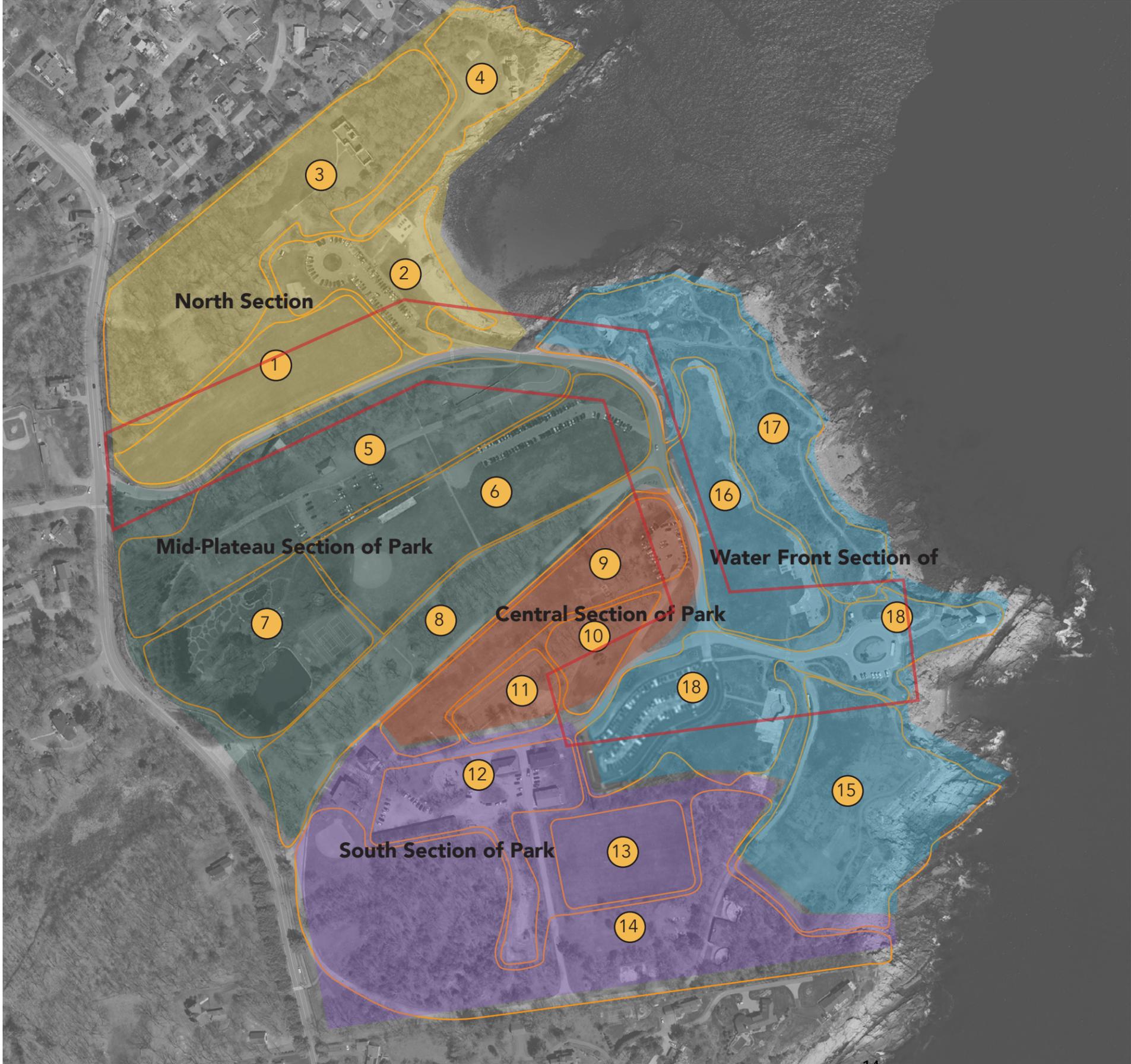
Establish a long-term sustainability plan to maintain the overall quality of the Park.

04 Overview of Park By Area



Overview of Park by Area/Zones

(See Site Analysis, Dated 1/28/2021)



Zones
The Park has been divided into Distinct Zones through the identification of similar site characteristics (such as by topography, vegetation, or other features) and by common usage.

Areas
Multiple Zones have been grouped into larger distinct and identifiable Areas

- Powers Road Section of Park
- North Section of Park
 - 1. The Meadow
 - 2. Ship Cove
 - 3. Goddard Mansion/Chapel Road Preserve
 - 4. Battery Keys
- Mid-Plateau Section of Park
 - 5. Overflow Parking
 - 6. Parade Ground/Parking
 - 7. Children's Garden
 - 8. Officer's Row
- Central Section of Park
 - 9. Picnic Shelter
 - 10. Picnic Table Area
 - 11. Pickle Ball Courts
- South Section of Park
 - 12. Offices/Town Buildings/Playground
 - 13. Athletic Fields
 - 14. Southwest Preserve/Battery Gareche
- Water Front Section of Park
 - 15. The Green
 - 16. Battery Knoll Lawn
 - 17. Cliff Walk/Cliffside
 - 18. Central Parking Lot/Battery Blair/Portland Head Light

05 Overall Park Plan



OVERALL PARK PLAN

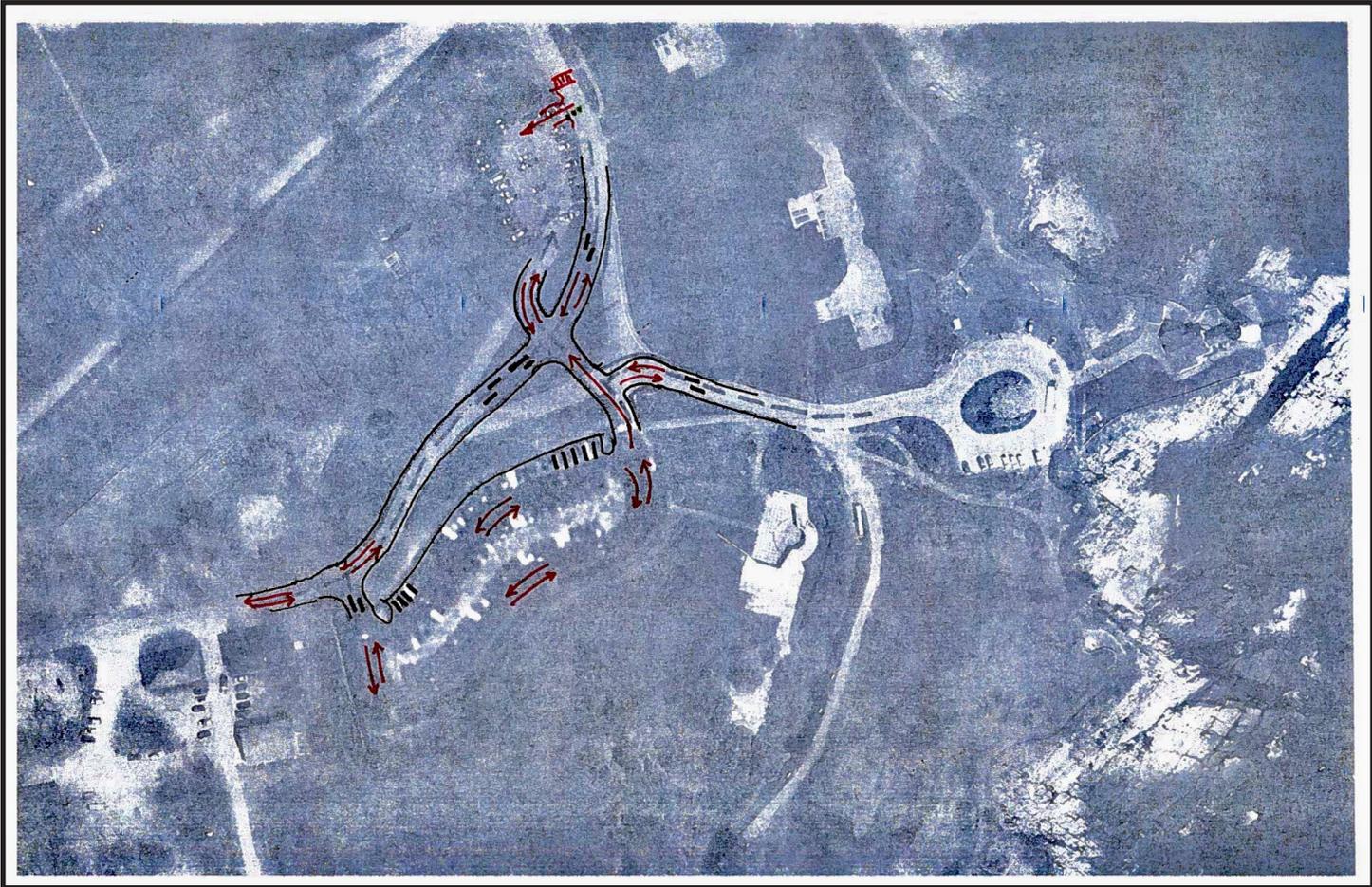


OVERALL PARK : POWERS ROAD



Legend	
High Level of Probable Investment	●
Medium Level of Probable Investment	●
Low Level of Probable Investment	●
Powers Road Recommendation	●

Circulation Diagram



OVERALL PARK: POWERS ROAD

Powers Road

1. Work with an Engineering Firm to reengineer the full length of Powers Road to increase overall safety.

Reengineer the length of Powers Road with considerations to road width, orientation and overall circulation pattern. Incorporate new grading, pockets of native plantings, crosswalks where appropriate, new signage, updated sidewalks, and updated curbing. Incorporate the use of shared lanes for bicycles. Where appropriate, separate the sidewalk from Powers Road to provide for greater vehicular and pedestrian safety.

- a. Re-engineer the portion of the road between the Ship Cove parking lot and Whitney Road to be in more horizontal and vertical alignment, and to increase pedestrian and vehicle separation and safety.
- b. Provide separation between the sidewalk and the road at the Sledding Hill for safety.
- c. Re-engineer a new circulation pattern at central parking to limit the amount of traffic that intuitively flows to Captain Strout Circle, while allowing for appropriate access to Central Parking and beyond for cars, buses , trollies, maintenance and emergency vehicles.
- d. Consider the seasonal ability to limit or close Captain Strout Circle to vehicles as needed.

NORTH SECTION OF PARK



NORTH SECTION



Legend

- High Level of Probable Investment ●
- Medium Level of Probable Investment ●
- Low Level of Probable Investment ●
- See Powers Road Recommendation ●

Enhancements at Ship Cove



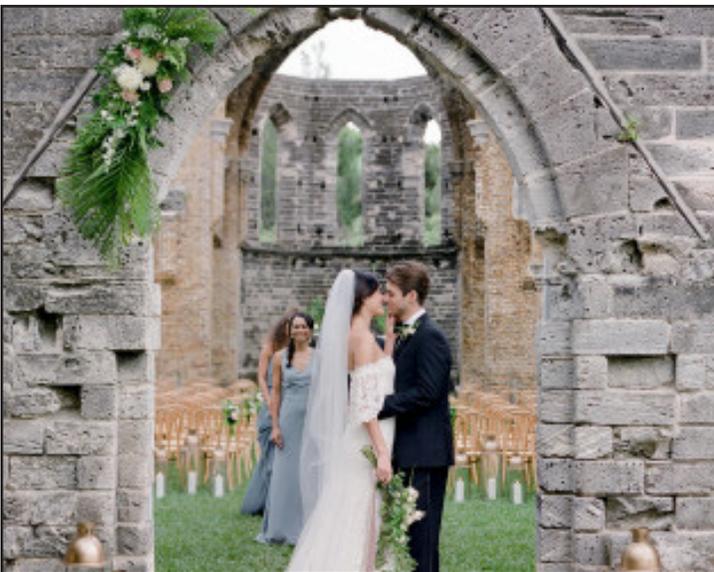
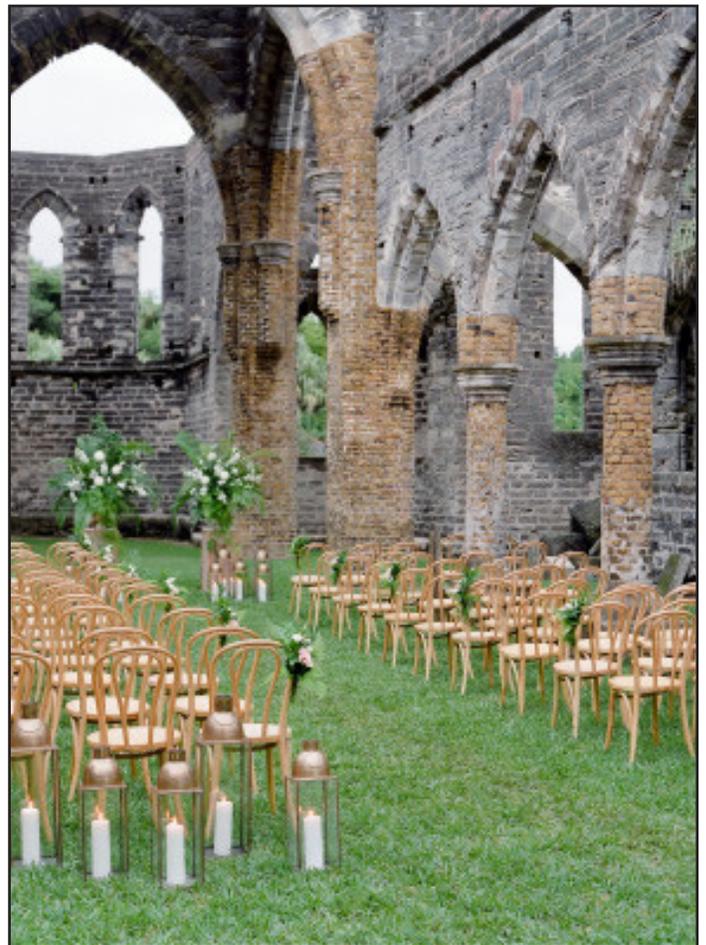
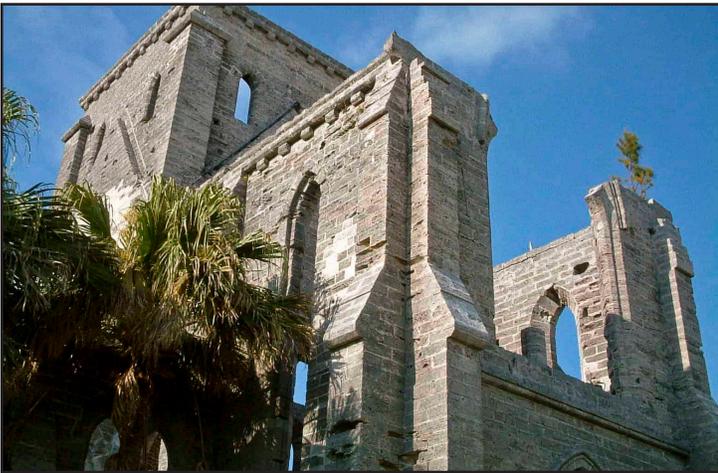
Ship Cove Precedent Image



Restoration at Goddard Mansion



Goddard Mansion "Unfinished Church" Precedent Images



Restoration at Battery Keys



NORTH SECTION RECOMMENDATIONS

Entrance

2. Enhance the FWP Main Entrance: Improve and enhance the aesthetics of the Park's entrance by adding native plant material at the main entry gate and entry sign.

The Meadow

3. Enhance quality of the Meadow lawn through selective repairs.

Ship Cove

4. Establish an improved waterfront space at Ship Cove. Considerations should be made to circulation, establishing visual boundaries with plantings and the addition of amenities.
5. Maintain the existing swings in their location and enhance the area with additional playground activities over time.
6. Enhance the Ship Cove picnic platform to respond to its presence on the shore by establishing a clearer entrance, repairing the concrete as needed and integrating native plants.
7. Enhance the intersection at Goddard/Keyes/Beach. Clean up the area, remove the barricade, and create a clear intersection with an interpretive kiosk for historic panels, signage, and wayfinding. Consider the use of technology including QR codes at this kiosk.
8. Improve the screening of the portable toilets. See recommendation #68 in General Recommendations section of the report on page 53 for additional information.

Chapel Hill Preserve

9. Manage the invasive species in Chapel Hill Preserve (CHP).
10. Expose and Celebrate Natural and Cultural features in CHP: Maintain and expose historic features including walls, stairs, and structures.

Goddard Mansion

11. Revitalization of Goddard Mansion
 - a. Engage a structural engineer to determine the extent of repairs to salvage at least the façade of the Mansion to create a concept similar to Bermuda's "Unfinished Church". Remove the existing fence & signs. Remove portions of the back and side walls as needed based on structural and financial viability and re-purpose the salvaged materials to provide an area for viewing, and interaction "within" the Mansion.

NORTH SECTION RECOMMENDATIONS

- b. Develop an overlook at the backside of Goddard Mansion-grade behind the façade to create a picnic area and use salvaged debris for seating and slope stabilization.
- c. Reduce the impervious surface at Mansion-Eliminate excessive asphalt paving at the Mansion and replace with lawn and landscapes reflective of the Mansion's glory days.
- d. Add vegetated buffer along property line.
- e. Plant slope and possibly add steps on the back side of Mansion creating a beautiful sweeping lawn area.

Battery Keyes

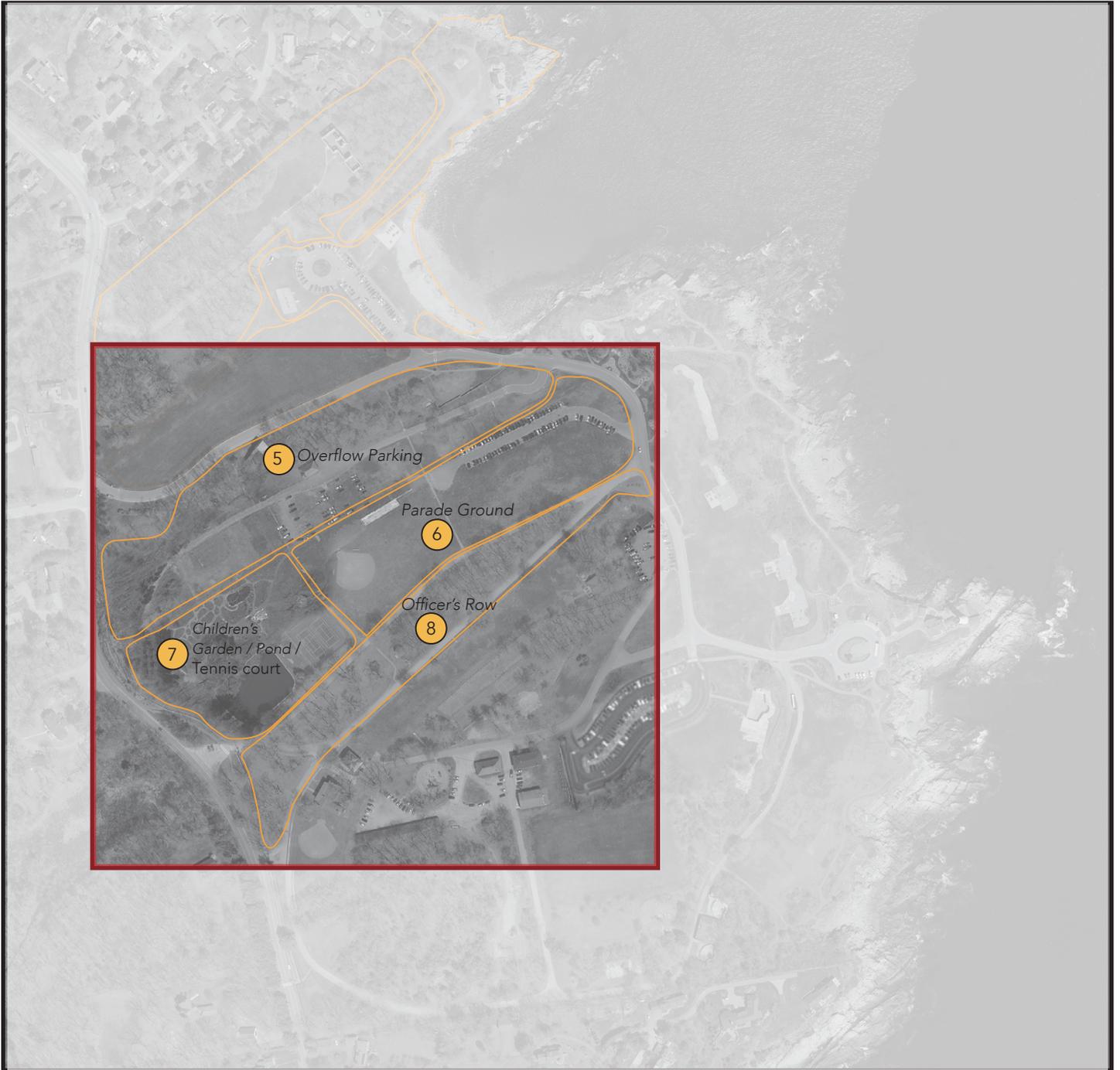
12. Repair and Preserve Battery Keyes:

- a. Replace the crumbling steps with new steps and add handrails to provide safe access to the top of the battery.
- b. Consult a Structural Engineer to secure portions of the battery to provide limited access to the parts of the battery that remain safe. Restrict access to all unsafe portions with the use of high-quality fencing.
- c. Reduce the width of the road leading to the battery to a wide (plowable) walking path. Add seating opportunities along this approach to the battery, and remove excessive pavement in front of the battery to establish an open space.
- d. Incorporate an overlook.
- e. Reduce impervious surface and establish open space at Battery Keyes.

Shoreline

- 13. Replace invasive plants with native plantings and replant the shoreline.
- 14. Provide safe access to the rocky shoreline, through the use of boulders/stairs/plantings , as appropriate. Research liability issues with Town Attorney.

MID-PLATEAU SECTION OF PARK



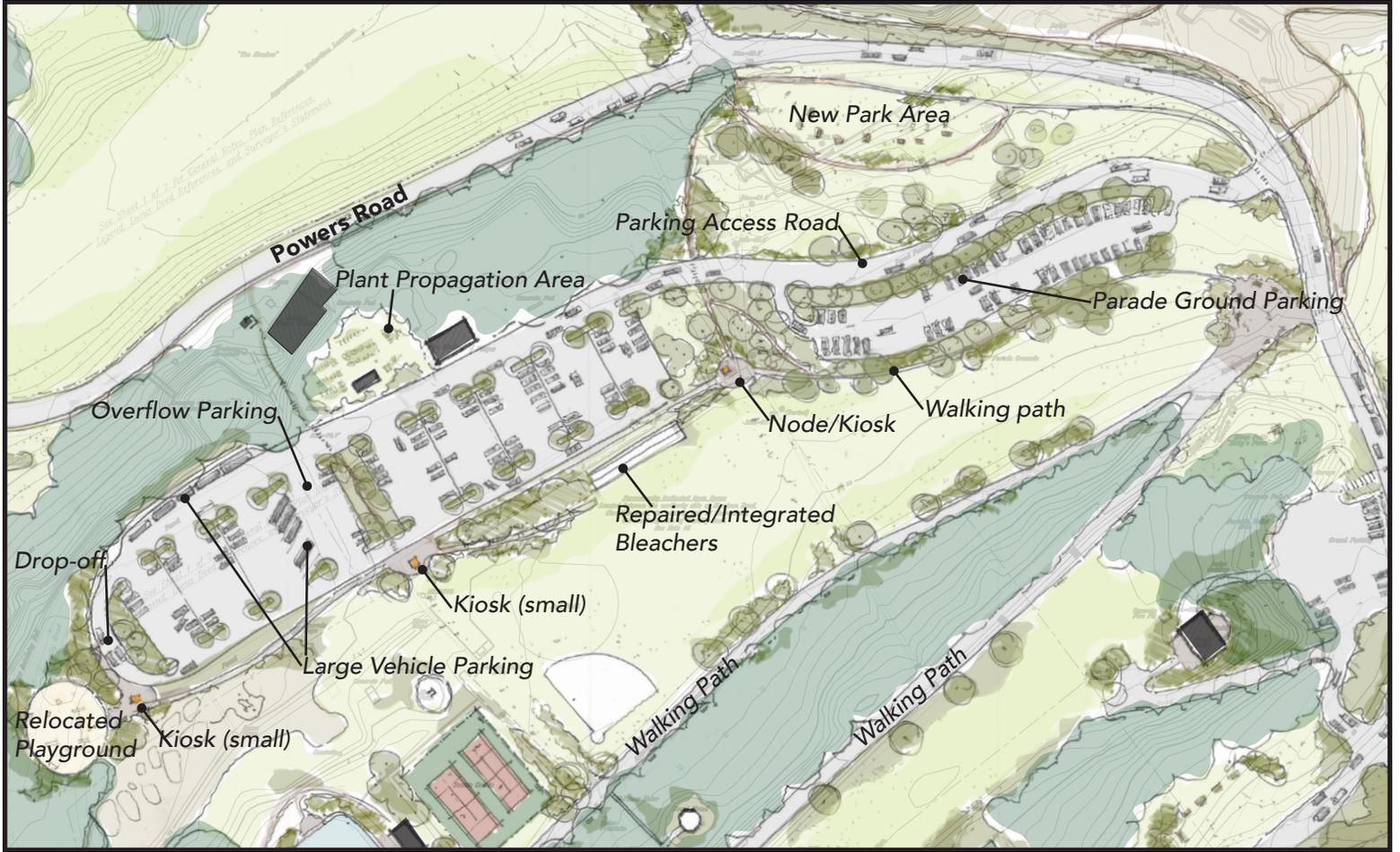
MID-PLATEAU SECTION



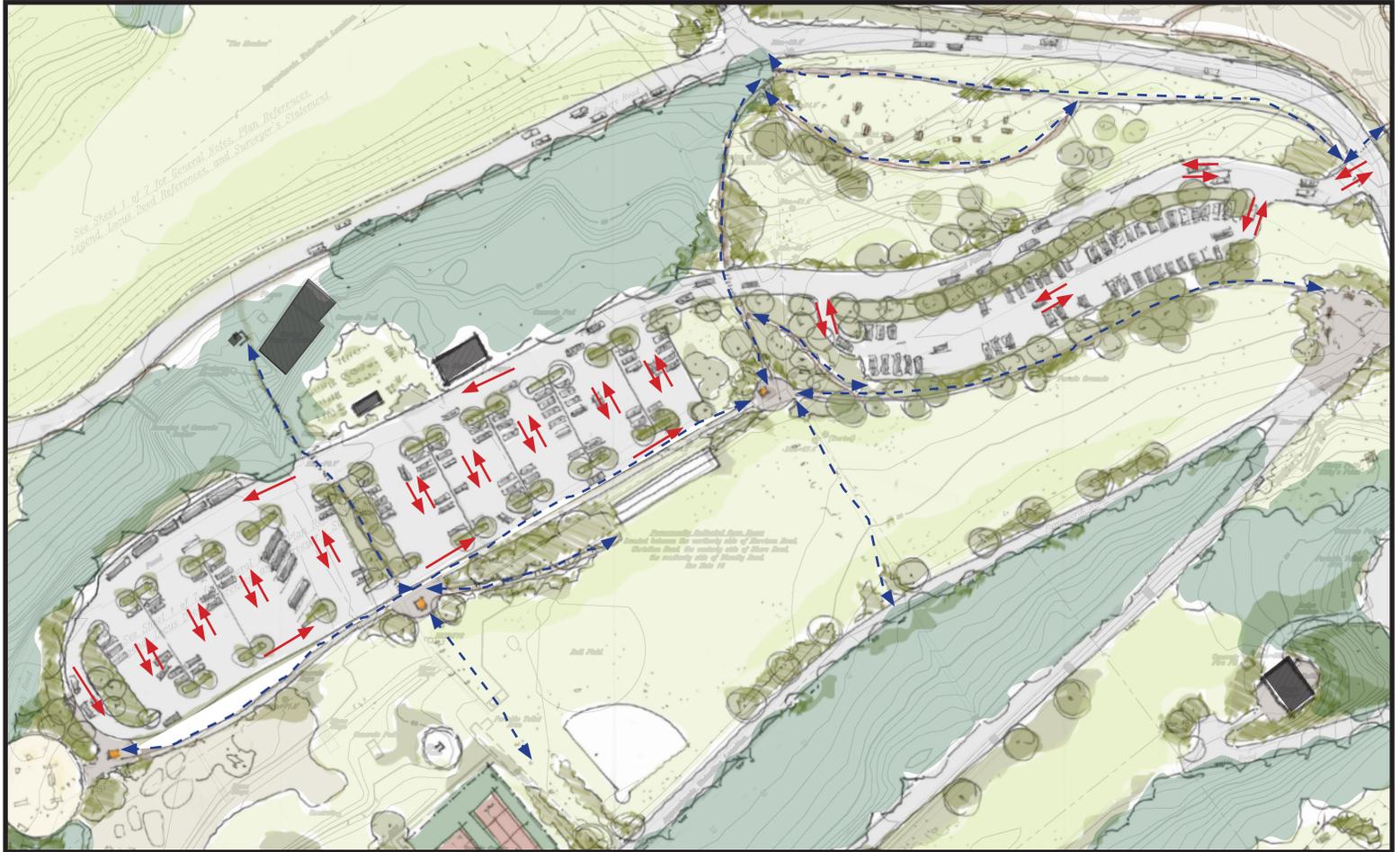
Legend

- High Level of Probable Investment ●
- Medium Level of Probable Investment ●
- Low Level of Probable Investment ●
- See Powers Road Recommendation ●

New Parade Ground / Overflow Parking Plan



Parade Ground / Overflow Circulation



Pond Area Plan



MID-PLATEAU RECOMMENDATIONS

Overflow/Parade Ground Parking:

15. Develop Enhanced Parking/Traffic Flow for Parade Ground & Overflow Parking:

- a. Re-engineer the layout and develop new circulation patterns for entry and exit from the parade ground and overflow parking lot, as well as, north-south access across this section of the Park.
- b. Develop an enhanced parking lot in the area that is currently overflow parking. Consider the use of asphalt or creative sustainable/permeable paving options. Parking lot to include plantings, ADA access, and parking for oversize vehicles such as RVs, buses and campers. Considerations should be taken to develop free vs. paid parking areas.
- c. Eliminate road beyond overflow parking area and integrate into new circulation pattern

16. Establish N-S circulation through the parking areas to connect across fields, without the use of additional paved paths.

17. Establish Node/Insert Smaller Kiosks - Establish a node with an interpretive kiosk for historic panels, signage and wayfinding. Consider the use of technology including QR codes at this kiosk. Incorporate the use of smaller kiosks/panels for wayfinding.

18. Develop a new park area from the space acquired through the readjustment of the parking areas. Keep stone walls if adjustments to Powers Road allows.

Parade Ground

19. Parade Ground Bleachers: Repair or replace the existing bleachers to provide a safe and stable bleacher area. Integrate the bleachers into the site by adding plants (trees and shrubs) between the parking area and bleachers. Establish an ADA accessible access from the parking area to the bleachers.

20. Develop Walking Promenades - Establish the existing road that runs along the south side of the parade ground as a walking promenade. Provide seating nodes with trees and planting pods. Add water and electrical infrastructure along this new promenade. Create a walking path along the south side of the Overflow/Parade Ground Parking.

21. Enhance quality of the Parade Ground lawn through selective repairs.

MID-PLATEAU RECOMMENDATIONS

Ball Field

22. Make a slight adjustment in the orientation of the existing ball field and related facilities. Enhance the ball field and amenities.
23. Establish a new space at the terminus of the parade ground to provide for a small picnic and gathering area. Consider a kiosk/panel for wayfinding in this area.

Pond

24. Upgrade the existing Pond area:

- a. Hire a pond consultant to evaluate and repair the pond's environment, pumps and surrounding walls.
- b. Add native plant material around the edges of the pond.
- c. Consider a new pavilion type shelter that can serve as a warming hut for winter skating and an outdoor gathering space/classroom in the warmer months. Evaluate the options for the appropriate location of this pavilion.

Children's Garden

25. Maintain Children's Garden: The Children's Garden is a major park asset and needs to continue to be maintained with the support of Friends of FWP. The Town should consider financial support to continue to assist the Friends of FWP's efforts.
26. Relocate the existing playground near the Town's maintenance buildings to the North side of the Children's Garden to support the play activity in that area.
27. Consider a new area for propagation of native plants on site/educational opportunities.

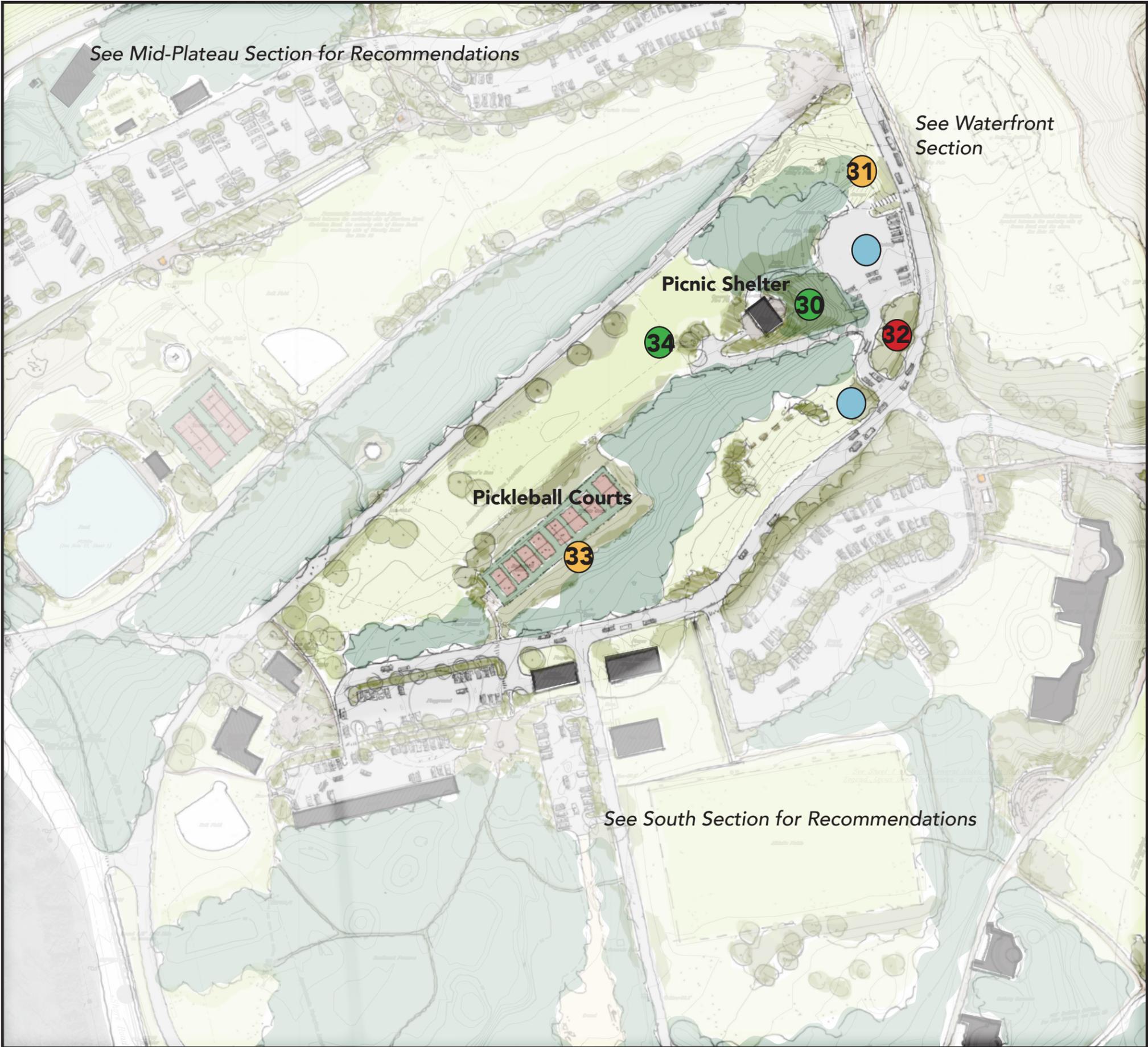
Officer's ROW Preserve

28. Add Trees to Officers Row Preserve : Introduce new native tree and shrub species throughout the area (as per report by Mike Duddy, 2016) to establish the next generation of tree growth. Keep mowing practices as established.
29. Add Plantings at Band Stand. Add native plant material around base of band shelter to better integrate the structure into the landscape. Leave the decorative downlighting but remove the flood lights at the band shelter.

CENTRAL SECTION OF PARK



CENTRAL SECTION



Legend

- High Level of Probable Investment ●
- Medium Level of Probable Investment ●
- Low Level of Probable Investment ●
- See Powers Road Recommendation ●

CENTRAL SECTION RECOMMENDATIONS

Picnic Shelter and Parking Lot

30. Enhance Picnic Shelter Area (Buildings and Landscape) : Repair and refresh building, add native plant material around the Picnic Shelter and on the edges of the access path leading up to the shelter to enhance and integrate it into the landscape.
31. Remove the Brick Storage Building from Picnic Shelter Parking Lot: Remove the shed and relocate the contents. Improve parking area with additional EV charging stations.
32. Per Recommendation #1 , circulation pattern at Picnic Shelter/Parking (see REC #1) may change.

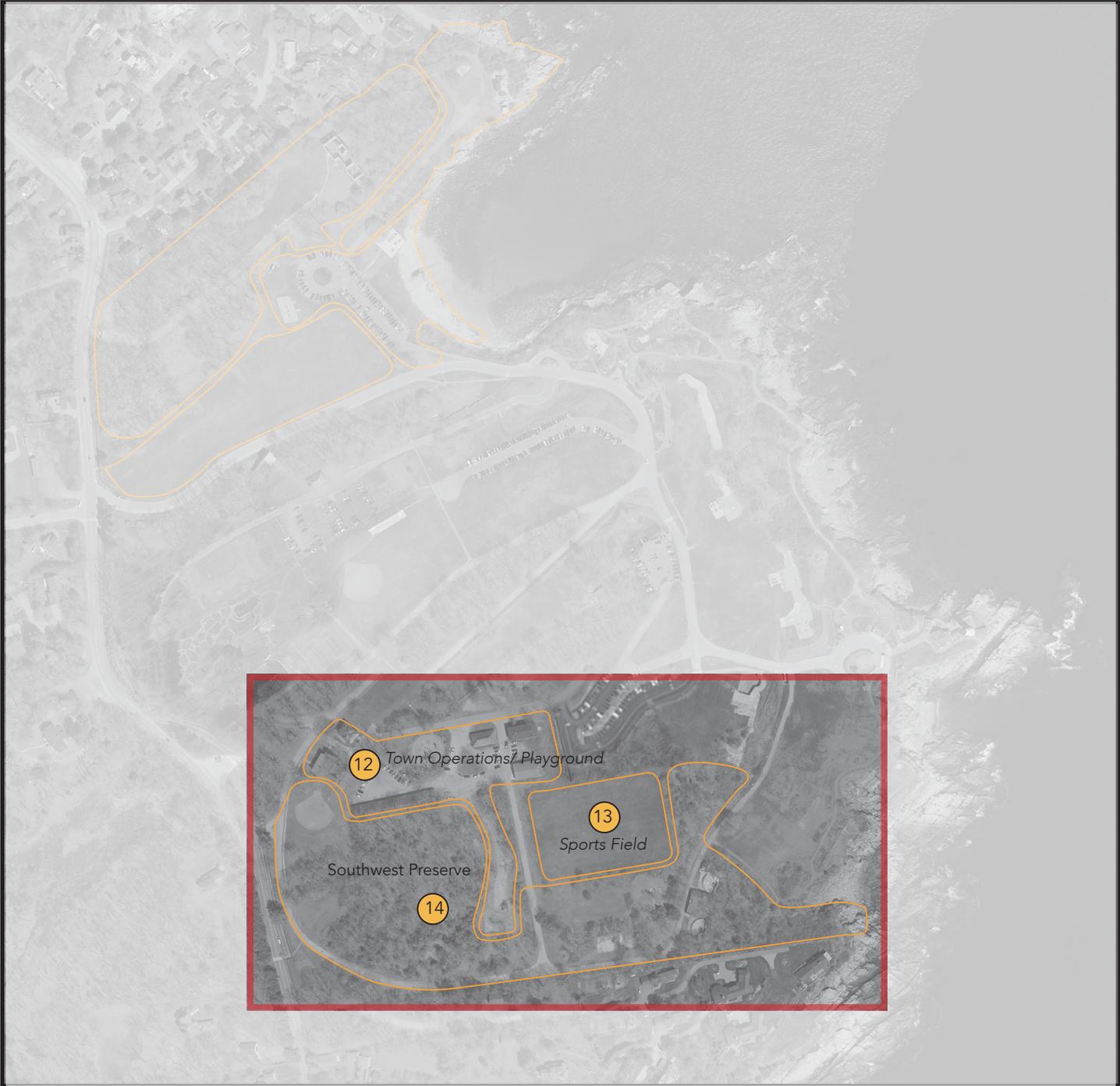
Pickleball Courts

33. Increase pickleball courts to 6 with a North-South orientation and add seating as funds may allow in the future.

Paths

34. Add N-S Paths/Circulation: Add signs and paths as needed.

SOUTH SECTION OF PARK



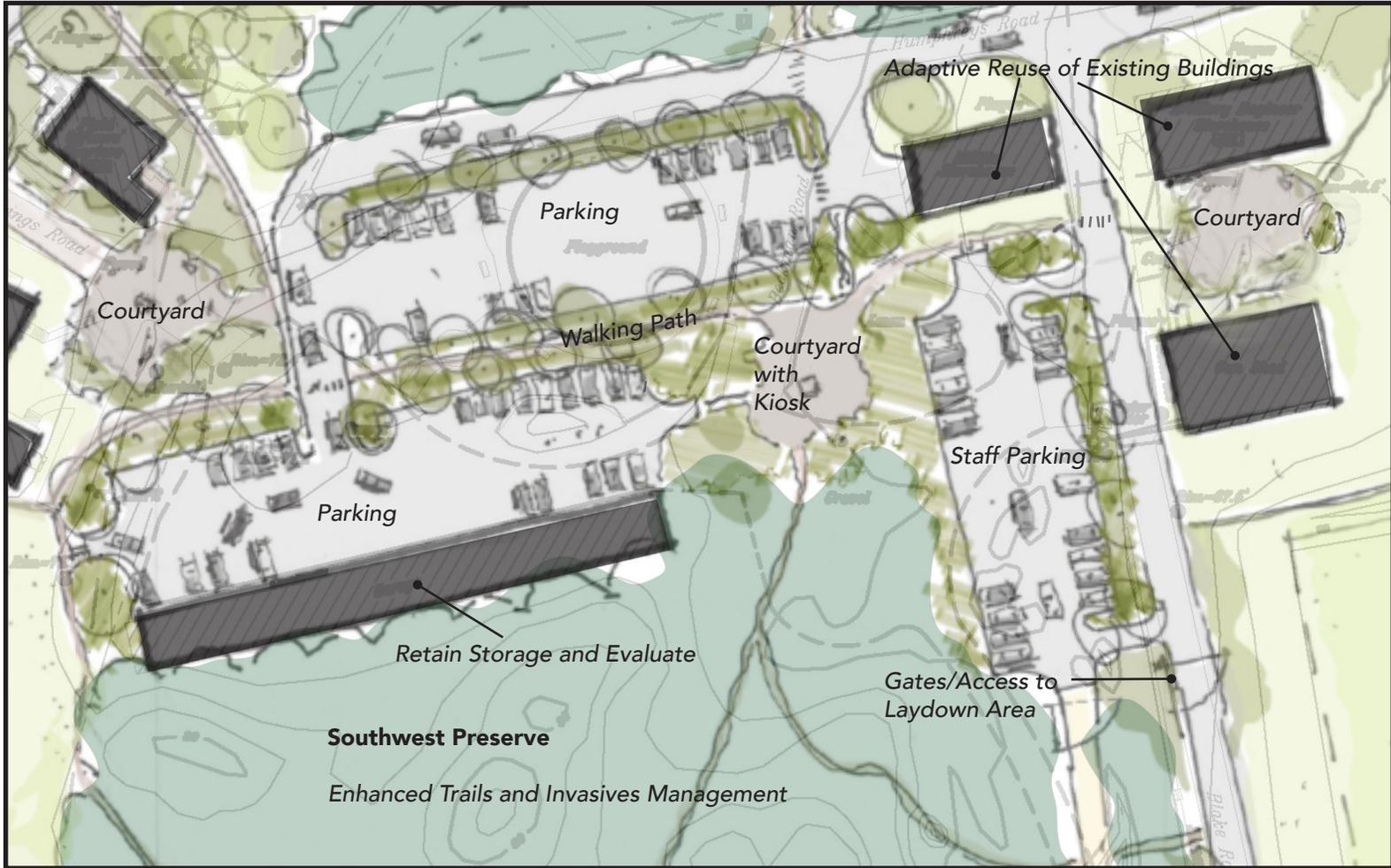
SOUTH SECTION



Legend

- High Level of Probable Investment ●
- Medium Level of Probable Investment ●
- Low Level of Probable Investment ●
- See Powers Road Recommendation ●

Cape Elizabeth Community Campus Plan



SOUTH SECTION RECOMMENDATIONS

Cape Community Campus

35. Develop a Long-Term Plan for a potential Cape Community Campus leveraging Officer's Row :
 - a. Leverage the existing buildings and re-purpose for use by community organizations. Consider opportunities for education, and activities for Cape Elizabeth residents.
 - b. Re-organize and develop parking lots establishing a more efficient parking and circulation pattern. Consider sustainable paving alternatives, spaces for staff and free parking, and EV charging stations.
 - c. Develop connecting green spaces and gathering areas.
 - d. Develop a system of pedestrian access and circulation.
36. Remove and Relocate Playground to Children's Garden per Recommendation #28.
37. Consider an informational node/kiosk within the Campus as both an organizing site element and to display Park information and maps.
38. Get Feedback from Public Works to consider the removal of Garage Row over time.
39. Get Feedback from Public Works for removal/better/consolidated/hidden approaches for both laydown areas. Consider a gated approach/access to laydown area.

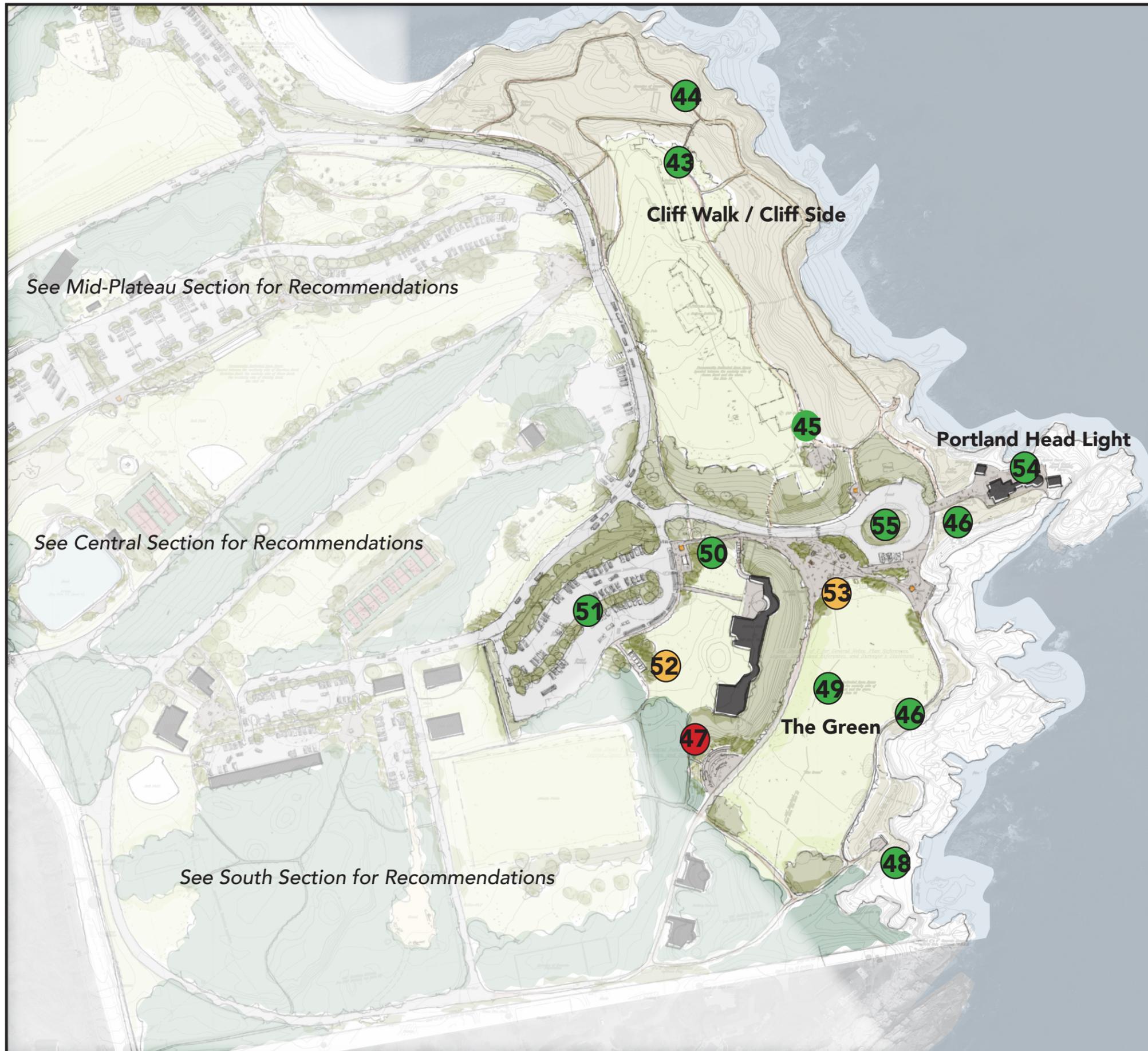
Southwest Preserve

40. Manage and maintain the Southwest Preserve: Add The Southwest Preserve to target list for invasive management aligned with future trail system.
 - a. Remove non-native species from Southwest Preserve.
 - b. Establish a trail system with seating pods throughout The Preserve.
41. Add Planting Buffer between Harrison Road and Delano Park to limit visibility from the park into neighboring yards.
42. Establish a picnic area at the end of the existing multi-use sports field, with the potential to grow into a more permanent shelter over time.

WATERFRONT SECTION OF PARK



WATERFRONT SECTION



Legend

- High Level of Probable Investment ●
- Medium Level of Probable Investment ●
- Low Level of Probable Investment ●
- See Powers Road Recommendation ●

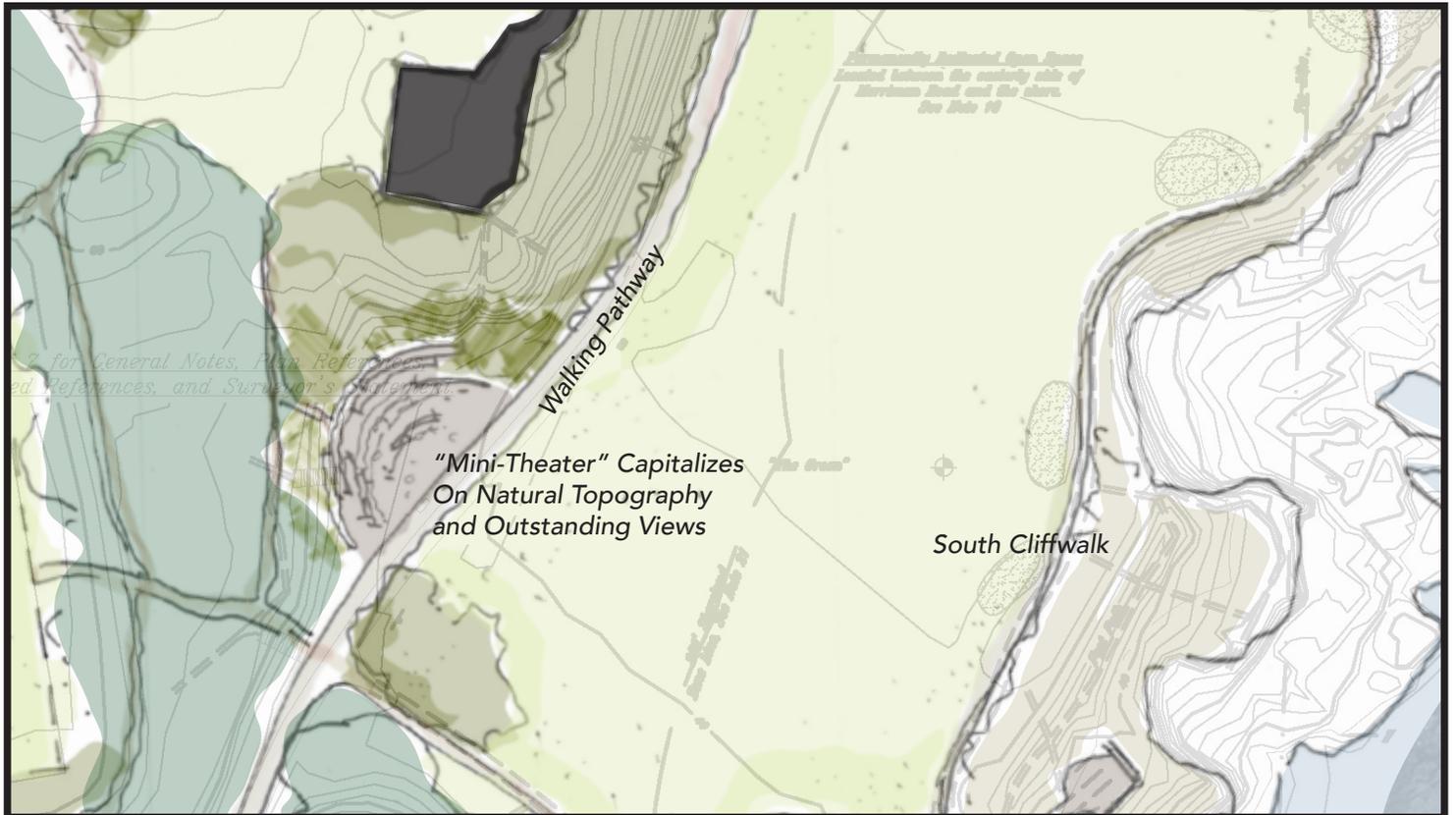
Cliff Walk / Waterfront



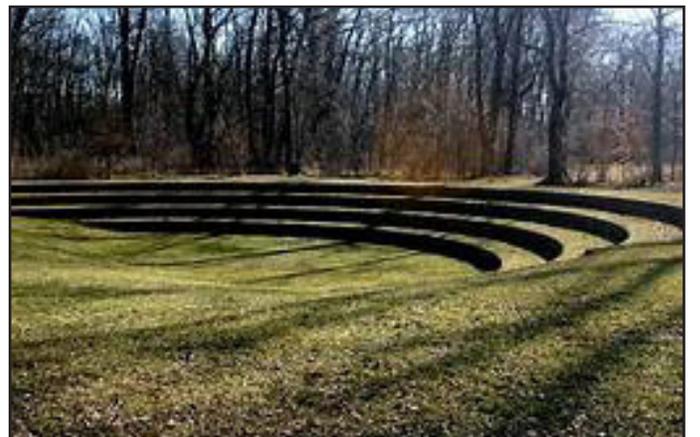
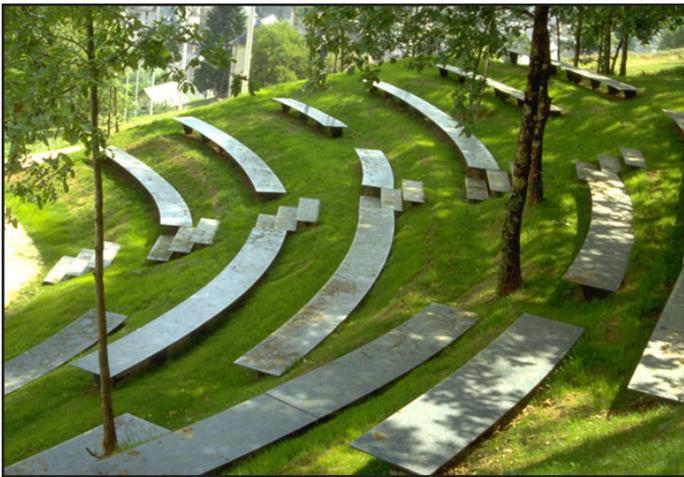
Strengthening the Connections Between Central Parking and Portland Head Light



"Mini-Theater"



"Mini-Theater" Precedent Images



WATERFRONT RECOMMENDATIONS

Cliff Walk/Cliff Side

43. Extend Cliff Walk at Batteries Hobart/Williams: Extend the upper Cliff Side walk. Add native plant species in place of lawn along the Cliff Side.
44. Reset Benches along Cliff Walk in a cost-effective way.
45. Establish an overlook on the back side of Battery DeHart to capture the amazing views from this location. Remove concrete, repair sink-hole, and develop an enhanced set of stone stairs from the current CSC/vendor site.
46. Connect the Northern and Southern Section of Cliff Walk and enhance with Kiosk:
 - a. Establish a strong entrance to the existing Cliff Walk.
 - b. Add an Information kiosk/panel at the trail entrance.
 - c. Establish a southern section of the Cliff Walk, South of the Portland Head Light through The Green.

The Green

47. Develop a "mini-theater" on a bowl-shaped piece of topography between Batteries Blair and Garesche.
48. Develop an Overlook at the Former Shooting Range (Berm): Reshape the man-made (shooting range) berm to create safer and prettier area with re-established views.
49. Enhance the quality of The Green lawn through selective repairs.

Central Parking Lot

50. Enhance the architecture of the Greeter's Shed, through painting or other amenities at the terminus of Central Parking and add a kiosk as both as an organizing site element and to display Park information and maps.
51. Add and enhance plantings at The Central Parking Lot to soften the view, reduce heat and provide screening.
52. Improve the screening of the portable toilets. See recommendation #68 in General Recommendations section of the report on page 53 for additional information.

WATERFRONT RECOMMENDATIONS

Portland Head Light

53. Establish a New Park Hub with Promenade for Vendors, Artists and Park Functions:
 - a. Relocate the vendor area to this new hub/plaza that includes historic interpretation opportunities, gift shop and vendors, interpretation kiosks, and seating opportunities.
54.
 - a. Develop a wide walking promenade from both the Central Parking lot and Portland Head Light to this new hub.
 - b. Improve the stairs and umbrella/landing pad from CSC/vendor area up to Flagpole Hill.
 - c. Consider use of PHL Building for something more elegant than storage. Gift Shop?
55. Updates at Captain Strout Circle
 - a. Add native plants to Captian Strout Circle.
 - b. Consider (plowable) alternative to pavement at Captian Strout Circle.
 - c. Consider restricting trollies from CSC/Portland Head Light.

07 General Recommendations



GENERAL RECOMMENDATIONS

Survey Documentation

56. Update site survey and add to Town GIS.
57. Document above ground and below ground utilities.
58. Establish comprehensive digital documentation and archive all plans, reports, documents

Erosion/Safety/Shore Access

59. Establish a comprehensive erosion control plan.
 - a. Regrade, replant, and add obstacles to controll access to unsafe areas with an initial focus on eliminating problem areas of erosion (Cliff Walk, Batteries, under fence near fisherman’s gate, etc).
 - b. Place fencing and signage in high traffic areas to control access and allow plant growth.
60. Develop policy with Town’s legal counsel to assess liability surrounding shore/cliff access (See Rec #14)

Utiliites

61. Provide sewer, water main and electrical upgrades throughout the park.
62. Continue work to eliminate overboard discharge at PHL/Evaluate feasibility of low pressure sewer system.
63. Consult with a communication consultant to determine a long-term strategy to improve cellular reception in the Park.

Amenities

64. Begin adding bike racks as needed in central locations throughout the park.
65. Add EV charging stations at primary parking areas throughout the park
66. Consider migration of staff vehicles to EV over time.
67. Unify signage and graphic standards
68. Consider better screening and higher quality materials for enclosing the existing portable toilets. Use trees, shrubs, groundcovers, and vines to better screen and integrate the portable toilets into their park context. For the Central Parking grouping of portable toilets, consider breaking the larger grouping of them into two “pods.” Extend the enclosure above the toilets.



Existing Conditions at Central Parking



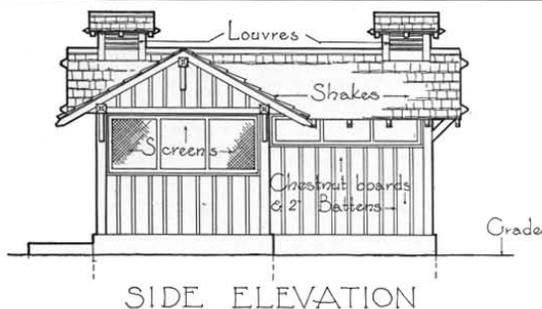
After screening



Example of taller portable toilet enclosure using higher quality materials and detailing.

As an alternative to portable toilets, consider investing in a more substantial restroom facility that would still not require an on-site septic field. Facilities such as this are often used by the National Park Service, Forest Service, and Bureau of Land Management in remote locations. "Buildings" such as these feature multiple toilets within them and, as the section drawing below indicates, have a shared vault with an access manhole for pumping. A study of the investment and operating/maintenance costs of this option should be conducted to consider its viability for Fort Williams Park.

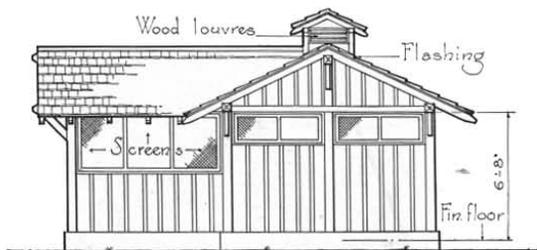
COMFORT STATIONS and PRIVIES • Plate R-3



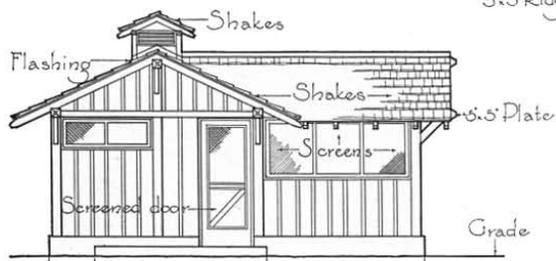
SIDE ELEVATION



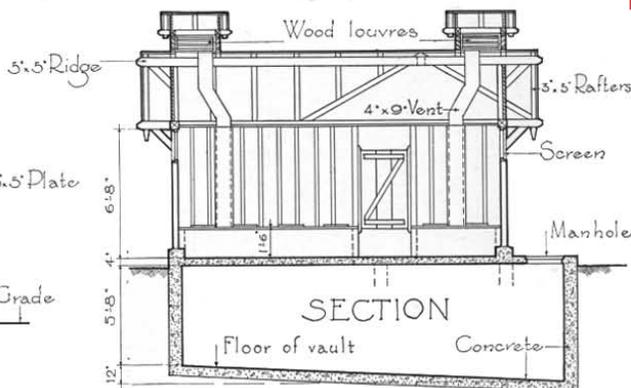
Privy - - Virginia Kendall State Park - - Ohio.
 Privy that is well-lighted, well-ventilated, and definitely suited to a woodland setting without straining at too primitive 'nativeness'. Men's and women's units are closely similar, except as to plan arrangement. The not inconspicuous ventilators jauntily straddling roof-comb may provoke argument.



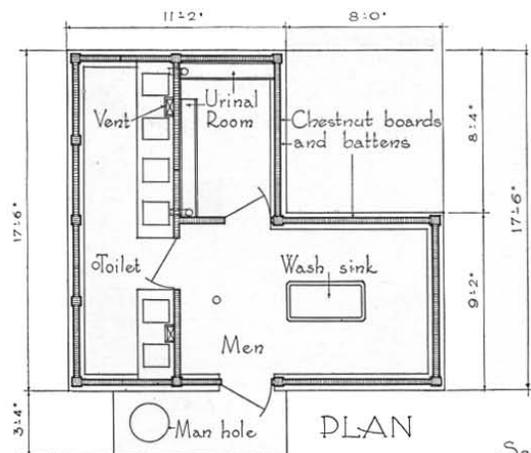
REAR ELEVATION



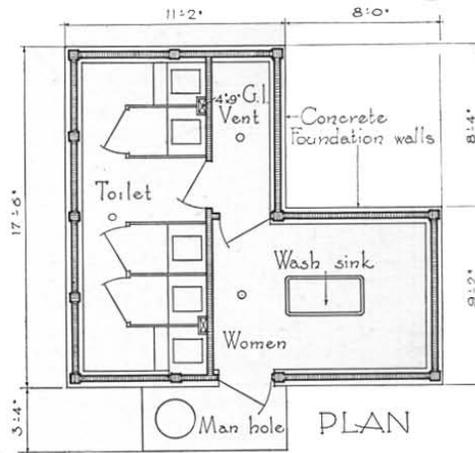
FRONT ELEVATION



SECTION



PLAN



PLAN

Scale 3/4" = 1'-0"

GENERAL RECOMMENDATIONS

Dedicated Open Space

69. Formally evaluate establishing the entire park as dedicated open space by permanently preserving 100% of the park with a conservation easement.

Sustainability/Sea Level Rise

70. Follow recommendations in “Maine Won’t Wait” Climate Action Plan for managing & planning for sea level rise, determining what this means for FWP.

Park Governance/Management/Funding

71. Assess the effectiveness & efficiencies of Park’s current management strategy involving multiple organizations.

72. Evaluate the funding sources for FWP, including re-evaluation of the fee structures for bus, trolley, picnic shelter, events, etc.

73. Develop a strategy to establish a long-term endowment for the maintenance and upkeep of the park.

74. Consider the limitation of long-term excessive growth of FWP traffic.

75. Enhance and enforce Dog Area Policies.

76. Enhance and enforce “Carry In, Carry out” trash policy.

Phasing/Implementation

77. Develop a phasing strategy to prioritize project implementation. Consider phasing by priority, by area, or by cost , or in some combination of these parameters.

78. Review the draft architectural recommendations for guidance on additional future consideration for the batteries, as appropriate.

Appendix FWPC Recommendations Ranking Spreadsheet

Draft Architectural Recommendations

Fort Williams Park 2021 Master Plan Update

Red > \$1M
 Orange > \$100K
 Green < \$100K



2021 MASTER PLAN GOALS

1. **Community:** Prioritize and enhance the Park for the year-round enjoyment of all local residents.
2. **Access:** Advance safe access, circulation and easy way-finding for all Park Visitors.
3. **Resources:** Preserve, protect, promote, and enhance the Park's natural, scenic and historic resources.
 Future: Establish a long-term sustainability plan to maintain the quality of the Park.

Ranking Concept:

- 1 Should Prioritize and Act Soon
- 2 Would Like to Make Happen
- 3 Not Necessary Yet but Could Be Helpful
- 4 Will Not Support Recommending to CETC

North Section Recommendations	Cost	Final Ranking	Meeting Conclusion
1. Reengineer entire Powers Road for safety and logical flow.			
1a. Provide better horizontal and vertical alignment to increase vehicle safety		1	Reengineer Powers Rd from the Main Entrance to Central Parking. Focus on vehicles, pedestrians and bikes with emphasis on safety and traffic calming.
1b. Provide separation of sidewalk from Powers Rd. throughout FWP.			
1c. Engineer logical circulation at Central Parking for cars, buses, MA, and safety vehicles.			
1d. Consider new entry point for Picnic Shelter Parking near Flag Pole Hill			
1e. Consider seasonal ability to limit or close Captain Strout Circle to vehicles as needed			
2. Enhance FWP Main Entrance		3	Enhance entrance by adding native plants at the main gate & sign. Do not remove existing plants, distract traffic with over planting, or increase CEPW MA tasks.
3. Enhance quality of the Meadow lawn through selective repairs.		2	Fill in holes, enhance gradients, and selectively add loam over imbedded concrete structures and ledge
Enhance Ship Cove Area		N/A	
4. Establish an improved water front space - plantings, lawn improvements, boundaries, etc.		1	Improve and extend Ship Cove lawn, delineate beach/lawn interface, relocate grilles, add granite
5. Maintain Swings and enhance with additional playground activities over time		2	Keep swings, no Community Center - N/A based on no Community Hub, enhance swings etc
6. Enhance Ship Cove Picnic Platform		2	Add plants around platform, fix broken concrete, establish entrance, etc
7. Enhance intersection at Goddard/Keys/Beach with paths and historic kiosk (QR Codes?)		2	Clean up area, delineate lawn/path/road interface, add kiosk and remove police barcade
8. Improve screening of Porta Potties.		2	
9. Manage Invasive species in Chapel Hill Preserve (CHP)		2	Continue removing invasives, replace with natives and maintain all the neighborhood buffers
10. Expose and Celebrate Natural and Cultural features in CHP - Promenade to Goddard?		3	Maintain and expose historic features including walls, stairs, and structures
Revitalize Goddard Mansion			
11a. Revitalize Goddard Mansion - salvage front and arches, create "Unfinished Bermuda Church" concept		2	Bermuda church option: salvage spirti/façade, make it safe, fun and establish good views & seating. Remove fence & signs
11b. Develop an overlook at backside of Mansion		2	Bermuda church option: salvage spirti/façade, make it safe, fun and establish good views & seating. Remove fence & signs
11c. Reduce impervious surface west of Mansion		2	Bermuda church option: grade behind façade for picnic area and use debris for seating and slope stabilization. Salvage granite slabs and arches
11d. Add vegetated buffer along property line (see 17)		2	Bermuda church Option: replace pavement in front of mansion with lawn and landscapes reflective of glory days
11e. Plant slope and add steps on back side of Mansion to Battery Keys		2	Remove invasives, replace with natives and maintain all the neighborhood buffers
Repair and Preserve Battery Keys			
12a. Repair steps and add handrails		2	Bermuda church plan; Plant slope with native ground covers to stabilize hill, add paths to Battery Keys
12b. Hire engineer to secure safe portions of battery and restrict dangerous areas		2	Preserve Battery Keys as appropriate, enhance safety, reduce fencing - Use structural/landscape engineer, incorporate overlook
12c. Create walking promenade at Battery Keye access road		2	Preserve Battery Keys as appropriate, enhance safety, reduce fencing - Use structural/landscape engineer, incorporate overlook
12d. Incorporate an overlook at Battery Keys		2	Preserve Battery Keys as appropriate, enhance safety, reduce fencing - Use structural/landscape engineer, incorporate overlook
12e. Reduce impervious surface west of Battery Keys and enhance open space			
13. Remove invasives/ Re-plant Shoreline		2	Preserve Battery Keys as appropriate, enhance safety, reduce fencing - Use structural/landscape engineer, incorporate overlook
14. Provide safe rocky shore access (stairs, plantings, boulders...not signs and fences)		2	Check w Town Attorney and use Acadia as a model. Add safer "pool gate latches" on existing gates. Make shore access safe by including stairs, railings, etc
Mid Plateau Section Recommendations	Cost		
Develop Enhanced Parking/Traffic for Parade Grounds & Overflow Parking		1	Reengineer Parade/Overflow parking/traffic flow for ADA, pedestrians, cars and oversize veh. w/out losing spaces. Surface options? Winter Closure? Free/Fee? One Way?
15a. Develop logical and safe circulation pattern for vehicles and pedestrians throughout zone			
15b. Enhance parking lot with considerations for oversize, ADA and free/fee zones			
15c. Eliminate pavement west of existing overflow parking in Tree Succession area.			
16. Establish N-S Circulation (Pavement not needed?)		2	This will become part of the design for #30 (surface options other than pavement? Do not compromise lawn)
17. Establish Node/ Kiosk		2	Explore use of QR Codes for all historical, tour, donations, etc (Jon, Mark and Kathy)
18. Develop New Park Space in Traingle by Powers Road (keep stone walls)		2	Keep existing walls, explore future use during Powers Rd redesign
19. Repair or Replace Graduation Bleachers Addings Plants and ADA Access (historical)		1	Important historical site and strong graduation tradition. Enhance and Repair with ADA and shrubs.
20. Develop Walking Promenade (including refillable water stations)		2	Enhance promenade with benches, new bubbler and electricity as appropriate. Coordinate w bandstand.
21. Enhance quality of the Parade Ground lawn through selective repairs.		2	Fill in holes, enhance gradients, and selectively add loam over imbedded concrete structures and ledge
22. Resite and enhance Stadium ball field within FWP		2	Maintain a LL/Public ballfield within FWP. Resite for optimum use possibly to NW corner of Parade Grounds
23. Develop Park Space - Terminus of Parade Ground		3	Possibly a spot for a second vendor, but not preferred for permanent facility due to traffic. Potentially a safe crossing and pedestrian focal.
Repair Pond		1	
24a. Hire pond consultant to repair base, walls, pumps and filters			
24b. Add native plant material around pond			
24c. Consider open-air pavilion at pond as warming hut, open classroom, tennis shade, etc.			
Re-locate Tennis Court		3	Polarizing issue. Court co-location v. cost (\$250K), increased wind, PB noise, and need
25. Maintain Children's Garden (w funds from Town)		2	Future FoFW projects should have MA funding in element
26. Re-Locate Playground from Dirt Lot to Children's Garden		1	Natural compliment at new location up near Tree Succession/Berm
27. Consider new area for plant propagation within FWP - educational opportunity		2	
28. Add Trees to Officers Row Preserve - Do not establish a meadow or reduce mowing		2	Tree replacement project in process, needs attention. Do not reduce mowing.
29. Add Plantings at Band Stand to hidsupport slope and hide lattice. Remove floodlights.		2	To stabilize northern foundation/hill and hide southern lattice. (Turn off flood lights-JK2)
Central Section Recommendations	Cost		
30. Enhance Picnic Shelter Area (Buildings and Landscape)		2	Crisp up building, refresh paint, consolidate signage, repair stonework, and add plants
31. Remove the Brick Storage Building from Picnic Shelter Parking Lot and add EV stations.		2	Remove shed, relocate contents and improve parking area with EV charging stations
32. Possibly provide Picnic Shelter Parking thru spur off new Power Rd.		N/A	Develop safe, attractive, green circulation pattern from flagpole hill through PSP/CP/CSC/MA area as part of Power Rd Project
33. Increase Pickleball Courts to 6 with North-South orientation and add seating		3	As need and funding permits.
34. Add N-S Paths/ Circulation		2	Add signs and paths as needed "We are at Children's Garden...where is Playground, PHL?"
South Section Recommendations	Cost		
Cape Community Campus			
35. Create Long Term Plan for potential Cape Community Campus leveraging Officer's Row		1	As need develops. Leverage existing Officers Row buildings as Community Campus w edu/grow/historical aspects
35a. Leverage existing buildings for community education, activities and offices.			
35b. Establish more efficient traffic flow and parking lots (free/fee, staff, ADA, MA, EMT,			
35c. Develop connecting spaces and gathering areas			
35d. Develop pedestrian access and circulation			
36. Re-Locate Playground to Children's Garden		1	See 26
37. Establish a Node/ Informational Kiosk (possibly part of Pay and Display system)		2	Explore use of QR Codes for all historical, tour, donations, etc (Jon, Mark and Kathy)
38. Remove Storage Shed (Long Unattractive Officer's Garage)		3	Get Feedback from PW on better/consolidated/hidden approach for garages and both Laydown areas
39. Consolidate or Re-locate Laydown Areas		2	Get Feedback from PW on better/consolidated/hidden approach for garages and both Laydown areas
40. Enhance and Preserve Southwest Preserve			
40a. Remove Invasive Species throughout Southwest Preserve		2	Add SW preserve to target list for invasives management aligned with future trail system
40b. Add New Trails in SW Preserve w Seating Pods		2	Add SW preserve to target list for invasives management aligned with future trail system
41. Add Planting Buffer between Harrison Road and Delano Park		2	Limit visibility from FWP into neighboring yards
42. Add Picnic Shelter at East End of Multi-use Sports Field overlooking Ocean & Green		2	Trial-run as Picnic Area for post sporting events, then potential shelter as long as view was not blocked. Off Leash
Waterfront Section Recommendations	Cost		
43. Extend Cliff Walk at Batteries Hobart/Williams		2	
44. Reset bench grades at Cliff Walk		2	Fix cost effectively
45. Establish an Overlook at Battery DeHart (top of wooden stairs from CSC/vendor site)		2	Remove concrete and repair sink-hole, etc.
45a. Remove Concrete berms and pads		2	
45b. Repair sink hole east of Flag Pole		2	
45c. Replace broken wooden stairs with stone steps from CSC to Flag Pole Hill		1	
46. Connect Northern and Southern Section of Cliff Walk and enhance with Kiosk		2	Better through-path guidance, signage, materials and overall continuity
46a. Establish strong entrance to Cliff Walk		2	

Red > \$1M
 Orange > \$100K
 Green < \$100K



46b. Add signage at Cliff Walk trail entrances	2	
46c. Establish better Cliff Walk trail south of PHL		
47. Develop a "mini-theater" at south end of Battery Blaire in natural bowl-shaped area	2	Like the concept, great location south of wall, Sounds By The Sea?, electricity? Rental opportunity. Name?
48. Develop overlook at the former shooting range (The Berm). Reshape for safety & view.	1	Reshape man-made (shooting range) berm to create safer and prettier area with re-established views
49. Enhance quality of the lawn at The Green through selective repairs.	2	Fill in holes, enhance gradients, and selectively add loam over imbedded concrete structures and ledge
50. Enhance the Greeters' Shed, Kiosk and Terminus of Parking/Bus Area	2	Enhance Architecture, paint colors, seating and planting. Looks like Shed from Home Depot not FWP. Better wayfinding
51. Add and Enhance Planting at Central Parking Lot to soften the view, heat, exposure	2	All around the lot, not just (nor maybe not all) near expressive vendors. Arlington National Cemetery model?
52. Consider tank-based toilets w/ permanent structure at CP or improve aesthetics.	1	See #90
Portland Head Light		
53. Establish a New Park Hub with Promenade for Vendors, Artists and Park Functions	2	If so, need to re-engineer with concept for vehicle/ADA access. Electricity, Water, etc?
53a. Relocate Vendor Area to lawn under Battery Blaire		
54a. Develop a wide walking promenade between Central Parking and Portland Head Light		
54b. Improve the stairs from Captain Strout Circle to Flag Pole Hill		
54c. Consider use of PHL Building for something more elegant than storage: Gift Shop?	Yes	There is an opportunity to better utilize PHL but they are in rough shape. Tiny stairs.
55a. Reduce Staff Parking at Portland Head Light	2	They need a few spots, but maybe not all. 2 could be ok. There are also vendors/AC/USCG that use spots.
55b. Add Native Plants at Captain Strout Circle	2	Could look so much better without big spend. More native plants, less invasives. Why white stone?
55c. Consider (plowable) alternative to pavement at Captain Strout Circle		
55d. Consider Restrict Trolleys from CSC/Portland Head Light during peak days (Seasonal?)	3	They are big gift shop buyers. (CC. Trolley/Vans work well in CSC, No room in Central Parking). Polarizing issue
General Recommendations		
	Cost	
56. Update survey and add to Town GIS	2	As appropriate
57. Document above ground and below ground utilities	2	As appropriate
58. Establish comprehensive digital documentation and archive all plans, reports, documents	2	Already started by Public Works
59. Establish comprehensive erosion control plan	2	Focus on and eliminate problem areas of erosion (Cliffwalk, Batteries, under fence near fisherman's gate, etc)
59a. Regrade, replant and add obstacles to control access to unsafe and erosive areas	2	Focus on and eliminate problem areas of erosion (Cliffwalk, Batteries, under fence near fisherman's gate, etc)
59b. Place fencing and signage in high traffic areas to control access and allow plant growth	2	Issue at Battery Keyes and elsewhere
60. Develop policy with Town's legal counsel to assess liability surrounding shore/cliff access (#29)	2	Check w Town Attorney and use Acadia as a model. Add safer "pool gate latches" on existing gates. Make shore access safe by including stairs, railings, etc
61. Provide sewer, water main and electrical upgrades throughout the park	3	Do as needed with some long term planning
62. Eliminate overboard discharge at PHL/ Evaluate feasibility of low pressure sewer system	2	CEPW is addressing
63. Consult with comms. consultant to determine strategy to improve cellular reception	2	Needs to be addressed for Safety (911), Pay & Display comms and QR Codes
64. Add bike storage/racks throughout the park	1	Add a couple welcoming bike racks in obvious places.
65. Add EV charging stations at primary parking areas throughout the park	3	State funding at major lots with guest paying fees?
66. Migrate staff vehicles to EV over time to reduce pollution and noise	Yes	Environment, noise, etc. (John Deere on hold). Concern on EV v diesel engine
67. Unify signage and graphic standards	2	...and clean up, straighten, and level signs. Continue with sign enhancement program and tune w QR Codes.
68. Upgrade fencing/screening around all portable toilets	1	Porta Potty solution will remain intact into foreseeable future. Make them as nice as possible. Contract in 2022.
69. Establish the entire park as dedicated open space through possible conservation easement	2	Need clarification of what the pros and cons of this are, and what the history is for FWP.
70. Follow recommendations in "Maine Won't Wait" Climate Action Plan for managing & planning for	2	Need more info on what this means for FWP.
71. Assess the effectiveness & efficiencies of Park's current management strategy involving multiple or	2	Important, but We (FWPC) need guidance and not sure where to get that from. Is there a better way?
72. Evaluate the funding sources for FWP including all fees and fee schedules	1	
73. Develop a strategy to establish a long-term endowment for the maintenance and upkeep of the p	1	We should start setting aside \$X in perpetuity to start endowment. Review w/ CE Town Manager
Additional Ideas From FWPC Members:		
74. Ponder limiting long term excessive growth of FWP traffic	Yes	Limit # of large events, increase fees on non-CE fees (wedding/parking/etc)
75. Enhance and enforce existing Dog Area Policies		
76. Enhance and enforce "Carry in - Carry Out" trash policy		
77. Develop a phased approach for long term FWP project prioritization		
78. Give thought to prioritizing the batteries: Which batteries to maintain, which to remove	Yes	We cannot afford to maintain them all. Let's pick a few to maintain
Deselected Items		
2. Extend Chapel Hill Preserve	4	N/A - deselected.
4. Provide N-S access across Power's Road	4	N/A - deselected. Start south of Powers Road, not across Powers Rd for safety
5. Provide plant pockets along Power's Road	4	N/A - deselected. Do not compromise sledding hill, obstruct view or distract drivers.
8. Provide circulation through the Meadow	4	N/A - deselected.
14. Provide a clear pedestrian circulation system (See 13)	green	N/A
15. Add a New Community Focused Facility (Building/ Site/ Landscape) in The Meadow	4	Not winterized, not new...at some point if we have need and funds. Skating, hub, edu, existing buildings, pond
18. Enhance Chapel Hill Road (no vehicle access, no new entrance)	4	
20. Improve sight lines at Chapel Hill Road/ Shore Road Intersection	4	N/A - deselected.
30b. Remove Existing Road to Overflow Area and Renaturalize (Reengineer for one or 2 way)	4	Need to retain and improve access. Possibly one way. See #30.
31. Establish Green Corridor/ Circulation (northside v. southside)	N/A	This will become part of the design for #30
35b. Remove Bleachers and (potentially) Relocate Graduation to Mini-theatre at The Green	4	
37b. Relocate Softball Field to another town facility outside FWP, reclaim and reseed lawn	4	Long term option but issues with colocation with Plaistead and cost of new facility at \$200K.
47a. Add Fill at Picnic Shelter Parking Lot to raise grade to steel level	4	Integrate into new traffic flow as appropriate
47b. Eliminate the spur road accessing the Picnic Shelter Parking	4	Integrate into new traffic flow as appropriate
59. Establish a Bus Only Entrance	4	interesting concept but difficult logistics, safety, economic, Little League, Cape Campus and pedestrian issues

First and Second Priority Master Plan Goals

Red > \$1M
 Orange > \$100K
 Green < \$100K



1. Reengineer entire Powers Road for safety and logical flow.	Red	1
1a. Provide better horizontal and vertical alignment to increase vehicle safety	Red	1
1b. Provide separation of sidewalk from Powers Rd. throughout FWP.	Red	1
1c. Engineer logical circulation at Central Parking for cars, buses, MA, and safety vehicles.	Red	1
1d. Consider new entry point for Picnic Shelter Parking near Flag Pole Hill	Red	1
1e. Consider seasonal ability to limit or close Captain Strout Circle to vehicles as needed	Red	1
4. Establish an improved water front space - plantings, lawn improvements, boundaries, etc.	Red	1
15a. Develop logical and safe circulation pattern for vehicles and pedestrians around Parade Ground Parking	Red	1
15b. Enhance parking lot with considerations for oversize, ADA and free/fee zones	Red	1
19. Repair or Replace Graduation Bleachers Addings Plants and ADA Access (historical)	Red	1
24a. Hire pond consultant to repair base, walls, pumps and filters	Red	1
24b. Add native plant material around pond	Red	1
24c. Consider open-air pavilion at pond as warming hut, open classroom, tennis shade, etc.	Red	1
26. Re-Locate Playground from Dirt Lot to Children's Garden	Red	1
35. Create Long Term Plan for potential Cape Community Campus leveraging Officer's Row	Red	1
35a. Leverage existing buildings for community education, activities and offices.	Red	1
35b. Establish more efficient traffic flow and parking lots. (free/fee, staff, ADA, MA, EMT, etc.)	Red	1
35c. Develop connecting spaces and gathering areas	Red	1
35d. Develop pedestrian access and circulation	Red	1
36. Re-Locate Playground to Children's Garden	Red	1
45c. Replace broken wooden stairs with stone steps from CSC to Flag Pole Hill	Red	1
48. Develop overlook at the former shooting range (The Berm). Reshape for safety & view.	Red	1
52. Consider tank-based toilets w/ permanent structure at CP or improve aesthetics.	Red	1
64. Add bike storage/racks throughout the park	Red	1
68. Upgrade fencing/screening around all portable toilets	Red	1
72. Evaluate the funding sources for FWP including all fees and fee schedules	Red	1
73. Develop a strategy to establish a long-term endowment for the maintenance and upkeep of the park	Red	1
3. Enhance quality of the Meadow lawn through selective repairs.	Orange	2
5. Maintain Swings and enhance with additional playground activities over time	Orange	2
6. Enhance Ship Cove Picnic Platform	Orange	2
7. Enhance intersection at Goddard/Keyes/Beach with paths and historic kiosk (QR Codes?)	Orange	2
8. Improve screening of Porta Potties.	Orange	2
9. Manage Invasive species in Chapel Hill Preserve (CHP)	Orange	2
11a. Revitalize Goddard Mansion - salvage front and arches, create "Unfinished Bermuda Church" concept	Orange	2
11b. Develop an overlook at backside of Mansion	Orange	2
11c. Reduce impervious surface west of Mansion	Orange	2
11d. Add vegetated buffer along property line (see 17)	Orange	2
11e. Plant slope and add steps on back side of Mansion to Battery Keyes	Orange	2
12a. Repair steps and add handrails	Orange	2
12b. Hire engineer to secure safe portions of battery and restrict dangerous areas	Orange	2
12c. Create walking promenade at Battery Keye access road	Orange	2
12d. Incorporate an overlook at Battery Keyes	Orange	2
12e. Reduce impervious surface west of Battery Keyes and enhance open space	Orange	2
13. Remove invasives/ Re-plant Shoreline	Orange	2
14. Provide safe rocky shore access (stairs, plantings, boulders...not signs and fences)	Orange	2
15c. Eliminate pavement west of existing overflow parking in Tree Succession area.	Orange	2
16. Establish N-S Circulation (Pavement not needed?)	Orange	2
17. Establish Node/ Kiosk	Orange	2
18. Develop New Park Space in Triangle by Powers Road (keep stone walls)	Orange	2
20. Develop Walking Promenade (including refillable water stations)	Orange	2
21. Enhance quality of the Parade Ground lawn through selective repairs.	Orange	2
22. Resite and enhance Stadium ball field within FWP	Orange	2
25. Maintain Children's Garden (w funds from Town)	Orange	2
27. Consider new area for plant propagation within FWP - educational opportunity	Orange	2
28. Add Trees to Officers Row Preserve - Do not establish a meadow or reduce mowing	Orange	2
29. Add Plantings at Band Stand to hide support slope and hide lattice. Remove floodlights.	Orange	2
30. Enhance Picnic Shelter Area (Buildings and Landscape)	Orange	2
31. Remove the Brick Storage Building from Picnic Shelter Parking Lot and add EV stations.	Orange	2
34. Add N-S Paths/ Circulation	Orange	2
37. Establish a Node/ Informational Kiosk (possibly part of Pay and Display system)	Orange	2
39. Consolidate or Re-locate Laydown Areas	Orange	2
40. Enhance and Preserve Southwest Preserve	Orange	2
40a. Remove Invasive Species throughout Southwest Preserve	Orange	2
40b. Add New Trails in SW Preserve w Seating Pods	Orange	2
41. Add Planting Buffer between Harrison Road and Delano Park	Orange	2
42. Add Picnic Shelter at East End of Multi-use Sports Field overlooking Ocean & Green	Orange	2
43. Extend Cliff Walk at Batteries Hobart/Williams	Orange	2
44. Reset bench grades at Cliff Walk	Orange	2
45. Establish an Overlook at Battery DeHart (top of wooden stairs from CSC/vendor site)	Orange	2
45a. Remove Concrete berms and pads	Orange	2
45b. Repair sink hole east of Flag Pole	Orange	2
46. Connect Northern and Southern Section of Cliff Walk and enhance with Kiosk	Orange	2
46a. Establish strong entrance to Cliff Walk	Orange	2
46b. Add signage at Cliff Walk trail entrances	Orange	2
46c. Establish better Cliff Walk trail south of PHL	Orange	2
47. Develop a "mini-theater" at south end of Battery Blaire in natural bowl-shaped area	Orange	2
49. Enhance quality of the lawn at The Green through selective repairs.	Orange	2
50. Enhance the Greeters' Shed, Kiosk and Terminus of Parking/Bus Area	Orange	2
51. Add and Enhance Planting at Central Parking Lot to soften the view, heat, exposure	Orange	2
53. Establish a New Park Hub with Promenade for Vendors, Artists and Park Functions	Orange	2
53a. Relocate Vendor Area to lawn under Battery Blaire	Orange	2
54a. Develop a wide walking promenade between Central Parking and Portland Head Light	Orange	2
54b. Improve the stairs from Captain Strout Circle to Flag Pole Hill	Orange	2
55a. Reduce Staff Parking at Portland Head Light	Orange	2
55b. Add Native Plants at Captain Strout Circle	Orange	2
55c. Consider (plowable) alternative to pavement at Captain Strout Circle	Orange	2
56. Update survey and add to Town GIS	Orange	2
57. Document above ground and below ground utilities	Orange	2
58. Establish comprehensive digital documentation and archive all plans, reports, documents	Orange	2
59. Establish comprehensive erosion control plan	Orange	2
59a. Regrade, replant and add obstacles to control access to unsafe and erosive areas	Orange	2
59b. Place fencing and signage in high traffic areas to control access and allow plant growth	Orange	2
60. Develop policy with Town's legal counsel to assess liability surrounding shore/cliff access (#29)	Orange	2
62. Eliminate overboard discharge at PHL/ Evaluate feasibility of low pressure sewer system	Orange	2
63. Consult with comms. consultant to determine strategy to improve cellular reception	Orange	2
67. Unify signage and graphic standards	Orange	2
69. Establish the entire park as dedicated open space through possible conservation easement	Orange	2
70. Follow recommendations in "Maine Won't Wait" Climate Action Plan for managing & planning for sea	Orange	2
71. Assess the effectiveness & efficiencies of Park's current management strategy involving multiple	Orange	2

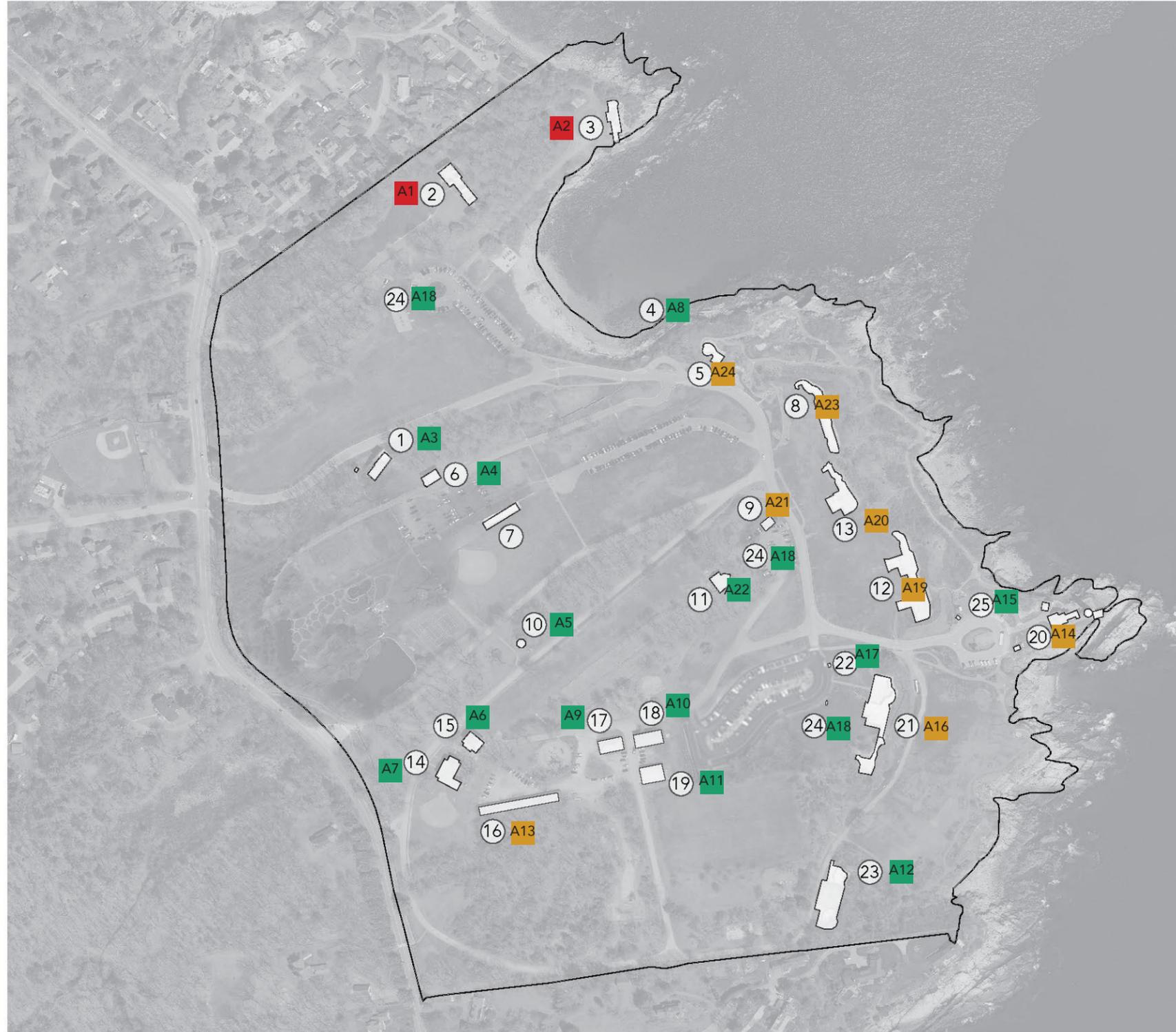


05

Architectural Recommendations - General

Architectural Recommendations :

The architectural recommendations that follow were originally included in the Draft Master Plan Recommendations document Dated March 17, 2021.



The architectural analysis has identified the built structures on the Fort Williams Park Campus. Each building is keyed with a number, as indicated in the legend below. Basic observations, referred to as "Field Notes", and historical information, as applicable, is listed in the following pages.

This information was derived from informational signage and plaques within the Park, as well as data retrieved from the Fort Williams Park website. Structural analysis was not part of the scope of this work, and any observations of structural integrity are simply observations of apparent qualities of the buildings in question.

For further analysis on historical structures or ruins, and how these might be secured for visitor safety, a structural engineer would need to be consulted.

The structures on the campus were analyzed on the basis of the following four categories:

- Purpose
- Significance
- Condition
- Location

Key

- 1 Central Powerhouse
- 2 Goddard Mansion
- 3 Battery Keyes
- 4 Mining Casemate
- 5 Battery Hobart
- 6 Fire Station
- 7 Bleachers
- 8 Battery Sullivan, Harbor Defense Command Post
- 9 Storehouse
- 10 Bandstand
- 11 Pavilion
- 12 Battery DeHart
- 13 Battery Sullivan, Antiaircraft Command Post
- 14 Bachelor Officers' Quarters
- 15 Field Officers' Quarters
- 16 Officers' Garage
- 17 Militia Storehouse
- 18 Artillery Engineer Storehouse
- 19 Gun Shed
- 20 Portland Head Light and Associated Outbuildings
- 21 Battery Blair
- 22 Parking Lot Outbuilding
- 23 Battery Garesche
- 24 Restrooms (temporary toilets, 4 locations)
- 25 Vendor Outbuilding near Head Light

Architectural Recommendations

Batteries and Coastal Fortifications

The remaining batteries throughout the Park are in varying conditions and in some locations present safety concerns. Rather than try to restore all of the batteries back to their original condition, we would recommend that a hierarchy of priorities be established, and focus efforts on a select few batteries to be celebrated. This would enable efforts to be focused on restoration and repair efforts for targeted improvements, rather than have energy and funds be split up many different ways. Priority has been given to batteries that through the analysis and observation receive higher visitor-ship, traffic, and are in more accessible areas of the overall Park, these batteries are also still recognizable to their original form.

Goddard Mansion

#A1. See Site Recommendation #11

Battery Keyes

See site recommendations #12

Central Powerhouse

A#3. Discuss overall intention for visitor access to historic buildings. If public should not have unmonitored access, close it with fencing, similar to Battery Garesche to preserve the structure, but eliminate risk to the public.

Fire Station (adaptive reuse)

A#4. No changes proposed.

Bandstand

A#5. No changes proposed.

Field Officers' Quarters (adaptive Reuse)

A#6. Exterior- repair any rotting trim on balconies or ramps, maintain regular exterior maintenance- painting, etc. Recommend establishing a maintenance plan moving forward.

Bachelor Officers' Quarters (adaptive Reuse)

A#7. Exterior- repair any rotting trim on balconies or ramps, maintain regular exterior maintenance- painting, etc. Recommend establishing a maintenance plan moving forward.

Mining Casemate

A#8. No changes proposed.

Militia Storehouse (adaptive reuse)

A#9. Exterior appears to be in good condition. Recommend establishing a maintenance plan moving forward.

Artillery Engineer Storehouse (adaptive reuse)

A#10. Exterior appears to be in good condition. Recommend establishing a maintenance plan moving forward.

Gun Shed (adaptive reuse)

A#11. Exterior appears to be in good condition. Recommend establishing a maintenance plan moving forward.

Field Officers' Quarters (adaptive Reuse)

A#6. Exterior- repair any rotting trim on balconies or ramps, maintain regular exterior maintenance- painting, etc. Recommend establishing a maintenance plan moving forward.

Bachelor Officers' Quarters (adaptive Reuse)

A#7. Exterior- repair any rotting trim on balconies or ramps, maintain regular exterior maintenance- painting, etc. Recommend establishing a maintenance plan moving forward.

Mining Casemate

A#8. No changes proposed.

Militia Storehouse (adaptive reuse)

A#9. Exterior appears to be in good condition. Recommend establishing a maintenance plan moving forward.

Artillery Engineer Storehouse (adaptive reuse)

A#10. Exterior appears to be in good condition. Recommend establishing a maintenance plan moving forward.

Gun Shed (adaptive reuse)

A#11. Exterior appears to be in good condition. Recommend establishing a maintenance plan moving forward.

Battery Garesche

A#12. No changes proposed. This is not a highly visible battery, but it is in fair condition.

Officers' Garage

A#13. The structure seems to be showing signs of wear. Maintain cosmetic appearance. Consider how this space is either phased out, or rehabilitated to continue to provide the ample storage it currently houses. Recommend establishing a maintenance plan moving forward.

Portland Headlight and Associated Outbuildings

A#14. Appears to be in excellent condition. Maintain routine upkeep.

Vendor Outbuilding near Head Light

A#15. Appears to be in good condition.

Battery Blair

A#16. This is a highly visible, frequently visited location in close proximity to the Head Light, and serves as a valuable interpretive history location. Recommend some interventions to repair for some areas of erosion on the steps and in the patio area near interpretive panels. Potential to celebrate the history further by using decommissioned battery armaments/artifacts (if feasible) to tell the history.

Stabilize areas of erosion along the sides, and over the top.

Parking Lot Outbuilding

A#17. Appears to be a newer addition to the campus, recommend at the front of the building that hardscape be considered to evoke a more thoughtfully sited installation. Gravel will not stay in place long term.

Portable Restrooms

A#18. Recommend more permanent restrooms somewhere on the campus. See more information in the Community Center pages. Provide more durable, permanent screening options that could also incorporate Park branding and signage.

Battery DeHart Remnants

A#19. Remove battery pavement areas on Battery Knoll- hazard for tripping. Potential to maintain the historic memory- keep an outline of the footprint in pavers. Or, abandon entirely and excavate to allow for new infill and regrading to improve Battery Knoll as an open green space and events lawn.

Battery Sullivan Remnants, Antiaircraft Command Post

A#20. Remove battery pavement areas on Battery Knoll- hazard for tripping. Potential to maintain the historic memory- keep an outline of the footprint in pavers. Or, abandon entirely and excavate to allow for new infill and regrading to improve Battery Knoll as an open green space and events lawn.

Storehouse

A#21. Remove structure to improve the Park's aesthetics.

Pavilion/Picnic Shelter

A#22. No changes proposed.

Battery Sullivan Remnants, Harbor Defense Command Post

A#23. Remove battery pavement areas on Battery Knoll- hazard for tripping. Potential to maintain the historic memory- keep an outline of the footprint in pavers. Or, abandon entirely and excavate to allow for new infill and regrading to improve Battery Knoll as an open green space and events lawn.

Battery Hobart Remnants

A#24. No changes proposed. The remains of this battery are in poor condition but do tie in to the Cliff Walk pathway. They could remain as-is, or be removed to improve the gateway to the Cliff Walk.

ARCHITECTURAL LANGUAGE

Establish an architectural language for the campus. Any new construction on campus should clearly differentiate itself from the historical or fortified buildings so as not to confuse the time period in which they were constructed. Thoughtful consideration should be taken to the following elements when proposing a new structure in the Park.

Materials: to be congruent with the existing Park building materials palette, provide durable, materials with longevity, easy to care for and maintain from a maintenance standpoint, and be vandalism resistant.

Color: existing park materials maintain neutral earth tones, sage greens, and deep reds. Future building's exterior cladding should be in harmony with existing and adjacent building colors.

Scale and Massing: scale of any new buildings should not dominate the landscape or existing buildings. Sensitivity to abutting property owners and residential scale sized buildings is of important in the context of the Park.

Orientation & Siting: new buildings should not dominate or overwhelm the existing Park elements and historic buildings. Buildings should be sited for solar orientation, how they would best interface with both pedestrian as well as vehicular traffic, and sited with a focus on permanence and longevity. This should be thought of in conjunction with hardscape extents and landscaping.

Architectural Style: successful additions to the park will be rooted in the context of Maine, while at the same time not mimicking the existing historical context of the historic buildings on site.

Maintenance Plan: recommend establishing routine care and maintenance schedules if not already in place. Plans to address deferred maintenance on site, and prioritize buildings that have deferred maintenance tasks.