

**DRAFT
PUBLIC FACILITIES**

1
2
3
4
5 The Comprehensive Plan Telephone survey of July, 2017 indicates that residents
6 are satisfied with the public services provided. Since the 2007 Comprehensive
7 Plan was adopted, the Town has renovated and expanded Thomas Memorial
8 Library, upgraded the Recycling Center, repaired the Spurwink Church,
9 renovated the pool locker rooms and replaced heating equipment, replaced the
10 high school boiler, and renovated portions of the Town Hall, including the Town
11 Council Chambers, Basement/Lower level conference room and School
12 superintendent's office. The Town owns several buildings that will continue to
13 require maintenance and upgrades.

14
15 Town Hall

16
17 The Town Hall is located in the center of town and was originally built in 1905 as
18 a combination school and Town Hall. The building currently houses Town and
19 School administrative offices (21 employees) and is the central meeting place for
20 public meetings. In 2012, the town manager's office was moved to the second
21 floor and the school superintendent's office was renovated. The Town Clerk's
22 space was expanded, primarily to expand the space available to manage
23 elections. The Town Council chambers were renovated in 2013 to improve
24 acoustics and utilization with the principal change to remove the dais where the
25 town council and committees sat in favor of movable tables more in keeping with
26 the newly adopted Town Council Communication Strategy. Due to the age of the
27 Town Hall, heating and ventilation is continuously evaluated, but the building is
28 adequate for current and future administration needs.

29
30 Schools

31
32 The school campus, which includes the Pond Cove Elementary School, Cape
33 Elizabeth Middle School and Cape Elizabeth High School, is located in the center
34 of Town on a meandering parcel of land totaling 101 acres. The campus also
35 includes several athletic fields, and the Richards Community Pool.
36 Transportation for the students is provided by a fleet of 9 school buses and 3
37 vans. All vehicles are serviced and inspected by the Public Works Department at
38 the Public Works Department.

39
40 *Buildings*

41
42 The Pond Cove Elementary School is located on the Scott Dyer Rd end of the
43 school campus and is connected to the middle school by a hallway and

1 cafetorium. In 2004, a one-story kindergarten wing was completed. Full-day
2 Kindergarten was offered for the first time in 2014, and has proven to be
3 beneficial to the social and academic development of our youngest students. In
4 the summer of 2017, half of the playground was renovated due to the aesthetics
5 of the grounds and safety concerns with some of the equipment. During this
6 same time, the 4th grade also received new lockers. At some point we may want
7 to consider offering a pre-K program, but not in the foreseeable future.[1]
8

1 Placeholder for Public Facilities Map

1 The Middle School is located next to the elementary school in a building built as
2 a High School in 1933 and all portions of the building were last renovated in the
3 late 1990's. The locker rooms were extensively renovated in 2016. The cafetorium
4 also continues to be a challenging space, due to the multiple levels and railings.
5 There is also a large need to improve the telephone, electrical, and internet
6 wiring in the middle school.[2] In the future, both the middle and elementary
7 schools will need a centralized generator that would allow the elevators to keep
8 running and ADA compliant during an outage.

9
10
11 The Cape Elizabeth High School, with access from Ocean House Rd, was
12 completely renovated in 2004-2006. This renovation included the reclamation of
13 kindergarten classroom space into high school classroom space when the
14 kindergarten was relocated into the new Pond Cove wing. In 2014, the original
15 heating system for the high school was replaced with 3 high efficiency boilers.
16 The roofs for the high school were replaced in 2015 and 2016 as well as an
17 upgrade to the electrical system in 2015. The school still struggles with space
18 needs and a worn and tattered look in the area of the gym lobby, locker rooms
19 and weight room locations. No expansion of classroom space is planned at this
20 time to accommodate projected school enrollment.

21
22 In 2017 the Cape Elizabeth school department hired an engineering and
23 architectural firm to start a Facilities Study on the existing property. This study
24 will be looking at design improvements, code compliance's and both electrical
25 and mechanical upgrades. Currently, this project is not fully funded and will
26 need additional backing to be completed.

27 28 *Personnel*

29
30 The Cape Elizabeth School Department employed 263 regular staff in FY 2017.
31 This does not include any substitutes.

32
33 The bulk of school department personnel consists of teachers and education
34 technicians that work in Regular Education (49%). The next largest area is
35 Special Education which consists of teachers, education technicians, and
36 specialists such as occupational and physical therapists (18%). The Facilities
37 Department (8% of school personnel) supports the Town of Cape Elizabeth along
38 with Payroll and Accounts Payable which is included in System Administration
39 (3%) and the IT Department which is included in Student & Staff Support. The
40 Student and Staff Support category also includes positions such as librarians,
41 nurses, and the director of teaching and learning (7%). The rest of the school
42 department personnel are divided between school administration (principals,

1 assistant principals, and school secretaries -6%), food service (5%) and
2 transportation (4%).

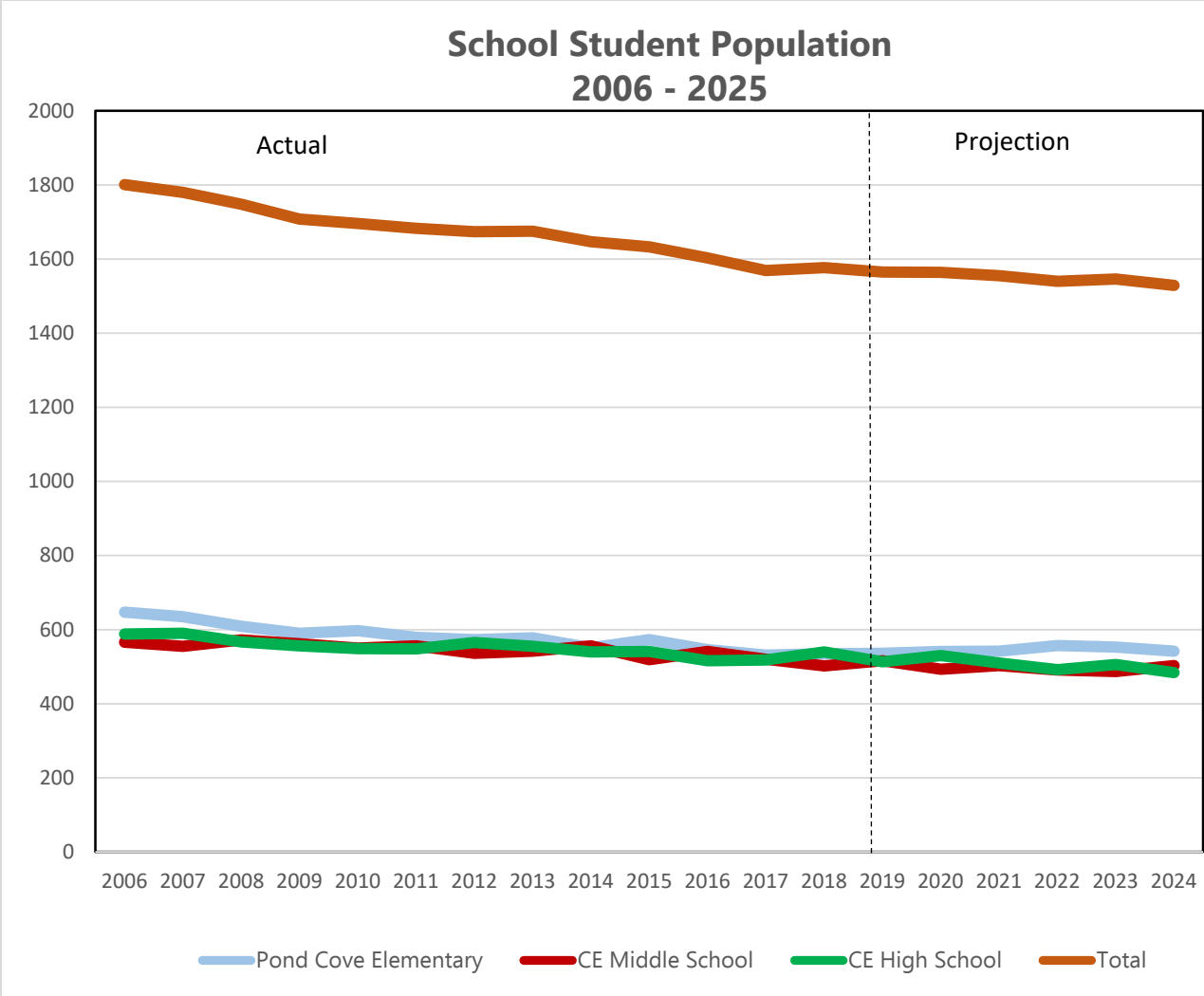
3
4 *School Enrollment*

5
6 The School Department contracted with Planning Decisions, Inc. in 2015 to
7 prepare school enrollment projections. Actual school enrollment through
8 September 2016, supplemented with projections through 2024 are shown below.
9 The school enrollment projections are based on the 2015 Planning Decisions
10 projections using the "20 New Homes Added Annually" model.

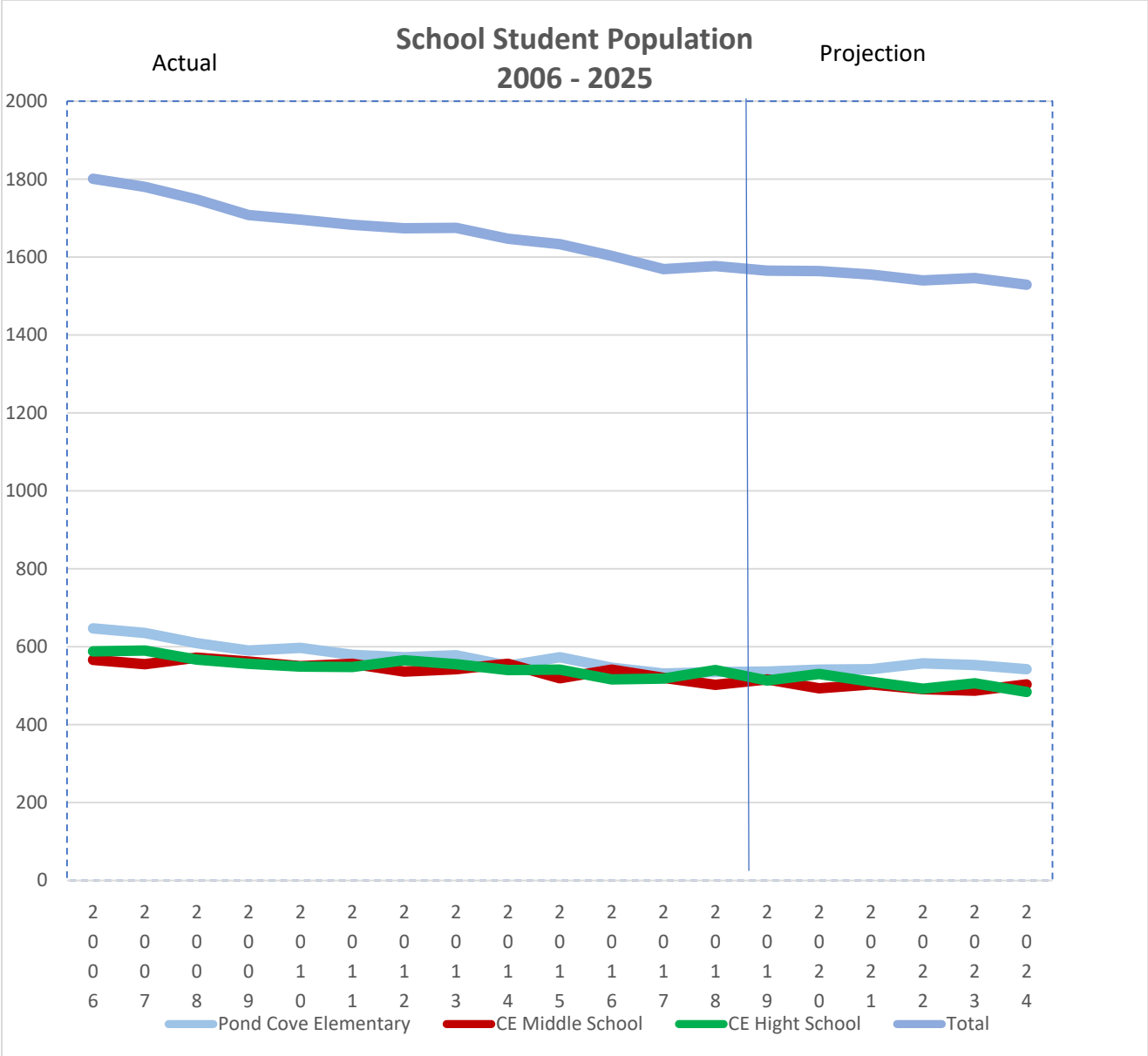
11
12 Town of Cape Elizabeth School Department Enrollments 2006-2017
13 Projections 2018-2024

School Year	Pond Cove Elementary	CE Middle School	CE High School	Total
2006	647	566	588	1801
2007	635	555	590	1780
2008	609	572	567	1748
2009	590	562	556	1708
2010	597	550	549	1696
2011	579	556	548	1683
2012	573	536	565	1674
2013	578	542	555	1675
2014	551	556	540	1647
2015	573	519	541	1633
2016	546	541	516	1603
2017	531	520	518	1569
2018	535	502	540	1577
2019	536	516	513	1565
2020	541	493	530	1564
2021	542	503	510	1555
2022	557	491	492	1540
2023	553	487	506	1546
2024	542	503	484	1529

15
16
17



1
2



Source: Planning Decisions 2015 and Cape Elizabeth School Department

School enrollment has declined by about 200 students from 2006 to 2016 and the decreasing enrollment trend is expected to continue.

Planning Decisions Inc. has speculated that the turnover of existing housing may have a greater impact on school enrollment than new home construction. To examine this further, home sales data from September 2015 to August 2016 was collected. 230 qualified sales (including 29 condominiums) occurred during this period. Prior to the sale, there were 9 children enrolled in the school system from these homes. After the sale, there were 20 children enrolled in the school system.

1 This data suggests that home sales tend to be by empty-nesters and likely buyers
 2 are families with children. Compared with a similar analysis in 2005, however,
 3 the data also suggests that in-migration of families with children is declining.

4
 5 **Home Sales/Enrollment Comparison, 2005 and 2016**
 6

Analysis year	Number of sales	School enrollment before sale	School enrollment after sale	Percentage increase in enrollment
2005	158	30	116	387%
2016	230	9	20	220%

7
 8

9 Source: Town of Cape Elizabeth Assessing Department, School Department

10

11 Public Works

12

13 *Buildings and Facilities*

14

15 The Public Works Facility is located on Cooper Drive and is located on the Gull
 16 Crest property. It is located adjacent to the Recycling Center and is part of a
 17 larger parcel of municipal acreage for multiple uses. The building and associated
 18 site improvements were part of the Facilities 2000 initiative, which also included
 19 renovations to the former Public Works Garage to create a new Fire Station and
 20 the construction of a new Police Station in the Town Center.

21

22 The Public Works Facility was completed in December 2000. The building was
 23 designed in conjunction with a citizen committee appointed by the Town
 24 Council. The building is a 19,700 sq. ft. masonry building that is on public sewer
 25 and water. It provides administrative offices, vehicle storage, service repair and
 26 fleet fueling facilities for all municipal and school department equipment. It can
 27 be operated by auxiliary power in the event of a power failure and would be the
 28 command center of any winter and/or summer road emergencies or natural
 29 disasters. The site also provides for storage of aggregate materials utilized in
 30 public works operations, a structure to store granular sodium chloride (salt) and
 31 an area for winter sand utilized in our winter road maintenance operations.

32

33 The Public Works Facility was designed and built to accommodate existing and
 34 future needs of the entire public works operation. It has the capabilities of being
 35 expanded to accommodate additional personnel and the storage of equipment as
 36 may be needed in the future. The building was constructed of brick and mortar
 37 to mitigate building maintenance costs in the future and to provide an

1 aesthetically pleasing structure that the citizens would ultimately be proud of. It
2 is considered to be one of finest public works facilities in Maine.

3
4 The building now 17 years old and like any structure, requires regular
5 maintenance in the future to preserve its integrity and address normal wear and
6 tear. This is just a sampling of the major maintenance that will need to be
7 addressed:

- 8
9 • There is a structural masonry failure in the administrative section of the
10 building. Funds have been budgeted in FY 2018 to address the issue.
- 11
12 • The HVAC system in the facility is an integral and complicated part of
13 the building's infrastructure. Modifications were done in 2005 to the
14 system, but it does require annual maintenance and adjustment. The
15 building is climate controlled and often requires contracted services to
16 service the control systems that operate the heating and/or cooling
17 functions. There has been a recent pattern of leaks in the network of
18 pipes related to the heating system in certain areas of the building. This
19 will need to be addressed as it seems to be occurring more frequently.
- 20
21 • It is assumed that the air handling system may need an overhaul in the
22 next ten years and should be included in the Capital Stewardship Plan.
- 23
24 • The roof is a double membrane system. These roofs normally have a 20-
25 25 year useful life. A new roof should be included in the Capital
26 Stewardship Plan.
- 27
28 • The facility provides underground fuel storage and computerized
29 dispensing equipment for all municipal and school equipment. The
30 computer software and controller pedestal that operates the fuel
31 management system was replaced in June of 2017. These upgrades
32 should have a 10-12 year service life.
- 33
34 • The brick masonry may need to be re-pointed and sealed in the next 10
35 years. The Facilities Manager should make an assessment and plan for it
36 in the Capital Stewardship Plan.
- 37
38 • All of the overhead doors are operated by electric motors that get
39 tremendous wear. Some of the motors are original equipment will need
40 to be replaced as they fail.

41
42 *Personnel*

1 The Public Works Department has 16 full time personnel, who are supplemented
2 with part-time and as-needed personnel for tasks such as supplying Park
3 Rangers for Fort Williams Park and plowing roads during snowstorms. The
4 Public Works Department also contracts out a variety of services ranging from
5 pavement markings to greenbelt trail maintenance.

6
7 In October 2017, the Town Council decided to create a Fort Williams Park
8 Director position, who will report to the Town Manager. This will relieve the
9 Public Works Director from day-to-day management of the park.

10
11 Refuse Disposal & Recycling

12
13 The Town has a drop-off program for the disposal of solid waste and recyclables
14 which are generated within the Town of Cape Elizabeth. Residents enjoy the
15 flexibility of the operating hours and the fact that they can drop off a variety of
16 different materials. The “Swap Shop” is popular with citizens, as they can drop
17 off usable items, such as household items, sporting equipment and books for
18 others to utilize.

19
20 Significant upgrades were undertaken at the Recycling Center in the summer of
21 2017. This came as a result of a recommendation by the Solid Waste & Recycling
22 Long Range Planning Committee to the Town Council in 2016. A new traffic
23 pattern was created for users to access stationary compactors installed for the
24 collection of recyclables and solid waste. Two compactors are designated for
25 single-stream recyclables (including cardboard) and three are for household
26 trash. The cost of the project (including consulting and engineering expenses)
27 was 1.4 million.

28
29 The Town of Cape Elizabeth brought approximately 2,200 tons of solid waste to
30 the ecomaine waste-to-energy facility during FY 2016 and FY 2017. That tonnage
31 has dropped from ten years ago, when the annual tonnage was approximately
32 3,700 tons. The annual amount of single-stream recycling tonnage is
33 approximately 1,100 tons/year.

34
35 Some Greater Portland communities have gone to a “Pay-Per-Bag” system,
36 where residents pay for each bag of waste they generate. Portland, Gorham and
37 Falmouth have had these programs in place for over a decade and have
38 dramatically increased both their recycling rates and decreased their waste
39 disposal costs. The Town Council may have to consider such a program to
40 increase the Town's recycling rate. Previous surveys of residents have
41 demonstrated less than majority support for a "pay per bag" system.

1 In addition to refuse, the Town accepts recyclables, bulky waste, appliances, used
2 oil, batteries, construction/demolition debris, brush, yard waste and metal at the
3 Recycling Center. All of this material is then reduced in volume and transported
4 off site to be further recycled and/or marketed. The Town is currently recycling
5 approximately 60% of the refuse generated by the town, which is a high recycling
6 rate for a volunteer program. (Sixty percent is based on typical ECOMaine
7 household waste recycling *plus* other recycled materials such as demolition
8 debris, yard waste, cardboard, white goods and asphalt shingles.) In November,
9 2017, the Town Council adopted a 5 cent per bag charge for single use bags at
10 food retail stores and a ban on the use of polystyrene foam.

11 Police

12 *Buildings and Equipment*

13
14
15
16 On May 17, 2002, the Cape Elizabeth Police Department moved into their new
17 9,300 square foot building. The building allows for enough office space where
18 individual specialty positions have their own office as well as the Captain and
19 Chief of the Department. Should the Department expand in personnel on the
20 patrol side, the station would handle the increase well. An exercise room with
21 top of the line equipment is included in the building to incentivize officers to
22 maintain top physical condition needed to perform their duties. Also provided
23 are men and women's locker rooms with all the amenities needed. The meeting
24 rooms and conference rooms are utilized by many of the citizen groups from the
25 community.

26
27 It has been fifteen years since the new Police Department was opened and timely
28 to evaluate the building for replacement of worn areas, such as but not limited to
29 carpet, flooring, lighting, painting, gym equipment and locker rooms. An
30 upgrade to the security camera system is also needed. The Police Department is
31 empty during most of the evening and early morning hours when units are on
32 patrol. The cameras in place produce blurry images in comparison to modern
33 imaging and do not produce usable distance images.

34
35 The area previously occupied by Dispatch is currently utilized by the Historical
36 Society. There is a parking shortage for users of the Police Department on the
37 days the Historical Society is open, usually Thursdays. If the Historical Society
38 relocates, any reuse of the space should be compatible with the Police
39 Department functions.

40
41 A possible new user of the space is the Technology Department, which currently
42 is housed on the second floor, Town Hall. The Technology Department is
43 certified by the State to work on the Police Department secured computers. The

1 security of the Police Department facility would be an advantageous location to
2 house the municipal computer servers.

3
4 Another possible use for the space is restore a shared dispatch. Talks are ongoing
5 at this time with at least South Portland on exploring the idea of one
6 consolidated Dispatch Center. The Cape Elizabeth Police Department has the
7 space to accommodate a consolidated Dispatch Center without adding onto the
8 building externally, although some interior remodeling will be needed. Cost of
9 this possible future project is unknown at this time, but it would be a shared cost
10 with the City of South Portland.

11 *Personnel*

12
13
14 The Police Department has 17 full-time positions, and provides 24/7 coverage.
15 All police officers are Emergency Medical Technician (EMT) certified and are the
16 first responders in medical emergencies. The Police Department currently shares
17 an Animal Control Officer with the South Portland Police Department. In the
18 next five years, the Department will need to explore adding a full time Detective
19 position.

20
21 In July 2009, the Town Council decided to join a consolidated dispatch system
22 with the cities of Portland and South Portland. Dispatching services are now
23 located in the Portland Police Department and combined with Portland and
24 South Portland Emergency Services. All E-911 calls go to Portland and are
25 dispatched from their dispatch center. Non- Emergency calls and walk in
26 customers are handled by a clerk at Cape Elizabeth Police Department between
27 the hours of 8 am and 4 pm seven days a week. During the other hours of
28 operation, the non-emergency calls are handled by Portland dispatch and walk
29 in customers must use a telephone in the lobby for service.

30
31 The Cape Elizabeth Police Department is one of two in Cumberland County that
32 does not have a full time School Resource Officer. When the Department has
33 availability, the Community Liaison Officer will walk through the schools,
34 mostly the Middle and Elementary Schools, making contact with administration
35 and students. With the nationwide increase in school violence, investing in a
36 police officer for the schools creates an opportunity to proactively avoid or
37 minimize potential incidents.

38
39 Lastly, in the next 2 years, staffing turnover in the department will begin as
40 many officers are reaching retirement age. This Department should plan to be
41 competitive in seeking the best people to come and work here. Starting wages
42 will need to be competitive with the surrounding area. The facility should be
43 modern and attractive, equipment should also modern and in top condition, and

1 leaders should make clear that the department's 24/7 service is valued and
2 supported.

3 4 Fire

5 6 *Buildings and Equipment*

7
8 The department operates out of two stations. The main station is the Town
9 Center Fire Station, is located on Ocean House Rd and is where Engine Two, the
10 WETeam and the ambulances are housed. The Town Center Fire Station was
11 converted from a public works facility in 2002. Bedroom facilities were added for
12 ambulance personnel in 2015. The building is adequate for current needs, but
13 additional bedrooms will need to be added if 24 hour staffing is expanded.

14
15 The Cape Cottage Fire Station is located on Shore Rd near the South Portland
16 municipal boundary. The Cape Cottage Station garage area was built in the
17 1930's and is a cramped area housing today's fire trucks. An office area was
18 added in the 1950's. This building, although located in the most densely
19 populated area of the town, probably cannot meet the future needs of the
20 department. The Town has had ongoing discussions with the City of South
21 Portland to possible construct an addition to the City of South Portland Willard
22 Fire Station located less than 1 mile away in order to house the Cape Cottage
23 Station trucks.

24
25 The fire companies operate three pumper trucks, one ladder truck and a forestry
26 truck. The Rescue operates two ambulances. The WETeam operates a van (2005)
27 to carry WETeam equipment and a boat and truck to tow the boat. All of these
28 vehicles are on a replacement schedule, but may need to be replaced sooner due
29 to increased use. Our newest truck is a 2004 and our oldest is a 1993 model. Fire
30 trucks have grown more complex and expensive.

31
32 [Insert replacement schedule?]

33 34 *Personnel*

35
36 The Fire Chief is the only full time staff in the Fire Department, and supervises
37 firefighters, Rescue personnel and the WETeam, a water extrication team. The
38 Fire Department consists of two paid, on-call fire companies, a paid on call Water
39 Extrication Team and a Fire Police unit. On call personnel are paid for
40 responding to calls and for participating in training, which is mandatory. The
41 department had 60 on-call volunteers in 2005 and # in 2016. The ambulance is
42 staffed with with per-diem EMS coverage 24 hours a day. Membership in the

1 Fire, Rescue and WETeam, however, is motivated by a spirit of volunteerism and
2 community rather than by the modest pay levels.

3
4 The increase in the number of ambulance calls, from 490 calls in 2011 to 720 calls
5 in 2016 created a heavy burden on volunteers and a resulting decline in the
6 number of responders. In 2011, the Town Council decided to add 24 hour, per
7 diem paid paramedic staffing for the Rescue.

8
9 As with most volunteer fire departments, the Fire Department is challenged with
10 declining numbers of people joining the department. This is compounded by the
11 aging of the remaining volunteers. Most Cape Elizabeth neighborhoods do not
12 have residents that become members of the Fire Department. Fourteen of the 18
13 Cape Cottage Station firefighters are residents of South Portland. Many of these
14 volunteers grew up in Cape Elizabeth but are unable to afford housing in town.
15 As call volume increases, there are fewer member responding to calls, echoing
16 the pattern of the Rescue staffing. Like the Rescue, the town will need to consider
17 adding 24 hour staffing for fire protection.

18
19 The WETeam is a specialty team that handles water and rock rescue calls. They
20 have 24 members and handle 16-20 calls a year. The WETeam provides services
21 to other communities and is an example of regional cost sharing, as Cape
22 Elizabeth relies on specialty teams from other towns, such as the South Portland
23 Hazardous Materials Team.

24
25 The Town has also constituted a Fire/Police unit, made up of volunteers who
26 provide traffic control during emergencies.

27 28 Library

29 30 *Building*

31
32 In 2016, the town completed renovation and expansion of the Thomas Memorial
33 Library. This involved removing the connector that linked the two buildings (the
34 1849 Spurwink School and the 1912 Pond Cove School) that made up the library.
35 The Pond Cove School building was renovated and incorporated into a new
36 construction expansion. The Spurwink School building is no longer part of the
37 library. The new library has 16,000 square feet, increased from 13,250 in the
38 former, spread over two floors and a split-level entry lobby. All major
39 mechanical, HVAC, and other building support systems were updated as part of
40 the building project. The parking lot was redesigned and expanded. On most
41 days available parking is sufficient, however when the library is hosting special
42 or very popular events, the parking is inadequate.

43

1 In additional to space for material collections, public computers, and staff
2 workspaces, the new library has several programmatic spaces for use by the
3 library and members of the community. The largest is the 100 seat Community
4 Room. This space is used for a wide range of library and community programs,
5 including storytimes, lectures, craft programs, concerts and many more. The
6 space has an integrated sound system, projector and large screen tv. It can be
7 divided into two smaller rooms in a 60/40 split. There is a conference room
8 which can accommodate 15 and has a large screen tv. Adjacent to the
9 community and conference rooms is a public kitchen, equipped with a large sink,
10 microwave and refrigerator. There is an art gallery with space on two walls and
11 a five unit display case. There is a small media lab equipped with a green screen
12 wall. There are four smaller study rooms which are frequently utilized by
13 individuals or groups up to four. The library also makes use of outdoor spaces
14 adjacent to the library. There is a Children's Garden just outside of the
15 Children's Room that is designed for youth programs and child self exploration.
16 On the Scott Dyer Road side of the library, is a brick patio which is frequently
17 used as a stage area for outdoor concerts and other events.

18
19 The spaces described above currently meet the needs of the library's programs
20 and services. The building project made very efficient use of space. While that is
21 a very positive aspect of the new building, finding space to introduce new
22 programs, services, or collections in the future could pose a challenge.

23 24 *Personnel*

25
26 The library has a full time Director, five other full time staff, and six permanent
27 part time staff, for an FTE of nine. The Director and two of the full time staff
28 positions require a Master's of Library and Information Science.

29 30 31 *Services and Programs*

32
33 The library is open six days a week (Monday - Saturday) for a total of 55 hours.

34
35 Collections of books, DVDs, audiobooks, magazines/newspapers remain a focal
36 point of the library even in the digital age. Physical collection size is expected to
37 remain level; electronic books have not and are not forecasted to replace the
38 popularity of the print book. At the end of FY 2017, the library had 49,344
39 volumes. In that year, the library added 2,925 items (books and A/V materials).
40 This is offset by the removal of items that are no longer of interest, no longer
41 current, or damaged/worn out. The library offers access to 10,432 ebooks and
42 downloadable audiobooks through participation in a statewide consortia.

43

1 Use of the library's collections, services, and programs has seen an increase with
2 the new building. This level of use and engagement is expected to continue.
3 What follows is a snapshot of use in FY 2017. There are 5,698 Cape residents
4 with library cards, 62% of the population. Over 144,000 items were checked out,
5 averaging 485 items each day the library was open. There is a strong interlibrary
6 loan service with the library processing 37,840 incoming and outgoing items.
7 The library offered 683 programs, attended by 10,711 people.

8 9 Portland Head Light

10
11 The Town operates the Portland Head Light Museum and Gift Shop on 2 acres of
12 land adjacent to Fort Williams Park. Portland Head Light opened in 1991. It is
13 staffed by a full-time Director, and part-time Museum and Shop Assistants, and
14 approximately 40 volunteers.

15
16 Located on a rocky promontory overlooking the Atlantic Ocean, the building
17 requires annual maintenance, which is funded with Gift shop and Museum
18 admission proceeds. The Town expects to continue the current maintenance
19 routine, funded with annual revenues. The Museum and Lighthouse are two of
20 the last municipal buildings (other than equipment storage buildings) that do not
21 have a sprinkler system. Annual sales revenue is over \$500,000 dollars, with
22 approximately 25,000 visitors to the Museum each year. All revenues are
23 deposited in a separate enterprise fund and used to fund Portland Head Light
24 activities.

25 26 Community Services

27
28 See the Open Space and Recreation Chapter

29 30 Utilities

31 32 *Water*

33
34 [To be updated awaiting information from the Portland Water district]

35
36 Almost all of Cape Elizabeth is served by public water provided by the Portland
37 Water District, used for both drinking water and fire suppression. The Sprague
38 Corporation land located south of Bowery Beach Rd is not fully served by public
39 water. Some areas of Sprague Corporation land are served by 4" lines that
40 provide public drinking water. Fire suppression relies on dry hydrants installed
41 on existing ponds and sprinkler systems installed in a few homes located at the
42 end of Ram Island Farm Rd.

1 The Portland Water District identified the following water mains with elevated
 2 leak frequency in 2005:

3
 4
 5
 6
 7

8 Location	Leaks in 5 years	Year installed	Footage
10 Ocean House Rd	4	1927	1,528'
11 Scott Dyer Rd	4	1942	1,604'
12 Scott Dyer Rd	1	1948	2,493'
13 Jackson	2	1910	363'
14 Wood Rd	2	1931	995'

15
 16
 17

Sewer

18

19 The Town has worked cooperatively with the Portland Water District since 1975
 20 to manage its sanitary sewer system. Their charter authorizes the District to
 21 provide wastewater treatment and collection system-interceptors service to the
 22 town. The town maintains most of the collection system but has contracted with
 23 the District to maintain several pump stations (27) with that system. The District
 24 operates a treatment facility that treats wastewater from the southern section of
 25 the town (.52 million gallons/day) and contracts with the City of South Portland
 26 to provide treatment services for the northern section of the town (.715 million
 27 gallons/day). Additionally, by contract, the District provides utility billing
 28 services.

29 The southern system treatment facility is located on Spurwink Ave. Referencing
 30 the Vulnerability Assessment prepared by the Greater Portland Council of
 31 Governments (2016), a portion of the facility is vulnerable to flooding.

32

33 [Insert Sewer Service Area map, label neighborhoods noted below]

34

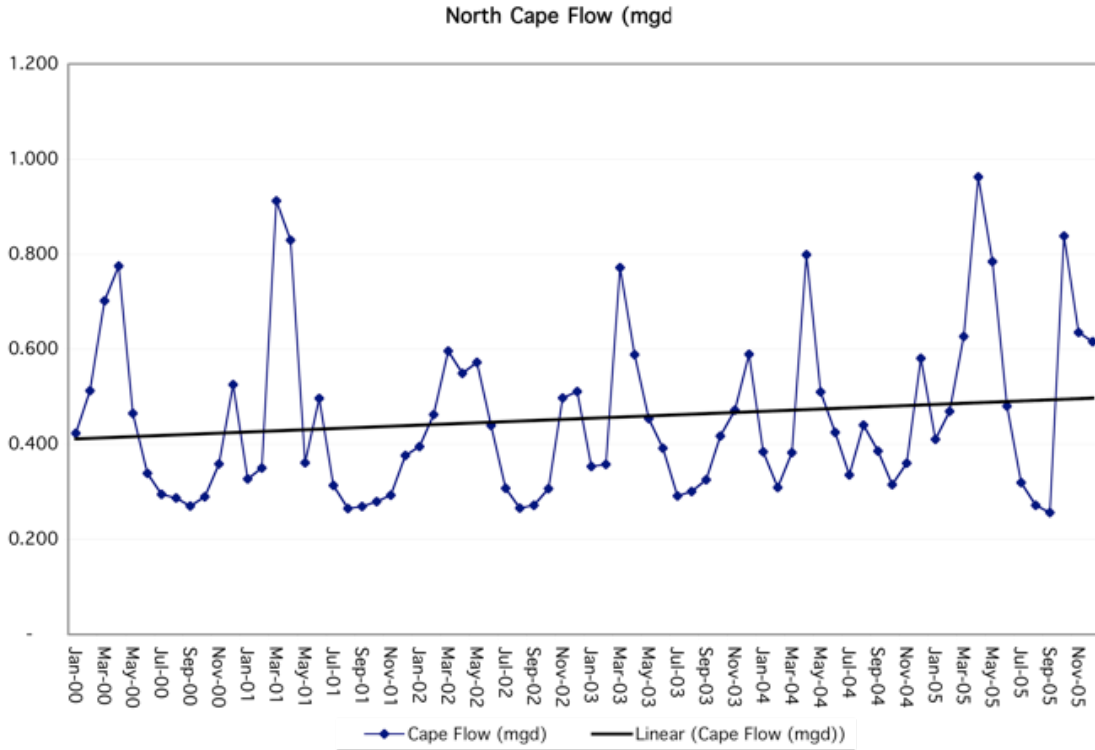
1

2 The Town has undertaken two major sewer extension projects in the last 45
3 years. One in 1975 and another in 1987. In 2006, three significant rehabilitation
4 projects were undertaken in three neighborhoods. One in Mountain View Park,
5 one in the Winding Way/Running Tide Road area and another in Elizabeth Park.
6 All three projects replaced aging infrastructure and eliminated historical
7 maintenance problems. Both the Running Tide and Elizabeth Park project were
8 particularly noteworthy since both the water mains and the storm water
9 infrastructure were replaced. In addition, all of the roads in the neighborhoods
10 were also reconstructed.

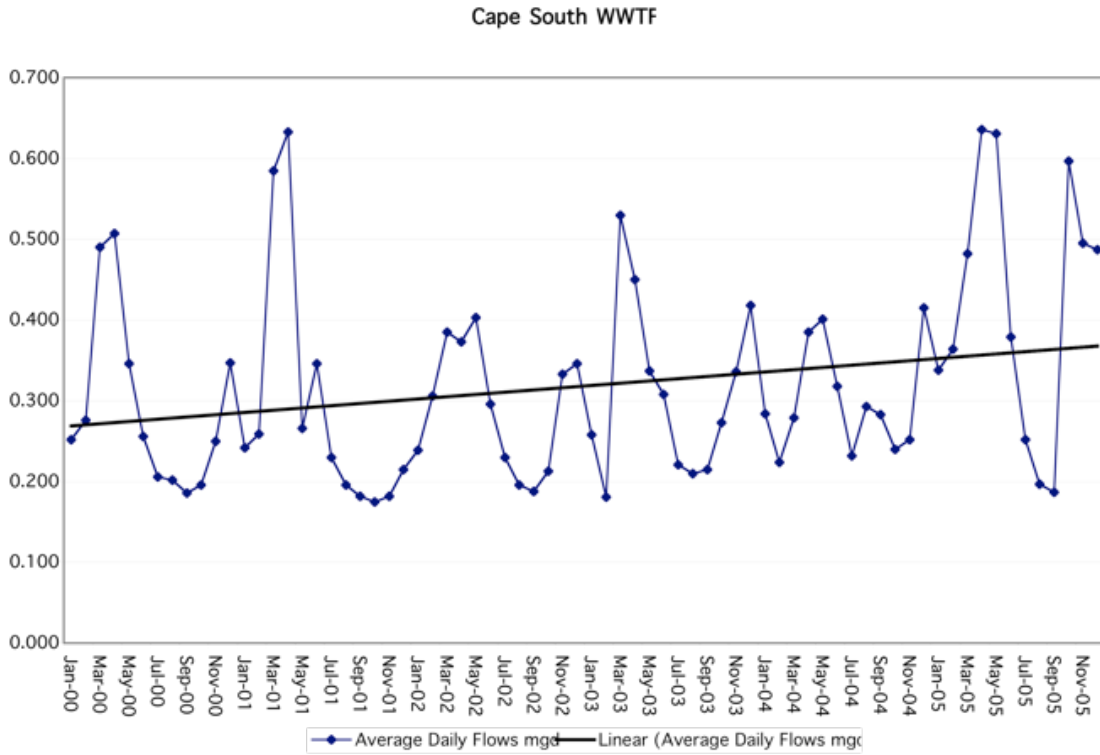
11 Though nothing has been proposed and/or programmed, the next logical
12 extension of public sewers should be to the Hampton/Jewett Road
13 neighborhoods and to the Inn by the Sea. The Hampton and Jewett Road
14 neighborhoods are in the Great Pond Watershed and the Inn by the Sea is on a
15 private septic system adjacent to a Shoreland zone. This would require a public
16 process and of course be contingent on available funding and available capacity
17 at the Southern Cape Treatment Facility. The facility is currently operating at
18 60% capacity

19 [Information to be updated and inserted from the Portland Water District.
20 Request for update has been made and response received]

21 The first chart below illustrates the contribution of flow from the Northern Cape
22 system to the South Portland treatment facility. Historically, Northern Cape has
23 contributed between 5.3% and 7.9% of the total flow treated in South Portland.
24 The graph indicates a slight upward trend in daily average flow, however that
25 trend appears to be mainly influenced by inflow and infiltration occurring
26 during the spring of each year. A similar upward trend is shown on the second
27 chart that depicts the flow being treated at the South Cape Waste Water
28 Treatment Facility on Spurwink Avenue. Again, the trend appears to be
29 influenced by inflow and infiltration during the spring months of the year. The
30 South Cape facility is designed to treat a daily average flow of 520,000 gallons
31 per day. Currently, the average flow to the facility is 318,000 gallons per day,
32 well within design capacity.



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3 Source: Mike Greene, Portland Water District

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5 Storm water

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Cape Elizabeth has an extensive storm water infrastructure system. It includes a combination of sub-surface systems, drainage inlets, detention facilities, culverts and outfall pipes. Currently, the Town has over 900 catch basins that convey storm water runoff independently from the sanitary sewer network.

Much of the Town’s stormwater system has been upgraded in the last 20 years. Many systems were done in conjunction with the road and sanitary rehabilitation projects noted above, but there have also been some standalone projects that were engineered for the sole purpose of addressing stormwater issues and/or problem areas. Two projects were done on Shore Road in the area between Tides Edge Road and Pond Cove. These alleviated historical flooding issues on private property and washouts along that section of Shore Road. Additional stormwater infrastructure was also installed as part of our Ottawa Road CSO Project, which was done in two phases from 2015-2016.

Cape Elizabeth has been designated a NPDES II community under new federal government stormwater rules. In the spirit of regionalized cooperation, the Town is a partner in the Interlocal Storm-water Working Group (ISWG) that is working to comply with the federal requirements. This group is comprised of 13 municipalities and other entities to address storm-water management in a collective fashion. The ISWG has partnered with such entities as the Department of Environmental Protection, the Casco Bay Estuary Project and the Cumberland County Soil & Water Conservation District to develop a 5 Year Storm-Water Management Plan. Cape Elizabeth is currently implementing its third 5-year permit.

[insert stormwater infrastructure map]

Trees

The stewardship of the Town’s Tree Maintenance and Planting Program falls under the Tree Warden, who is appointed by the Public Works Director. It is a daunting task for one individual to manage given the expansiveness of our diverse urban forest. Spread out over many of our public ways and public lands are trees of different species and maturity levels.

Oaks, maples and other hardwoods make up a majority of the inventory. They provide valuable canopies on many of our roads and neighborhoods, such as Fowler Road, Old Ocean House Road and the Oakhurst neighborhood. There are also two significant oak preserves in Fort Williams Park. The oaks and maples in certain areas of Town have fallen victim to a significant winter moth infestation. The moths have ravaged areas in the southern part of Town and are encroaching

1 in other neighborhoods off from Mitchell Road and Fort Williams Park.
2 Mitigation options are limited and this infestation could have a significant
3 impact on the community if it continues.

4
5 [Additional information may be added by the Tree Warden]

6
7 *Electric*

8
9 [Waiting for information from CMP. Request made and response received]

10
11 Central Maine Power (CMP) provides electrical service to Cape Elizabeth. CMP
12 prepares a 5 year plan for infrastructure improvements, referred to by CMP as
13 Major and Minor Betterments. In addition, CMP and other utilities partner with
14 the Town when road projects are proposed to take advantage of opportunities
15 for service upgrades.

16
17 The electrical infrastructure in Cape Elizabeth includes lots of lines from the
18 1920s. While the town's electrical infrastructure is older than typical suburban
19 communities,

20
21 Electrical infrastructure now requires a loop service feed. Some feeds have not
22 been upgraded and are radial or one-way. This type of upgrade was done for
23 most of Salt Spray Lane. In 2006, Channel View Rd service is also programmed
24 for replacement. Other than these areas of Broad Cove, no other betterments are
25 proposed for Cape Elizabeth.

26
27 Most electrical, telephone and cable service is provided by above ground utility
28 poles. The utilities should be encouraged, where possible, to bury utility lines
29 underground when replacing old facilities. The installation of new utilities as
30 part of new development should continue to be installed underground.

31
32 *Gas*

33
34 Natural gas is available to some residents in the northern part of Cape Elizabeth
35 through the Northern Utilities Gas Company. As part of the Town
36 comprehensive plan process, Northern Utilities has reviewed its infrastructure of
37 plastic and coated steel pipes in Cape Elizabeth. No replacement of its main
38 underground distribution system is planned. Northern Utilities receives a small
39 number of requests for new connections and anticipates accommodating future
40 requests within the existing system, barring a request from a large commercial or
41 industrial customer.

42
43 *Public Cable*

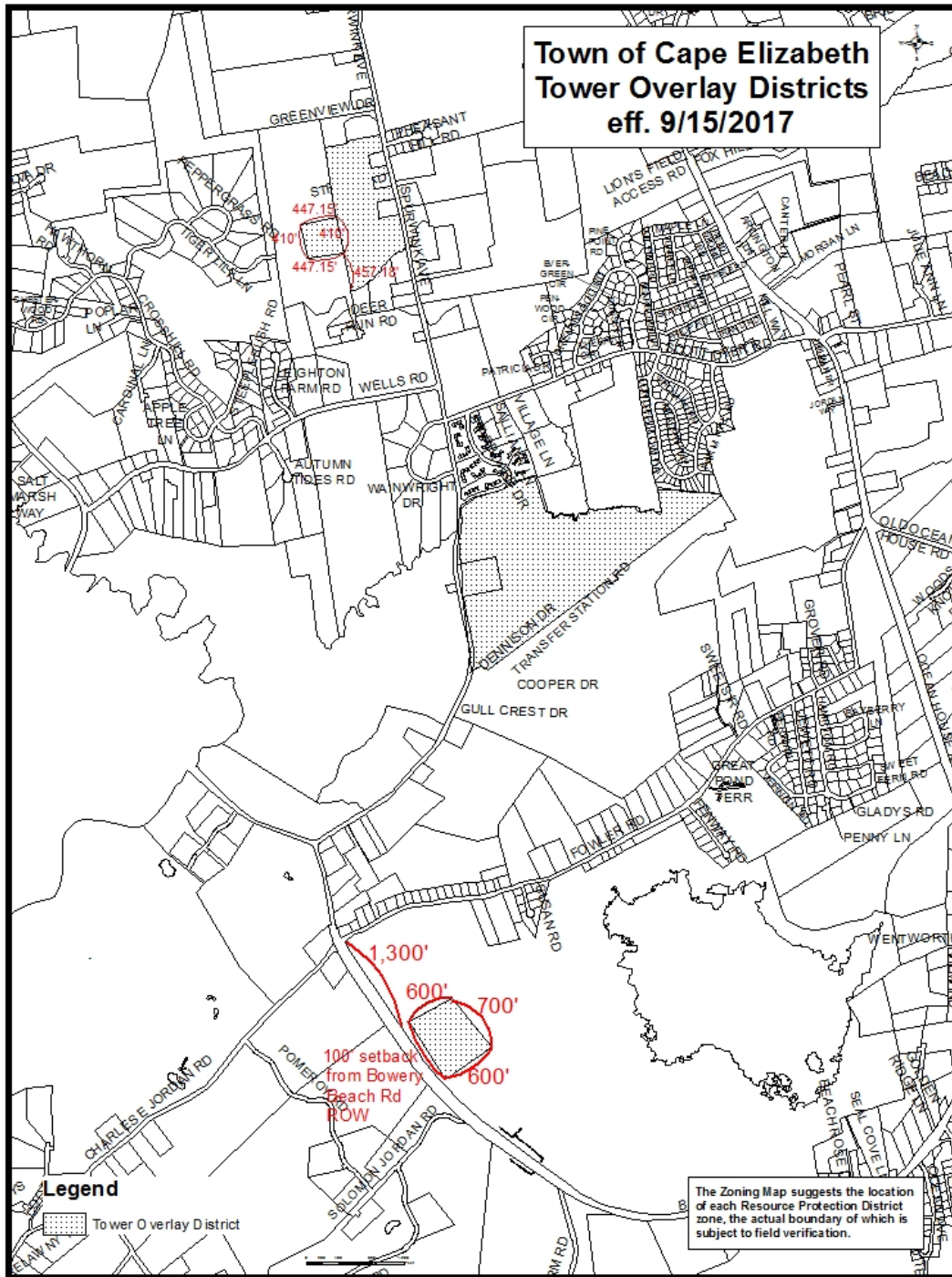
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{Waiting for information from Spectrum. Request made and response receiv

Wireless telecommunications

Like most of the country, there has been a shift from landlines to cell phones by Cape Elizabeth residents. For the last few years, the Town Council has identified improved cell phone coverage as a goal in response to complaints from residents in areas with inadequate or no coverage.

To accommodate telecommunication infrastructure, the Town Council created a Tower Overlay District in the Zoning Ordinance which allows for construction of commercial telecommunication towers. Tower overlay districts are located on Strout Rd, Wells Rd Bowery Beach Rd, and Dennison Drive.



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An existing water tower located on Avon Rd also supports telecommunication equipment as an "alternative tower structure." With this existing and soon to be online infrastructure however, coverage gaps still remain, primarily along the south and southeastern waterfront and the northeast corner near Fort Williams Park. The technology is constantly changing both to improve coverage and

1 capacity as wireless technology becomes a bigger part of daily life. Technological
2 changes may make it possible to improve coverage without erecting new towers
3 in underserved areas. The town may want to be prepared to adapt existing
4 regulations as needed to take advantage of technological innovations that
5 expand coverage. For example, small cell installations may be a viable option for
6 improving coverage along the coastline.

7 8 Health Care

9
10 Cape Elizabeth is fortunate to be in close proximity to the best health care in the
11 state, represented by Maine Medical Center and Mercy Hospital, both in the City
12 of Portland. Locally, a variety of doctors and dentists operate practices in
13 locations such as the Town Center and the Spurwink Medical Building on
14 Spurwink Ave. Veterinarian services are also available on Ocean House Rd north
15 of the Town Center. At the local government level, however, the Town has
16 limited public health officer capabilities to respond to health emergencies.

17 18 Riverside Cemetery

19
20 Riverside Memorial Cemetery was developed in the early part of the 19th century
21 as a one acre rural cemetery associated with the Spurwink Meeting House. It was
22 expanded in the late 1800's and again in the early part of the 20th century. The
23 Town assumed control of the property in 1945 at which time 26 acres were added
24 to the original one acre site.

25
26 Burial rights are intended for Cape Elizabeth residents and non-resident
27 taxpayers. Sale of lots to non-residents and former long term residents are
28 considered by the Riverside Cemetery Committee. Private sale of lots is
29 prohibited.

30 31 *Management and growth*

32
33 The Riverside Cemetery Committee advises the Town Council in updating the
34 rules and regulations and fee structure in order to achieve the goals of the Master
35 Plan, maintain financial stability and ensure good practices. The cemetery is
36 managed to preserve its rural character as a rural burial ground and not a
37 destination recreation area.

38
39 Planning efforts for the cemetery have developed over time including plans in
40 1952 and 1982. Expansion followed the May 1993 Master Plan and updated plan
41 in December 2011. The remaining portion of Phase 5, originally identified in the
42 1993 Master Plan, is the last section to plot/build out on the current site with no
43 more capacity available.

1
2 The 2011 Master Plan Update projected a sell out by 2025 provided the average
3 lot sales of 63 remained constant. The recommendation was *if* the Town wished
4 to continue to provide the service, planning should begin by 2015.

5
6 New calculations in FY 2011 – FY 2017 forecast a downward trend of lot sales to
7 an average of 36 per year. An aging population, however, may move this trend
8 upward. Fewer lots and choice of the location within the cemetery may
9 accelerate sales. Based on the current average annual sales and inventory the
10 projected sell out is 15 years or 2032. Phase 5 will add an additional 265 lots
11 recalculating the sell out to 2037. The town should take the following steps to
12 plan for additional burial capacity.

- 13
- 14 •Plot/Build out the remainder of Phase 5 in 5-7 years.
- 15
- 16 •Monitor lots sales and burials. Track trends in the number of lot sales and
- 17 burials, and type of burials (cremation or full size).
- 18
- 19 •Monitor the financial stability of the cemetery fund.
- 20
- 21 •Plan for a comprehensive review of the future of this service. This dialogue
- 22 should start 10 years ahead of the estimated sell out to evaluate alternatives,
- 23 which may include offering burial service in another location, and/or
- 24 expanding capacity at Riverside Cemetery with niche walls, as identified in
- 25 the 2011 Master Plan Update.
- 26

27 The operation, maintenance and responsibility of a municipal cemetery is
28 everlasting. Whether to continue this service at another location is an important
29 decision; a comprehensive review is essential.

30
31 *Resources: This chapter was assembled with assistance from the Superintendent of*
32 *Schools, Business Manager, Facilities Manager, Public Works Director, Police Chief,*
33 *Fire Chief, Library Director, Town Clerk and Director of the Museum at Portland Head*
34 *Light.*

35
36 **Public Facilities Goals**

37
38 **Goal 1: The Town shall continue to *maintain* existing buildings and**
39 **infrastructure in recognition of its value as public assets and a principal**
40 **way of delivering services to residents.**

41
42 Recommendations

- 1 1. Complete the School Facilities Study.
- 2
- 3 2. Assess, renovate and update buildings constructed within the last 20 years
- 4 that are now due for moderate level maintenance. Buildings should
- 5 include but may not be limited to the Public Works Garage and Police
- 6 Station.
- 7

8 **Goal 2: The Town shall assess the *capacity* of municipal buildings and**
9 **services and take action to meet future needs.**

10
11 Recommendations

- 12
- 13 3. Review the staffing levels and anticipated staff turnover at the Police
- 14 Department and create a succession plan.
- 15
- 16 4. Evaluate the Fire Department on call volunteer membership levels, assess
- 17 growth in emergency calls, and capacity needs in the future.
- 18
- 19 5. Conduct a long-term burial services study that evaluates alternatives and
- 20 recommends a strategy for accommodating future needs. The study
- 21 should address the following:
- 22
- 23 • Should the Town continue to offer the service of a cemetery in another
- 24 location?
- 25 • Where would a new cemetery be located?
- 26 • What would be the size of a new cemetery?
- 27 • How would a new cemetery be funded?
- 28 • What impact would there be to the Public Works Department for the
- 29 maintenance and burials of an additional location?
- 30 • Would the rules and regulations mirror that of Riverside Memorial
- 31 Cemetery?
- 32 • If it is determined to add another location, when would the new
- 33 cemetery be established?
- 34

35 **Goal 3: The Town shall *modernize* existing facilities and policies to meet the**
36 **future expectations of town residents.**

37
38 Recommendations

- 39
- 40 6. Modernize the school buildings and public education offerings to meet the
- 41 needs of the school body in the next ten years, including right-sizing,
- 42 possible pre-K offerings, and renovation of the cafetorium to create a
- 43 rational, single level school gathering room.

- 1
- 2 7. Continue discussions with the City of South Portland to jointly address
- 3 capacity issues at the Cape Cottage Fire Station and opportunities to
- 4 cooperate with the Willard Fire Station in South Portland.
- 5
- 6 8. Evaluate options for reuse of the Police Station dispatch area if the
- 7 Historical Society relocates.
- 8
- 9 9. Review and revise town regulations and policies to modernize existing
- 10 telecommunication regulations in order to take advantage of new
- 11 technologies and improve service for town residents.
- 12
- 13 10. Review the Spurwink School Reuse report and fund repurpose of the
- 14 building for public use.
- 15
- 16 11. Modernize recycling...?
- 17
- 18