



Town of Raymond Comprehensive Plan

2025



Acknowledgments

Thank you to all of the Raymond community members who contributed their time and insight to this comprehensive planning process. Raymond's dedicated and engaged residents and volunteers provided valuable feedback that informed the development of this plan.

Thank you to the members of the Comprehensive Plan Committee, who have worked diligently since August 2022 to help lead the planning process and review data, connect with the public, and distill community feedback into vision, values, and goals.

CPC Members

John Clark
Greg Foster
Kaela Gonzalez - Co-Chair
Peter Leavitt - Co-Chair
Frank McDermott
Shawn McKillop
Danelle Milone
John Rand
Jacqueline Sawyer
Brad McCurtain (June 2022 – April 2023)

Town Staff

Sue Look, Town Manager
Chris Hanson, Code Enforcement Officer
Melanie Fernald, Town Clerk
William Blood, Videographer
Don Willard, Town Manager (to June 2023)

Planning Team

North Star Planning (Ben Smith, AICP, Kate Burch, Sam Peikes)
Rhumblin Maps (Forrest Meader)

Cover Photo: Jerry Monkman | [ecophotography.com](https://www.ecophotography.com)



Table of Contents

Part 1: Raymond’s Plan

Raymond’s Priority Goals & Actions 2

Introduction..... 3

Raymond Today 5

Raymond Tomorrow..... 9

Future Land Use Plan..... 10

Raymond’s Local Goals 17

Plan Implementation 24

Public Process 27

Regional Coordination 31

Raymond’s Past Planning Work..... 32

Goals, Policies and Action Items..... 33

Part 2: Inventory Chapters

Appendix 1: Capital Improvement Plan

Appendix 2: Public Engagement Summaries

Raymond's Priority Goals & Actions

Build a resilient Raymond.

Priority Actions:

Work with MaineDOT to complete an assessment of and work plan to improve town culverts and road infrastructure at risk from increased flooding.

Add staff capacity to seek and manage grant funding through additional staff, a consultant, or regional partnerships.

Protect Raymond's natural and water resources.

Priority Action:

Develop a process to determine the appropriateness of sites in Raymond for solar development, and incorporate these criteria into Raymond's Solar Ordinance

Invest in road and traffic improvements.

Priority Actions:

Collect/analyze speed and crash data and implement proven traffic calming strategies throughout Raymond.

Create a 302 Master Plan in partnership with DOT, based on the vision for Route 302 in the Future Land Use Plan.

Prioritize walking and biking around Raymond.

Priority Action:

Build a network of sidewalks, trails and bike paths connecting identified Growth Areas and local destinations.

Strengthen Raymond's sense of community.

Priority Action:

Develop a master plan supported by public input to repurpose the Jordan Small Middle School and determine the future use of other town-owned buildings, including the library and town office.

Introduction

The Raymond Comprehensive Plan Update began in August 2022, led by the Comprehensive Plan Committee, town staff, and planning consultants from North Star Planning. The Plan builds upon the past planning efforts from the Town including the 2004 Comprehensive Plan and 2009 Open Space Plan and relies on data resources and local knowledge to paint the picture and identity of Raymond. Throughout the planning process, the project team prioritized community engagement in the form of stakeholder outreach, community listening sessions, department head interviews, two in-person public workshops, online interaction, and citizen opinion polling at Raymond's election days.

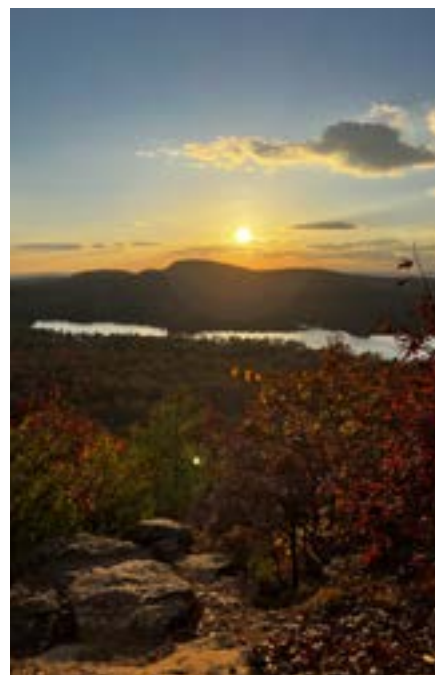
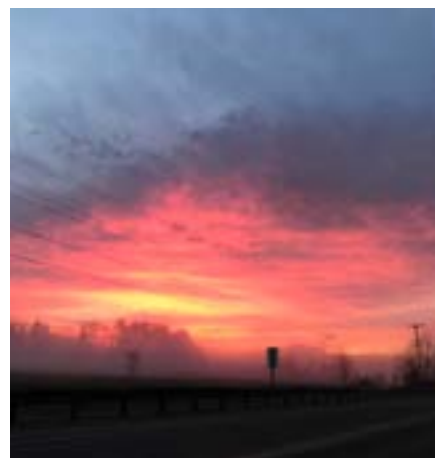
Over the course of this work, we learned that people live in Raymond for a lot of different reasons, but nearly all residents are passionate about Raymond's small-town feel, quiet undeveloped areas, and access to many waters. People also value the convenience of services and jobs in the wider region, both in neighboring Windham and the Greater Portland area.

Ultimately, the Raymond Comprehensive Plan Update is a plan to preserve the rural, forested landscapes, the ponds and lakes, and the quality and character of Raymond, while focusing improvements and investments in historic villages and the existing built-up areas of town to improve housing, transportation, and economic development options in the future.

About This Plan

A Comprehensive Plan is a planning document that guides community decision making around policy and land use issues for the next 10 to 20 years. This Comprehensive Plan tells the story of Raymond's past (where we came from), the present (where we are now), and the future (where we go from here). The comprehensive planning process is an opportunity for a community to come together and take inventory of current trends, while looking ahead toward future needs, challenges, and opportunities. The long-term vision, values, and goals expressed in the Plan set the stage for future conversations around key issues, and help make future municipal decisions around zoning, policy, and investments. The priorities, policies, and action items described in the Plan are intended to help municipal staff, boards, and committees identify projects, initiatives, and ordinance updates that will help the community fulfill their vision, values, and goals.

Additionally, a Comprehensive Plan that is ruled consistent with Maine's Growth Management Act makes municipalities eligible for certain State grants and loans, and allows municipalities to legally impose zoning, impact fees, and other growth and land use related ordinances.



*Rt 302 near Raymond Beach and
Sunset on Sebago by Kateri Coza*

The Comprehensive Plan consists of two main components: a forward-looking section that includes a vision statement, action items, a future land use plan, and implementation strategies; and inventory chapters that analyze data on existing conditions in town.

The forward-looking section of the plan combines public input and perspectives with the data gathered from the inventory chapters to form a vision statement and develop goals for Raymond that are rooted in community needs and values. This section includes local goals, policies, and action items to implement the community's vision, along with a Future Land Use Plan that provides guidance for what different areas of town should look like in the future, what places are appropriate for change and investment, and what places should be preserved.

The inventory chapters (available in Part 2) encompass a wide range of topics, including natural resources, recreation, transportation, housing, economy, population, and more. The topics in these chapters are based on Maine state requirements and the contents are developed based on federal, state, and local data sources. The inventory chapters demonstrate what the town is like today, how the community has changed over time, and identify future challenges and opportunities.



Tassletop by Jodi Carroll

Raymond Today

Planning for the future starts with understanding where you are now. Therefore, a key component to the Raymond Comprehensive Plan Update process consisted of writing inventory chapters based on data collection and analysis about what Raymond is like today, and how the town has changed over the past ten to twenty years. The findings from this data formed the foundation of the community engagement, vision, and goals in this Plan. To read the inventory chapters on each topic, see Part 2.

Population

- After nearly doubling from 1980-2000, Raymond's rate of population growth slowed down between 2000-2020, and the population was 4,536 at the 2020 U.S. Census.
- Raymond's population is aging. According to the 2021, U.S. Census ACS Estimates Raymond's median age was 47.8, which was higher than the County and the State. The percentage of residents age 65 and over has increased by about 25% between 2010 and 2020. This demographic reflects those who have lived in Raymond a long time and are aging in place. At the same time, there has been a slight increase in adults age 25-34 who are moving to Raymond.
- Raymond has a large seasonal community, with the estimated population nearly tripling during the summer months. The summer population is projected to continue to grow along with the high demand for lakefront real estate.

The aging population and potential for increasing number of young families will create demand for town services and community connection, including childcare, recreation, and support for older adults. More housing options, including senior housing and smaller homes and apartments, would help seniors age in place and increase accessibility for young families. The seasonal population will continue to create traffic impacts and put pressure on town services and recreational facilities during the summer months.

Housing

- The vast majority of homes in Raymond are single family homes on relatively large lots. According to the 2021 American Community Survey, 97% of the approximately 3,000 housing units in Raymond were single-family detached homes. There are a limited number of duplexes and only one 20-unit senior affordable housing complex.



Drilling for Sap on Dolimount Road by Kateri Coza



Backyard by Jodi Carroll

- Seasonal homes comprise over 1/3 of Raymond's housing stock, and according to AirDNA, a website that tracks Vrbo, Airbnb and short-term rentals, it is estimated that at least 6% of homes in Raymond are used for short-term rentals, which are currently unregulated by town ordinances.
- Housing is becoming less affordable in Raymond. Raymond's median home price has increased by about 75% between 2010 and 2022 (from \$225,000 to \$395,000).

Raymond has limited housing diversity and decreasing housing affordability. Creating more housing options, from duplexes and triplexes to condos and apartments in a thoughtful and sustainable way, will make it easier for people of all ages and income levels to make a home in Raymond, help older adults age in place, and support Raymond's year-round population. Raymond will need to balance open space, shoreland protections, and environmental quality as demand for homes and lakefront properties in Raymond continues to grow.

Economy

- More than 92% of Raymond residents commute to other towns for work.
- Raymond's local economy is primarily based on tourism and recreation, with many summer camps, recreation areas, beaches, and lakes. The largest employers are Sabre Yachts and summer camps, along with the school district.
- Raymond also has a valued small business community clustered around Main Street and Route 302.
- Small businesses sometimes struggle to maintain year-round operations and find staff.
- Summer camp owners and farm and woodlot owners worry that the high development value of their property may make it more profitable in the future to sell the land than to continue their business.

Raymond residents want to continue to grow the local small business economy, which can be supported through town economic development initiatives and allowing more small businesses and mixed-use buildings in Raymond's villages and rural crossroads. Improving broadband access in Raymond is important to support local businesses as well as residents as remote work grows. The town must also support recreation, outdoor, and natural resource-based businesses, including summer camps, farmlands, and timber operations.

Transportation

- Driving is the primary way to get around Raymond. According to the ACS Census, in 2021 70% of residents drove alone to work. There is currently no Park and Ride option in Raymond.



Christmas Light Contest by Jackie Sawyer



Jumping in the Lake at Wohelo Camps



Photo by Sam Peikes

- Raymond has no public transportation, and lacks sidewalks and bike lanes in most areas.
- There are no transportation options for people who don't drive, and the only senior housing complex is disconnected from the sidewalk network.
- Traffic congestion and safety are issues for commuters on Route 302, especially during summer months.

Improving traffic, safety, and pedestrian accommodation throughout Raymond, and especially on Route 302, is one of the highest priorities for Raymond residents. Addressing these issues will take multiple approaches, including providing better access to walk, ride a bike, or take public transportation along with collaborating with Maine Department of Transportation on a plan to improve the Route 302 corridor.

Natural and Water Resources

- Raymond is known for its wealth of lakes and natural resources.
- Roughly 44% of Raymond's parcels are undeveloped, and about 8% of Raymond's land area is permanently conserved.
- Many rural homes are on parcels with multiple acres of forested land.
- Raymond protects water resources through a Shoreland Zoning Ordinance and strict stormwater quality and phosphorus control standards.
- There are also several lakes associations and volunteer organizations working in concert with municipal government to protect the water quality and ecological value of Raymond's lakes, ponds, rivers and streams, who provide invasive species management each summer.

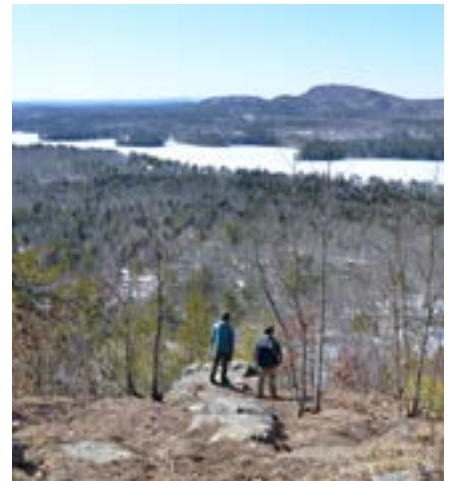
The future of Raymond's natural and water resources will involve continued proactive stewardship and maintenance along with balancing conservation and development. The town has seen increased development pressure for lakefront homes, which increases runoff and erosion into water bodies, and reduces public access. The impacts of climate change will put additional pressure on natural resources in Raymond through increased wildfires, invasive species, heat, and flooding. Education and partnerships with lakefront and rural landowners are key to protect Raymond's resources.

Public Facilities and Town Capacity

- Raymond's small but adequate town staff provides basic services while keeping the tax burden on residents as low as possible.
- In recent years, the town has struggled to keep full staffing levels, especially in Public Works and Fire and Rescue, and has lacked



Canoeing on Panther Run by Kateri Coza



Raymond Community Forest by Loon Echo Land Trust



Photo by John Lynch

staff capacity to pursue grants and new opportunities for the town. Even in such difficulties the Town has still taken advantage of grant opportunities and will continue to do so.

- Raymond's recreation programs are popular and there is increasing demand for activities for kids and seniors.
- The impending closure of the Jordan Small Middle School will return the facility and grounds to town property, presenting a significant opportunity for the town.

Raymond must seek to increase town capacity to pursue grants and funding, and provide programs and services to fit the growing needs of the town. As a small town where most town revenue is generated through property taxes, Raymond must explore additional sources of revenue and work strategically to support residents while maintaining fiscal priorities. The town will need additional staff or consultants to support operations, coupled with cooperation with neighboring towns and regional organizations to pursue planning and programming goals.



Youth Fishing Tournament by Jackie Sawyer



Raymond Community Forest by Jerry Monkman | ecophotography.com

Raymond Tomorrow

Raymond's identity remains rooted in its small-town rural charm and connection to lakes and natural resources. As noted above and detailed in the Inventory Chapters that follow, the town faces trends and challenges including, limited housing options for year-round residents, growing traffic congestion and safety issues along Route 302 and rural roadways, and development pressure on natural resources, lakes, and ponds. Additional regional and national issues compound these concerns, such as climate change, the housing crisis, and the longer-term impacts of the COVID-19 pandemic on the economy and workforce. Raymond Tomorrow must preserve the character, environment, and quality of life that residents hold dear, while fostering a sense of community and building local capacity to meet the challenges of the future.

Vision Statement

Raymond is a small community in the heart of the Lakes Region within the larger, growing region of Southern Maine. We take pride in the natural beauty that surrounds us. Our identity as a place of peaceful respite from the more hectic energy of the larger centers within the region can only be maintained by dutifully stewarding the local and regional natural resources of Sebago Lake, Panther Pond, Crescent Lake, Raymond Pond, Thomas Pond, Raymond Community Forest, Morgan Meadows, Pismire Mountain, Nubble Pond, and Notched Pond. As a rural town within driving distance of Portland, we place priority and value on the features that set us apart: our beautiful environment and a quiet, small-town community with convenient access to nearby economic centers.

Our community is changing as a result of population growth, increased development, and the impacts of climate change. Raymond will proactively approach current issues by addressing traffic congestion and speeding, improving connections within and to the village, and supporting local businesses. Town policy and decision-making will be rooted in the need to preserve valued natural resources and to maintain and strengthen Raymond's sense of community. Raymond will meet future challenges with improved sidewalks and roads, community spaces, town services and facilities, schools, broadband internet access, and integrating climate resilience initiatives when appropriate.

Everyone who lives here, works here, grew up here, or wants to come here, should have a reasonable opportunity to make Raymond their home. While providing that opportunity, we must steward both our community resources and natural resources. Preserving our scenic and environmental assets and our strong sense of community will require an approach to the implementation of this plan that is centered on community input and values.

Future Land Use Plan

The Future Land Use Plan is a core component of the Comprehensive Plan that will help guide Raymond's policy decisions on zoning, land preservation, and public investments over the next decade or so. The Future Land Use Plan consists of a map and an accompanying narrative to describe where development, conservation, and investments should be focused in the community.

By state statute, the Future Land Use Map shows three basic areas: **Growth Areas**, **Rural Areas**, and **Transition Areas**.

Growth Areas are where the most amount of change, investment, and development are envisioned. These areas are appropriate for residential, commercial, or industrial development, as well as infrastructure improvements such as sidewalks or road upgrades. In a small town like Raymond, growth will focus on context-appropriate local businesses, small-scale mixed-use and residential buildings, and targeted infrastructure upgrades. The boundaries of Growth Areas are shaped by the location of public utilities and facilities, and are generally directed away from important natural resources including wetlands, lakes and ponds, and conservation lands.

Rural Areas are places that deserve protection from most of the impacts of development, and are places where less change will occur. *Critical Rural Areas* deserve an even greater level of protection, and are places where resource protections should be maximized and conservations efforts should be targeted.

Transition Areas are suitable for a moderate amount of development and investment, but are not envisioned to receive the level of investment or to be a focus of growth and activity the way a Growth area would be.

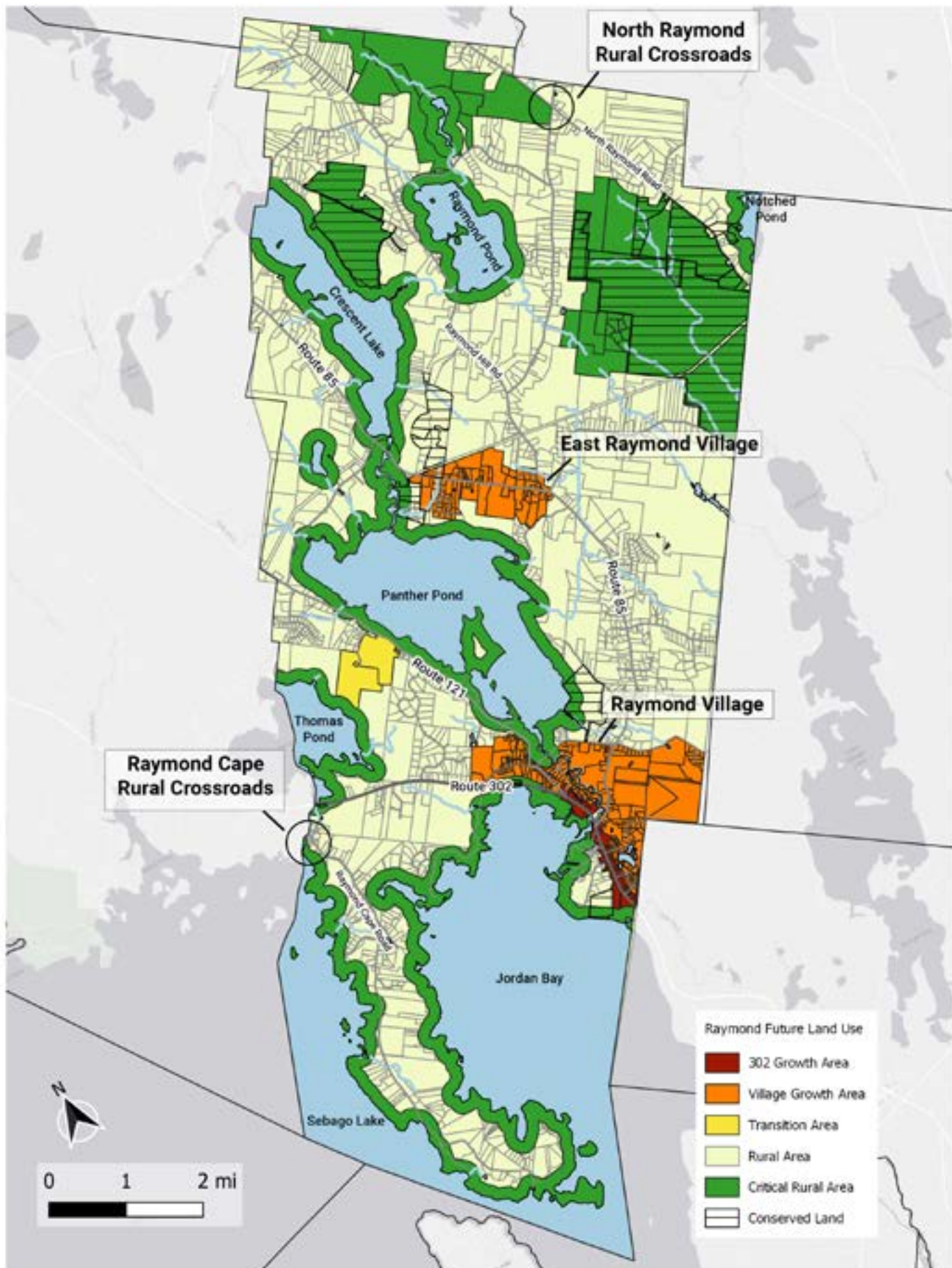
The Future Land Use Map is not a zoning map; the map and narrative that follow are intended to guide future zoning updates and provide program and policy direction to help implement the community's vision. All other local and state regulations continue to apply and will work in tandem with the recommendations in this Plan, including Raymond's ordinance measures to protect shoreland areas and water quality.

Future Land Use in Raymond

Raymond's 2004 Comprehensive Plan called for focusing new development where development already exists and minimizing growth in rural areas and near natural resources to conserve rural character. This principle is the cornerstone of land use recommendations in this plan as well.

Throughout the planning process, the community members expressed a desire for a future that includes more places for the community to gather, a robust small business economy, protection of highly valued natural resources, support for residents of all ages, and safer ways to get around town. Over the next 20 years, it is anticipated that there will be demand for 150-200 new year-round housing units and over 100 new seasonal housing units in Raymond, along with continued demand for commercial development. (For more information about these projections, see the Housing Inventory Chapter in Part 2.)

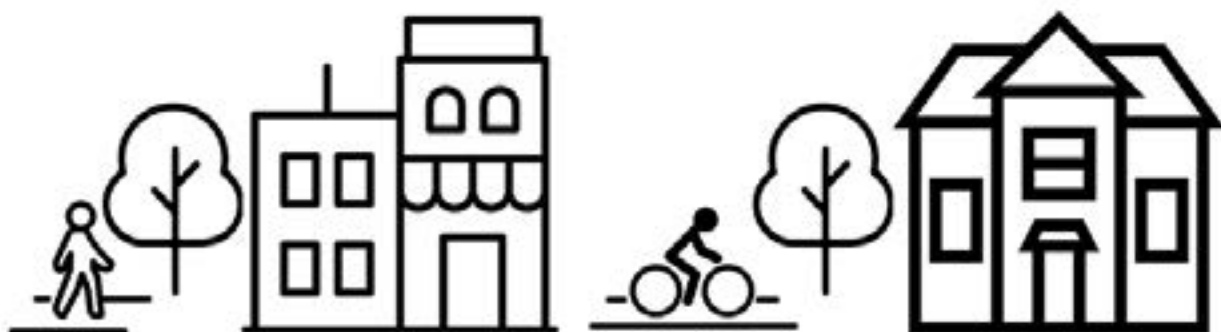
The community was asked to reflect on what Raymond will look and feel like in the coming decades, and address questions such as: how will natural resources be stewarded? Where would it be appropriate for new housing to develop? What places should be protected from development? What places need investment to better serve Raymond residents and visitors in the future? The Future Land Use Plan aims to balance these aspirations and predictions for an overall plan for Raymond.



Growth Areas

Route 302 Growth Area

A walkable, bikeable corridor where small business growth and multifamily housing are supported by transportation and traffic improvements



Route 302 is part of the federal highway system and carries regional traffic through Raymond, in addition to providing direct access to Raymond homes and businesses. Route 302 experiences traffic spikes from summer tourism and speeding issues that impact local residents. Development along Route 302 today is characterized by a regional commercial strip between the Windham town line and Panther Run, and a mix of lower density commercial and residential development between the state boat launch and the Casco town line.

The Route 302 Growth Area includes the commercial area along the eastern end of the road, from the border with Windham to the intersection with Main Street/Route 121. Here, the dense commercial development and big box stores of North Windham transition to smaller strip malls that include both national chains and cherished local businesses, along with access to Tassel Top Park and Raymond Beach. After the junction with Main Street, the road crosses wetlands and sensitive natural areas that are not appropriate for development.

Because of existing infrastructure including a public water connection, Route 302 is a natural location for new infill development. As noted above, directing new development to parts of Raymond that are already developed will minimize new disturbance of natural areas and help protect groundwater and surface water quality. That said, residents are concerned about the impacts on traffic, safety, and the environment. There are limited sidewalks along the eastern end of Route 302, and they are not connected to other parts of town or other local destinations, and bicycling along this road is dangerous.

What We Heard from the Community...

"Small, local businesses only. There are chain stores/ large businesses everywhere. Raymond should retain its local charm."

"The character of Raymond should be conserved. We should not compete with Windham. We should cooperate with Windham. Big business should stay there. We should treasure our rural setting and develop along 302 but not to the extent of Route 1."

"Clean the area up, require standards for architecture and curb appeal."

"The main street area near the intersection of 302 is already so congested and crowded. Please prioritize community efforts that benefit the locals living here all year round and not just seasonal tourists."

The future of Route 302 should focus on investment to improve the corridor. Traffic safety improvements along Route 302 should focus on reducing speeding and improving congestion in the busy summer months. The eastern end of Route 302 should be enhanced to be more welcoming to people, with additional bike lanes, sidewalks, landscaping, and street trees. Sidewalk connections and off-road trails should provide safe access for walking and biking between Route 302 businesses, parks, water access, and Raymond Village. Much of this work will need to occur in partnership with the Maine Department of Transportation. Infill development in this area should be closer to the road and take advantage of the investments the town as already made

Village Growth Areas

Traditional New England villages with diverse housing, small businesses, tree-lined streets, and public spaces



Raymond Village

in sidewalks, lighting and landscaping.

The Raymond Village Growth Area borders the Route 302 Growth Area to the south, following Main Street north through the historic Raymond Village to the Mill Street Dam at Panther Run. It includes the parks along Mill Street and incorporates the mostly undeveloped land to the eastern border with Windham. Raymond Village today is a predominantly residential neighborhood with some small businesses, and town facilities, including the Library and Community Garden. Raymond Village is home to treasured historic buildings, forested areas, and water access at Panther Run.

Serving as a quiet counterpoint to Route 302 while conveniently located near Raymond's commercial core, change and investment in the Raymond Village Growth Area should promote the village look and feel, build a sense of community, and increase bicycle and pedestrian connections. Priorities include creating safe places to walk and bike between Main Street and nearby parks, and to the sidewalk on Route 302. A new small public park or town square, or improvements to Sheri Gagnon Memorial Park, with places to gather and sit somewhere in Raymond Village will support the small-town feel. This area should continue to support local businesses alongside

What We Heard from the Community...

"The community garden and Raymond Village library should stay the same as they are today."

"The unique architectural nature of Main Street should be maintained. Any new business should fit in."

"Mill Street has a large field space which could be better utilized as a public open space."

"Walking trails that connect Mill St to 302 or Main St would be awesome"

homes. Small businesses that serve local residents, like coffee shops, cafes, bakeries, farm stands, and hair salons are appropriate here. In addition to single-family homes, 2-6 unit buildings that match the historic village style can provide additional housing options for Raymond workers, young people, and seniors.

There are very few opportunities for infill development along Main Street in today's Raymond Village. The eastern part of this growth area includes the Mill Street TIF District, with potential access to public water, and has been included in conversations about a new local connector road to Windham. This area will provide future opportunities for housing and mixed-use development. Zoning ordinances should require that any new development in this area continues the traditional village look and feel for buildings, and incorporates sidewalks and landscaping.

East Raymond Village

The East Raymond Village Growth Area includes the area along Webbs Mills Road from the Town Office to roughly the intersection of River Road. In the 19th and early 20th century, this area served as a village center for the surrounding community. This area is located in the geographic center of town where many town-owned facilities including the Town Office, Public Works, Raymond Elementary School, and Jordan Small Middle School are located. East Raymond Village is valued for its historic and rural character, with noted buildings including Raymond Chapel and the closed E.R. Clough Store, along with pockets of undeveloped land, farmland, and scenic views.

With the impending closure of the Jordan Small Middle School, the buildings and land will revert to Town ownership, providing a potential asset for community recreation and community building. Raymond residents see benefit in East Raymond Village's location in the geographic center of town, set apart from the busy Route 302 corridor. The East Raymond Village Growth Area should serve as the center of civic life in town. The Town should develop a master plan for the reuse of the Middle School and other town-owned buildings and land in this area as the foundation for a cohesive and coordinated approach to the public assets in this area. In addition to meeting municipal needs, town investment here should support residents of all ages, exploring the feasibility of using the space for programs including day care, youth summer camp, coworking space, and senior programs. The town should build on volunteer capacity and regional partnerships to create cost-effective opportunities. The town-owned buildings and facilities should incorporate both indoor and outdoor gathering spaces. Historic buildings including the E.R. Clough Store and priority open space, especially the scenic views from the Middle and Elementary Schools, should be protected.

Buildings, parks, and open space should be connected through sidewalks and off-road trails. This area is a priority for traffic calming through requesting a lower speed limit. The town should make a long-term plan to install sidewalks to connect town facilities on Route 85/ Webbs Mills Road from Egypt Road to the elementary school. Any new

"Panther Run is nice for fishing and families - this could use improving."

"I'd like to see our Main Street area become more of a mixed use residential/commercial area with coffee shops and art galleries--a place to walk around and to enjoy."

What We Heard from the Community...

"I would like the middle school to become a community center."

"Old farmhouses should be preserved, if they still exist. The old general store is a landmark, but I don't know if it has landmark status. The Oddfellows Hall and the old house across the street on Raymond Hill Rd are also important landmarks."

"[Preserve the] view from top of hill next to school, maintain open space and view of lakes, mountains, one of the gems of Raymond."

"Park or concert space. Shops, cafes, and restaurants."

"Maybe some hiking trails and skatepark/ basketball courts/ tennis etc. Something that the area kids can hang out at. "

development should be required to install sidewalks or off-road trails. Beyond the core of East Raymond Village, widened road shoulders on Route 85/Webbs Mills Road should provide the ability to safely walk or bike from East Raymond Village down to Raymond Village and Route 302.

Throughout East Raymond Village, opportunities for new development should include both residential and small business or mixed-use buildings. Small multifamily buildings (2-6 units) of apartments, condos, or senior housing can easily coexist alongside existing single-family homes to provide more housing options. Small businesses like coffee shops, cafes, bakeries, farm stands, and hair salons are appropriate here. Small groups of clustered housing may be appropriate on roads off of Route 85/Webbs Mills Road, using the subdivision ordinance to require that views are protected and open space is set aside.

Transition Areas

Telecommunications Transition Area

This pocket of industrially-zoned land off of Route 121/Meadow Road is home to an electronics manufacturing company and a large WGME-TV transmitter. With the existing development and TIF District here, this area is appropriate for continued industrial or commercial use, such as office space or light manufacturing. This site will not be the focus of town investment, but new private development and additional businesses in this area could help add to Raymond's commercial tax base. All new development in this area should maintain significant buffers and be evaluated for noise, light, pollution, and other compatibility with neighboring residential areas.

Rural Areas

The majority of Raymond's land area is designated as Rural Areas. Today, these areas include places for low-density housing among forests, lakes, and ponds, working lands for farming and timber harvesting, and the town's largest undeveloped habitat blocks.

In the future, Raymond's rural areas should remain largely the same. These areas should be targeted for conserving natural resources and supporting working lands. Raymond should encourage additional easements or partnerships with private landowners to protect the environment, provide access to recreation, and improve habitat connectivity. Raymond should also continue to support farm and forest landowners, and expand support for agriculture-related businesses and agritourism like on-farm restaurants.

The rural places in Raymond provide opportunities for smaller scale subdivisions and incremental housing development, including single-

What We Heard from the Community...

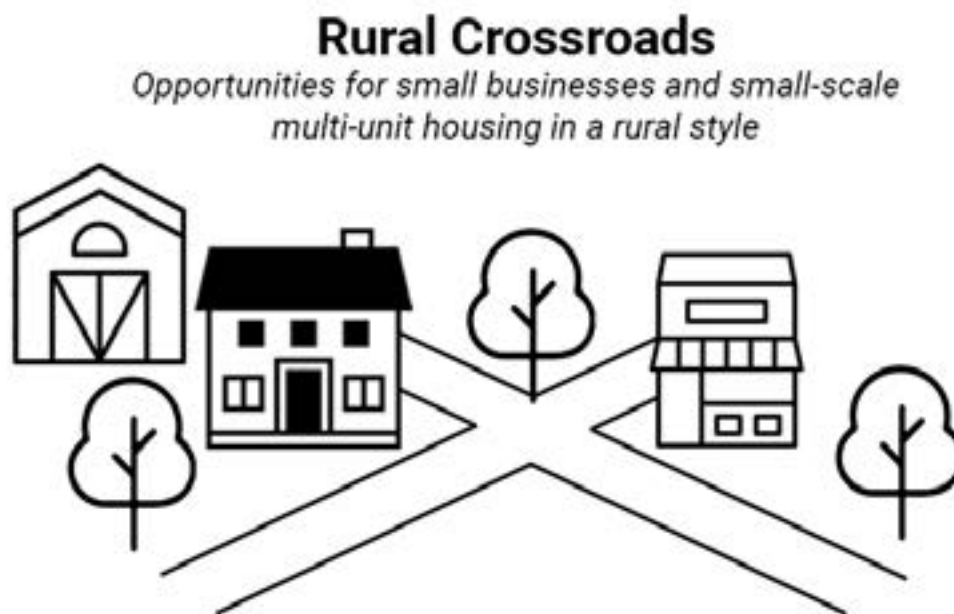
"This part of town is quiet and peaceful and should remain that way."

"[North Raymond] has sufficient space for some development without destroying its essential rural nature. Development here would not threaten the fragile lakefront area, yet done correctly could blend in with green spaces. There is enough land to do both."

"Preserve large undeveloped areas for the future."

family homes, accessory dwelling units, duplexes, and some 2-4 unit buildings. All new housing here should be designed as open space subdivisions, with housing clustered to preserve larger tracts of open space to provide visual and vegetated buffers, preserve natural resources, habitat, and working lands, and maintain rural views.

Zoning changes could allow small-scale businesses like a general store or cafe at historic rural crossroads, such as in the old Raymond Cape Village at Raymond Cape Road and Hawthorne Road, and the intersection of North Raymond Road and Ledge Hill Road. Small-scale commercial, mixed-use, or multifamily buildings in a traditional farmhouse style would be appropriate in those places, providing basic amenities to local residents.



Critical Rural Areas

Raymond's water resources are essential to maintaining environmental quality and to the lifestyle that Raymond residents value and thus deserve the highest level of protection. Critical Rural Areas are designated in a 600' buffer around the shoreline of all major water bodies in town to ensure that Raymond's lakes and ponds will continue to be protected from the impacts of development. Several of Raymond's summer camps own large parcels of land in these critical rural shoreline areas; the town should work with summer camp owners on their long-term plans for their property to support these important local businesses and seek to maintain property stewardship, long-term low-impact uses, and discuss potential future opportunities for public water access.

North Raymond contains large blocks of undeveloped land and habitat. Some of this land is conserved in the Morgan Meadows WMA, but most of these large parcels are under private ownership. The town should continue to partner with Loon Echo Land Trust and other similar not for profit accredited conservation agencies and work with private landowners to encourage tax programs and pursue potential easements for conservation, trails, and public access.

Raymond's Local Goals

The Comprehensive Plan Committee identified five goals for Raymond, followed by policies and action items to implement them. Under each goal, **priority action items** show the actions that should be pursued as soon as possible to begin making progress on the most important issues identified by the community. These local goals, policies, and action items are based on community input and Raymond's vision and values, and are related to multiple inventory chapter topics and the Future Land Use Plan.

The comprehensive plan also includes policies and action items required by Maine's Growth Management Act. The State's policies and action items are organized by inventory chapter topic. Some of these State policies and actions will connect to Raymond's local goals. Others may be policies and actions that Raymond has already implemented, and some may be additional actions for the town to pursue. Raymond town staff, elected officials, volunteers, and a newly formed Comprehensive Plan Implementation Committee will use both these local and State goals, policies, and action items to inform future work that moves towards implementing Raymond's vision. Each action has a time frame for initiation— priority action (immediate), short term (1-2 years), medium term (2-5 years), and long term (5-10 years.) The assigned time frames should help Raymond staff, officials, committees, and volunteers prioritize implementation.

It will be the task of the newly established Comprehensive Plan Implementation Committee to make recommendations based on both the local and State goals, policies, and action items. A full list of goals, policies, and actions, both local and State, is available on page 33.



View from Pismere Mountain by Brien Richards



Sebago Lake by Sam Piekas

Build a Resilient Raymond

A resilient community is one that is prepared to adapt to changes and challenges in the future by strengthening infrastructure, planning, and social networks. Raymond must build capacity to face the community's needs now and in the future: from the growing impacts of climate change and severe weather events, to the ability of the town to serve residents and pursue needed policies and programs. A resilient Raymond will leverage volunteers and local and regional partnerships to support the community.

Policy: Prepare for the impacts of climate change.

- ***Work with MaineDOT to complete an assessment of and work plan to improve town culverts and road infrastructure at risk from increased flooding.***
- Educate landowners about NFPA (National Fire Protection Association) programs aimed at decreasing potential for wildfires.

Policy: Construct weather-resistant infrastructure.

- Amend ordinances to require underground electrical lines where feasible in all new buildings.
- Provide information about HUD (US Housing & Urban Development) and NAHB (National Association of Home Builders) recommendations for resilient residential construction at the Code Enforcement Office to educate homeowners on best practices.
- Continue to work as part of the Lakes Region Broadband group to build a town fiber network for stable internet access to every home.

Policy: Increase town capacity to serve the community.

- ***Add staff capacity to seek and manage grant funding through additional staff, a consultant, or regional partnerships.***
- Partner with neighboring towns and regional organizations to increase town capacity and community services.
- Improve town communications for the public through a community e-newsletter and social media updates.
- Encourage community members of all ages to participate on Boards and Committees.
- Develop a town volunteer network to coordinate and promote opportunities, and hold an annual recognition event for Town volunteers.
- Explore a tracking or registration program for short-term rentals in Raymond.

What We Heard from the Community...

"Cultivating programs, services and businesses that allow for people of all different ages to enjoy safe, healthy, diverse and invigorating lives in Raymond is crucial to our community."

"Need to get more citizens involved and not just leave it to the same people all the time."

"Foster meaningful community participation in government and volunteer groups."

"Hire consultant for civic planning, hire consultant for grant identification and writing."

"Faster internet available everywhere!"

"Communication needs to be better or participation will suffer."

Protect Raymond's Natural and Water Resources

Raymond is located in the heart of the Lakes Region and has many cherished natural areas, lakes and ponds, and undeveloped land that offers refuge for wildlife, supports environmental resilience, and provides recreational opportunities. Raymond's identity is dependent upon continued stewardship and maintenance of natural and water resources including lakes, ponds, open spaces, preserves, forests, and farmlands.

Policy: Conserve Raymond's most important natural resources.

- ***Develop a process to determine the appropriateness of sites in Raymond for solar development, and incorporate these criteria into Raymond's Solar Ordinance.***
- Develop a list of 2-3 priority parcels for conservation.
- Continue to partner with conservation organizations on easement and conservation opportunities.
- Establish impact fees to fund land conservation through the Open Space Fund.
- Strengthen Open Space Subdivision standards to support housing clustered on smaller lots that preserves large tracts of open space, and allow density bonuses in exchange for preserving more open space or working lands.
- Work with summer camp owners on long-term property stewardship and future public access.
- Educate landowners about best management practices and invasive species threats.

Policy: Maintain the high water quality of Raymond's lakes, ponds, and waterways

- Work with Cumberland County Soil and Water Conservation District (CCSWD) and the town's lake associations to educate property owners on ways to improve drainage and decrease runoff through landscaping and green infrastructure like rain gardens.
- Continue to enforce strict erosion control, stormwater management, phosphorus management standards, and landscaping and buffer standards in the Zoning and Shoreland Ordinances.
- Continue to work with and support local organizations to actively monitor the health of ponds and lakes and combat invasive species.

Policy: Increase public access to Raymond's water bodies.

- Pursue appropriately scaled public access easements for swimming, fishing, and passive recreation at all lakes, ponds, and waterbodies through a collaborative process between municipal governments and landowners.
- Improve the hand-carry boat launch and public access to Panther Run at the Mill Street Dam.
- Improve the safety and accessibility of the Crescent Beach boat launch.

What We Heard from the Community...

"Living here is like living in a national forest."

"Raymond is such a peaceful and naturally beautiful place that allows you to unplug and get back to the elements."

"Areas that remain as large, intact forest blocks should be preserved for wildlife corridors and watershed protection and climate change benefits/cooling."

"I feel strongly about protecting ALL watershed/lake/pond areas from the impact of development. This has to be a priority because it is our most valuable resource."

"It would be nice to have public access to Raymond Pond."

"Make this town a beacon for nature & conservation success that the rest of the state can look up to and try and duplicate."

"I have been a waterfront owner for 43 years and have seen a significant change in water quality to Sebago Lake. Milfoil, duck itch, and fecal bacteria were never issues in 1981 when I bought here. We need to preserve our shoreline and ensure that we leave this better than we found it."

Invest in Road and Traffic Improvements

Road safety, traffic congestion, and speeding are a top concern of Raymond residents. The volume of cars on the road increases by a magnitude during the summer months, especially in the town's limited commercial areas. Most roads in town have winding curves, blind corners and limited road shoulders. There is minimal traffic enforcement. Raymond has no public transportation so there are few alternatives to driving to get around town, access regional amenities, or commute to work and school. Improving traffic conditions in Raymond are important to quality of life in town, especially for residents who live near Route 302, and providing alternatives to driving will benefit residents of all ages.

Policy: Improve road safety.

- ***Collect/analyze speed and crash data and implement proven traffic calming strategies throughout Raymond.***
- Develop and adopt a Complete Streets or Vision Zero¹ policy to prioritize safety in all future road improvements and construction.
- Consult with Cumberland County Sheriff department on improving road safety and increasing traffic enforcement.
- Work with MaineDOT to lower the speed limit on Route 85 in East Raymond Village.

Policy: Fix Route 302.

- ***Create a 302 Master Plan in partnership with DOT, based on the vision for Route 302 in the Future Land Use Plan.***
- Partner with Windham to explore the potential for future connector roads to build out a local street network to alleviate 302 traffic.
- Amend ordinances to strengthen access management standards to limit curb cuts and connect existing parking lots on Routes 302.

Policy: Provide alternatives to driving.

- Explore opportunities to establish private and/or public transportation services in Raymond.
- Explore partnering with regional towns for a vanpool service for seniors for daily needs and recreation

What We Heard from the Community...

"Whatever can be done to improve traffic safety is important; public transportation is needed."

"302 (Raymond Plaza to Good Life Market) is unattractive, not walkable and is otherwise dangerous as far as the traffic speed. A rethinking/reworking of this main artery would be a good idea."

"As someone who lives on North Raymond Rd, I am concerned about the speed of traffic on this road. Anything the town can do to address this issue with design changes that promote lower speeds and reduce the incentive to use this road as a shortcut would be welcomed. This applies to other local roads, such as Raymond Hill Road, Ledge Hill Road, Valley Rd, Spiller Hill."

¹ A Complete Streets policy is a set of guidelines for planning, designing, and maintaining streets to ensure safety and mobility for all users. Vision Zero is strategy and transportation movement to eliminate all pedestrian traffic fatalities and injuries by ensuring roads and systems are safe, healthy and equitable for all users.

Prioritize Safe Walking & Biking around Raymond.

Many Raymond residents are active people who love to spend time outdoors, and would readily do less driving if it was safer and easier to walk or bike. Route 302 has a limited sidewalk network that lacks connectivity to other parts of town and nearby parks and public places. Routes 85 and 121 have a more rural setting and lack sidewalks or bike lanes. Raymond's local roads do not have adequate road shoulders for pedestrians. Improving the ability to bike and walk around Raymond will be a big quality of life improvement for residents - and will help reduce traffic congestion.

Policy: Make it easier to walk and bike around Raymond.

- ***Develop a capital plan to prioritize and fund sidewalk construction and connections along the busiest parts of Route 302 and Route 85 in Raymond, and to widen or pave road shoulders along other public roads.***
- Amend ordinances to require sidewalks when new construction is built on Route 302, Route 85, and anywhere pedestrian activity is anticipated.
- Partner with Maine DOT to add bike infrastructure like bike lanes or shoulders to Route 302, Route 85, and Route 121.
- Create a plan to create pedestrian connections through sidewalks and trails in East Raymond Village.
- Review and update standards for sidewalk construction in the Subdivision Ordinance to promote walkable new development.

Policy: Increase off-road trails for recreation and bicycle/pedestrian travel through town.

- Work with regional partners to connect to the Sebago to the Sea trail.
- Partner with local snowmobile and ATV groups to create pedestrian and bike access to existing trails.
- Build a trail connection between Sheri Gagnon Park, Raymond Village, and Route 302.
- Increase trail, sidewalk, and bike lane connections to water access points and open spaces.

Policy: Provide alternatives to driving.

- Work with town staff, boards, and residents on opportunities to establish private and/or public transportation services in Raymond.
- Explore partnering with regional towns for a vanpool service for seniors for daily needs and recreation.

What We Heard from the Community...

"Pretty much every road feels unsafe to walk or ride a bike on, except for the private, slow speed lakeside roads."

"Cape Road NEEDS a jogging/ bike path! There are a lot of pedestrians and bicycles using that road and safely. It is scenic with rolling hills and would be perfect for a path that has benches and lighting, from the ferry up to Hawthorne."

"I love the idea of creating more sidewalks."

"85, 121, Mill & Egypt Rd = unsafe. 302 = unthinkable."

"I don't go for walks because I fear being hit."

"More sidewalks like the great work on Main St. I would love to see the sidewalk extended on Mill St down to Sheri Gagnon park."

Strengthen Raymond's Sense of Community.

Raymond residents value the small-town feel of the town, and the community that comes together at local businesses and events like the town's Halloween festivities. Still, most residents commute outside Raymond for work, and travel to neighboring towns for school, recreation, and shopping. Throughout the planning process, residents expressed the desire for more opportunities for community connection through public spaces, places to gather, community facilities, and opportunities for civic engagement. Building on Raymond's strengths - including the small business community and the Village - and seizing upcoming opportunities like the turnover of the Jordan Small Middle School from the regional school district to the town - will create ample ways to foster a stronger sense of community in town.

Policy: Support Raymond's small businesses.

- Bring back the Economic Development Task Force with a focus on supporting local businesses and creating attractive, walkable village and commercial areas.
- Continue to partner with the Sebago Lakes Region Chamber to foster economic growth through business development and support.
- Amend zoning to allow for mixed-use and small-scale multifamily development in Raymond's Villages.
- Follow a "park once" model for Raymond's villages so visitors can park in a central location and visit different businesses on foot.
- Amend zoning ordinances to allow farm-based businesses and agritourism in Raymond's rural areas.

Policy: Maintain village character in Raymond's growth areas.

- Review and update the Design Guidelines and Standards Handbook from 2009 to strengthen design and landscaping standards for site plan and subdivision.
- Provide increased town support for the Beautification Committee.
- Amend zoning to include design standards that require new development to use traditional New England village building types compatible with existing historic buildings in Raymond's Villages.

Policy: Support residents of all ages.

- Partner with local summer camps or neighboring towns on summer camp for Raymond youth.
- Explore the feasibility of a town-run or public/private daycare program.
- Provide recreation programs for older adults.
- Amend ordinances to allow more varied housing types throughout Raymond, including senior housing, condos, townhouses, and

What We Heard from the Community...

"I would love to live in a community that took care of people who can't always take care of themselves. "

"Make Raymond more welcoming. Adapt to the active yet aging population by adding safe walking areas, bike trails, community center. Where do people go to hang out, see each other, be active? Most times we are going to Windham, Portland, New Gloucester, Brunswick, Falmouth, etc."

"Halloween in Raymond Village is pure magic and it's the ONLY day in which the town comes together as a community. I'd love to see a return to 'Everybody Loves Raymond' or some similar events."

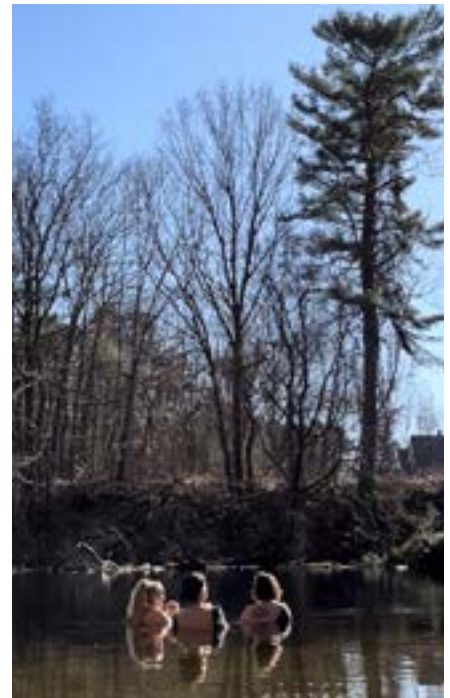
"I would like seniors and people who work in Raymond to get first priority for housing. I want to look out for our teachers, first responders and employers in Raymond."

apartments.

- Continue to support the work of Age-Friendly Raymond.

Policy: Create more opportunities for community connection.

- ***Develop a master plan supported by public input to repurpose the Jordan Small Middle School and determine the future use of other town-owned buildings, including the library and town office.***
- Create a public park or square in Raymond Village.
- Hold multiple community events throughout the year.
- Amend zoning to allow small-scale mixed-use buildings and local businesses at rural crossroads including Raymond Cape (the intersection of Raymond Cape Road and Hawthorne Road) and North Raymond (the intersection of North Raymond Road and Ledge Hill Road.)



Cold Dip in Panther Pond by Jackie Sawyer



Halloween on Main Street by Jackie Sawyer



Sailing at Wohelo by Wohelo Camps



Plan Implementation

The Comprehensive Plan will serve as a tool for community decision makers to set policies, target investments, and develop programs that reflect the values and priorities of Raymond. This document will serve to guide the Select Board, other boards and volunteers, and town staff when making decisions about public investments, future work plans, and policy decisions.

Comprehensive Plan Implementation Committee

After the adoption of the plan, Raymond will establish a Comprehensive Plan Implementation Committee. The Committee's role will be to coordinate implementation of this plan with the Select Board and Planning Board. The Committee will also have a role working with town staff, other Boards and Committees, and regional partners.

Coordinating on implementation will include making policy recommendations to the Select Board, serving as the work group charged with ordinance and policy development, and advising on budgeting related items and tracking implementation items on a regular, ideally annual basis, for the Select Board and Town Report. The priority actions identified in this plan provide a place for such a group to start its work.

The Committee will create an annual report at the close of each fiscal year to detail what policies and action items from this Plan are completed or in progress. This report will be shared with the Planning Board and Select Board, and made available to the public.

Funding Sources

The biggest question with implementing a Comprehensive Plan is funding. Some action items outlined here, like ordinance amendments, partnerships, and education, will require a time commitment from Boards, Committees, and Town Staff. Other action items associated with costs that go beyond normal town operations can connect to funding opportunities from State, Federal, and private foundation sources.

The funding opportunities below are based on currently available grants and loans in 2023/2024. This is not an exhaustive list of all funding sources that might be available to Raymond, but provides a place to start.

Funding opportunities will vary from year to year. State funds are available to municipalities; private foundation grants may be available to municipalities, while others will need to be pursued in partnership with a 501(c)3 nonprofit organization. In addition to the opportunities listed here, other private grants or sponsorships may be available through banks and local businesses, especially for community-based initiatives and events.

As a small town with limited capacity, Raymond will continue to work with volunteers and seek opportunities to partner with neighboring towns and regional organizations to increase the town's ability to meet community needs in a fiscally responsible way.

Resilience & Infrastructure

- Maine Infrastructure Adaptation Fund <https://www.maine.gov/mdot/grants/adaptation/>
- Community Resilience Partnership <https://www.maine.gov/future/climate/community-resilience-partnership>

Forestry

- WoodWISE woodland stewardship incentives https://www.maine.gov/dacf/mfs/policy_management/wwi.html
- USDA Forest Service's Community Wildfire Defense Grant (administered via Maine Forest Service) <https://www.maine.gov/dacf/about/grants/index.shtml>

Natural Resources, Water Resources, & Conservation

- Land for Maine's Future <https://www.maine.gov/dacf/lmf/index.shtml>
- Maine Community Foundation Conservation for All <https://www.maineecf.org/apply-for-a-grant/available-grants-deadlines/conservation-for-all/>
- Maine Natural Resources Conservation Program <https://www.mnrcp.org/node/134>
- Maine DEP Invasive Aquatic Plants Funding Opportunities <https://www.maine.gov/dep/water/grants/invasive/>
- Onion Foundation <https://www.onionfoundation.org/environment>
- Funding connection: Boating Facilities Fund https://www.maine.gov/dacf/parks/grants/boating_facilities_fund.html

Transportation

- Maine DOT Bicycle and Pedestrian Program Funding <https://www.maine.gov/mdot/pga/funding/>
- Maine DOT Municipal Partnership Initiative <https://www.maine.gov/mdot/pga/cbi/municipal/index.shtml>
- US DOT Active Transportation Infrastructure Investment Program (administered through GPCOG)
- US DOT Safe Streets and Roads for All <https://www.transportation.gov/grants/SS4A>
- Maine DOT Planning Partnership Initiative <https://www.maine.gov/mdot/pga/ppi/>

Trails

- Recreational Trails Program https://www.maine.gov/dacf/parks/grants/recreational_trails_program.shtml
- Maine Trails Bond <https://www.nrcm.org/programs/forests-wildlife/maine-trails/>

Community

- Maine Community Foundation Thriving Older People Initiative <https://www.maineecf.org/initiatives-impact/strategic-goals/thriving-older-people/>
- USDA Community Facilities Direct Loan Program <https://www.rd.usda.gov/programs-services/>

community-facilities/community-facilities-direct-loan-grant-program

- Maine Housing Community Aging in Place <https://www.mainehousing.org/programs-services/HomelImprovement/homeimprovementdetail/community-aging-in-place>
- Maine Community Foundation Community Building Grants <https://www.mainecef.org/apply-for-a-grant/available-grants-deadlines/community-building-grants/>

Future Comprehensive Plan Updates

The Comprehensive Plan should be reviewed by town staff, the Select Board, the Planning Board, and Comprehensive Plan Implementation Committee every 3-5 years to ensure the information in the inventory chapters is still relevant, and to complete a thorough review on progress on the goals, policies, and action items. This review should also involve opportunities for public input to revisit the priorities in the Plan. Other Plan elements, like the Vision Statement, will remain consistent and will likely not need to be revisited for 10 years or so.

The State of Maine Growth Management Act recommends a 10-12 year planning cycle. For Raymond, a new Comprehensive Plan Update should be initiated between 2035-2040.



Photo by Nick Pitarys

Public Process

Public participation for the Raymond Comprehensive Plan began by convening a Comprehensive Plan Committee, which continued to meet monthly throughout the planning process. The Raymond Tomorrow Comprehensive Plan website was launched in May 2023. The consulting team periodically updated the website with important dates and other relevant documents and also served as a hub for community engagement and outreach.

The public process elements of the Plan consisted of a vision survey administered by the consulting team, the “what we’ve learned” workshop which presented data highlights of the inventories to inform the visioning process, and the future land use workshop. Online versions of each workshop were available to those unable to attend in person. Over the course of the planning process, the consultants and committee members continued to work hard on pursuing “behind the scenes” outreach practices including setting up a Facebook page, maintaining and updating the Plan website, sending out periodic email listservs and newsletters, and contacting key stakeholders, committees, and associations. Detailed analysis of all public engagement is available in Appendix 2.

Summer Survey

The Raymond Summer Survey was administered by the project team from June 8 to September 20, 2023 and received 206 responses. The survey asked high-level vision and values questions to help inform the draft vision statement. Residents were asked questions pertaining to the quality of life and public services in town, as well as their favorite places in town, and challenges facing Raymond. The vision statement reflects the input heard from the survey.

The survey showed consensus on the most valued things in Raymond: natural resources, (including lakes, ponds, and forests) and Raymond’s small-town community feel, in opposition to its proximity to busy centers like Windham and Portland. The impacts of development and traffic, as well as seasonal tourism, were cited as the biggest challenges facing the town. Respondents were not universal on if the town should invest in infrastructure and facilities, with those who had moved to town more recently more in favor of investment even if it increases taxes.

Best things about Raymond

“Getting to enjoy all the beautiful outdoor spaces while still being so close to the greater Portland area is easily my favorite part about living here.”



"The beauty of nature, woods and waters for wildlife and people to enjoy and thrive, and its relatively undeveloped state yet with essentials available."

"Fresh air, lakes all around, trails... Great schools and sense of community...."

"I love the peacefulness and laid-back culture."

Threats facing Raymond

"Congestion on Rt 302, overuse and pollution of Sebago Lake."

"Increased traffic resulting in backed up traffic during tourist season. Unable to enter Rt 302 from my community road."

"VRBO's on the lake are out of control."

What would make Raymond a better place?

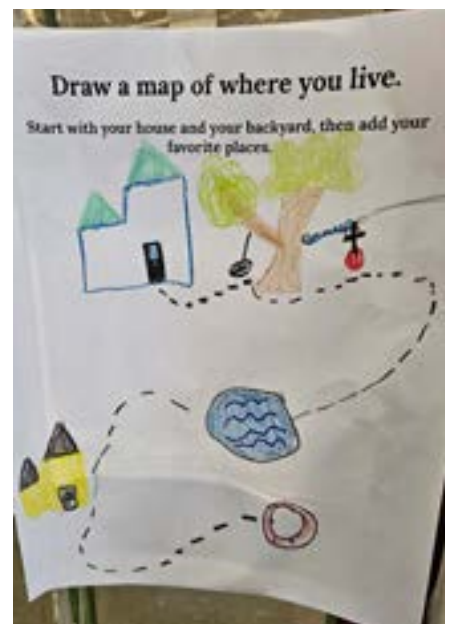
"I think promoting some more diversity in Raymond would lead to more business development. Being able to get some Indian food or a high-quality cup of coffee would be a huge improvement over the fast-food chains across the line in Windham."

"Community & Recreation Center with robust programming and childcare options for families."

"Preservation of the natural resources that make Raymond special. It drives the economy and a sense of place."

"Paved shoulders on roads for safe pedestrian and bike traffic."

"A better planned Route 302 corridor."



Data Highlights Workshop

The data highlights workshop was the first in-person public workshop, and was held on January 20, 2024 at the Jordan Small Middle School. This workshop presented key data highlights from the inventory chapters and other planning work so far to show how Raymond has changed over time and the issues the community faces. The workshop was held open house style and informal. In total 64 people attended the in-person event including all 9 committee members. An online version of the workshop was sent shortly thereafter and received 57 responses.

In the workshop and survey, residents identified all of Raymond's lakes and waterfront areas as the most important places to preserve:

"The forests, the undeveloped spaces for wildlife and hunting, and the waters."

"Watershed areas and summer camp lakefront areas."

"As much as possible, mostly waterfront before it is all sold and private"

Main Street/Raymond Village was selected as a place where growth is appropriate. Respondents reflected that nearly all of Raymond's roads feel unsafe to walk or bike on, especially Webbs Mills Road, Route 302, and Raymond Cape Road. Raymond's roads also feel unsafe for drivers, especially Egypt Road, Route 302, and Raymond Cape Road. Additional topics brought out consensus on the desire for a greater sense of community in Raymond, through things like a community center, more recreation programs for residents of all ages, and an improved local business community with more places to gather. More transportation options, better town services, and more housing options for seniors and in smaller units like ADUs were also identified as needs by a majority of participants.

"We should invest in very real community cultivation—where year-round and seasonal residents have the opportunity to meet each other, gather and cooperate."

"Walkable downtown corner of Main St. and Route 121"

"Multi use path on roads with lots of bike/pedestrians such as Cape Road and Raymond Hill, Valley Road. "

"A community center and a large public playground. "

"Community center with adult ed classes and workshops for kids, families and seniors."

"Build sidewalks and bike lanes, encourage taking the bus, walking, and biking to school, pedestrian only paths to connect different parts of town. I wish I could bike to the grocery store, or to Tassel Top."



Community Listening Sessions

The project team conducted individual community listening sessions with different stakeholder groups and committees in town. The purpose of these sessions was to understand perceptions of Raymond through the perspective of community groups. The project team interviewed 10 people from various groups including business owners, road associations, lake associations, and summer camp owners.

Business owners were generally positive about Raymond, noting challenges that come with the seasonal nature of Raymond's economy and employment. Summer camp owners reflected that the value of their waterfront property has continually increased and it may be difficult to remain a summer camp in the future. Road associations all noted the increasing costs of infrastructure and maintenance for private roads, and the lakes associations all praised the town for its stewardship of lakes and ponds, while noting the continued concerns of development, runoff, invasive species, and climate change.

"Since coming to the area as a child, Windham is no longer a sleepy town, more like a small city, and Raymond is more like a bedroom suburb of Portland. Change happens. But to preserve



the town-like atmosphere and the quality of lakes what attract so many out-of-towners, it's imperative to have and enforce strict zoning laws to ensure development doesn't erode the fundamental character and beauty of the area. "

"It is important to maintain a good balance between the competing objectives of providing good infrastructure and services targeted toward young families (like excellent schools), empty nesters and elderly residents (like community center and public transportation) and seasonal residents (like excellent retail and recreational options) while maintaining a reasonable tax rate on property owners."

Future Land Use Workshop

The Future Land Use workshop occurred March 19, 2024 at the Public Safety Building. This workshop consisted of a 30-minute presentation by the project team that outlined past development in Raymond and three scenarios for the public to comment on: a Conservation Focus, a Villages Focus, and a Transportation Corridors Focus. Attendees provided comments on the scenarios at stations around the room open-house style and had the option to draft their own scenario. Approximately 80 people attended the workshop. The project team also administered an online version of the workshop that received 135 responses.

During the workshop, attendees responded most positively to the Villages Focus, which posited context-appropriate pockets of growth in the locations of Raymond's historic villages. Attendees also liked the idea of large areas of critical rural areas in undeveloped parts of North Raymond. Many participants in the workshop and in the survey indicated that Route 302 is already crowded with traffic issues and the potential to negatively impact Sebago Lake water quality, and wanted managed growth and additional investment in the Route 302 growth area rather than more development. Survey respondents liked the idea of preserving Raymond Village and East Raymond Village (on Webbs Mills Road) and enhancing the village amenities there. Other general comments included ideas for bicycle and pedestrian safety, multiuse trails, and traffic calming.

"Love the maintenance of crucial conservation areas; don't like the heavy concentration of development so near lower Lake Sebago".

"Like the concept but please limit growth on 302".

"Create community hub by the schools and likely future community center at Jordan Small Middle School. Link to other parts of town via improved bike and walking trails. Develop the 302 corridor north of the Route 121 intersection".



Regional Coordination

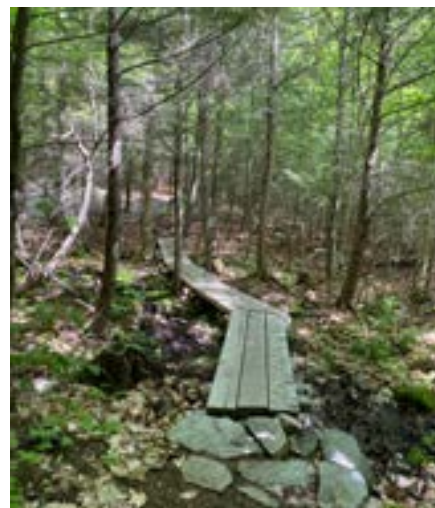
Raymond is one of several communities within the Lakes Region north of Portland, which consists of a mix of seasonal and year-round residents situated between the White Mountains and Portland. Many of Raymond's natural and water resources are shared with surrounding towns. For example, Sebago Lake's frontage is shared with the towns of Windham, Standish, Sebago, Naples and Casco, and the Sebago Lake watershed extends in whole or in part over 24 towns. Many trails and conservation lands cross municipal boundaries, like the Rattlesnake Mountain trail that starts in Raymond and ends in Casco, and the regional trail network, including the seasonal snowmobile trails system, that connects Raymond to a wider region.

As a small rural community with limited staffing, Raymond benefits from partnerships with other towns to share service costs, resources and facilities. Raymond's Fire and Rescue Department partners with neighboring communities to provide mutual aid response. The Cumberland County Sheriff's Department serves the communities of Raymond, New Gloucester, Gray, Bridgton, Naples and Sebago for law enforcement needs.

Raymond's Lake and Pond Associations have established regional partnerships with Maine Lakes Environmental Association and Lake Stewards of Maine. Raymond is also part of PACTS (Portland Area Comprehensive Transportation System), administered through GPCOG (Greater Portland Council of Governments), which coordinates transportation planning and investing.

Raymond has been involved in a few regional studies pertaining to broadband, transportation and housing. In 2011, Raymond was part of the Lakes Region Service Study to assess the present and future needs for RTP and Lakes Region transportation. Raymond is currently part of the Lakes Region Broadband Partnership study, which aims to assess the needs and current capacity for broadband services for communities in the Lakes Region. Raymond was also included in Cumberland County's 2024 Lakes Region Housing Study, which assessed housing insecurity and homelessness in the Lakes Region.

Raymond will benefit from continued coordination with neighboring towns as well as regional and state organizations, who can provide support for projects and programs as well as resources, facilities, and economic development initiatives.



Photos by Loon Echo Land Trust



Raymond's Past Planning Work

Raymond Comprehensive Plan 2004

The 2004 Comprehensive Plan effort was spearheaded by the comprehensive plan committee in partnership with a consulting team from GPCOG and town staff. The vision statement from the 2004 Comprehensive Plan highlighted the need to ensure Raymond is a fair and just community for all ages and that resources and public services meet the needs of residents and also recognized the need to prioritize the protection of Raymond's natural resources. As noted in the inventory chapters, the town has struggled particularly with directing growth away from rural areas, implementing adequate protections to critical natural resources, and managing congestion along Route 302 particularly as more people commute to other towns for work. The plan contained a total of 48 policies and 131 strategies associated with each inventory chapter. Of that total, 44 have been completed and 51 are ongoing. For the 40 strategies that have some specific recommendation for further action; 4 of them are getting addressed by the Planning Board, 18 are matters other towns, committees or boards have already been considering, and 3 are regional efforts. Most action strategies were rated as high priority or medium priority.

Open Space Plan 2009

The 2009 Open Space Plan was written in by the Conservation Commission in response to the goals from the 2004 Comprehensive Plan, which called for protecting shared natural resources, preserving scenic resources, and increasing open space and trails. The key recommendations of the plan were to engage in discussions with landowners to begin conversations about land protection and explore which methods of protection would best meet the needs of the landowner and town, determine the requirements for securing town funds for land conservation, identify opportunities to processes to apply for state and federal grants, build partnerships in order to leverage funding opportunities, conservation capacity, and experience, and provide information for landowners and citizens about working forest farmland and open space values in Raymond.

Panther Pond Conservation Project 2005-2012

The Panther Pond Conservation Project was written in collaboration with Maine DEP, Panther Pond Association, Portland Water District, Raymond Waterways Protective Association, town staff, and a steering committee. The purpose of the project was to significantly reduce erosion and export sediment and phosphorus into Panther Pond. This was accomplished by installing conservation practices that reduce erosion and polluted runoff at priority sites throughout the watershed. The project also aimed to raise awareness of watershed issues and promote long-term watershed stewardship. The project was divided into two phases; phase 1, which occurred between 2005 and 2008, and phase 2, which occurred between 2009 and 2012.



Goals, Policies and Action Items

The following pages compile all of the goals, policies, and action items needed to implement this Comprehensive Plan. They include Raymond’s local goals, policies, and actions, as well as those required by the state. Each action is accompanied by a timeframe and the town staff and committees who will be responsible for it. These tables are expected to be living documents that a future Implementation Committee can use to create work plans, identify interconnected objectives and actions, and determine stakeholder involvement.

Index of Tables

Local Goals, Policies, and Actions	34
Historic & Archaeological Resources	39
Water Resources	40
Natural Resources	42
Agriculture & Forest Resources	43
Economy	44
Housing	45
Recreation	46
Transportation	47
Public Facilities	49
Fiscal Capacity	50
Future Land Use	51

Local Policies & Actions

Policy	Action Item	Responsible Party	Timeframe
Prepare for the impacts of climate change.			
	Work with MaineDOT to complete an assessment of and work plan to improve town culverts and road infrastructure at risk from increased flooding.	Public Works, Road Improvement Study Committee	Priority Action
	Educate landowners about NFPA programs aimed at decreasing potential for wildfires.	Fire Department	Ongoing
Construct weather-resistant infrastructure.			
	Amend ordinances to require underground electrical lines where feasible in all new buildings.	Code Enforcement Officer, Planning Board	Ongoing
	Provide information about HUD (US Housing & Urban Development) and NAHB (National Association of Home Builders) recommendations for resilient residential construction at the Code Enforcement Office to educate homeowners on best practices.	Code Enforcement Officer	Ongoing
	Continue to work as part of the Lakes Region Broadband group to build a town fiber network for stable internet access to every home.	Town Manager, Technology Committee	Ongoing
Increase town capacity to serve the community.			
	Partner with neighboring towns and regional organizations to increase town capacity and community services.	Town Manager, Comprehensive Plan Implementation Committee	Ongoing
	Add staff capacity to seek and manage grant funding through additional staff, a consultant, or regional partnerships.	Town Manager, Select Board	Priority Action
	Improve town communications for the public through a community e-newsletter and social media updates.	Town Communications Specialist, Comprehensive Plan Implementation Committee	Short Term (1-2 years)
	Encourage community members of all ages to participate on Boards and Committees.	All Boards & Committees	Ongoing
	Develop a town volunteer network to coordinate and promote opportunities, and hold an annual recognition event for Town volunteers.	Town Manager, Select Board	Short Term (1-2 years)
	Explore a tracking or registration program for short-term rentals in Raymond.	Select Board, Planning Board	Short Term (1-2 years)
Conserve Raymond's most important natural resources.			
	Develop a list of 2-3 priority parcels for conservation.	Conservation Commission	Short Term (1-2 years)
	Continue to partner with conservation organizations on easement and conservation opportunities.	Conservation Commission, Loon Echo Land Trust	Ongoing

Local Policies & Actions

Policy	Action Item	Responsible Party	Timeframe
	Establish impact fees to fund land conservation through the Open Space Fund.	Select Board, Conservation Commission	Short Term (1-2 years)
	Strengthen Open Space Subdivision standards to support housing clustered on smaller lots that preserves large tracts of open space, and allow density bonuses in exchange for preserving more open space or working lands.	Planning Board, Conservation Commission	Medium Term (2-4 years)
	Work with summer camp owners on long-term property stewardship and future public access.	Conservation Commission, Loon Echo Land Trust	Long Term (5-10 years)
	Educate landowners about best management practices and invasive species threats.	Conservation Commission	Ongoing
	Develop a process to determine the appropriateness of sites in Raymond for solar development, and incorporate these criteria into Raymond's Solar Ordinance	Planning Board, Comprehensive Plan Implementation Committee	Priority Action
	Explore additional programs or ordinances to encourage the preservation of large blocks of open space, habitat, and working lands in Raymond's rural areas, such as a Transfer of Development Rights program.	Planning Board, Comprehensive Plan Implementation Committee, Conservation Commission	Long Term (5-10 years)
	Review minimum lot size requirements in Rural Residential areas to allow for smaller lot sizes that preserve more open space	Planning Board, Comprehensive Plan Implementation Committee	Medium Term (2-4 years)
Maintain the high water quality of Raymond's lakes, ponds, and waterways.			
	Work with Cumberland County Soil and Water Conservation District (CCSWD) and the town's lake associations to educate property owners on ways to improve drainage and decrease runoff through landscaping and green infrastructure like rain gardens.	Conservation Commission	Medium Term (2-4 years)
	Continue to enforce strict erosion control, stormwater management, phosphorus management standards, and landscaping and buffer standards in the Zoning and Shoreland Ordinances.	Code Enforcement Officer, Planning Board	Ongoing
	Continue to work with and support local organizations to actively monitor the health of ponds and lakes and combat invasive species.	Conservation Commission	Ongoing
Increase public access to Raymond's water bodies.			
	Pursue appropriately-scaled public access easements for swimming, fishing, and passive recreation at all lakes, ponds, and waterbodies through a collaborative process between municipal governments and landowners.	Conservation Commission, Select Board	Long Term (5-10 years)
	Improve the hand-carry boat launch and public access to Panther Run at the Mill Street Dam.	Maine DOT, Maine DEP, Select Board, Public Works	Medium Term (2-4 years)

Local Policies & Actions

Policy	Action Item	Responsible Party	Timeframe
	Improve the safety and accessibility of the Crescent Beach boat launch.	Maine DEP, Parks & Rec	Medium Term (2-4 years)
Improve road safety.			
	Develop and adopt a Complete Streets or Vision Zero policy to prioritize safety in all future road improvements and construction.	Select Board, Comprehensive Plan Implementation Committee	Short Term (1-2 years)
	Consult with Cumberland County Sheriff department on improving road safety and increasing traffic enforcement.	Town Manager, Select Board	Short Term (1-2 years)
	Collect/analyze speed and crash data and implement proven traffic calming strategies throughout Raymond.	Town Manager, Select Board, Budget-Finance Committee	Priority Action
	Work with MaineDOT to lower the speed limit on Route 85 in East Raymond Village.	Town Manager, Select Board	Long Term (5-10 years)
Fix Route 302.			
	Create a 302 Master Plan in partnership with DOT, based on the vision for Route 302 in the Future Land Use Plan.	Town Manager, Comprehensive Plan Implementation Committee	Priority Action
	Partner with Windham to explore the potential for a future bypass or connector roads to alleviate 302 traffic.	Town Manager	Long Term (5-10 years)
	Amend ordinances to strengthen access management standards to limit curb cuts and connect existing parking lots on Routes 302.	Planning Board	Medium Term (2-4 years)
Provide alternatives to driving.			
	Explore opportunities to establish private and/or public transportation services in Raymond.	Town Manager, Comprehensive Plan Implementation Committee	Short Term (1-2 years)
	Explore partnering with regional towns for a vanpool service for seniors for daily needs and recreation.	Town Manager, Comprehensive Plan Implementation Committee	Long Term (5-10 years)
Make it easier to walk and bike around Raymond.			
	Build a network of sidewalks, trails and bike paths connecting identified Growth Areas and local destinations.[Funding Connection: Maine DOT Bicycle & Pedestrian Program Funding]	Select Board, Town Manager, Public Works, Town of Frye Island	Priority Action
	Develop a capital plan to prioritize and fund sidewalk construction and connections along the busiest parts of Route 302 and Route 85 in Raymond, and to widen or pave road shoulders along other public roads.	Town Manager, Select Board, Budget-Finance Committee, Comprehensive Plan Implementation Committee	Long Term (5-10 years)

Local Policies & Actions

Policy	Action Item	Responsible Party	Timeframe
	Amend ordinances to require sidewalks when new construction is built on Route 302, Route 85, and anywhere pedestrian activity is anticipated.	Planning Board, Comprehensive Plan Implementation Committee	Short Term (1-2 years)
	Partner with Maine DOT to add bike infrastructure like bike lanes or shoulders to Route 302, Route 85, and Route 121.	Town Manager, Public Works	Medium Term (2-4 years)
	Create a plan to create pedestrian connections through sidewalks and trails in East Raymond Village.	Public Works, Comprehensive Plan Implementation Committee	Long Term (5-10 years)
	Review and update standards for sidewalk construction in the Subdivision Ordinance to promote walkable new development.	Select Board, Planning Board	Short Term (1-2 years)
Increase off-road trails for recreation and bicycle/pedestrian travel through town.			
	Work with regional partners to connect to the Sebago to the Sea trail.	Conservation Commission, Sebago to the Sea Coalition	Long Term (5-10 years)
	Partner with local snowmobile and ATV groups to create pedestrian and bike access to existing trails.	Conservation Commission, Select Board	Medium Term (2-4 years)
	Build a trail connection between Sheri Gagnon Park, Raymond Village, and Route 302.	Public Works, Conservation Commission	Medium Term (2-4 years)
	Increase trail, sidewalk, and bike lane connections to water access points and open spaces.	Public Works, Conservation Commission	Medium Term (2-4 years)
Support Raymond's small businesses.			
	Bring back the Economic Development Task Force with a focus on supporting local businesses and creating attractive, walkable village and commercial areas.	Select Board	Short Term (1-2 years)
	Continue to partner with the Sebago Lakes Region Chamber to foster economic growth through business development and support.	Economic Development Task Force	Ongoing
	Develop a "park once" model for Raymond's villages so visitors can park in a central location and visit different businesses on foot.	Town Manager, Planning Board, Comprehensive Plan Implementation Committee	Long Term (5-10 years)
	Amend zoning to allow for mixed-use and small-scale multifamily development in Raymond's Villages.	Planning Board	Medium Term (2-4 years)
	Amend zoning ordinances to allow farm-based businesses and agritourism in Raymond's rural areas.	Planning Board	Medium Term (2-4 years)

Local Policies & Actions

Policy	Action Item	Responsible Party	Timeframe
Maintain village character in Raymond's growth areas.			
	Review and update the Design Guidelines and Standards Handbook from 2009 to strengthen design and landscaping standards for site plan and subdivision.	Planning Board, Comprehensive Plan Implementation Committee	Medium Term (2-4 years)
	Provide town support for the Beautification Committee.	Town Manager, Select Board	Ongoing
	Amend zoning to require design standards that require new development to use traditional New England village building types compatible with existing historic buildings in Raymond's Villages.	Planning Board, Comprehensive Plan Implementation Committee	Medium Term (2-4 years)
Support residents of all ages.			
	Partner with local summer camps or neighboring towns on summer camp for Raymond youth.	Recreation	Medium Term (2-4 years)
	Explore the feasibility of a town-run or public/private daycare program.	Recreation	Long Term (5-10 years)
	Provide recreation programs for older adults.	Recreation, Age Friendly Raymond	Medium Term (2-4 years)
	Amend ordinances to allow more varied housing types throughout Raymond, including senior housing, condos, townhouses, and apartments.	Planning Board, Comprehensive Plan Implementation Committee	Short Term (1-2 years)
	Continue to support the work of Age-Friendly Raymond.	Town Manager, Select Board	Ongoing
Create more opportunities for community connection.			
	Develop a master plan supported by public input to repurpose the Jordan Small Middle School and determine the future use of other town-owned buildings, including the library and town office.[]	Town Manager, Select Board, Planning Board, Comprehensive Plan Implementation Committee	Priority Action
	Create a public park or square in Raymond Village.	Town Manager, Select Board, Public Works	Long Term (5-10 years)
	Hold multiple community events throughout the year.	Library, Parks & Rec, Age Friendly Raymond,	Short Term (1-2 years)
	Amend zoning to allow small-scale mixed-use buildings and local businesses at rural crossroads including Raymond Cape (the intersection of Raymond Cape Road and Hawthorne Road) and North Raymond (the intersection of North Raymond Road and Ledge Hill Road.)	Planning Board, Comprehensive Plan Implementation Committee	Medium Term (2-4 years)

Historic & Archaeological Resources

Policy	Action Item	Responsible Party	Timeframe
1. Protect to the greatest extent practicable the significant historic and archaeological resources in the community.			
	1a. For known historic archeological sites and areas sensitive to prehistoric archeology, through local land use ordinances require subdivision or non-residential developers to take appropriate measures to protect those resources, including but not limited to, modification of the proposed site design, construction timing, and/or extent of excavation.	Planning Board	Ongoing
	1b. Adopt or amend land use ordinances to require the planning board (or other designated review authority) to incorporate maps and information provided by the Maine Historic Preservation Commission into their review process.	Planning Board	Ongoing
	1c. Work with the local or county historical society and/or the Maine Historic Preservation Commission to assess the need for, and if necessary plan for, a comprehensive community survey of the community's historic and archaeological resources.	Planning Board, Raymond-Casco Historical Society	Ongoing

Water Resources

Policy	Action Item	Responsible Party	Timeframe
1. To protect current and potential drinking water sources.			
	1a. Encourage landowners to protect water quality. Provide local contact information at the municipal office for water quality best management practices from resources such as the Natural Resource Conservation Service, University of Maine Cooperative Extension, Soil and Water Conservation District, Maine Forest Service, and/or Small Woodlot Association of Maine.	Town Clerk, Town Communications Specialist	Short Term (1-2 years)
2. To protect significant surface water resources from pollution and improve water quality where needed.		Planning Board, Conservation Commission, Raymond Waterways Protective Association	Ongoing
3. To protect water resources in growth areas while promoting more intensive development in those areas.			
	3a. Adopt water quality protection practices and standards for construction and maintenance of public and private roads and public properties and require their implementation by contractors, owners, and community officials and employees.	Public Works, Planning Board	Medium Term (2-4 years)
	3b. Consider amending local land use ordinances, as applicable, to incorporate low impact development standards.	Planning Board	Long Term (5-10 years)
	3c. Where applicable, develop an urban impaired stream watershed management or mitigation plan that will promote continued development or redevelopment without further stream degradation.	N/A	
4. To minimize pollution discharges through the upgrade of existing public sewer systems and wastewater treatment facilities.			
	4a. Adopt or amend local land use ordinances as applicable to incorporate stormwater runoff performance standards consistent with: a. Maine Stormwater Management Law and Maine Stormwater regulations (Title 38 M.R.S.A. §420-D and 06-096 CMR 500 and 502); b. Maine DEP's allocations for allowable levels of phosphorus in lake/pond watersheds; c. Maine Pollution Discharge Elimination System Stormwater Program	Planning Board	Short Term (1-2 years)

Water Resources

Policy	Action Item	Responsible Party	Timeframe
5. To cooperate with neighboring communities and regional/local advocacy groups to protect water resources.			
	5a. Participate in local and regional efforts to monitor, protect and, where warranted, improve water quality.	Conservation Commission	Ongoing
	5b. Provide educational materials at appropriate locations regarding aquatic invasive species.	Lakes Associations	Ongoing

Natural Resources

Policy	Action Item	Responsible Party	Timeframe
1. To conserve critical natural resources in the community.			
	1a. Ensure that land use ordinances are consistent with applicable state law regarding critical natural resources.	Planning Board	Short Term (1-2 years)
	1b. Designate critical natural resources as Critical Resource Areas in the Future Land Use Plan.	Comprehensive Plan Committee	Short Term (1-2 years)
	1c. Through local land use ordinances, require subdivision or non-residential property developers to look for and identify critical natural resources that may be on site and to take appropriate measures to protect those resources, including but not limited to, modification of the proposed site design, construction timing, and/or extent of excavation.	Planning Board	Short Term (1-2 years)
	1d. Through local land use ordinances, require the planning board (or other designated review authority) to include as part of the review process, consideration of pertinent BwH maps and information regarding critical natural resources.	Planning Board	Short Term (1-2 years)
	1e. Distribute or make available information to those living in or near critical or important natural resources about current use tax programs and applicable local, state, or federal regulations.	Conservation Commission	Ongoing
2. To coordinate with neighboring communities and regional and state resource agencies to protect shared critical natural resources.			
	2a. Pursue public/private partnerships to protect critical and important natural resources such as through purchase of land or easements from willing sellers.	Conservation Commission, Loon Echo Land Trust	Ongoing

Agriculture & Forest Resources

Policy	Action Item	Responsible Party	Timeframe
1. To safeguard lands identified as prime farmland or capable of supporting commercial forestry.			
	1a. Consult with the Maine Forest Service district forester when developing any land use regulations pertaining to forest management practices as required by 12 M.R.S.A. §8869.	Planning Board, Conservation Commission	Ongoing
	1b. Amend land use ordinances to require commercial or subdivision developments in critical rural areas, if applicable, maintain areas with prime farmland soils as open space to the greatest extent practicable.	Planning Board	Short Term (1-2 years)
	1c. Consult with Soil and Water Conservation District staff when developing any land use regulations pertaining to agricultural management practices.	Planning Board	Ongoing
2. To support farming and forestry and encourage their economic viability.			
	2a. Limit non-residential development in critical rural areas (if the town designates critical rural areas) to natural resource-based businesses and services, nature tourism/outdoor recreation businesses, farmers' markets, and home occupations.	Planning Board	Long Term (5-10 years)
	2b. Permit land use activities that support productive agriculture and forestry operations, such as roadside stands, greenhouses, firewood operations, sawmills, log buying yards, and pick-your-own operations.	Planning Board, Select Board	Medium Term (2-4 years)
	2c. Include agriculture, commercial forestry operations, and land conservation that supports them in local or regional economic development plans.	Select Board	Medium Term (2-4 years)
	2d. Encourage owners of productive farm and forest land to enroll in the current use taxation programs.	Conservation Commission	Ongoing

Economy

Policy	Action Item	Responsible Party	Timeframe
1. To support the type of economic development activity the community desires, reflecting the community's role in the region.			
	1a. If appropriate, assign responsibility and provide financial support for economic development activities to the proper entity (e.g., a local economic development committee, a local representative to a regional economic development organization, the community's economic development director, a regional economic development initiative, or other).	Select Board, Town Manager	Short Term (1-2 years)
	1b. Enact or amend local ordinances to reflect the desired scale, design, intensity, and location of future economic development.	Planning Board, Economic Development Task Force	Medium Term (2-4 years)
2. To make a financial commitment, if necessary, to support desired economic development, including needed public improvements.			
	2a. If public investments are foreseen to support economic development, identify the mechanisms to be considered to finance them (local tax dollars, creating a tax increment financing district, a Community Development Block Grant or other grants, bonding, impact fees, etc.)	Budget Finance Committee, Select Board	Ongoing
3. To coordinate with regional development corporations and surrounding towns as necessary to support desired economic development.			
	3a. Participate in any regional economic development planning efforts.	Town Manager, Economic Development Task Force	Ongoing

Housing

Policy	Action Item	Responsible Party	Timeframe
1. To encourage and promote adequate workforce housing to support the community's and region's economic development.			
	1a. Create or continue to support a community affordable/workforce housing committee and/or regional affordable housing coalition.	Town Manager, Comprehensive Plan Implementation Committee	Long Term (5-10 years)
2. To ensure that land use controls encourage the development of quality affordable housing, including rental housing.			
	2a. Maintain, enact or amend growth area land use regulations to increase density, decrease lot size, setbacks and road widths, or provide incentives such as density bonuses, to encourage the development of affordable/workforce housing.	Planning Board, Comprehensive Plan Implementation Committee	Medium Term (2-4 years)
	2b. Maintain, enact or amend ordinances to allow the addition of at least one accessory apartment per dwelling unit in growth areas, subject to site suitability.	Planning Board	Short Term (1-2 years)
	2c. Designate a location(s) in growth areas where mobile home parks are allowed pursuant to 30-A M.R.S.A. §4358(3)(M) and where manufactured housing is allowed pursuant to 30-A M.R.S.A. §4358(2).	Planning Board	Medium Term (2-4 years)
3. To encourage and support the efforts of the regional housing coalitions in addressing affordable and workforce housing needs.			
	3a. Support the efforts of local and regional housing coalitions in addressing affordable and workforce housing needs. Establish a community based affordable housing committee.	Town Manager, Comprehensive Plan Implementation Committee	Ongoing
	3b. Seek to achieve a level of at least 10% of new residential development built or placed during the next decade be affordable as defined in Maine Title 30-A.	Town Manager, Select Board, Comprehensive Plan Implementation Committee	Short Term (1-2 years)

Recreation

Policy	Action Item	Responsible Party	Timeframe
1. To maintain/upgrade existing recreational facilities as necessary to meet current and future needs.			
	1a. Create a list of recreation needs or develop a recreation plan to meet current and future needs. Assign a committee or community official to explore ways of addressing the identified needs and/or implementing the policies and strategies outlined in the plan.	Recreation Department, Comprehensive Plan Implementation Committee	Short Term (1-2 years)
2. To preserve open space for recreational use as appropriate.			
	2a. Work with public and private partners to extend and maintain a network of trails for motorized and non-motorized uses. Connect with regional trail systems where possible.	Conservation Commission, Loon Echo Land Trust	Long Term (5-10 years)
	2b. Work with an existing local land trust or other conservation organizations to pursue opportunities to protect important open space or recreational land.	Conservation Commission, Loon Echo Land Trust	Long Term (5-10 years)
3. To seek to achieve or continue to maintain at least one major point of public access to major water bodies for boating, fishing, and swimming, and work with nearby property owners to address concerns.			
	3a. Provide educational materials regarding the benefits and protections for landowners allowing public recreational access on their property. At a minimum this will include information on Maine's landowner liability law regarding recreational or harvesting use, Title 14, M.R.S.A. §159-A.	Conservation Commission, Loon Echo Land Trust	Ongoing

Transportation

Policy	Action Item	Responsible Party	Timeframe
1. To prioritize community and regional needs associated with safe, efficient, and optimal use of transportation systems.			
	1a. Initiate or actively participate in regional and state transportation efforts.	Town Manager, Comprehensive Plan Implementation Committee	Ongoing
2. To safely and efficiently preserve or improve the transportation system.			
	2a. Develop or continue to update a prioritized improvement, maintenance, and repair plan for the community's transportation network.	Public Works, Road Improvement Study Committee	Medium Term (2-4 years)
3. To promote public health, protect natural and cultural resources, and enhance livability by managing land use in ways that maximize the efficiency of the transportation system and minimize increases in vehicle miles traveled.			
	3a. Maintain, enact or amend ordinance standards for subdivisions and for public and private roads as appropriate to foster transportation-efficient growth patterns and provide for future street and transit connections. Enhance fire/rescue, school transportation and trash management and develop an ordinance requiring subdivision and cluster development roadways to be interconnected where applicable.	Planning Board	Long Term (5-10 years)
4. To meet the diverse transportation needs of residents (including children, the elderly and disabled) and through travelers by providing a safe, efficient, and adequate transportation network for all types of users (motor vehicles, pedestrians, bicyclists).		Planning Board, Select Board	Long Term (5-10 years)

Transportation

Policy	Action Item	Responsible Party	Timeframe
5. To promote fiscal prudence by maximizing the efficiency of the state or state-aid highway network.			
	5a. Maintain, enact or amend local ordinances as appropriate to address or avoid conflicts with: a. Policy objectives of the Sensible Transportation Policy Act (23 M.R.S.A. §73); b. State access management regulations pursuant to 23 M.R.S.A. §704; and c. State traffic permitting regulations for large developments pursuant to 23 M.R.S.A. §704-A.	Planning Board	Short Term (1-2 years)

Public Facilities

Policy	Action Item	Responsible Party	Timeframe
1. To efficiently meet identified public facility and service needs.			
	1a. Explore options for regional delivery of local services.	Town Manager, Select Board	Ongoing
2. To provide public facilities and services in a manner that promotes and supports growth and development in identified growth areas.			
	2a. Identify any capital improvements needed to maintain or upgrade public services to accommodate the community's anticipated growth and changing demographics.	Town Manager, Public Works, Select Board, Budget Finance Committee	Short Term (1-2 years)
	2b. Locate new public facilities comprising at least 75% of new municipal growth-related capital investments in designated growth areas.	Budget Finance Committee, Select Board	Long Term (5-10 years)
	2c. Encourage local sewer and water districts to coordinate planned service extensions with the Future Land Use Plan.	N/A	
	2d. If public water supply expansion is anticipated, identify and protect suitable sources?	N/A	

Fiscal Capacity

Policy	Action Item	Responsible Party	Timeframe
1. To finance existing and future facilities and services in a cost effective manner.		Select Board, Budget-Finance Committee	Ongoing
2. To explore grants available to assist in the funding of capital investments within the community.			
	2a. Explore opportunities to work with neighboring communities to plan for and finance shared or adjacent capital investments to increase cost savings and efficiencies.	Select Board, Budget-Finance Committee	Ongoing
3. To reduce Maine's tax burden by staying within LD 1 spending limitations while providing for essential public services.		Select Board, Budget-Finance Committee	Ongoing
	2d. If public water supply expansion is anticipated, identify and protect suitable sources?	N/A	

Future Land Use

Policy	Action Item	Responsible Party	Timeframe
1. To coordinate the community's land use strategies with other local and regional land use planning efforts.			
	1a. Assign responsibility for implementing the Future Land Use Plan to the appropriate committee, board or municipal official.	Comprehensive Plan Implementation Committee	Short Term (1-2 years)
	1b. Meet with neighboring communities to coordinate land use designations and regulatory and non-regulatory strategies.	Town Manager, Comprehensive Plan Implementation Committee	Ongoing
2. To support the locations, types, scales, and intensities of land uses the community desires as stated in its vision.			
	2a. Using the descriptions provided in the Future Land Use Plan narrative, maintain, enact or amend local ordinances as appropriate to: a. Clearly define the desired scale, intensity, and location of future development; b. Establish or maintain fair and efficient permitting procedures, and explore streamlining permitting procedures in growth areas; and c. Clearly define protective measures for critical natural resources and, where applicable, important natural resources; d. Clearly define protective measures for any proposed critical rural areas and/or critical waterfront areas, if proposed.	Comprehensive Plan Implementation Committee, Planning Board, Select Board	Long Term (5-10 years)
	2b. Track new development in the community by type and location.	Comprehensive Plan Implementation Committee	Ongoing
	2c. Direct a minimum of 75% of new municipal growth-related capital investments into designated growth areas identified in the Future Land Use Plan.	Budget Finance Committee, Select Board, Code Enforcement	Ongoing
	2d. Periodically (at least every five years) evaluate implementation of the plan in accordance with Section 2.7.	Comprehensive Plan Implementation Committee, Select Board	Ongoing
	2e. Explore the possibilities of registering and regulating short term rentals.	Comprehensive Plan Implementation Committee	Short Term (1- 2 years)
	2f. Review the standards of open space subdivision to add more density and preserve more open space and also look at Transfer of Development Right programs	Planning Board	Ongoing
	2g. Amend local zoning to allow traditional New England growth in the villages as described in the FLU plan	Planning Board	Ongoing
3. To support the level of financial commitment necessary to provide needed infrastructure in growth areas.			

Future Land Use

Policy	Action Item	Responsible Party	Timeframe
	3a. Include in the Capital Investment Plan anticipated municipal capital investments needed to support proposed land uses.	Budget Finance Committee	Ongoing
4. To establish efficient permitting procedures, especially in growth areas.			
	4a. Provide the code enforcement officer with the tools, training, and support necessary to enforce land use regulations, and ensure that the Code Enforcement Officer is certified in accordance with 30-A M.R.S.A. §4451.	Code Enforcement Officer	Ongoing
5. To protect critical rural and critical waterfront areas from the impacts of development.		Planning Board, Conservation Commission, Public Works	Ongoing