



Council Orientation

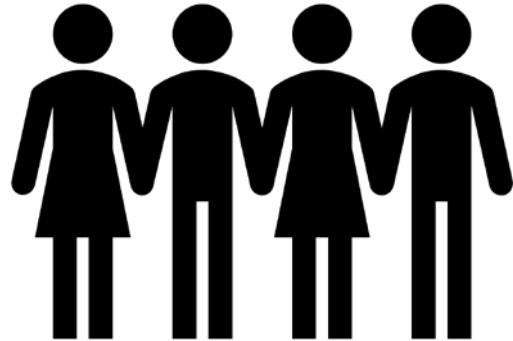
Agenda

- **Presentation from City Administrator:**
 - Major Accomplishments
 - Transitions and Obstacles Moving Forward
 - Committee Structures in Saco
 - Process for changes to Ordinances/Charter
- **Training for Elected Officials (Attorney Murphy)**
- **City Council Discussion**
 - Rules and Order of Business
 - Comprehensive Plan Update Timeline and Discussion
 - City Administrator's Contract

2015-2017 Goals

- The goals adopted by the 2015-2017 City Council can be found on page 4 and 5 of the [2016 Annual Report](#).
- The 2017 goals can be found on page 4, 5, and 6 of the memo distributed to Council last week (and on the [city website](#)).
- The 2018 goals can be found in the same memo on pages 6 and 7.

Major Accomplishments



Major Accomplishments

- **Increased Collaboration with Surrounding Communities**
 - Shared positions, Ad hoc Council Committee, Ordinances
- **Implemented an Asset Management/Capital Plan**
- **Updated the 2011 Comprehensive Plan**
- **Added Several Ordinances**
 - Marijuana, Multi-Family Housing, Polystyrene, and Single-Use Bags
- **Hired Six Department Directors**
 - Assessment, IT, Police, HR, Finance, and Parks & Recreation
- **Established Age Friendly Saco**
 - Committee Formed
 - AARP Certification Obtained

Obstacles and Potential Solutions



Obstacles and Potential Solutions

- **Obstacle: Staffing**
 - Aging Workforce
 - Low Staffing Levels
 - Healthy Economy
- **Potential Solutions**
 - **Succession Planning**
 - Knowledge Acquisition and Transference
 - Planning for the Near Future
 - **Recruitment and Retention**
 - Competitive Compensation
 - Professional Development Opportunities
 - Internship Program

Obstacles and Potential Solutions

- **Obstacle: School and City Operating Independently**
 - **Competing for Limited Resources**
 - **Communication**
- **Potential Solutions**
 - **Strengthen Staff and Board Relationships**
 - **Bring Forward Co-Location Recommendation**
 - **Incorporate School Facilities and Assets into Capital Plan**
 - **Explore Additional Cost Saving Measures/Utilization of Resources**

Obstacles and Potential Solutions

- **Obstacle: Sea Level Rise**
 - Coastal Erosion
 - Camp Ellis
- **Potential Solutions**
 - Shoreland Zoning
 - Army Corps of Engineers
 - Strengthen Relationships with Federal Delegates
 - Partner with Citizens and Local Experts/Historians to Educate the Public
 - Work to Increase CRS Rating

Obstacles and Potential Solutions

- **Obstacle: Attracting Businesses/Commercial Development**
 - Workforce Shortages
 - Limited Land for Future Development
 - Pedestrian Friendly Downtown
- **Potential Solutions**
 - Regional Approach - Partnering with the Chamber of Commerce, Neighboring Communities, and local schools to address workforce shortages
 - Mixed-Use Zoning
 - Complete Streets

Obstacles and Potential Solutions

- **Obstacle: Unit 91**
 - Initial RFQP Issued August 2016
 - Revised RFQP Issued October 2017
 - RFQP Not Awarded
- **Potential Solutions**
 - Currently Listed with a Commercial Broker

Committee Structures



Mayor Appointed Boards and Committees

- **Board of Assessment Review**
 - [City Code – Chapter 4 Article VIII. Section 36](#)
- **Conservation Commission**
 - [City Code – Chapter 4 Article VIII. Section 37](#)
- **Coastal Waters Commission**
 - [City Code – Chapter 4 Article VIII. Section 39](#)
- **Economic Development Commission**
 - [City Code – Chapter 4 Article VIII. Section 35](#)

Mayor Appointed Boards and Committees

- **Fair Hearing Authority**
 - [City Code – Chapter 112 Article VII. Section 38](#)
- **Historic Preservation Commission**
 - [City Code – Chapter 230 Article IV. Section 413C](#)
- **Impact Fee Assessment Committee**
 - [City Code – Chapter 176 Article XXI. Section 104](#)
- **Shoreline Commission**
 - [City Code – Chapter 4 Article VIII. Section 39.2](#)

Mayor Appointed Boards and Committees

- **Traffic Safety Committee**
 - [City Code – Chapter 211 Article V.](#)
- **Parks and Recreation Advisory Board**
 - [City Code – Chapter 4 Article VIII. Section 39.1](#)
- **Planning Board**
 - [City Code – Chapter 4 Article VIII. Section 34](#)
- **Zoning Board of Appeals**
 - [City Code – Chapter 230 Article X.](#)

External Boards and Committees (with Mayoral Appointment)

- **Transit Committee**
- **Biddeford Saco Area Economic Development Commission**
- **Saco Museum-Dyer Library Board of Trustees**
- **Southern Maine Planning and Development Commission**

Other Boards and Committees (Ad-hoc)

- Age Friendly Saco Committee
- Affordable Housing
- Biddeford/Saco Joint Sub-Committee
- Cable Advisory Committee
- Capital Planning Committee
- Energy and Sustainability Committee
- Goosefare Brook Restoration Committee
- Insurance Committee
- Personnel Committee

Changes to Ordinances/City Charter



Charter revision and updates to ordinances

- Reviewing and cleaning up some of policies/ordinances is an established goal of the City Administrator for 2018.
- A memo from the [February 2017 workshop](#) walks through the process for revisions to charter, code, and policy. (See page 87)
 - All citywide policies should be approved by Council (one vote process)
 - All ordinances (and ordinance amendments) require a 3 meeting process including a public hearing and public notice.
 - Charter revisions follow the ordinance track plus a public vote or a charter commission can be established, with public vote (CA would not advise second option)

FOAA and Ethics Training



Materials provided as handout

Rules and Order of Business



Section 2.08(b)

The City Council shall determine its own rules and order of business at the first meeting of each newly elected City Council.

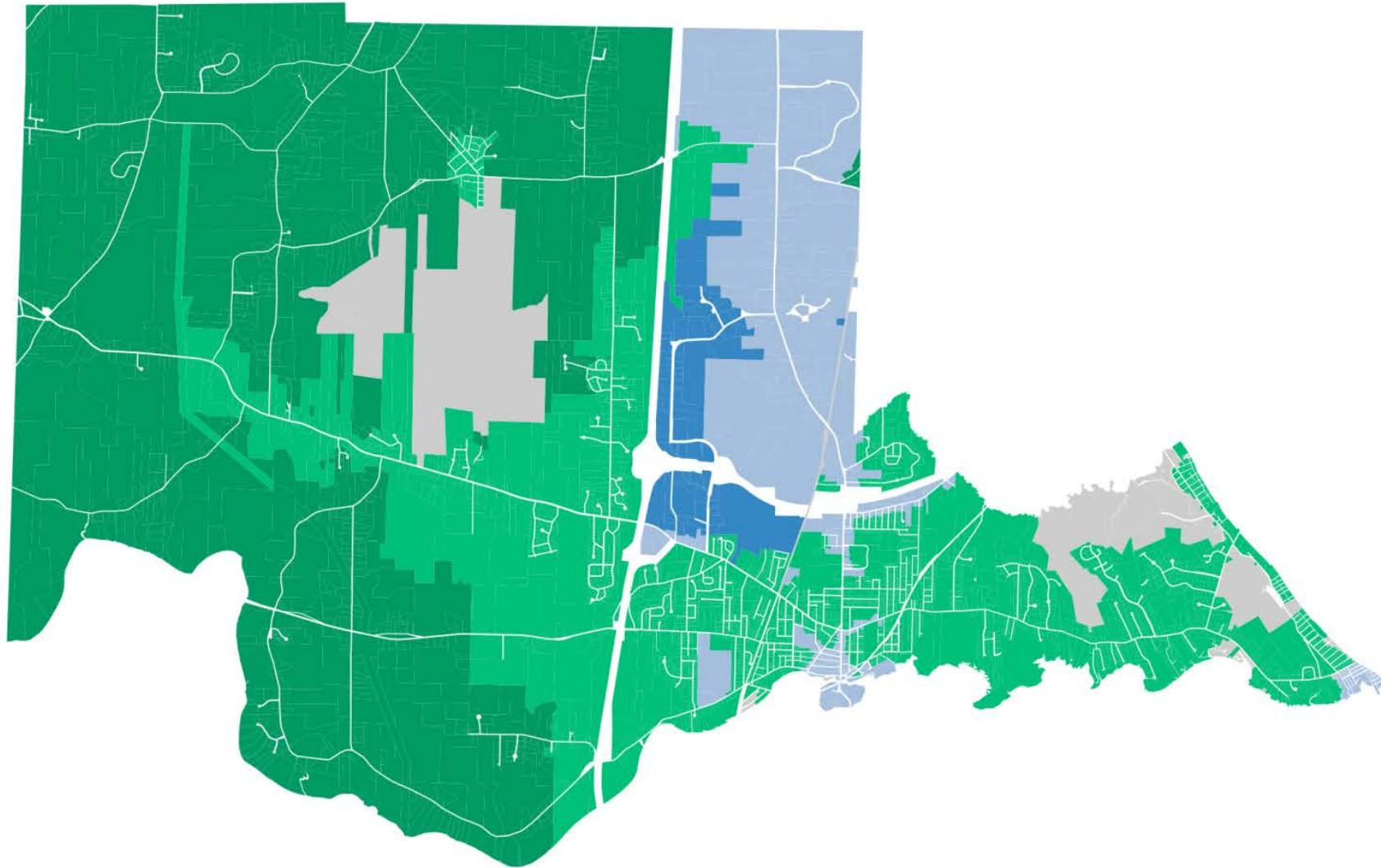
Comprehensive Plan Update



Comprehensive Plan Update Timeline

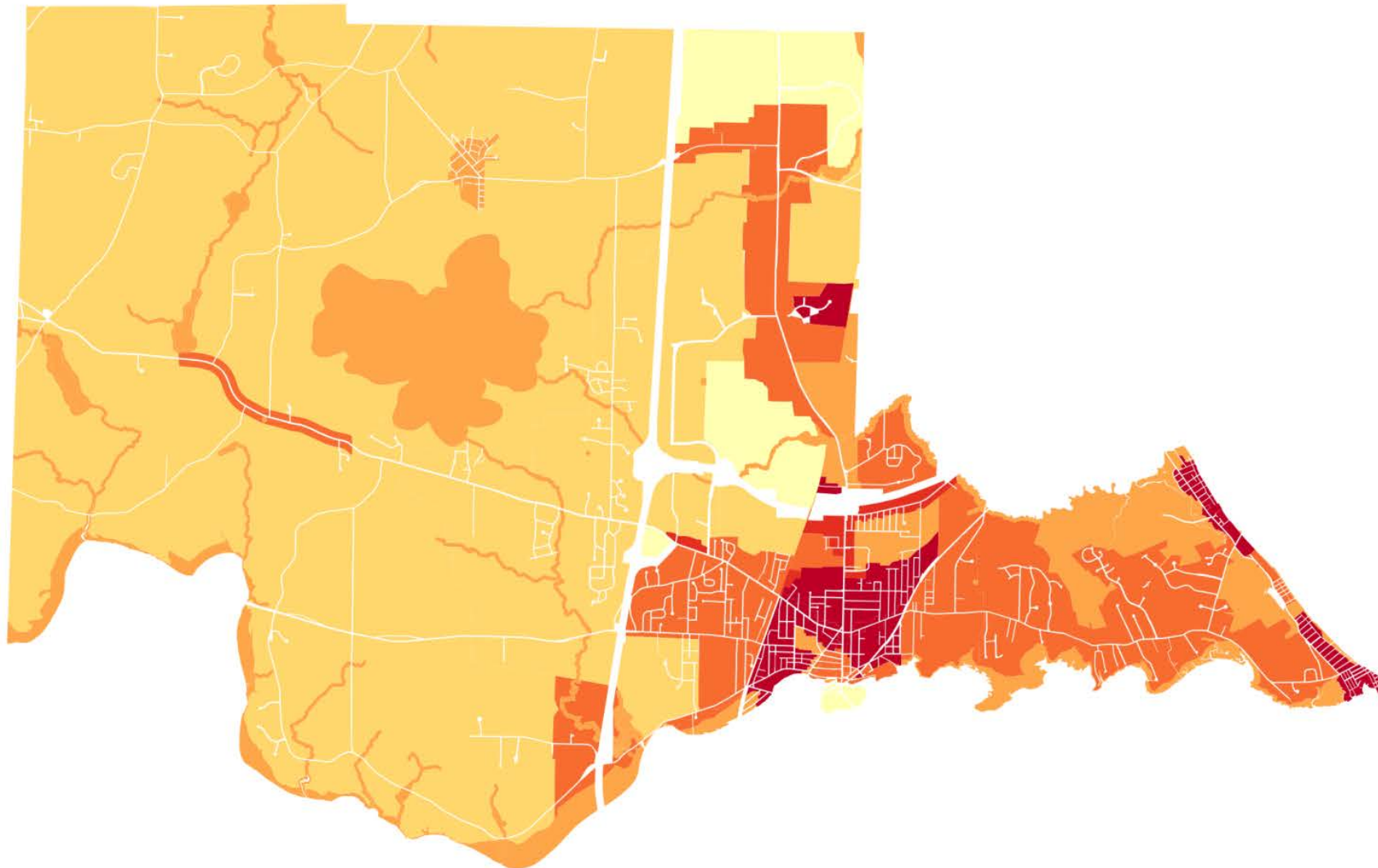
- Council approved the creation of an ad hoc [Comprehensive Plan Update Committee](#) in October of 2016. (See page 100)
- Since then, the group has met nearly monthly to review chapters of the plan as well as create some additional chapters. (See [website](#) for documents)
- The Planning Board will hold a public hearing on December 19th on the plan.
- In January, the Council will consider this item.
- If we really want to manage the growth of Saco in a strategic way, we need to make revisions to our zoning maps.

Aggregated Saco Maine Zoning Districts



- Rural/Suburban Residential**
C-1
- Suburban/Urban Residential**
R-1A/B/C/D, R-2, R-3, R-4
- Industrial**
I-1, I-2, I-3
- Business/Downtown**
B-1, B-2A/B/C/D, B-3, B-4, B-5, B-6, B-7, B-8, MU-1, MU-3, MU-4
- Resource Protection**
RP, unknown

Parcel Non-Conformance with Zoning District Requirements (Table 412-2)



Non-Conformance



Less

More

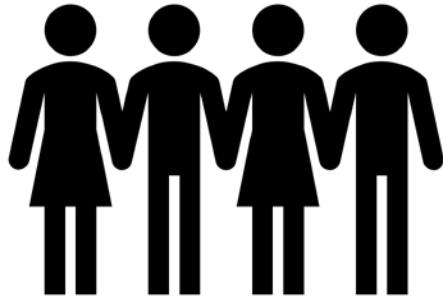
The percentage of parcels in each Zoning District that do not conform to the district's requirements for front/side/rear setback distance, road frontage, and/or lot size.

% of Non-Conforming Events:
Setback 58%
Frontage 27%
Lot Size 15%

Top 5 Non-Conforming Zones:
B-5, B-7, R-1B, R-3, R-1C

Top 5 Conforming Zones:
I-1, R-1D, C-1, I-2, B-2B

City Administrator's Contract



By Charter...

- **Six months prior to the end of the City Administrator's term, the Mayor and the City Council shall notify the City Administrator in writing that they will or will not reappoint him for another term. He shall reply in writing within ten (10) days of receipt of the City Council's letter of intent, whether or not he wishes to be reappointed.**

(Section 3.02 a. Reappointment and Termination)

Specifics...

- The contract was approved on August 13, 2015 – minutes from the meeting can be found [HERE](#).
- The City Administrator's appointment started on September 21, 2015 and ends on September 30, 2018. The Mayor and Council would need to, at the latest, notify the CA of their intent by March 31, 2018.

Thank you!

