

Rumford 2035

DRAFT PLAN 08.05.2026



Contents

We Can't Thank You Enough.	4
The Making of a Comprehensive Plan	6
We Made a Plan for Rumford	8
Evolution of a New Vision for Rumford's Future	10
Building a Commercial & Industrial Base for a New Generation	14
A Tale of Two Bright Futures	18
Residential Revitalization	22
Outdoor Recreation Economy	30
Big Ideas & Actions	40
A Community-Driven Action Plan for Rumford's Next Decade	41
Youth Forum	51
A Plan For Conservation & Development	60
Future Land Use	61
Implementing the Plan	72



We Can't Thank You Enough.

Rumford's 2026 Comprehensive Plan was created by and for the people of Rumford. Marked by hard work, commitment, candid input, and tireless collaboration, their efforts have produced a document that will guide and shape Rumford's future for the next decade — and beyond.

Rumford's Planning Board would like to express their unqualified gratitude to the residents whose contributions, care, and commitment informed the process, shaped the shared vision, and will ultimately bring the Plan to life.

We'd also like to acknowledge the extraordinary leadership of George O'Keefe, Town Manager and Richard Coulombe, Code Enforcement Officer. Their involvement in the comprehensive planning process — like their unwavering dedication to the everyday details of Town management — continually demonstrated their commitment to advancing the best interests of the people who call Rumford home.

Finally, we'd like to express our thanks to Kenneth MacFawn. Kenneth, who passed away on April 26, 2024, was a longtime public servant of the Town of Rumford who, over the course of more than two decades, served on the Planning Board and in numerous other capacities. His dedication to making Rumford a community where one could grow up and stay is reflected in this plan. We dedicate this plan to his memory with gratitude for his many years of service, leadership, and friendship.

— Rumford Planning Board

Travis Palmer
Jacob Poulin
Matthew Chapdelaine
Greg Deane
Derek Taber - alt
Eric Dowd - alt.



THE MAKING OF A COMPREHENSIVE PLAN

The task of developing a 10-year comprehensive plan is an ambitious one — marked by months (sometimes years) of intensive research, dialogue, brainstorming, mapmaking, drafting, and revision. The intensity of that effort underscores its importance. While municipal leaders face and make many decisions every day, each of those decisions contributes incrementally to long-term outcomes. A current, thoughtful, actionable comprehensive plan provides the consistency and continuity necessary to ensure that those decisions accrue toward community goals — and move the Town toward a shared, sustainable future vision.

Rumford's Comprehensive Planning process reflected the gravity of the task. Over the course of more than six months, municipal employees, elected leaders, residents, business owners, and consultants worked together to evaluate mountains of data, engage in countless hours of open community dialogue, identify shared priorities, evaluate past successes and shortcomings, and draft a shared vision of Rumford's next decade — with clear, actionable guidance on how to attain it.

The result of that hard, shared, and often joyful work are contained in the pages that follow. In them, we hope you'll see and feel the sense of pragmatic enthusiasm and optimism so often expressed during the one-on-one conversations, meetings, input sessions, and panel discussions that informed Rumford's 2026 Comprehensive Plan. When called upon to do the hard work of painting a shared picture of Rumford's future, our community came together. We have every reason to believe that spirit will remain strong as we work together to bring that picture to life.



We Made a Plan for Rumford

In February of 2026, the Rumford Planning Board invited residents, business leaders, and land conservation organizations together for five days of conversations, panel discussions and an open house — all intended to gather public input for the development of the Town’s Comprehensive Plan Update. Over the course of those five days, dozens of people seized on the opportunity to share their thoughts on what makes Rumford special, their aspirations for positive change, and on the challenges that might slow progress toward a shared vision for the Town’s future.

The input gathered during the comprehensive plan charette proved invaluable. Participants engaged openly, candidly, constructively, and cooperatively, providing keen insights on how they saw Rumford today — and on the initiatives they felt would prove instrumental in moving the Town forward over the course of the coming decade. Discussions ranged far and wide — but were nearly universal in their enthusiasm for the River Valley community where they chose to live, to work, and to grow.

In the weeks following the Comp Plan Charette, a dedicated team sifted through the continuing stream of feedback to arrive at a shared vision for Rumford’s future — one that embraced the continued growth and diversification of its commercial and industrial economy, ongoing housing improvements and additions, and the active cultivation of the Town’s potential as a robust hub for outdoor recreation.

The upshot of this backstory? We — the residents, municipal leaders, businesses, and organizations who contributed their time, ideas, criticisms, and aspirations during the planning process — made Rumford’s 2026 Comprehensive Plan. As you review this document, you’ll experience the sense of optimism shared by the people of Rumford for a place with almost unlimited potential — and a shared commitment to the hard work necessary to bring that potential to life.



Firefly Media Inc.



Evolution of a New Vision for Rumford's Future

How changing perspectives are shaping a brighter path forward



For much of the past 50 years, the Town of Rumford has gone about its business to a quiet backdrop familiar to so many historic mill towns throughout New England. For many of those towns, changing global economics forced a painful reckoning when their once-thriving mill shuttered, succumbing to cheaper offshore production, rapidly advancing technologies, and reduced demand. Without exception, these closures left towns to face spiking unemployment, growing commercial and industrial vacancies, dwindling populations, and rising property taxes as local officials struggled to support aging infrastructure, local schools, and increasingly costly public services — all without the financial support of their once-strong industrial tax base.

In “lucky” towns — including Rumford — mill operators shifted their focus toward niche markets sufficient to keep some machines

running, but typically at reduced capacity. In their effort to remain relevant, these mills accelerated their push toward operational streamlining, cost-cutting, and automation. Although less dramatic than towns facing all-out closures, the impacts were much the same: significant space at mill facilities went idle, worker demand (and employment) sharply declined, and dropping mill values and population outmigration reduced tax revenues, leaving municipal budgets strained. For these towns, uncertainty became a constant. Ever vigilant for signs that the other shoe would drop, residents were left to wonder not if their once-reliable industrial engines would eventually sputter to a halt, but when.

In Rumford's case, the discomfort of that uncertainty has been a powerful motivator. Over the past 25 years, town leaders have worked diligently and deliberately to chart

a path that anticipates two possible futures — one with the mill and one without. And in the wise spirit of informed self-determination, both destinations anticipate a future Rumford where opportunity, growth, economic stability, and outdoor recreation come together in a community that celebrates our legacy, supports longtime residents and welcomes new generations of workers, entrepreneurs, businesses, and families.

And here's the really good news: that change is already well underway.

In recent years, Rumford town leaders have embraced strategies to prepare for either of those two futures. As luck would have it, the task is the largely the same for both eventualities. That's why we've worked collaboratively to streamline municipal operations, prioritize spending, and maintain services. We've moved swiftly to address current and future infrastructure repair, maintenance, and improvements — including water, sewer, and roads — necessary to ensure fiscal and operational sustainability. We've seen economic development efforts attract new housing and business investment. And we've witnessed the impact of outdoor recreation — including Black Mountain and the Town Forest — as shared sources of community pride and economic growth.

...And the list continues to grow.

Considered in isolation, any of these successes might pass unnoticed. But over time, as Town leaders' steady efforts to broaden and deepen Rumford's economic base have shown success, residents and investors have taken notice — and perspectives have started to change. Where the Town's economic identity once hinged on the centrality of the mill, its singular prominence has begun to decline through ongoing — and successful — efforts to secure newer, cleaner commercial and industrial investments that diversify Rumford's tax base. Now, conversations are increasingly likely to focus on a different kind of future — one marked by new housing, new businesses, and a growing acknowledgment of the mountains and rivers within and around our borders that make Rumford a uniquely alluring place to live, work, and play.

In short, residents, visitors, and investors are seeing Rumford in a different light. And as we recognize our Town's potential, we've shed the longtime apprehension that our fate is inextricably tied to that of the mill.

This new, optimistic sense of Rumford's identity is contagious. By embracing the idea that we — not the fate of any single industry — possess the agency to chart our future, we open the doors to opportunity. We dare to strive for what we want — rather than simply accept what we get. We demonstrate the strength of working collaboratively and collectively toward a shared vision. And we embody a shared passion for our community that captures the imaginations of those seeking a place to establish roots, build businesses, and raise families.



Since the late 2010s, Rumford has engaged in an active, detailed, and deliberate path forward — pursuing an economic development strategy that recognizes the importance of supporting key initiatives at every level. While substantial projects like the Best Western Hotel, the new fire station, and the Rumford Elementary School are more likely to attract public attention, the cumulative impact of smaller, less glamorous projects like retaining walls, pedestrian safety improvements, streetlight conversions, and

EV charger installation demonstrate continued commitment to Rumford’s infrastructural integrity, sustainability, and livability.

While Rumford’s municipal staff can claim primary responsibility for many of the upgrades made over the past decade — both large and small — it’s important to note that many of the successful projects completed during that timeframe involved significant third-party initiative and investment.

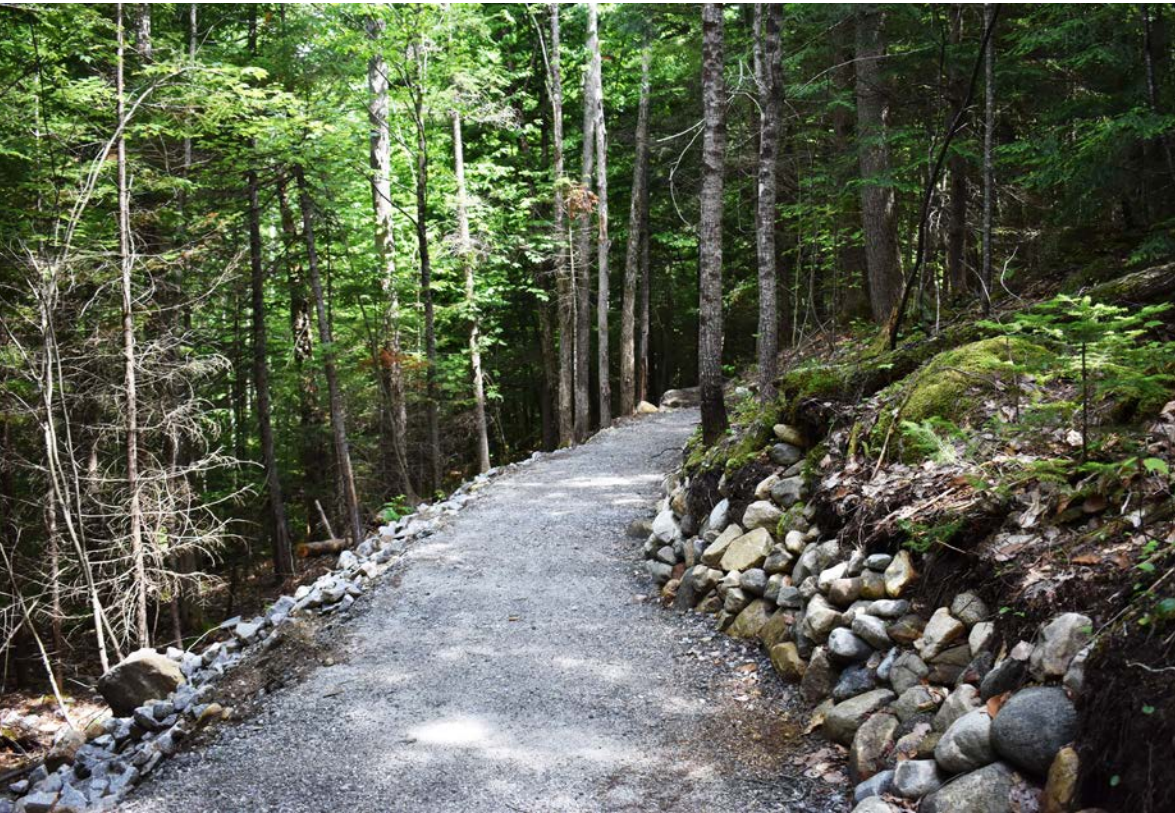
By working collaboratively to support these projects, the Town has successfully leveraged municipal time without significant expenditures of taxpayer dollars — effectively amplifying the scale and number of Town improvements through collaboration. Some of those projects included the following from below.

While it’s simple to list the economic and municipal development work we’ve prioritized over the past decade, it’s important to recognize the impact continuous improvement has on perceptions. As residents, investors,

and visitors recognize sustained attention to repairs, maintenance, and improvements, those perceptions improve. Not necessarily quickly — but steadily. Rumford’s continued commitment to the improvement of Town infrastructure, business environment, and livability demonstrates a sense of pride in place, attention to detail, and a belief in a stronger, more inviting future, where investment is rewarded, growth is celebrated, and residents can have confidence in a more vibrant future.

- **\$100M** Mountain Valley Community School, 2026
- **\$6.1M** Rumford Central Fire Station, 2024
- **\$1.1M** Parks Department Garage and Office, 2026
- **\$6M** Rumford Hospital Emergency Room, 2026
- **\$7.3M** Rumford Elementary School Conversion to Community Center / Childcare, in progress
- **\$3M** New VA Clinic
- **\$8M** Downtown Revitalization, Streetscape Project, 2018
- **\$250k** Town Hall Painting and Renovations

- **Rumford Community Hospital Ownership Transition.** When investors stepped in to purchase and secure the hospital’s long-term security, the Town provided administrative and regulatory support.
- **Black Mountain Improvements.** Municipal staff provided grant support and facilitation to support Black Mountain’s snowmaking improvements and lodge renovations, ensuring its continuing role as a community resource and tourism destination.
- **New/Revitalized Housing.** In addition to ongoing opportunity marketing to attract investors, town officials worked closely with committed developers to build new and revitalized housing, providing a range of support services — including loans, grant and historic tax credit support, regulatory guidance, and streamlined permitting.
- **Rumford Community Forest.** Rumford staff worked closely with Inland Woods & Trails to support the acquisition and improvement of the 440-acre Town Forest parcel, and to assist with opportunity marketing to increase the project’s local and regional visibility.



Rumford Community Forest All Person Trail



Rumford Fire Station



Sun Journal - Rumford Hospital



RSU 10 - Mountain Valley Community School, 2026



VA.gov - Rumford VA Clinic

Building a Commercial & Industrial Base for a New Generation



For two decades or more, Rumford's economic base has been undergoing a quiet, deliberate shift. While that change was necessitated by new realities — today's domestic paper industry casts a diminishing shadow of its mid-20th century heyday — Rumford's recent efforts have been motivated by a collective desire to diversify the local economy, positioning it to support existing businesses, welcome new opportunities, and achieve vibrant, sustainable long-term growth.

Due in part to our industrial past, today's Rumford is uniquely positioned as a prime destination for new commercial and industrial development. While much of the landscape is rural, the practical realities of our history have left us with a significant area — much of it concentrated in and around the current mill and downtown — served by robust, interconnected infrastructure. These areas

currently feature established water, sewer, power, and utility services designed for industrial and commercial enterprise. And because mill closures and downsizing have resulted in both industrial and commercial vacancies throughout these areas, Rumford offers an abundance of underused infrastructure that is ideally poised to serve as cost-effective, logistically robust, sometimes turnkey space for small, mid-sized, and large businesses to relocate, establish roots, expand, and grow.

In the years since Rumford's 2013 Comprehensive Plan update, strategic economic development initiatives have already demonstrated significant and accelerating progress in attracting new commercial and industrial investment. Some of those successes include:

- **Renegotiation of a new 40-year lease** with Brookfield Renewable for operation of the 44.5 megawatt Rumford Falls Hydroelectric Project, including provisions to create a whitewater park and boat launch
- **\$200M in ongoing investments**, and dialogue with Nine Dragons to support environmentally-friendly changes to current mill operations.
- **Opening of the new Brick & Stone Tavern** at 136 Congress Street
- **\$1.4M Anticipated opening of Keeper Co**, a new coffee shop at 132 Congress Street, and Keeper Inn, with 5 lodging units
- **New ownership and renovation** of Ralph's (\$200k), The Lure (\$150k) and Hotel Rumford, iconic local businesses
- **\$11M Best Western Plus** - 63 Lodging Units
- **New ownership of Abbott Farm Plaza**
- **Rehab of ground floor commercial** at 142 Congress Street, 94 Congress Street, and 69 Congress Street
- **Opening of 5 solar farms, 1 wind farm, 2 battery storage facilities, 3 electric vehicle charging stations**
- **New ownership** of the Bag Mill, and planned opening of The Marjorie, a hotel with restaurant and entertainment

While we're proud of every win, and grateful for the incremental boost each one provides to our local economy, we're also keenly aware that the pursuit of Rumford's economic development goals is a long game — advanced one step at a time through unrelenting effort, innovation, flexibility, and optimism. So, while it might be tempting to sit back and celebrate our successes, our team works unrelentingly to broadcast Rumford's advantages, identify new prospects, nurture promising leads, and support existing business growth — steadily building on the momentum of a process that's reliably demonstrating success.

As we look forward to the coming decade, these are a few of the economic development opportunities Town leaders will continue to explore:

- Networking with state, regional, and national businesses seeking skilled labor, operational efficiencies, and new opportunities for growth
- Supporting downtown redevelopment
- Targeted marketing and public relations initiatives
- Participation in regional industry organizations and events
- Opportunities to support current, new, and relocating businesses through federal and state grant support and economic incentives
- Public-private partnerships to entice new investment and long-term engagement.



Economic Development’s Virtuous Cycle: How Success Breeds Success

Working with the knowledge of what Rumford is doing to win, sustain, and grow a healthy commercial/industrial base, it’s worthwhile to understand why all that work is worth the effort. The short answer, of course, is that we’re pulling out all the stops to lay the groundwork for a stronger, more sustainable future. The longer, more compelling answer is that economic growth is a critical primer for a virtuous cycle, where Rumford will benefit from:

- Renewed population growth
- Increased local employment opportunity
- Retention — and recruitment — of skilled and professional workers
- A diverse, sustainable, and growing tax base
- Continuously improving schools, services, and infrastructure
- Enhanced social service support
- Improving perceptions of Rumford as a desirable place to live and work

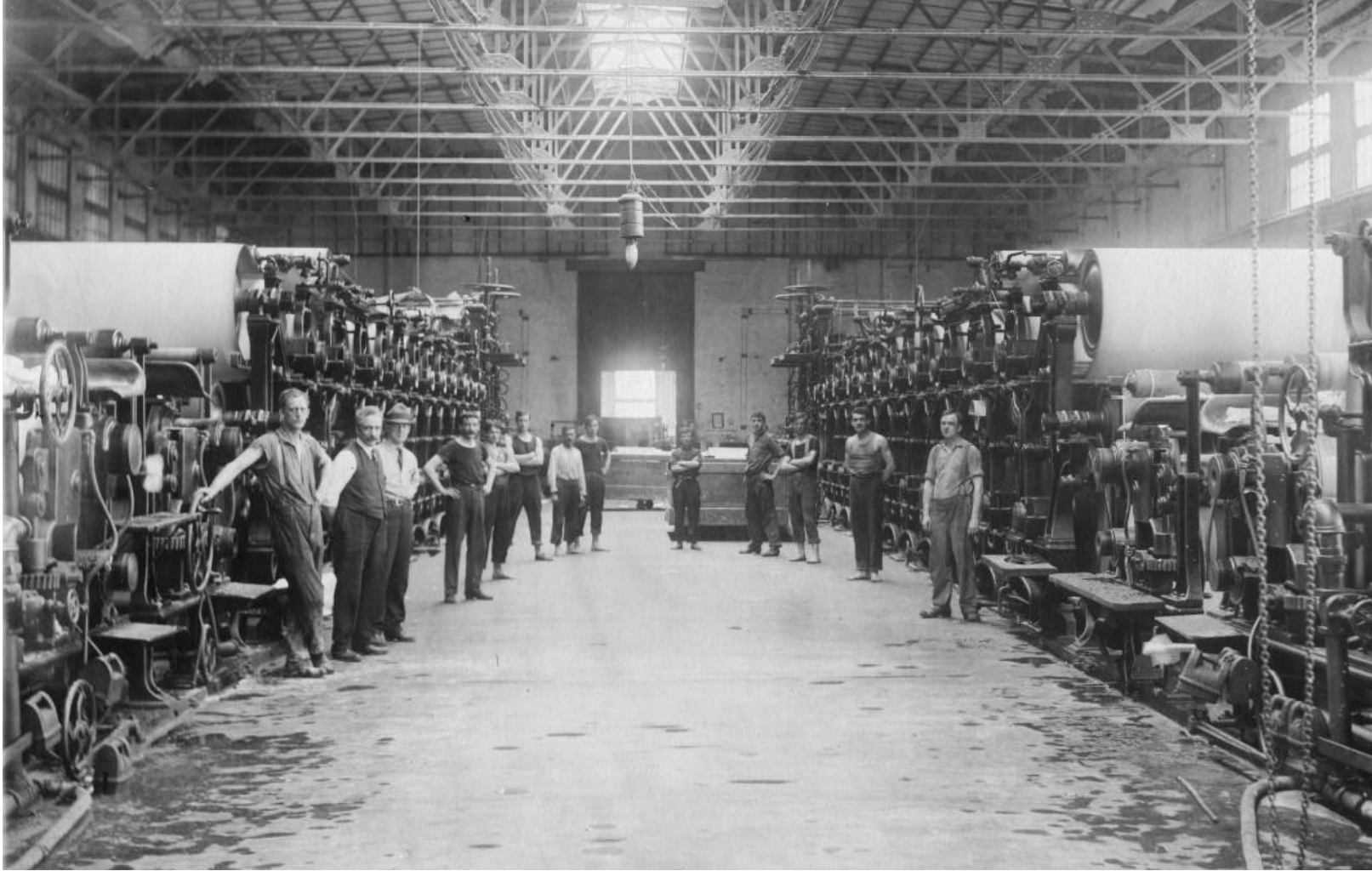
Ironically enough, as these benefits accrue, the task of economic development assumes its own momentum. Improved life quality metrics raise broader awareness of the town as a destination for growth. Residents are encouraged to stay.

Workers migrate toward new opportunities. Families take root. Visitors embrace the opportunity to explore new businesses. And over time, the Town of Rumford gains esteem as a vibrant, thriving, and desirable place to do business, to live, to work, and to grow — for generations.

“The paper industry once contributed upwards of 78% of Rumford’s tax base. Today, that number is 12%. ”



A Tale of Two Bright Futures



The pulp and paper industry has been a conspicuous fixture in Rumford’s landscape and economy for more than 125 years. From the beginning, fueled by early mill founder Hugh Chisholm’s vision and ambition, the Town’s fortunes were carried forward on a wave of seemingly perpetual growth — with new mills and manufacturing facilities clamoring for space along the Androscoggin waterfront, contributing new jobs and prosperity to an area that, not long before, had been uninterrupted wilderness.

But like most things that go up, Rumford’s pulp and paper industry has, in the face of globalization, environmental regulation, revolutionary media changes, and accelerating technological advances, experienced a

precipitous decline. Today, Rumford’s one remaining paper mill has managed to buck domestic and worldwide trends to retain both relevance and viability. But while ND Paper continues to find adequate demand to sustain operations, it has done so by integrating automated technologies that maintain productivity with a fraction of its former workforce.

Today, ND Paper employs approximately 530 workers, marking a 59% decline from its era of peak employment. Unlike in the past, many of those workers commute from neighboring communities, augmented periodically by temporary third-party and contract workers necessary to perform routine maintenance, automation upgrades, and new technology

installations. As a result of these changes, ND Paper — which once comprised 78% of the Town’s tax base — now contributes just 12%. And while the mill remains a leading regional employer, outdoor recreation-based career opportunities have narrowed the gap, with Sunday River’s payroll alone now accounting for more than 500 area jobs.

The mill’s remaining workforce opportunities, however, continue to come at an environmental cost. While ND Paper now meets the letter of regulatory laws limiting harmful emissions, it continues to produce regular spikes of both mercury and airborne particulates that compromise area air quality. Other emissions, while compliant, produce sulfurous odors that, depending on wind direction and weather

conditions, settle over the river valley above Mexico, Rumford, and other surrounding towns. Beyond emissions, the plant’s industrial aesthetic stands in stark contrast to the rivers, mountains, and wilderness surrounding Rumford’s downtown.

In the years following the mill’s heyday, Rumford residents saw little choice but to accept the area’s slow economic decline. With each round of mill downsizing, locals weighed their options, resulting in a slow population decline as some families — often reluctantly — elected to pursue careers and lives elsewhere. Those who chose to stay adapted to the Town’s changing fortunes, relying on friends, family, traditions, and their own wits and resources to keep the community together.

But as time passed, experience continually confirmed that Rumford’s future could no longer rely on fading hopes of a pulp and paper industry resurgence. And as that reality settled in, hope gradually gave way to aspirations for new opportunities. Rumford, after all, wasn’t just a mill town. It was a town with a mill, situated in one of Maine’s most beautiful settings — with strong infrastructure and natural resource assets few other municipalities or regions could match. And as more residents came to see the Town

not for what it was, but what it could be, municipal officials began to look toward new opportunities as a way to chart a new path toward a stronger, brighter future.

Today, as a result of this emerging and strengthening perception shift, Rumford residents are openly contemplating — and embracing — the reality that the Town will face one of two possible futures: one with the mill, and the other without. And because of Rumford’s ongoing efforts to broaden and strengthen its fiscal fundamentals, both paths

inspire confidence. Residents and municipal leaders alike are increasingly recognizing the untapped potential of the Town’s many assets, and are moving collectively to reignite the entrepreneurial energy necessary to create new opportunities for clean, sustainable, growth.

Regardless which future Rumford faces, recent public input sessions have demonstrated a renewed sense of community pride and optimism. Where residents once seemed committed to the need to accept the mill’s existence on its own terms, there is a new

willingness to claim a stronger voice in the mill’s continuing operations. We expect a seat at the table to encourage responsible mill management — including accelerated timelines to further control and reduce harmful and noxious emissions. We respect the mill’s economic importance, but no longer accept that its existence is essential to our own. And above all else, we now recognize that our geography, environment, and role as a regional service center hold the key to our future growth.



As Rumford’s fiscal reliance on ND Paper declines, municipal efforts to encourage improvements to the mill’s environmental performance continue. During the coming decade, Town leaders will continue to work with ND Paper to encourage progress toward:

- **Improving the mill’s national pollution ranking:** Recognizing its identification by the Environmental Integrity Project (EIP) among the nation’s dirtiest industrial polluters, Town officials will actively support and encourage efforts by ND Paper to reduce pollution — and improve its standing among industrial polluters nationwide.

- **Reducing emissions of mercury and other toxins:** In light of its second-place ranking among the nation’s largest mercury emitters (out of 185 surveyed facilities), the Town will continue to press ND Paper to improve performance — and descend the rankings.
- **Adopting cleaner fuels and emission control technologies:** Because the mill is among the last in the nation burning coal and shredded tires for power, Town officials will actively encourage the use of cleaner fuels and more effective emission controls.



The Mill Site



- 1 Identify historic buildings within the mill complex that are structurally viable for adaptive re-use. Identify federal, state and local programs and incentives to support their re-use.
- 2 Identify and maintain higher quality structures for adaptive re-use, being limitless in pursuit of new businesses and entrepreneurs. Encourage everything from manufacturing to light industrial, to prototyping, making, and research and development. Consider industry clusters around those that have been historically present, and those that may be emerging in alignment with an outdoor resource-based economy.
- 3 Attract larger regional users that require big footprint buildings to the site, such as a medical campus.
- 4 Redevelop this portion of the site to provide substantial housing in larger urban footprint buildings, supporting multigenerational living, long term living and graduated residential care options and regional workforce housing. To the greatest extent, encourage active ground floor use by allocating space for ancillary activities to residential living (co-working, flex social spaces, gym and fitness, shared kitchen, dining, and living areas).
- 5 Define a complete network of thoroughfares to serve the following purposes: pedestrian-only pathways and sidewalks, pedestrian-prioritized streets, and travel routes to accommodate larger commercial vehicles and emergency response. Integrate this network to connect to existing pathways, streets and sidewalks. Take advantage of river views, bridge crossings and site topography to create a destination outdoor urban experience.
- 6 Repurpose large site structures and water elements as urban park elements and program arts and cultural activities around them.
- 7 Fill in the site with new mixed-use buildings of varying sizes and heights, fronting on a new network of streets, pathways and urban park amenities.



Residential Revitalization

Investing in a Residential Renaissance

If you’ve had a recent conversation with a house or apartment hunter, the odds are good that they expressed — and experienced — plenty of frustration. In recent years, Maine’s housing shortage has garnered lots of well-deserved attention. But like many systemic challenges, creating new housing is both time- and cost-intensive. And until the shortage is addressed, housing scarcity is likely to continue driving rental and home-buying costs higher.

Rumford, of course, is no exception to these trends. Good, clean, safe, affordable housing remains elusive. But despite the challenges commonly associated with financing, constructing, and readying new housing units to address unmet demand, there’s good reason to believe that Rumford may be better positioned than other municipalities to turn the tide on these shortages.

Part of that optimism is rooted in our past. During the 1940s — the peak of Rumford’s

industrial heyday — the Town’s population peaked at approximately 10,500. In the decades that followed, our population fell below 6,000 souls. During the decade following the 2013 Comprehensive Plan update, the population decline has leveled off, with recent census numbers demonstrating a slight increase for the first time in more than 50 years.

Logically, the loss of nearly 5,000 residents implies that we once had capacity for almost twice the number of people who currently call Rumford home. While some of that housing was lost to neglect, abandonment, and even demolition of structures designated as slum or blight properties, there remains a significant inventory of single- and multi-family infrastructure that, while currently un- or under-occupied, is ripe for redevelopment, renovation, and re-occupancy.

Over the past five years, we’ve actually seen several examples where this potential has become a reality. In several instances, experienced and fledgling developers have recognized both the need for improved housing in Rumford — and the cost-effective availability of buildings well-suited to renovation for workforce, senior, and low-income residential use. A few of those projects include:

- **Cates Block (former Key Bank)** - 12 Market rate apts, 1st floor commercial
- **Oddfellows Hall Apartments** (Bangor Savings Bank building) - 30 Units
- **Pine River Crossing** (former Catholic school) - Senior Assisted Living - 58 units
- **91 Canal Street** - 7 Market rate apts. 1st floor commercial



As additional fuel for this trend, Rumford's single-family residential inventory has also garnered increased attention from potential buyers. In the years following the Covid pandemic, housing prices throughout Maine skyrocketed. Pockets of once-affordable housing throughout the state were targeted by growing numbers of remote workers — seeking respite from high urban and suburban living costs — from Maine and beyond. As competition increased for homes in these markets, prices continued to climb — making it increasingly difficult for aspiring home buyers to find homes they could afford.

As buyers expanded their search areas and remote working remained a reality, towns like Rumford offered affordable alternatives to more expensive communities — and eager buyers started to take note. Today, while home prices in Rumford have increased, single-

and multi-family purchasing opportunities remain relatively abundant and affordable, and buyers have responded — investing not only in housing, but in the potential for an economically sustainable future no longer available elsewhere. As a result, Rumford has seen a gradual uptick in buyers seeking existing single- and multi-family homes, triggering a noticeable shift toward increased residential occupancy, and both home and neighborhood improvements as new owners seek to update and preserve their investments.

Looking beyond the potential of Rumford's existing housing infrastructure, signs also suggest growing enthusiasm for new residential construction. In just the past two years, a number of projects have added a mix of affordable, market-rate, and senior housing units to the Town's inventory. Those projects include:

- **986 Prospect Avenue** (former Linnell Motel site) - 18 units of workforce housing
- **Rumford Senior Living, 101 Hancock Street** - 33 units of affordable senior housing.
- **3 Peaks Subdivision** (former school site) - 23 single family homes
- **Weston Acres Subdivision** - 37 residential units in a mix of building types

Much of this new construction is the result of thoughtful collaboration, with town leaders, landowners and developers working closely to seize the potential of vacant infill lots and un- or under occupied public and private buildings. In recent years, Rumford has worked

diligently to streamline permitting for priority projects, and redoubled efforts to assist efforts of developers to secure low-interest and grant funding through paperwork-intensive state, federal, or organizational sources.

The benefits of Rumford's current efforts to spur and support investment through home purchases, renovation, redevelopment, and new construction tally up quickly. And like efforts to attract new commercial and industrial businesses, those benefits often have a compounding impact on the Town's growth objectives. Through greater availability of quality housing, Rumford can achieve:

- Steady workforce growth
- Sustained student populations
- Stronger community connection
- Increased economic activity
- Growing property tax revenues

- Deeper engagement in town government
- Enhanced internal and external perceptions of Rumford as a desirable destination to both live and visit

Given the current momentum, Rumford anticipates continued strengthening in both the availability and quality of new and renovated housing throughout the Town. These investments which prioritize infill and rehabilitation opportunities of all housing types — including workforce, low-income, senior, and assisted living — promising gains that improve Rumford's livability and its appeal as a viable destination to do business, to recreate, and to thrive.



Building a People-Friendly Mixed-Use Neighborhood

When you conjure the image of your favorite neighborhood, chances are the picture includes a mix of uses: well-kept houses often group together, punctuated by spaces that hold the retailers and service providers that provide the essentials of everyday life. This map depicts

an area poised for evolution into just such a neighborhood, were vacant and underused spaces could be activated with housing, shops, and offices — allowing easy parking and pedestrian access to daily essentials.



Lewiston Sun Journal

Prospect Ave and Rt 2 in the Virginia Neighborhood



1 Apply a dense, walkable urban development pattern to this area of Virginia by placing new buildings close to the street, adding parking behind buildings, and consolidating parking and access lanes to serve new buildings. For larger sites that will be developed in phases, strategically master plan the site to allow for increments of development that, when built out, will maximize the use of the site.

2 Encourage a mixture of businesses and uses. Businesses with drive-throughs should be designed to have the auto-oriented functions be behind buildings rather than on the fronts or sides of buildings. Parking should be prohibited on the frontages of buildings.

3 Centralize parking to support a one-stop experience, and screen with buildings and landscaping. Incorporate low impact development best practices to address stormwater while enhancing site landscaping design.

4 Support continued redevelopment of underperforming and/or vacant properties, such as the former Linnell Motel site. Encourage construction of a mix of housing types and ownership options, offered at varying price points to expand housing choices.

5 Boost use and awareness of the existing trail network through easy improvements such as signage and wayfinding.

6 Use transportation design best practices to signal to drivers that they are entering a mixed use neighborhood area with increased commercial and recreational activity. Pedestrians, bicyclists and vehicle movements may cause frequent stopping and slower movements.

Congress Street

This corner once anchored the entrance to downtown, one of two curved buildings that book-ended Congress Street and gave it a distinct, welcoming gateway. Storefronts filled the ground floor along the street, with offices and residences above. Over time, some of that building stock has been lost or fallen into disrepair, and gaps like this one near the bridge have been filled with surface parking instead. The opportunity along Congress Street is restoration and reuse: bringing existing buildings back to life with active storefronts, offices, and housing, and filling in the remaining gaps with new buildings.



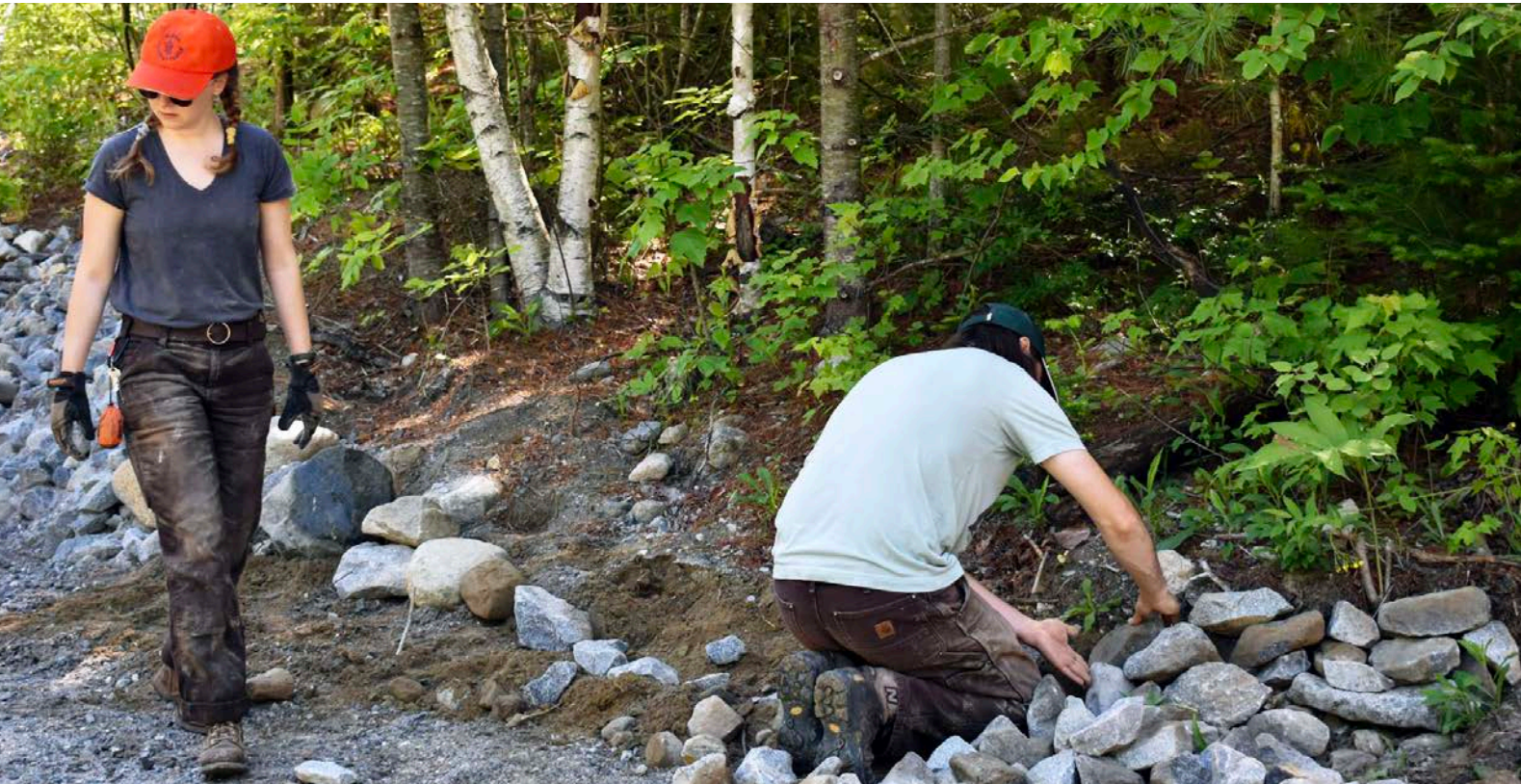
Waldo Street

Waldo Street was once a thriving extension of Rumford's downtown, lined with drugstores, furniture and clothing shops, and a steady flow of foot and vehicle traffic. That street wall was largely destroyed in a devastating 1923 fire, and it was never fully rebuilt — vacant lots and surface parking have replaced buildings. The vision for Waldo Street stitches in new mixed-use buildings with a lively street of businesses, shops, and apartments above.



Outdoor Recreation Economy

Tapping Rumford’s Vast Potential as a World-Class Outdoor Recreation Destination



We’ve said it before, but it bears repetition: perceptions of Rumford are changing. As the machinations of our industrial past evolve, it’s almost as though the community’s collective imagination has shifted toward the countless acres of forest-clad mountains that dominate our western horizon. And while Rumford residents have long turned to the surrounding forests for solitude, sustenance, and exploration, it’s becoming increasingly clear that the potential of our abundant natural resources is every bit as vast as the natural lands within the Town’s borders.

This evolution makes sense. Before Rumford was Rumford, it was wilderness — a place

initially settled for both its rugged, undisturbed beauty and its abundance of plentiful timber, clear water, and rich soils. And while the area’s industrial past saw a greater emphasis on resource extraction than preservation, efforts — including those by favorite son Edwin Muskie to enact the 1970 Clean Air and 1972 Clean Water Acts — have worked wonders to restore our waterways for swimming and boating, protect our forests for hiking, biking, snowmobiling, ATVing, and trail interconnection, and encourage residents and visitors to rediscover Rumford’s potential as a world-class outdoor recreation destination.

In recent years, focused municipal efforts have had a material impact on the growing perceptions of Rumford as a desirable outdoor recreation destination. A few of the initiatives and developments fueling this shift include:

- **Water quality improvements.**

In the wake of the Clean Water Act, the once heavily polluted Androscoggin River has been transformed. Now, like the Swift and Ellis Rivers, the Androscoggin is a safe, popular destination for paddling, fishing, and swimming.

- **Air quality improvements.**

Between production shifts and new technologies, the ND Paper Mill’s airborne emissions have been dramatically reduced — and town leaders are working diligently with ND Paper and state regulators to seek further emission reductions and air quality improvements.

- **Public land protection and trail interconnection.**

In 2025, Rumford worked with and regional and national land conservation organizations to establish the Rumford Community Forest adjacent to the town’s forest. Covering more than 400 acres, the forest’s growing trail network will play a central role in ongoing efforts to enhance multi-use trail

interconnection throughout Rumford and beyond. Recent years have also seen substantial expansions of land preservation at Rumford Whitecap and Glass Face Mountains. Additional land preservation efforts — both past and present — continue to expand access opportunities for residents and visitors alike.

- **Preservation and expansion of Black Mountain.**

Winters in Western Maine are long. And for the growing contingent of Rumford’s residents who spend their winters at Black Mountain, that’s a good thing. With the recent shift from private to cooperative ownership, Black Mountain has become Maine’s mountain — a singular source of community pride that’s quickly capturing the attention of winter recreation enthusiasts statewide seeking an affordable, accessible alternative to larger, more expensive resorts. Black Mountain of Maine continues to invest in snowmaking in order to restore its position as a world-class, competitive nordic ski center.





- Ongoing snowmobile and RV trail stewardship, responsible use, and expansion.** With an abundance of ATV and snowmobile trails, Rumford’s RV enthusiasts benefit from the efforts of local clubs that provide ongoing maintenance, repair, and, perhaps most importantly, responsible stewardship. The town continues to cooperate with these clubs’ efforts to ensure ongoing communication with landowners to ensure continued permissive use and interconnection — and to encourage responsible trail use throughout the year.
- Increased cooperation and coordination with local, state, and regional land conservation and management organizations.** As efforts continue to grow Rumford’s outdoor economy, the Town remains committed to strong relationships with organizations committed to land conservation, management, and trail

development. Current collaborations with the Mahoosuc Land Trust, Inland Woods and Trails, the Trust for Public Land, Northern Forest Center and others have helped to strengthen conservation and trail interconnection efforts.

- Increased investment in outdoor-adjacent hospitality and housing resources.** The Town continues to encourage investment in new and revitalized properties for use buy tourists and other short-term visitors. Additional efforts continue to support established food/beverage and recreation retailers, and investment in new businesses that serve both day users and overnight visitors to the River Valley. Additional investments have helped to create new workforce housing in downtown buildings that serve workers at nearby resorts.



Rumford White Cap, looking west to Grafton Notch

Why we should lean into outdoor recreation — and how it could shape our future.

While residents have long recognized the fact that Rumford rests at the heart of Western Maine’s recreational wilderness, that reality is only now capturing the attention and imagination of outdoor enthusiasts throughout the state, region, and even the nation. Located within an easy drive of year-round resorts at Sunday River, Sugarloaf, and Saddleback, the Town now welcomes an increasing number of day- and overnight visitors seeking accommodations, food, services, and uncrowded access to countless miles of interconnected recreational trails. The rise of Black Mountain’s profile as a premium nordic skiing center and family-oriented alpine and alpine touring destination — with the state’s 4th largest vertical drop — has only served to reinforce growing perceptions that Rumford is much more than a sleepy Maine town with a mill.

Those perceptions — especially when they’re embraced and voiced by the people who call Rumford home — matter. Why? Because people tend to see us the way we see

ourselves. It’s already happening. As more Rumford residents have come to recognize the extraordinary wealth of outdoor opportunities in and around Rumford, our story has changed. And over the course of a few short years, others — tourists, outdoor enthusiasts, young families, businesses, investors, and more — have embraced a new vision both of what Rumford is and what it can be.

New investments have already begun to demonstrate that this narrative shift holds enormous potential to sustainably boost Rumford’s economic growth and population — while simultaneously encouraging careful stewardship of the town’s rural and natural resources. And all of this can take place while augmenting, not hindering, the Town’s simultaneous efforts to build and diversify its commercial and industrial base.

Here are just a few ways the outdoor recreation economy can enhance Rumford’s future:



- **Curb Appeal.** Despite the fact that the Town’s forests far exceed the combined acreage of Rumford’s residential, commercial, and industrial areas, its outdoor landscapes are a largely hidden resource. But as awareness of the forests, rivers, and mountains within our borders grows, so does the interest in visiting, exploring, and investing in Rumford.

- **Entrepreneurial Enthusiasm.** Mid- and large-sized businesses can offer opportunity at scale, but small businesses add both employment and character to communities. Rumford offers an affordable alternative for innovators seeking places to grow, settle, and thrive.

- **Tourism Visibility.** On the momentum of developments like Black Mountain, the Town Forest, the anticipated riverfront whitewater park, and Inland Woods and Trail’s Congress Street Trailhead HQ in the former fire station, Rumford is rapidly transitioning from a pit stop to a destination. As outdoor recreation opportunities grow — from interconnected trails to river launches and more — Rumford will gain greater attention, fueling a cycle of positive, sustainable economic growth.

- **Hospitality Gains.** During its short tenure in Rumford, the Best Western Plus has demonstrated the steadily growing year-round demand for overnight accommodations — and downtown restaurants are showing steady growth, too. Additional hotel, BnB, and dining projects are also under construction or in development.

- **Population Health.** Access to outdoor recreation directly improves quality of life — and quality of life is a critical consideration for those considering relocation. Because population and job growth go hand-in-hand, support for Rumford’s outdoor economy promises meaningful progress on both fronts.

- **Broader Tax Base.** A healthy economy never puts all its eggs in one basket. So when Rumford encourages diversified growth — welcoming commercial, industrial, and outdoor recreation-based employers — we reduce the risk of disproportionate reliance on residential property taxes to carry shared municipal costs.



Rumford Historical Society

Given the current trajectory of new investments directly or indirectly related to the area’s growing outdoor recreation economy, Rumford’s continued focus on this sector are already showing meaningful results. Coupled with the ongoing shift in resident and visitor perceptions of Rumford’s potential as an outdoor rec destination, signs suggest real promise in a future where economic growth and natural resource protection go hand-in-hand.

Community Investments that Pay

When Rumford envisions economic engines with the potential to drive clean, sustainable future growth, many of the usual prospects spring to mind: light, non-polluting industry, targeted retail development, healthcare, and new housing are all on the table. But in terms of perspective-shifting bang for the buck, two high-visibility projects suggest that the ongoing expansion of outdoor recreation deserves credit for some of the Town’s most meaningful economic — and community — impacts.

Let’s start with Black Mountain of Maine. With roots tracing back to 1924 — and the founding of the Chisholm Ski Club — Black Mountain’s rise may stand as the most enduring evidence of Rumford’s potential as a natural destination for outdoor recreation. Like the Town’s fortunes, the Mountain’s story has marked by countless twists and turns. From its role as a site for Nordic World Championships in 1950 and U.S. Olympic Ski Team Trials in 1952 to U.S. National Biathlon Championships in 1991

and Cross Country National Championships in 1993, 1999, 2003, and 2004, the area long ago established its credentials as a world-class nordic center.

But while those high-profile competitions may have raised awareness of Black Mountain’s destination potential, its most meaningful chapter began in 2013, when a groundswell of community fundraising support encouraged its not-for-profit owner — the Maine Winter Sports Center — to gift the resort to the

people of Rumford. Since that time, Black Mountain has cemented its niche as Maine’s most family- and budget-friendly alpine and nordic skiing resort. Perhaps more important, however, is that Black Mountain has become a shared point of community pride, a thriving winter economic engine — and a rallying point for the Town’s continued evolution from sleepy milltown to fast-growing outdoor recreation hub.



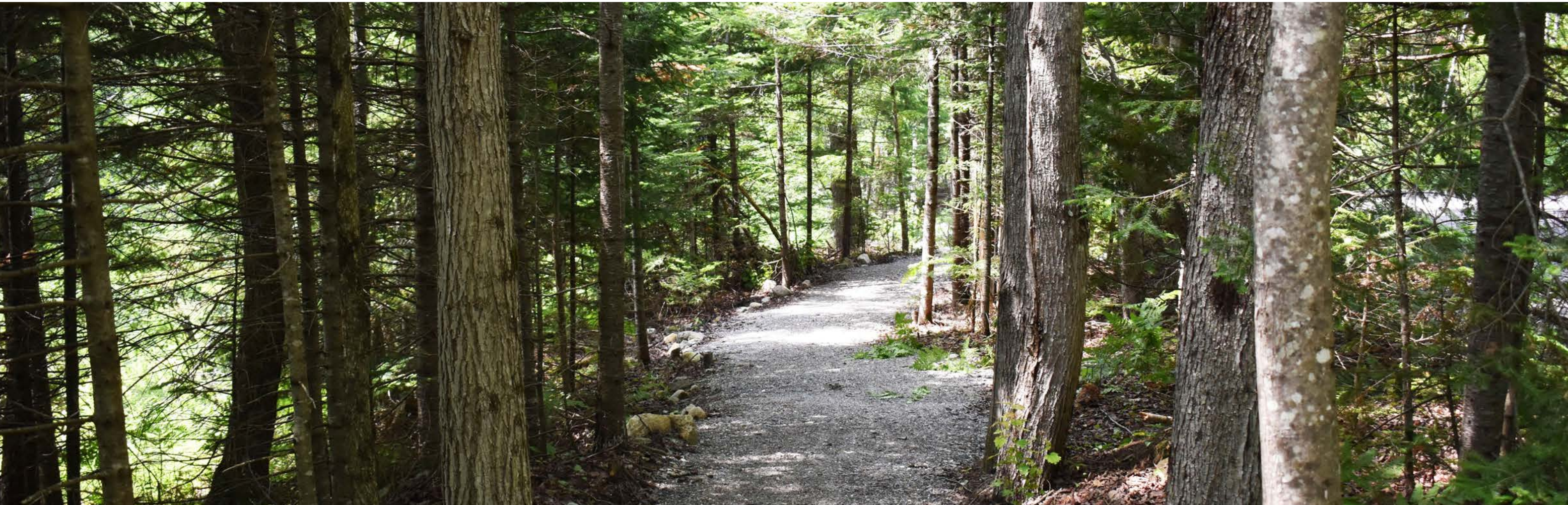
Inland Woods & Trails: Expanding Rumford’s trail network



Inland Woods & Trails



Rumford Historical Society

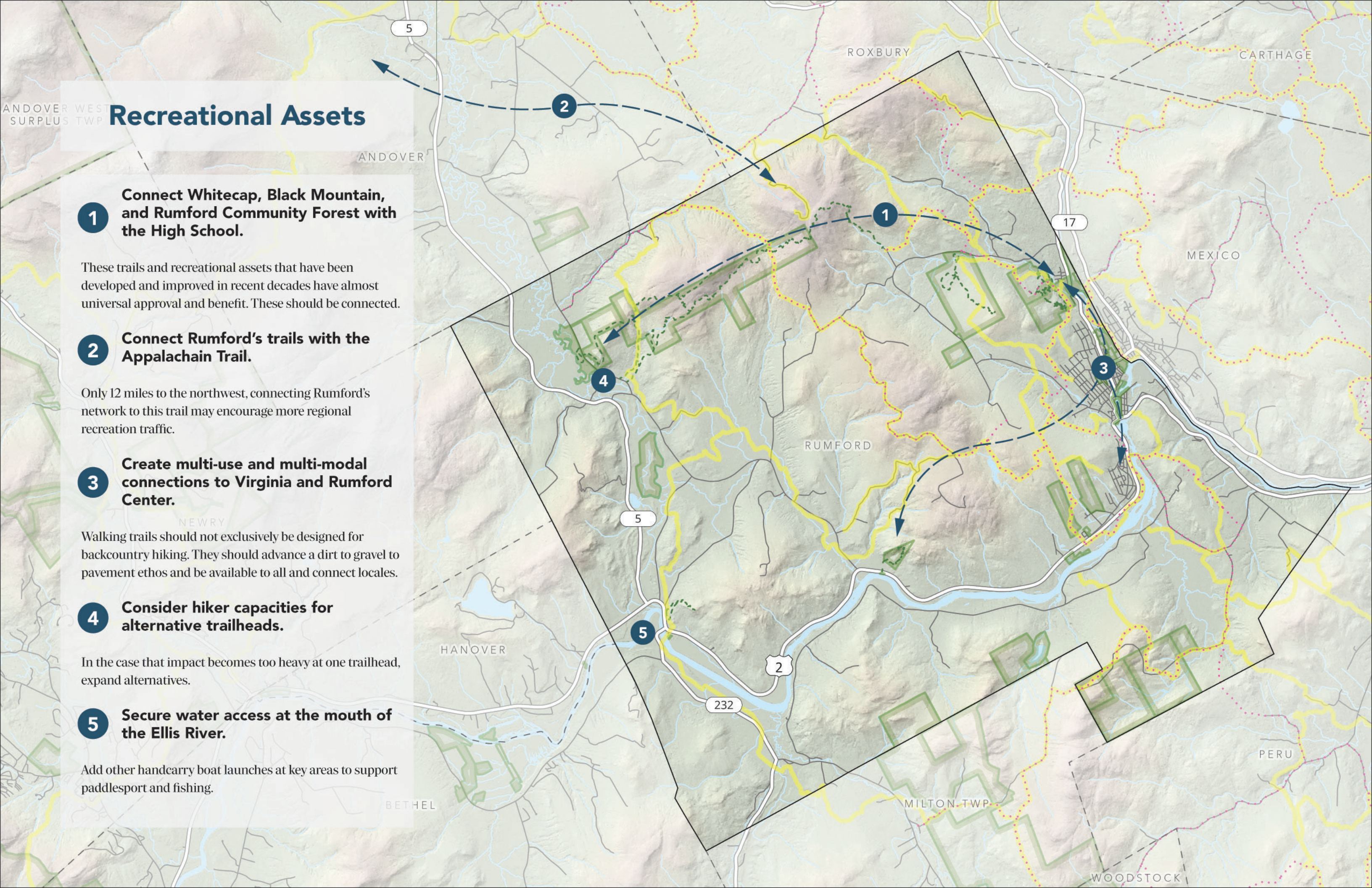


Meanwhile, less than a mile away from Black Mountain, the newly anointed 446-acre Rumford Community Forest — marked by a growing network of public mixed-use trails — has taken shape. Acquired through the efforts of Inland Woods + Trails, the Northern Forest Center, the Trust for Public Land, and the Town of Rumford, the Forest’s 2025 “Grand Opening” signified growing appreciation for Rumford’s all-too-often overlooked natural beauty — and a recognition of its importance to the area’s long-term economic and community health.

As plans for the Community Forest take shape, residents and visitors alike can expect an expanding network of multi-use trails — including those designed for accessible

users — and continuing efforts to establish interconnections between established trails and adjacent neighborhoods.

When taken at face value, neither Black Mountain nor the Rumford Community Forest could be credibly framed as game-changing revenue generators. But when you consider the picture they paint of Rumford’s priorities — and the allure they offer to those within and beyond our immediate community — their value to the Town is priceless. They elevate Rumford’s profile, appeal, and quality of life. They encourage investment in Rumford’s future. And they open the door for the kind of thoughtful, sustainable growth that will shape Rumford’s evolving economic base for generations to come.



Recreational Assets

1 Connect Whitecap, Black Mountain, and Rumford Community Forest with the High School.

These trails and recreational assets that have been developed and improved in recent decades have almost universal approval and benefit. These should be connected.

2 Connect Rumford's trails with the Appalachian Trail.

Only 12 miles to the northwest, connecting Rumford's network to this trail may encourage more regional recreation traffic.

3 Create multi-use and multi-modal connections to Virginia and Rumford Center.

Walking trails should not exclusively be designed for backcountry hiking. They should advance a dirt to gravel to pavement ethos and be available to all and connect locales.

4 Consider hiker capacities for alternative trailheads.

In the case that impact becomes too heavy at one trailhead, expand alternatives.

5 Secure water access at the mouth of the Ellis River.

Add other handcarry boat launches at key areas to support paddlesport and fishing.

BIG IDEAS & ACTIONS

A Community-Driven Action Plan for Rumford's Next Decade

When Rumford residents posted their “Big Ideas” on the Town Hall Auditorium wall, they were writing the script for Rumford’s future. In the weeks that followed the February 2026 comp plan charette, residents continued to submit Big Ideas during planning board meetings, in conversations with Town staff, via email — and notably during a March meeting with a group of deeply thoughtful and engaged students at Mountain Valley High School.

As Big Ideas flowed in, the Comprehensive Plan team gathered, sorted, and distilled them into the Actions you’ll see on the following pages. And over the coming days, weeks, and years, Town staff, board and committee members, and residents will work together to bring those actions to life.

While it may seem like an informal way to identify and drive Town goals, this effort was remarkable not only for the depth, breadth, consistency, and insight of the feedback it generated — but for the

volume and quality of the dialogue it produced among Rumford residents, municipal employees, and town leaders.

Oftentimes, residents’ Big Ideas aligned closely with those already identified by the Town — some of which were already in the works. But in many instances, Big Ideas suggested shared aspirations and visions for Rumford’s that might otherwise have gone unspoken. Because residents seized on the invitation to participate, their ideas spoke volumes — and their thoughts can now help to shape planning and policy Town Leaders will pursue to improve everyday life, enhance the economy, and produce positive community-wide changes to make Rumford’s future stronger, more cohesive, more livable, and more successful.

In addition, you will find a number of State policies and strategies in the Implementation Matrix.



Grow all Aspects of Rumford's Economic Potential

While Rumford's economy has long been inextricably linked to its industrial past, global policy and technology changes have gradually reduced the Town's reliance on the industries that once dominated area employment and tax revenue.

Today, Rumford is emerging as a community ripe for more diverse economic development — with an abundance of aging, underutilized commercial property, and rich resources of land suitable for new commercial and industrial development.

Because Rumford's location offers easy access to some of Maine's finest outdoor recreation areas, the established availability of healthcare, social services, and schools, and an abundance of opportunity to both build and renovate affordable, accessible housing — the Town is ideally positioned to welcome new families, encouraging both a growing workforce and employers seeking opportunities to start, relocate or expand.



Thinking big — and small — to build a stronger, more diverse and sustainable economy

Community Wish List

Action: Encourage establishment of independently-owned, people-friendly businesses in Rumford's downtown areas to attract local, regional, seasonal, and tourist spending, generate pedestrian traffic, enhance community engagement, improve livability, encourage in-migration, and diversify the town tax base.

Action: Explore opportunities to encourage and facilitate the purchase and renovation of un- and underused commercial space for occupation and use by new retail and service-oriented business occupants.

Action: Develop and implement policies that embrace development aligned with Rumford's rural character by encouraging designs that reflect local architecture while minimizing the installation of "cookie-cutter" franchise-style establishments.

Recruit Innovators

Action: Create conditions to establish Rumford as an innovator-friendly community by partnering with research and trade institutions (e.g.: Roux, University of Maine, Community Colleges).

Action: Develop cost-effective, high-visibility incubator spaces — potentially including a commercial food lab, prototyping space for energy and technology startups, small-scale retail, makerspaces, and others — in vacant or underused properties

Action: Support and expand existing school-based programs that emphasize innovation, business operations, and business development through internships, shadowing, and hands-on experiential learning.

Actively Encourage Growth of the Outdoor Economy

Action: Actively develop and project the growing perception of Rumford as a welcoming base for startup outdoor recreation businesses and service providers, highlighting its geography, undisturbed natural landscapes, and proximity to public lands, natural features, and established outdoor resorts.

Action: Boost and recruit new recreation industry anchors — including both non-profit organizations and established outdoor-oriented businesses to help drive recreation and outdoor business development while creating a workforce and recreation mindset in the Rumford Valley area.

Action: Develop collaborative business- and consumer-focused marketing initiatives to elevate awareness of Rumford's potential as an ideal location to grow and/or start new businesses focused on outdoor recreation.

Action: Promote and support the development of recreation-based lodging, including hostels, RV parking, and urban, suburban, and rural campgrounds.



Strategically Market Rumford's Assets

Action: Develop short- and long-term marketing strategies to promote the Town's unique assets — including its natural surroundings, recreational access, low-cost residential infrastructure, and potential as a low-cost site for new and growing businesses.

Economic Development Programs + Tools

Action: Explore economic development tools — including Tax Increment Financing (TIF), federal and state grants for historic downtown rehabilitation and infill development, and others — to encourage residents and entrepreneurs to invest in, establish, and maintain tax- and job-generating businesses in Rumford.

Beautiful, Safe Streets for Everyone

As Rumford pursues its shared vision of a future as a growing regional hub for commercial, industrial, healthcare, education, and outdoor recreation-based businesses locate and grow, residents, commuters, and visitors alike will rely on safe, convenient, intuitive transportation infrastructure development and improvements to navigate their daily lives. To support those needs, Rumford must seek opportunities to enhance and improve interconnected road, sidewalk, and trail networks. This effort will require careful analysis of how people move into, out of, and through the Town —and how best to ensure the safety of drivers, pedestrians, bikers, and RV enthusiasts as they navigate their travels in and between downtown, village, neighborhood, and rural lands — and beyond.

Public Transit

Action: Study the demand for public transportation options by various Rumford populations (seniors, low-income residents, commuters, tourists, etc.). Based on findings, explore options to address those needs through the re-establishment of public transportation options — potentially including bus service, volunteer (or subsidized) door-to-door car service, and/or passenger rail.

Putting people first
— with smarter, safer
transportation design



Flow

Action: Explore opportunities to improve Rumford's transportation infrastructure to support safe driving, walking, and commerce. Assess need for improved street lighting. Install signs and striping on designated roads to heighten driver awareness.

Action: Employ temporary and permanent traffic-calming features in neighborhoods and downtown areas and identify targeted areas for gateway treatments in the rural villages, such as at Rumford Point and Rumford Center. Slow vehicles well in advance of arriving in the center of places.

Action: Use wayfinding, striping, and traffic-calming features to manage and redirect traffic flows to entice travelers seeking food, lodging, and recreational opportunities.

Action: Revisit the AVCOG sidewalk and safety study for opportunities to improve pedestrian access to goods and services;

Action: Explore how the restoration of two-way traffic on Congress Street could be safely aligned with activity patterns at GRCC — which currently serves as a hub for youth indoor sports — to ensure safer pedestrian crossings, reduce vehicle speeds, improve visibility and support local business traffic.

People Power

Action: Develop and implement new strategies to encourage, guide, and support both pedestrian and cyclist traffic throughout Rumford's neighborhoods, villages, and downtown areas. Build bicycle lanes and establish a bicycle route to connect important destinations, such as the schools to the island and Falls Ridge; and a cross-town route.

Action: Develop clear wayfinding to guide pedestrians and cyclists, providing clear guidance on how to continue from one trail or route to another and reach common destinations, along with travel distances and estimated travel times for pedestrians, bikers, and others.

Action: Identify network gaps to establish interconnected routes and trail systems. Make purposeful routes to reduce the need to walk or bike along high-traffic roadways that are not optimized for human-powered traffic.

Action: Explore locations for the establishment of one or more "fitness trails," with fixed fitness apparatus and signage explaining its use.

Action: Ensure that future bridge replacement/upgrade projects (including High Bridge and Rumford Point Bridge) incorporate bike and pedestrian-friendly design.

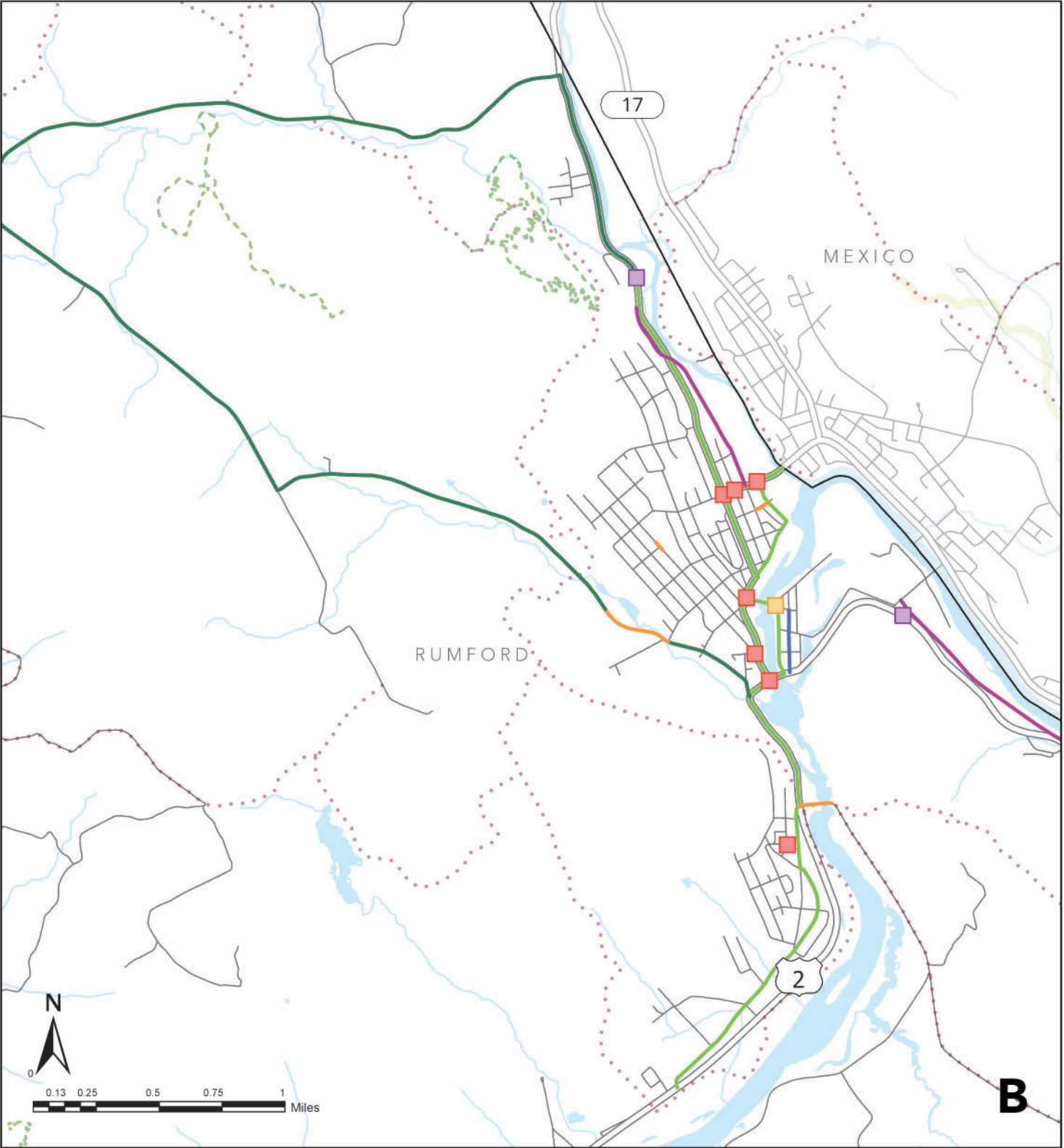
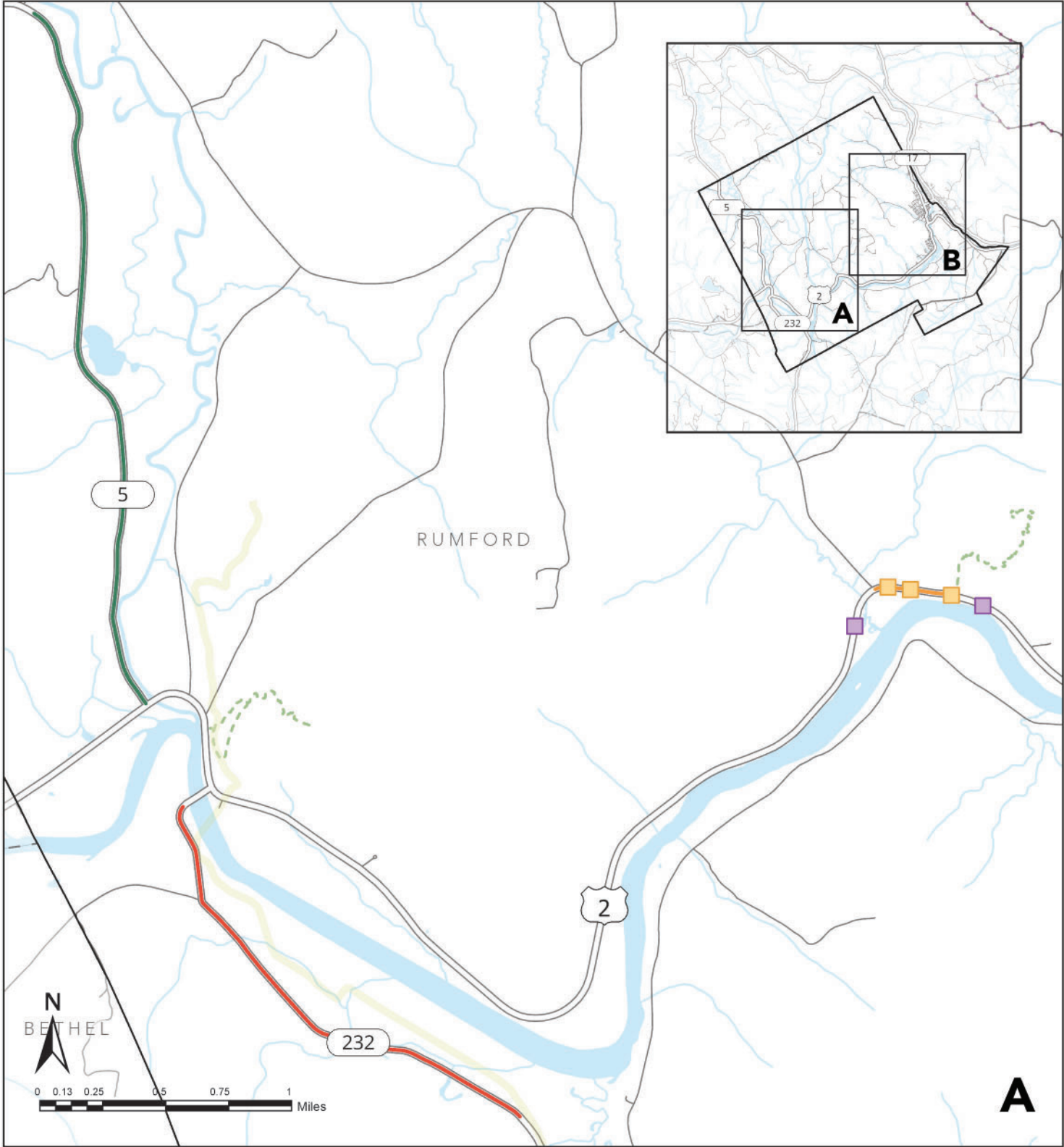
Action: Develop sidewalk infrastructure along route 108 between Smith Crossing neighborhood and downtown Rumford.

Making Your Way Around Rumford

Whether walking, driving, or riding, those who navigate the streets and trails of Rumford recognize that the very act of moving carries risk. To mitigate that risk, the following maps identify a number of places — and proposals — to prioritize safety and flow improvements throughout Town.



Transportation



Legend

- Cross-Walk Improvements Needed
- Dangerous Intersection
- Gateway Treatment Needed
- Convert to 2-Way Street
- Dangerous Roadway
- Potential Separated Walkway / Path

- Sidewalk Improvements Needed
- Commuter Bike Route
- Recreational Bike Route
- ATV Trails
- Snowmobile Trails
- Hiking Trails

Embrace Outdoor Recreation Hub Identity

Rumford is situated in one of Maine’s most scenic river valleys; at the foot of the highest waterfall east of Niagara; and surrounded by mountains, farms, and forests. It’s no small irony that we’re only now recognizing our potential as a natural hub for outdoor recreation — based on many of the same natural resources that once caught the attention of nineteenth century industrialists. Today, however, our opportunity lies not in exploiting our surroundings, but in protecting, supporting, and sharing them in their natural state with residents and visitors seeking rest, relaxation, and recreation — and the goods and services that help to make their exploration unforgettable.



Hike + Bike

Action: Pursue trail access from downtown Rumford to the Appalachian Trail with continued development and extension of Community Forest and Whitecap Trails.

Action: Collaborate with area organizations to continue development of hiking and mountain biking trails on Rumford public lands, and through long-term permission-based passage over private lands.

Action: Identify, seek funding and implement improvements to hiking and biking trailheads through parking, signage, restrooms, rest areas, and bicycle work stations.

Action: Seek public/private partnerships to create trail-accessible dining and events spaces as start and end points for pre- and post-activity gathering.

Action: Develop unified recreational map (print and electronic) to include all biking, hiking, snowmobiling, and ATV trails located in Rumford, including interconnections to trails in adjacent communities.

Action: Identify and establish urban hiking trail system with clear, consistent signage to support safe walking to and throughout the downtown area.

Action: Cultivate downtown area as a centralized trailhead/hub for all outdoor activities, including hiking, biking, skiing, snowmobiling, ATV riding, and paddling.

Claiming our potential as a leading outdoor rec destination

// Connect the school and neighborhoods to the downtown and Rumford Community Forest. //

— Resident



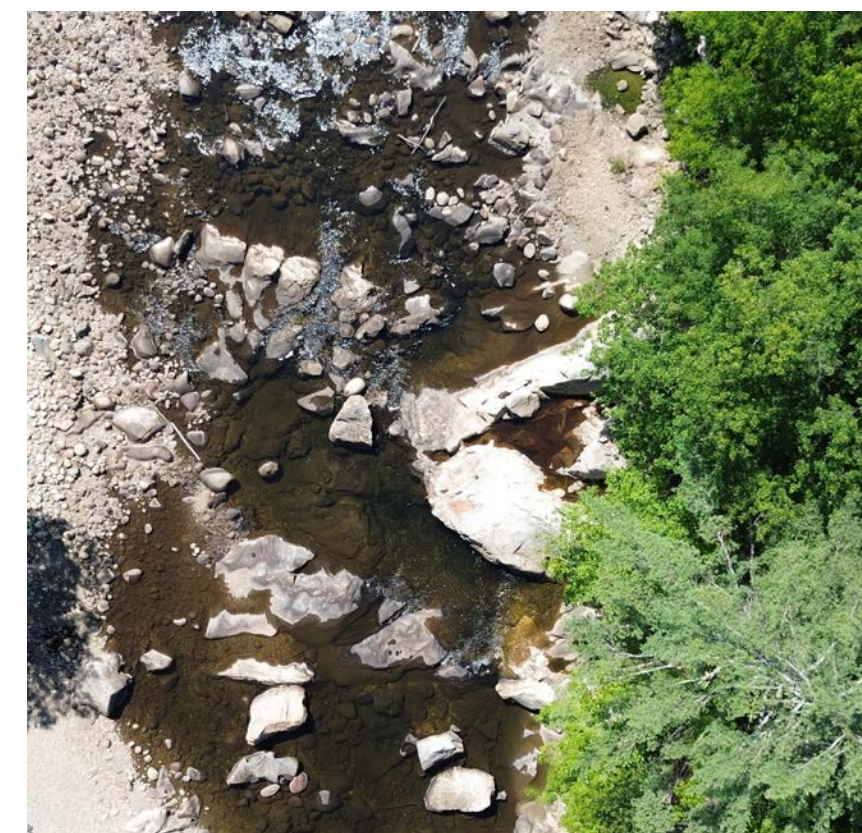
RV/ATV/Snowmobiles

Action: Support continued ATV and Snowmobile club efforts to maintain safe, well-maintained, and interconnected trail networks via public lands, and, through strong collaboration and stewardship, permissive use of private lands.

Action: Study feasibility of establishing a service center for RV travelers within pedestrian reach of downtown, offering amenities that could include bathroom facilities, showers, a paid pump station, and limited overnight parking.

Action: Explore seasonal “urban camping” concept with local hospitality businesses capable of providing parking and a la carte services for RV travelers.

Action: Explore the potential for a public-private partnership to share ownership and use of trail maintenance and ski grooming equipment.



Action: Encourage and support recreational vehicle activity on designated trails in and around Rumford, and work collaboratively with active ATV and snowmobile clubs to support continued landowner cooperation through safe, respectful, cooperative recreation.

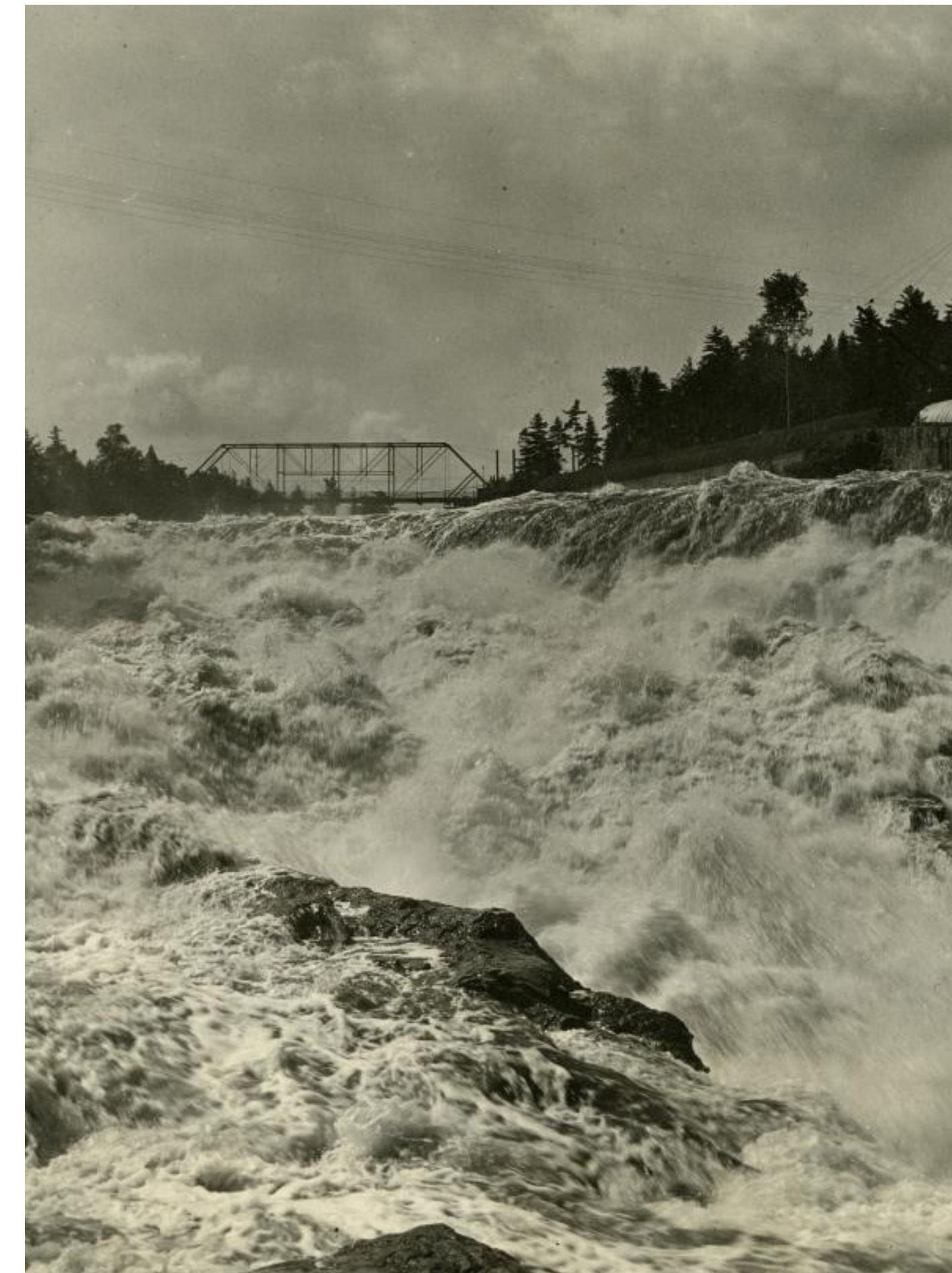
Action: Seek opportunities to facilitate rider access to Rumford service businesses — including restaurants, shopping, and maintenance providers — through improved trail connectivity, parking, signage, and mapping.

Action: Explore opportunities to permit and install promotional on-trail way-marking to direct trail users toward downtown food, lodging, and service businesses.

Activate the Rivers

Action: Study opportunities to improve public access to and use of the Androscoggin, Ellis, and Swift Rivers for boating, paddling, swimming, and picnicking.

Action: Seek opportunities to leverage scheduled summer releases at the Brookfield Dam through the creation of a whitewater park with improved access. Explore opportunities to promote releases in partnership with downtown businesses in an effort to increase summer tourism traffic — and boost local demand for food, lodging, and services.





Kids

Action: Explore opportunities to improve and expand existing community play areas for children, and seek new opportunities to develop traditional and nature-based playgrounds/ explorations — potentially including an all-ages fitness park — on public lands throughout Rumford.

Parks + Gardens

Action: Explore a community tree and garden initiative to identify public locations — including intersections, parks, and school grounds — suitable for the establishment and maintenance of floral and food gardens, and the planting and maintenance of “street trees” on or near sidewalks to provide summer shade and improve local aesthetics.

Action: Work with schools to explore curricular and extra-curricular horticulture and forestry programming. Establish food gardens on school property to provide experiential education opportunities and provide food

Dogs

Action: Evaluate cost and feasibility of establishing one or more fenced, off-leash dog parks, identify suitable public land, and establish a committee to identify available areas suitable for the development of one or more fenced, off-leash dog parks, and, if feasible, initiate plans and timelines for construction.



Preserve Natural Features

Action: Prohibit industrial development, clearcutting, and the establishment of solar and wind farms in the areas defined as Critical Rural to ensure the long-term integrity of the Town’s unique visual and natural resources — and preserve the continuing value of the area’s capacity to grow its outdoor resource-based economy.

Action: Explore alternative energy methodologies to expand renewable energy capacity without causing obtrusive visual or natural resource impacts.

Age + Ability Accessibility

Action: Concurrent with efforts to identify and develop areas suitable for expansion of pedestrian, bicycle, snowmobile, and ATV trail networks, seek opportunities to designate appropriate rural and urban trail areas for universal, disability-friendly access and use.

Youth Forum

Big Ideas from Rumford’s Next Generation

During the earliest stages of the comprehensive planning process, there’s an inclination to lean heavily into data, municipal policy, and the use of regulation to produce measurable results. But as the process unfolds, there’s a growing recognition that a comprehensive plan’s most important goal is to listen, to learn, and to memorialize a collective vision shared by town residents in a document that can then serve as a roadmap toward preserving what works, addressing what doesn’t, and evolving toward a future that reflects everyone’s aspirations.

Everyone, of course, is a very inclusive term. And while it’s easy to default to the idea that creating a comprehensive plan will be the work of dedicated, thoughtful adults, there’s another group of Rumford residents with an even greater stake in Town’s future: kids.

Kids, after all, are Rumford’s future. They attend our schools. They purchase goods and services. They have distinct interests — and

the time to pursue them. So it only made sense that we’d invite them to take part in the comprehensive planning process.

During a special Friday in-school session at Mountain Valley High School, two dozen engaged students participated in a mini charette that invited their thoughts about the town they call home. Riffing easily and openly with their peers, they opened up about their Rumford experience, sharing thoughts on what they love about the Town, and about what’s missing. Naturally, it was the latter subject that invited the most feedback, as participants shared their desires for more kid-friendly activities, more places to congregate and recreate, and better opportunities for future careers. Perhaps most striking of all, they were also unified in their requests for services and spaces that would offer support, nutrition, and safety during times when, for many kids, those essentials are hard to find.



They took their participation seriously, and shared ideas that were mature, meaningful, and invaluable.

We’re proud to say that those ideas are now part of a plan for Rumford’s future — and theirs.

Grow All-Ages Community & Cultural Engagement

In historic photographs of Rumford, it's impossible to overlook the sense of community. From the bustling downtown and public gatherings to seasonal ice cutting, ski jumping, and skating, people gathered to share common interests, and invest in the collective sense of community pride. Today, that sense of pride and connection is very much alive, carried by residents eager to invest their time and energy in the Town's next chapter. To support that enthusiasm, Rumford must seek opportunities to encourage connection — ensuring that people of all ages, all abilities, and all means feel welcome, included, supported, and important for their unique contributions to the Town's ever evolving cultural makeup.

Supporting our Parents, Kids, + Seniors

Action: Seek new programming opportunities for extracurricular youth and teen engagement, including the establishment of safe “third spaces” for gathering, for community engagement, and for self-improvement and skills development. Seek activities capable of enhancing self-confidence, fostering collaboration, and boosting long-term success — while reducing the risks associated with overabundant, unsupervised idle time.

Action: Coordinate efforts among the library, school department, and local businesses to support community-based, college-credit-eligible app development education for students of all ages. Seek course content

Identifying and cultivating the connections that bring community together



Rumford Historical Society

through free and grant-funded programs provided by established institutions, and assist students in efforts to autonomously seek personalized curricula.

Action: Redevelop the former elementary school as an inclusive community recreation center, providing supervised all-ages gathering spaces and programming focused on learning and self-actualization. Develop programming that encourages interaction between seniors, youth, and teens, allowing the natural exchange of wisdom and experience by and between residents of all ages, while strengthening a stronger sense of community.

Action: Develop daytime programming for seniors, seeking regular opportunities for cognitive and social stimulation and helping to reduce, on a periodic basis, emotional, physical, and financial strain on family caregivers who lack the financial means to retain paid home or residential care.

Action: Support RSU 10's efforts to improve school quality and establish the school system as a shared source of community pride.

Action: Pursue dialogue with Rumford Hospital to explore opportunities to resume locally-accessible OB/GYN services, maternity care, and senior care.

Social Connectivity + Happenings

Action: Seek opportunities to build a robust calendar of seasonal community events designed to encourage social interaction, increase Town vitality, and boost commerce for retailers, restaurants, and service providers. Consider re-establishment of the downtown Pumpkin Fest, and explore scheduled closures of River and/or Congress Streets during summer months, welcoming foot traffic, food trucks, and live entertainment including music and free movies.



Rumford Historical Society



Rumford Historical Society

Third Spaces, Inside + Out

Action: Seek both indoor and outdoor public locations suitable for use as third spaces for designated community gatherings and activities. Explore new plans for expanded use of the Stephens High School Memorial Park, Hosmer Field, and others for arts and crafts, athletics, and other community pursuits.

Action: Develop volunteer “friends of the parks” group to monitor park use, discourage misuse, and advocate for ongoing maintenance and improvements.

Action: Develop and implement plans to utilize the Town Hall Auditorium for music and theatrical performances.

Action: Seek resources necessary to expand library hours for activities and seminars, and establish regularly scheduled weekend opening hours for gathering, study, and quiet reading.

Action: Restore Hosmer Field tennis courts, including necessary upgrades to support pickleball.

Action: Improve public green spaces, and identify new space on public land for the re-establishment of community gardens.

Action: Evaluate the current use of public waterfront areas for swimming and develop plans to enhance their hygiene and safety. Explore Federal and State grants for water quality monitoring and enhancement.

Action: Explore the feasibility of constructing a boardwalk along the Canal with lights and benches to support year-round use and activities.



Rumford Historical Society

Community-Building Cultural Commerce

Action: Explore and promote periodic summer/fall designation (once weekly or monthly) of River Street as an outdoor gathering space featuring a farmer's market, art/ craft fair, and Saturday evening food trucks, live music, live plays, and/or family-friendly movies.

- Summer Farmer's Market
- Allow working farms to sell their products on their land without being directly next to the house
- Explore and promote periodic summertime designation (once weekly or monthly) of River Street as an outdoor gathering space featuring Saturday evening food trucks, live music, and/ or movies, and Sunday art/craft and/or farmer's market vending
- Host ethnic music / art events
- Hawkers and peddlers encouragement through no fee application

“ Prioritize activities and programs for families + children! ”
— Resident

Municipal Engagement

Action: Explore development of a community policing program to improve public familiarity with officers, enhance community support, and improve visibility in public areas susceptible to misuse.

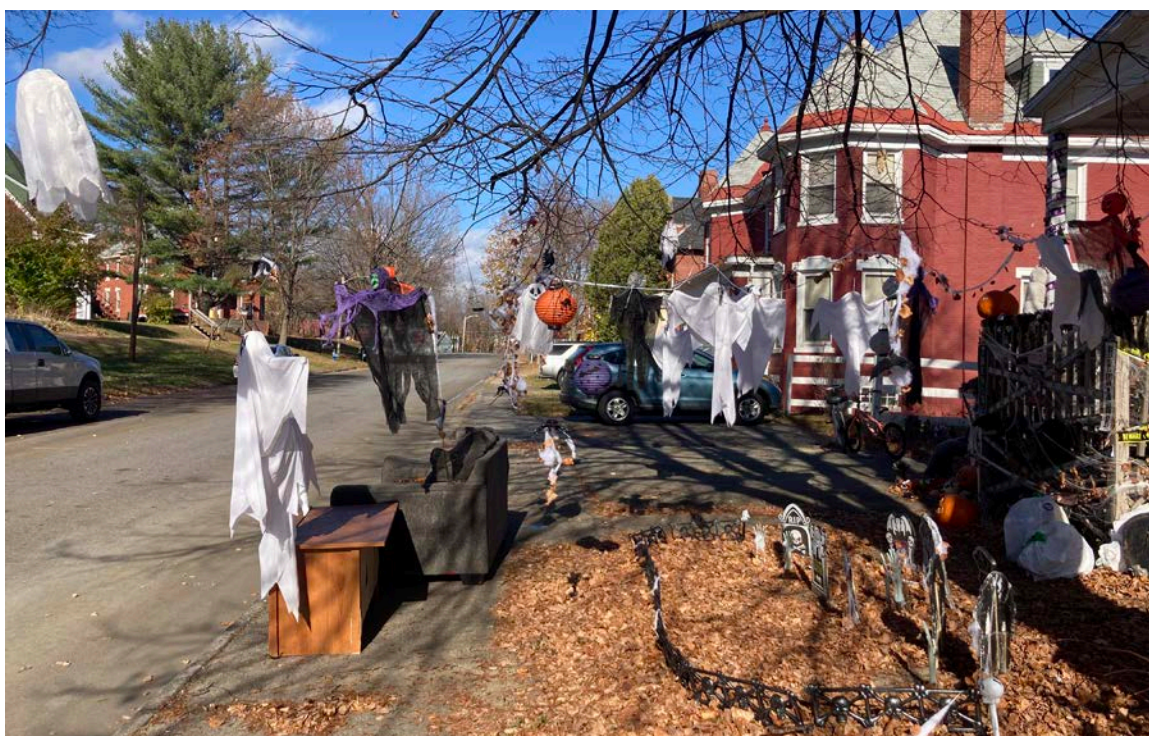
Action: Explore development of a police cadet program to support healthy youth understanding of police work, provide vocational education, and encourage the community's perception of police as vital, collaborative, supportive public resources.

Action: Actively promote opportunities for public service through Town boards and committees, encourage diverse participation, seek new opportunities to increase public access to municipal leaders, and simplify access to all public meeting minutes for review.

Action: Seek collaborative opportunities with schools, outdoor organizations, and municipal government to encourage youth participation in activities and programs designed to encourage a growing sense of public service, civic duty, and community pride.



Lift Neighborhoods Up



Comprised of unique villages, compact multi-family neighborhoods, and a historic downtown, Rumford is many towns in one — comprising a unified whole that’s even greater than the sum of its distinctive parts. Today, new investment is propelling new momentum toward continued improvements in neighborhoods and villages throughout Rumford. Abandoned buildings are being rehabilitated. Neglected housing is undergoing restoration. And new housing — in both new and converted buildings — is entering service to welcome both current and new Rumford residents. Rumford must continue to seek additional sources of funding for residents and businesses to sustain property rehabilitation efforts — and encourage the already growing enthusiasm for a Town that’s affordable, walkable, and livable — and a home for generations of residents to come.

Historic Rehabilitation

Action: Inventory vacant and decaying properties, and develop strategies to encourage and support the restoration of historic structures through private investment and heightened awareness of — and access to — local, regional, state, and federal renovation resources; and, when appropriate, the demolition of dilapidated structures to create opportunities for new infill construction.

Action: Establish a low-interest loan/grant fund available for landowners to perform residential and/or commercial building stabilization and streetfront beautification.

Action: Create a Community Improvement Fund to assist homeowners in rehabilitating homes, funded through local tax dollars and/or Federal and State grants.

Action: Create a free or low-cost open-bench workshop and tool lending library to support residents’ self-help efforts at home improvement.

Action: Establish partnership with businesses, organizations, or institutions to offer weatherization and building maintenance workshops.

New Construction Investment

Action: Develop strategic plan for rehabilitation of the Virginia village along Route 2, providing incentives for new residential and commercial construction and the creation of bike/pedestrian sidewalks and trails that interconnect with other public trails.

Action: Create plan to seek and incentivize investors to develop a high-quality assisted living facility, providing a local option for residents to keep aging family members close to home — and in the community.

Alternative Housing/ Renovation Financing

Action: Explore potential of establishing/ tapping a Community Development Financial Institution to serve the greater Rumford area.

Action: Study the feasibility of establishing a Property Stabilization Fund to fund preventative and remediative updates to roofs, heating systems, life safety, and egress issues, supporting quicker re-tenanting of existing housing.



Leveraging the power of affordable, walkable, livable historic neighborhoods

Clean Water & Air

In our efforts to diversify our economy, protect our outdoor resources, and encourage in-migration of new workers and families, safe, clean air and water aren't luxuries — they're table stakes. And while both have seen marked improvements as environmental regulations, including the 1970 Clean Air and 1972 Clean Water Acts championed by Rumford native and Senator Edmund Muskie, have grown stronger and emission control technologies have advanced, the next decade will call for continued diligence, and fresh efforts to make sure all members of the Rumford community are working together to protect our environment.

Naturally Cleaner, Safer, + Smarter

Action: Work with ND Paper management to eliminate frequent mercury and particulate emissions, which on average satisfy federal maximums, but routinely exceed those maximums at least 1-2x each week.

Action: Establish environmentally safe municipal snow dumping sites that, when melting, do not leech pollutants into Rumford river watersheds.

Action: Explore household waste removal service options that encourage recycling.

Action: Formally petition the U.S. Army Corps of Engineers to conduct a floodplain management study of the Androscoggin River at Rumford Falls.

Clearing the air (and water) for a cleaner, safer future



A PLAN FOR CONSERVATION & DEVELOPMENT

Future Land Use

The future land use map has been derived after careful analysis of social, environmental and economic data balanced and considered against community values and goals for the future. The single-most impactful, legacy land use policy decision that this plan makes is to designate the Ellis River Valley watershed area as a Critical Rural Area, a designation that is of the highest protection status acknowledged by the Growth Management Act.

Accompanying this important decision, Growth Areas have been assigned to priority development areas reflective of places that have existing development, infrastructure capacity, and opportunity sites for new construction and rehabilitation of existing buildings and sites. Rumford's established neighborhoods and buildings are predominantly historic, and all neighborhoods are deserved of new investment whether it be improved streets, sidewalks or municipal buildings and places, or houses, churches, and commercial buildings. Growth areas have the capacity to accept more than the next 10 years of development potential across all sectors — from expanded health and social sectors to industry and manufacturing. The Growth Areas can accept housing of all kinds and price points, new businesses and places to work and socialize, and support an expanded outdoor economy.

Rumford's historic Villages of Rumford Center, Rumford Corner, and Rumford Point are envisioned to continue to be the rural historic places they are, surrounded by critical resources, working landscapes, and, increasingly recreational assets. Where Rumford Point has a stronger, more visible agricultural identity, Rumford Center's historic Meetinghouse, church and museum represent a strong and important cultural and social fabric. Rural Areas

around historic villages are intended to remain as they are - rural - which is an acknowledgment that rural settlement and change is ongoing. It should continue to be done with consideration of the protection of land, air, water, important habitat and wildlife, and rural living - inclusive of rural-based work, working landscapes and outdoor recreation.

Absent zoning, the Planning Board relies significantly on the Comprehensive Plan as an advisory document when performing development review and undertaking other board-related responsibilities like special studies and plans, policies, and action strategy implementation.

Each map designation may be accompanied with a brief description of the purpose and intent, brief description of conditions, future desired goals/priorities, and important considerations to be made as opportunities for conservation, preservation, and development come forward over time.



Future Land Use Map

The future land use map has been derived after careful analysis of social, environmental and economic data balanced and considered against community values and goals for the future. The single-most impactful, legacy land use policy decision that this plan makes is to designate the Ellis River Valley watershed area as a Critical Rural Area, a designation that is of the highest protection status acknowledged by the Growth Management Act.

Accompanying this important decision, Growth Areas have been assigned to priority development areas reflective of places that have existing development, infrastructure capacity, and opportunity sites for new construction and rehabilitation of existing buildings and sites. Rumford’s established neighborhoods and buildings are predominantly historic, and all neighborhoods are deserved of new investment whether it be improved streets, sidewalks or municipal buildings and places, or houses, churches, and commercial buildings. Growth areas have the capacity to accept more than the next 10 years of development potential across all sectors — from expanded health and social sectors to industry and manufacturing. The Growth Areas can accept housing of all kinds and price points, new businesses and places to work and socialize, and support an expanded outdoor economy.

Rumford’s historic Villages of Rumford Center, Rumford Corner, and Rumford Point are envisioned to continue to be the rural historic places they are, surrounded by critical resources, working landscapes, and, increasingly recreational assets. Where Rumford Point has a stronger, more visible agricultural identity, Rumford Center’s historic Meetinghouse, church and museum represent a strong and important cultural and social fabric. Rural Areas around historic villages are intended to remain as they are - rural - which is an acknowledgment that rural settlement and change is ongoing. It should continue to be done with consideration of the protection of land, air, water, important habitat and wildlife, and rural living - inclusive of rural-based work, working landscapes and outdoor recreation.

Absent zoning, the Planning Board relies significantly on the Comprehensive Plan as an advisory document when performing development review and undertaking other board-related responsibilities like special studies and plans, policies, and action strategy implementation.

Each map designation may be accompanied with a brief description of the purpose and intent, brief description of conditions, future desired goals/priorities, and important considerations to be made as opportunities for conservation, preservation, and development come forward over time.



Critical Rural - Agricultural District

Tied to the definition of Critical Rural area - this plan designates the area of land at the confluence of the Ellis River and the Androscoggin River as a subset of Critical Rural based on its high presence of agricultural use and significant farmland. This plan supports the continuation of agricultural uses and ancillary uses tied to this important economic activity.

The design and development of any ancillary buildings or improvements should, to the greatest extent practical, reflect the characteristics of historic rural settlements and mitigate scenic and environmental impacts to land and water.



Critical Rural Area

This plan designates a Critical Rural Area inclusive of the mapped Ellis River Watershed, recognizing that this area of Rumford is most vulnerable to impacts from incompatible development.

“Critical rural area” means a rural area that is specifically identified and designated on the future land use map as deserving maximum protection from development to preserve natural resources and related economic activities that may include, but are not limited to, significant farmland, forest land or mineral resources; high-value wildlife or fisheries habitat; scenic areas; public water supplies; scarce or especially vulnerable natural resources; and open lands functionally necessary to support a vibrant rural economy.

Present within this area are a number of mapped Critical Natural Resources, as defined by the Growth Management Act, and identified and mapped scenic viewpoints and viewsheds, also most vulnerable to impacts from incompatible development.



Growth Area - Industrial

This area includes a mix of industrial, manufacturing, and power/renewable energy uses and the industrial park. A small portion of Rt 2 also contains existing operations that are intended to continue in the future. Vacant land remains available to accommodate desired expansion of businesses in these sectors. Development should consider and mitigate any scenic views, particularly from Rumford Falls and the Island. Site design should consider and address any potential for nuisance (air, noise, odor, light) at the boundaries of the adjacent Neighborhood and Mixed Use Growth Areas.



Growth Area - Mill

This area most notably includes ND Paper, its buildings and ancillary uses and functions, and the CoGen facility. The plan contemplates two futures: one where the area continues to be home to an active paper mill, and another where it does not. In the instance that the site becomes available for redevelopment, the Town will advance more in depth planning and economic development. Meanwhile, this plan acknowledges that the site provides an attractive redevelopment opportunity for a large regional user, such as a medical campus with a residential component, additional employment and housing, expanded network of streets, public spaces and pedestrian trails to bolster economic development, and possible historic rehabilitation of buildings.



Growth Area - Mixed Use

Rumford has a number of densely settled, walkable historic neighborhoods with supportive commercial districts, uses and amenities. Some buildings and facilities serve a regional population and Rumford Falls is a regional employment center. Virginia, Waldo Street, Congress and Waldo Street North (Lincoln/Hancock area, formerly referred to as the “Gateway Project” will continue to be prioritized for continued building rehabilitation, infill development on vacant lots, and redevelopment of structures that are beyond saving. A diverse range of commercial, residential, services, civic, hospitality, government and recreation uses exists and should continue. This area provides ample opportunity for expansion, redevelopment and new construction across all of these sectors to accommodate 10 years of growth.

Through considerate building and site design, new development can seamlessly integrate within the historic, walkable urban fabric.

Larger scale buildings and development should be designed to reflect the building forms and architectural patterns found within the context of the neighborhood the building will be located in - including height. Buildings should be visually additive to the neighborhood, with ground floor fenestration providing visual and functional connection between street and building. Design of buildings can be cost-effective while achieving timelessness. Parking should be behind buildings, and lighting and landscaping design should contribute to a high quality public realm in the space between building and street or public space.

In areas that are more auto-dominant, site design will transition to a more densely developed, walkable urban condition, maximizing use of land and contributing greater taxable value vs dispersed, low density development which yields less value.



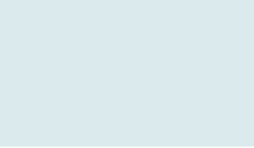
Growth Area - Neighborhood

Two areas with existing neighborhoods have been differentiated from the Growth Area - Mixed Use primarily because their characteristics are distinctly different: lots are much bigger (though there’s still a range of sizes), buildings do not exceed two stories, and commercial uses are not present. The presence of sewer and water provides opportunity for continued residential development into the next 10 years. Smaller scale residential buildings (under three stories) are the most appropriate forms of infill development. Larger residential buildings of a commercial nature (hotel, assisted living facility, retirement home) are more appropriate for the Mixed Use growth area. Through considerate building and site design, new development can seamlessly integrate within existing neighborhoods.



Growth Area - Black Mountain

This area includes land surrounding the base of Black Mountain and near the recently designated Rumford Community Forest. The plan contemplates the potential to create an outdoor recreation-focused village hub with a mix of uses and activities including residential, cultural and recreational activities, and hospitality. Development should be compact, walkable and bikeable with a network of trails to connect outdoor recreation amenities. Site design should create a critical mass of buildings, uses and activities to minimize development impacts.



Rural Area

Rumford’s rural areas include a number of areas of concentrated settlement within lands that are working farms, woodlots, properties enrolled in current-use tax program (forestry, mainly, but farming and open space, too), and areas with prime agricultural soils, critical and important natural resources. Rural areas will continue to be places where people live, gather, recreate, and work on and with the land.

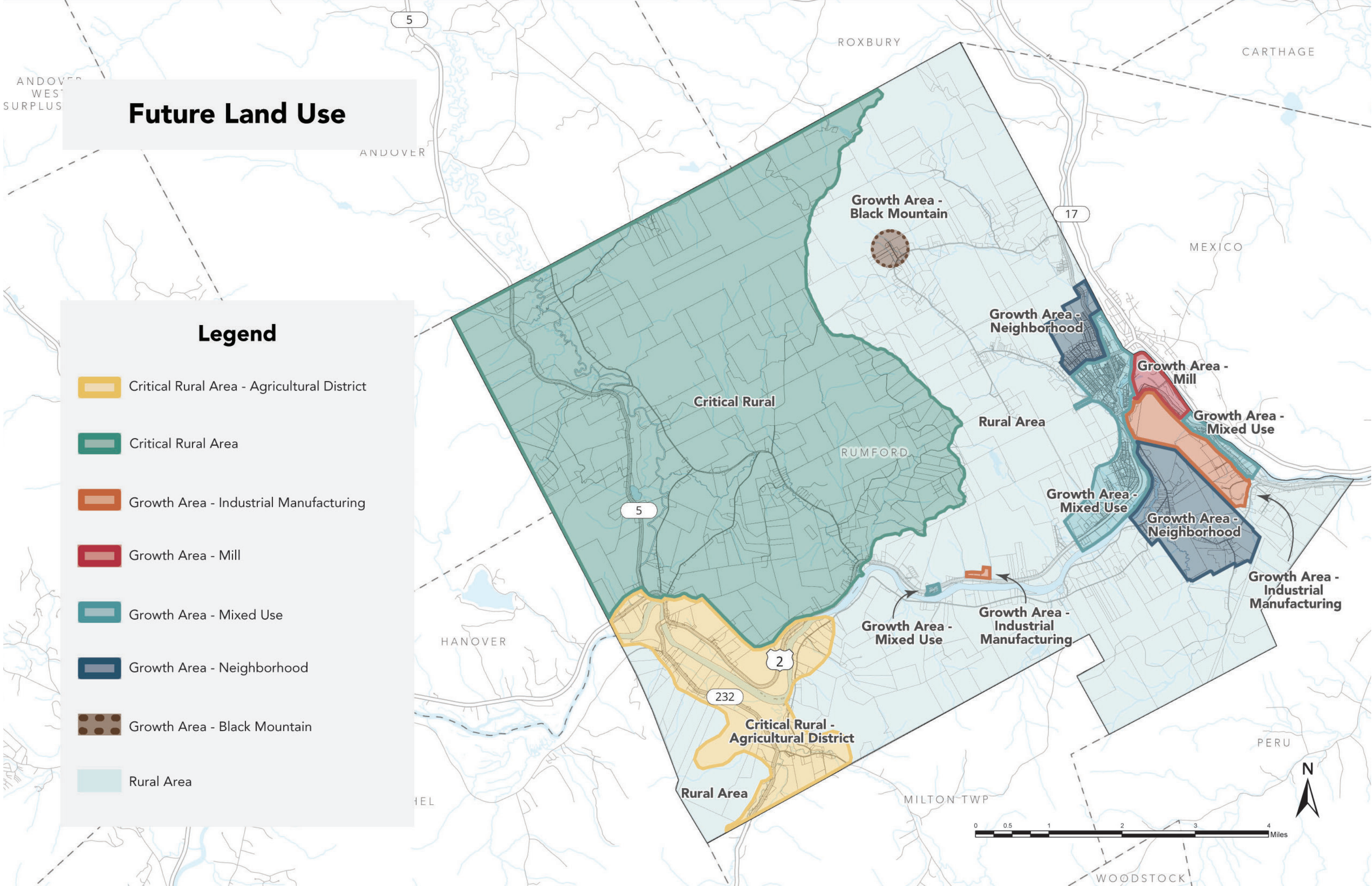
In alignment with the Growth Management Area designation, rural areas will continue to be regulated from unrestricted development for purposes that may include, but are not limited to, supporting agriculture, forestry, mining, open space, wildlife habitat, fisheries habitat, and scenic lands, and away from which most development projected over 10 years is diverted. Ordinances should continue to minimize development impacts.

When it occurs, residential development should follow a strengthened Open Space Development ordinance, mandating a greater set-aside of open space to achieve rural landscape conservation and preservation goals. All development - whether residential, commercial, or industrial - must protect land, water, and air quality through strict adherence to local and state environmental regulations. Larger scale buildings and development, seen from public right of ways or scenic viewpoints, should be designed, to the greatest extent practical, to respect and meld with the historic rural Maine architecture and landscape.

Future Land Use

Legend

- Critical Rural Area - Agricultural District
- Critical Rural Area
- Growth Area - Industrial Manufacturing
- Growth Area - Mill
- Growth Area - Mixed Use
- Growth Area - Neighborhood
- Growth Area - Black Mountain
- Rural Area



Significant Resource Areas

Data shown on the following maps helped to define the boundaries for the Future Land Use Map.

Significant resource areas are those areas in Rumford most vulnerable from development and other land use activities. They are important factors in defining Rumford’s Vision. These areas warrant special consideration due to their vulnerability of degradation. Land use activities within these areas require stricter regulation than in other areas. These areas that include critical resource areas as defined the Comprehensive Plan Review Criteria Rule, will, as stated in Rumford’s Vision, will continue to important to residents and visitors.

These areas have been located based on the best information available in 2026. Sources of information included the Maine Department Environmental Protection, the Maine Department of Inland Fisheries and Wildlife, the Maine Department of Conservation and the National Flood Insurance Program. As improved/new scientific information comes available about these resources this plan and applicable ordinances need to be amended to reflect that information.

Significant resource areas include the following:

Shoreland Areas

The land area within 250 feet from great ponds, rivers and 75 feet of streams is critical to the well-being of the resource. In addition, these areas contain significant wildlife habitats and travel corridors. These areas should be limited to residential and nonstructural uses except those areas in built up portions of Rumford adjacent to the Androscoggin River and other areas that already have concentrations of commercial or manufacturing development or are suitable for such development.

Non-forested freshwater wetlands of ten acres or more in size and that have been rated as having moderate or high wildlife values regulated under the Mandatory Shoreland Zoning Act and the land area within 250 feet of their upland edge will be designated as protection districts that restrict most structural development and protect their resource values. Freshwater wetlands of ten acres or more in size and that have not been rated



as having moderate or high wildlife values regulated under the Mandatory Shoreland Zoning Act and the land area within 250 feet of their upland edge should be designated as protection districts that allow structural development under defined conditions and protects their resource values. Local ordinance standards will allow owners of record to construct residential structures of limited size adjacent to these wetlands if there are no locations on such property that is not in the resource protection district on which they can be built. Other wetlands will, through development review standards, be maintained to the maximum extent for their resource values.

Watersheds

Rumford contains three great ponds or ponds with a surface area of 10 acres or more. The land area that drains to these great ponds or watershed area directly affects the quality of water. Development with the potential

to disturb soil in these watersheds will be managed to maintain and improve water quality.

Significant Wildlife Habitat

Wildlife, both game and non-game, is valued by both residents and visitors to Rumford. Suitable habitats are critical to their health and survival. There are deer wintering areas, significant waterfowl and wading bird habitat, riparian areas and large blocks of undeveloped land that are considered as critical habitats. These areas will be conserved through shoreland zoning standards and ordinances standards as identified in the Natural Resource section that will conserve their resource values. The area around wetlands with a high/moderate waterfowl and wading bird habitat value will continue to be placed in a resource protection district.

Focus Area of Statewide Ecological Significance

Two Focus Areas of Statewide Ecological Significance have been designated in Rumford based on an unusually rich convergence of rare plant and animal occurrences, high value habitat and relatively intact natural landscapes. Focus areas are intended to draw attention to these truly special places in hopes of building awareness and garnering support for land conservation by landowners, municipalities and local land trusts. These areas will be conserved by standards included in site plan review and subdivision ordinances.

Floodplains

The major floodplains in Rumford are found along the Androscoggin, Concord, Ellis and Swift Rivers and Split Brook. The land area within the 100-year floodplain that is not developed or suitable for development adjacent to the Androscoggin and Swift Rivers will be placed in a shoreland resource protection district that prohibits most new structural development. In areas that are within the 100-year floodplains of these two rivers that are developed, new construction and redevelopment will comply with the standards of Rumford’s Floodplain Management Ordinance. The entire width of the 100-year

flood plain of the Ellis River will be placed in a protection district. In other floodplain areas, new residential development will be prohibited in floodways, and in the remainder of the floodplain, new construction and redevelopment will comply with the standards of Rumford’s Floodplain Management Ordinance.

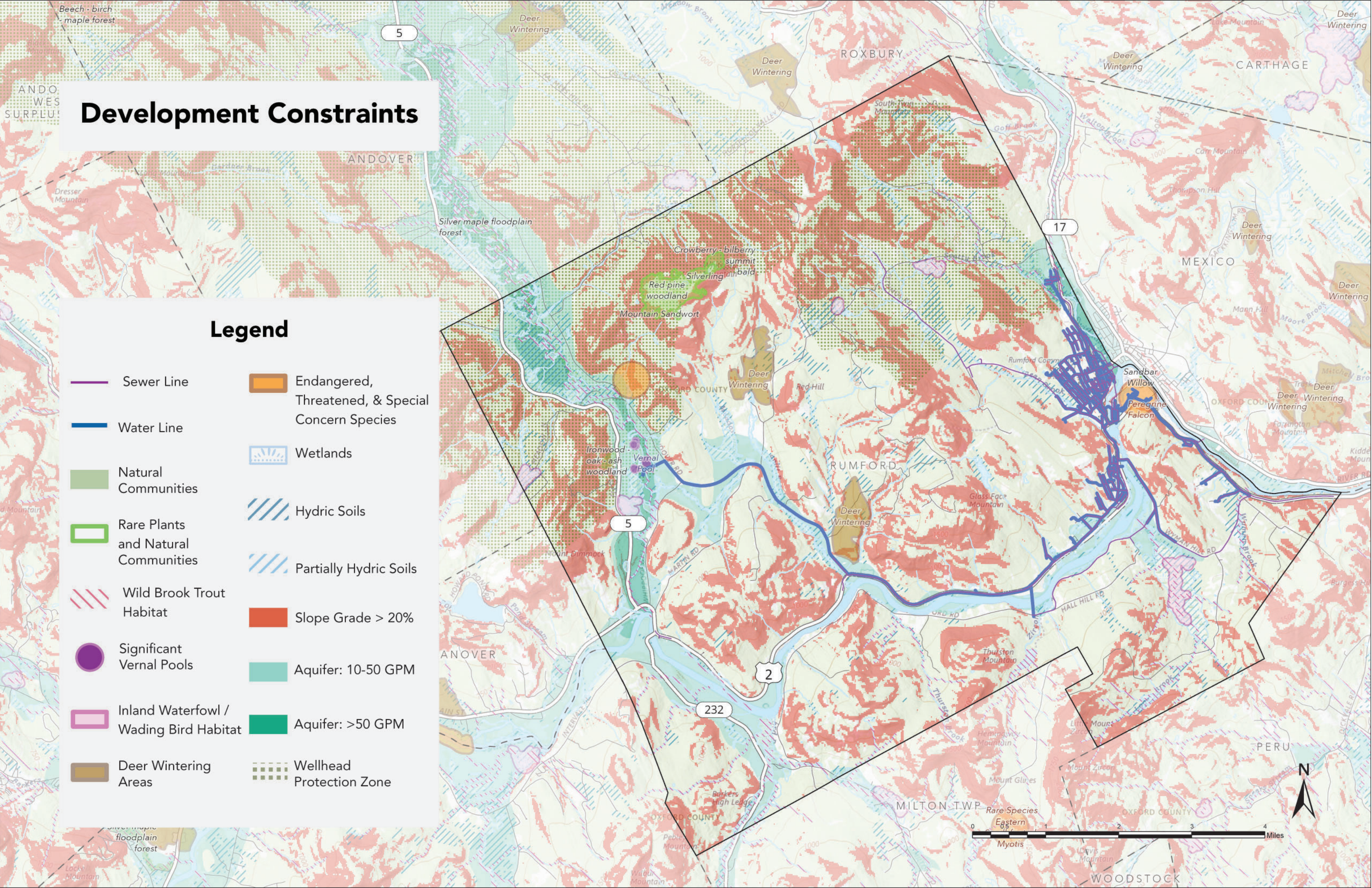
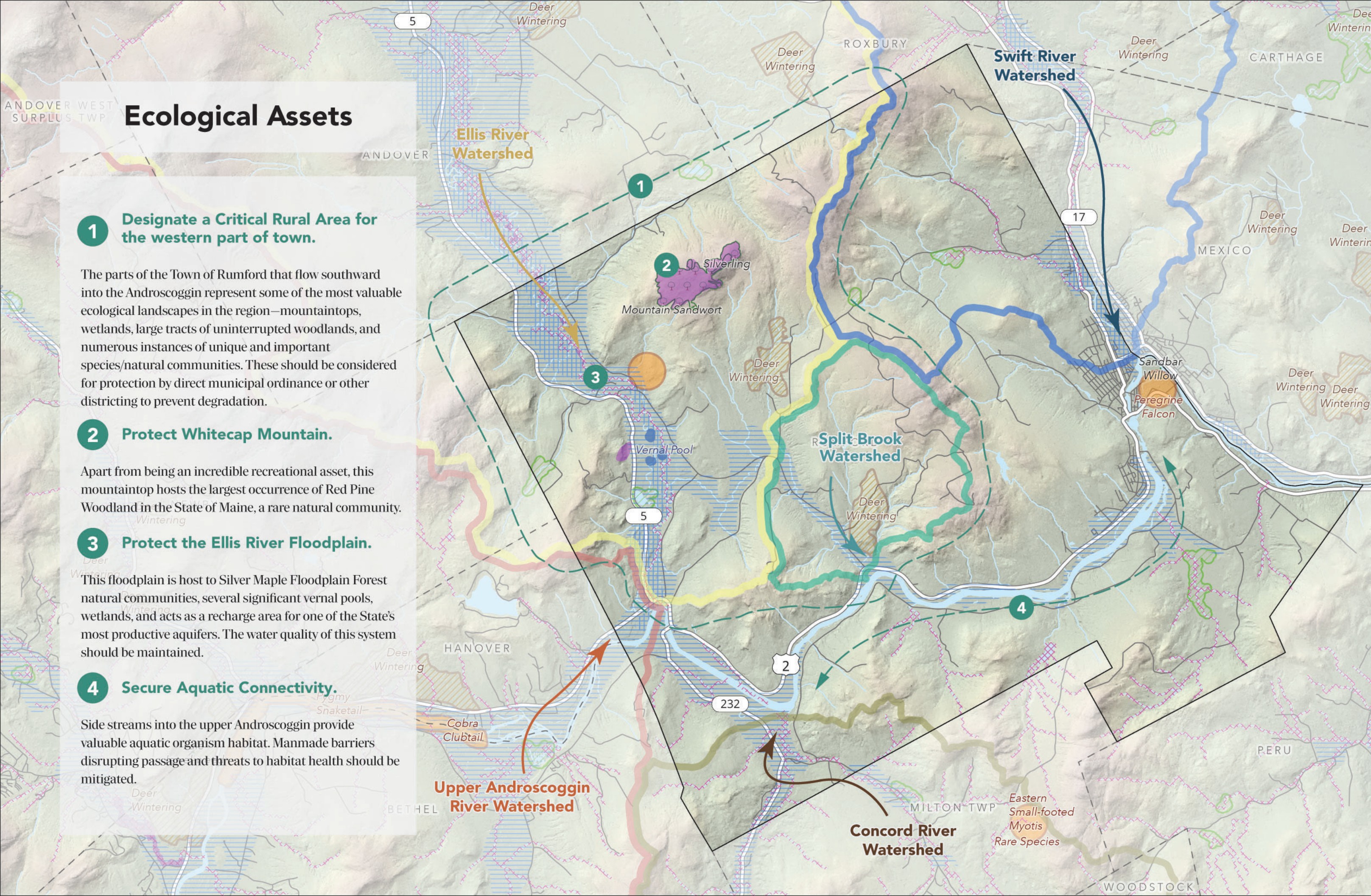
Steep Slopes

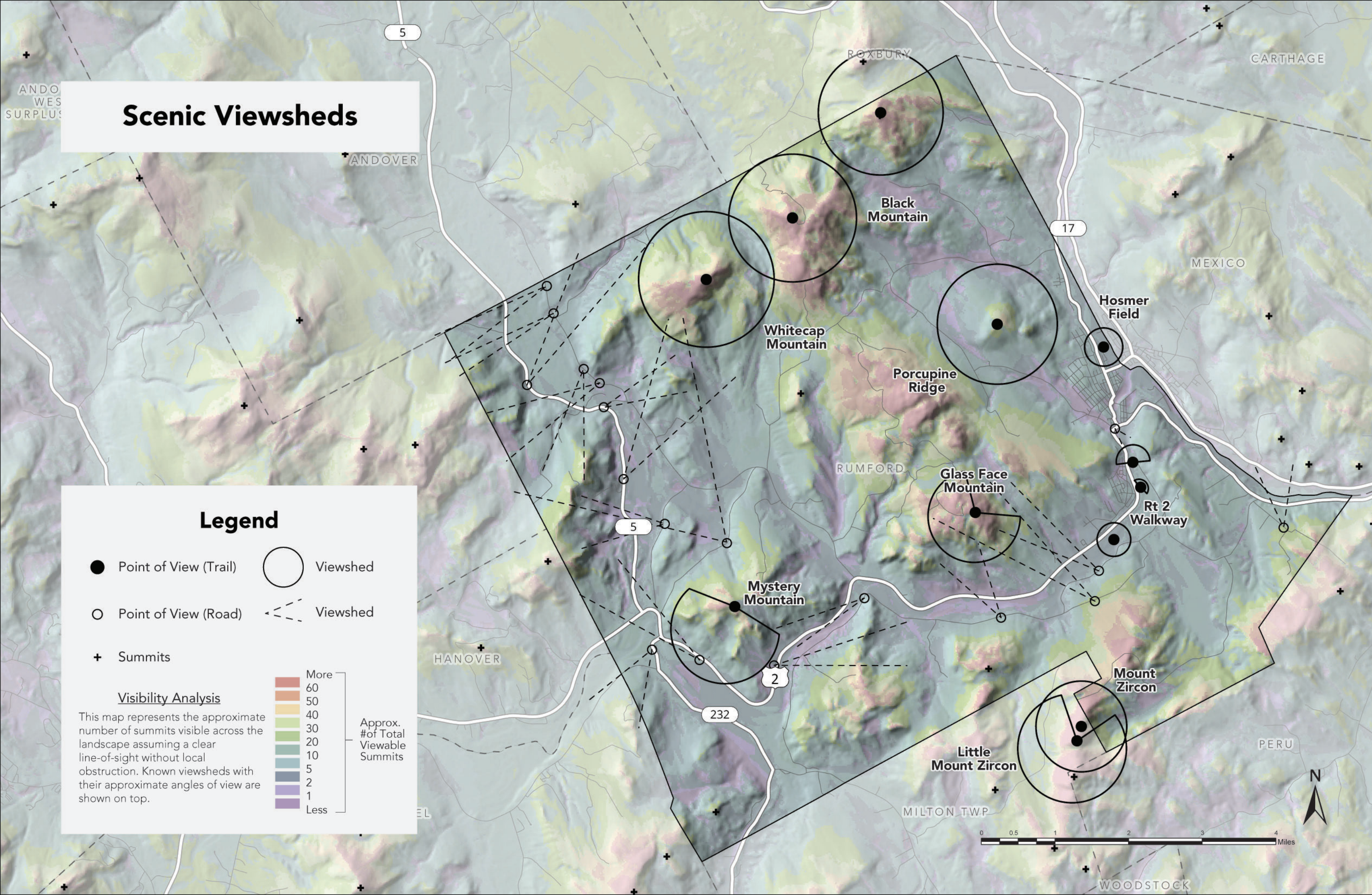
Areas of two or more contiguous acres, with sustained slopes of 20 percent or greater, will be placed in resource protection that prohibits structural development when they are in areas regulated under the Mandatory Shoreland Zoning Law. When development will take place in other areas of steep slopes, local development standards will assure safeguards are undertaken to prevent erosion and sedimentation and municipal costs are minimized.

Scenic Locations

Scenic locations and views identified in the comprehensive plan are important characteristics of Rumford. Impacts upon their locations will be minimized through development standards.







IMPLEMENTING THE PLAN

Crafting a Practical, Actionable Plan for Rumford's Future

This document aspires to paint a comprehensive roadmap for the pursuit of Rumford's next decade of growth, environmental protection, and community infrastructure goals.

Because there's a lot to consume, the Plan is divided into sections that educate, provide context, and convey a clear articulation of the actions necessary to pursue policy objectives developed through in-depth collaborative effort — while presenting a clear-headed assessment of the costs and resources necessary to attain them.

Ultimately, the 2026 Comprehensive Plan is a resource tailored to the needs of multiple stakeholders. For municipal officials, the Plan provides a clear

statement of the policies the Town agrees to pursue, and a defined set of Big Ideas/Actions necessary to attain them. For state regulators, the Plan works to satisfy the statutory objectives stated in the Growth Management Act, providing assurance that the Town's efforts are aligned with statutory requirements. And for the Planning Board, the data, goals, and intent defined by both the Big Ideas and the Future Land Use Plan will support decision-making as projects and initiatives make their way forward for Board review.

But above all else, the Plan is designed to reflect residents' stated priorities while providing an open and transparent perspective on how the Town plans to pursue them.



In that spirit, the 2026 Comprehensive Plan seeks to:

- **SIMPLIFY.** Municipal governance is a necessarily complex undertaking, with different departments entrusted to fulfill a range of varied, consensus-based, and often interrelated objectives. This Plan provides a clear, transparent resource to understand how Rumford’s leaders will leverage Town resources to achieve them.
- **ILLUSTRATE.** Wherever possible, the Plan provides both graphic and verbal context necessary to understand sometimes unfamiliar concepts, to highlight objectives, and to comprehend the actions necessary to advance them in meaningful, measurable ways.
- **SUPPORT.** Recommendations in the 2026 Plan are deliberately aligned with community inputs and are means-tested to ensure that the Town has the resources necessary to achieve them. In instances where resources are inadequate, efforts will be made to refine or reprioritize objectives, or seek alternative means to attain them.
- **MEASURE.** Wherever possible, the 2026 plan identifies measurements necessary to gauge progress against objectives. The Planning Board and Select Board will review these metrics periodically together and take steps to recalibrate efforts or identify new objectives as necessary.
- **COMMUNICATE.** Because the 2026 Plan is a living document, Town leaders will ensure full transparency by communicating progress, changing circumstances, and revisions that may alter stated policies and actions.
- **IMPROVE.** Through a commitment to ongoing review, Town leaders will have the opportunity to identify the 2026 Plan’s strengths and to identify opportunities to improve subsequent comprehensive planning efforts.



The Story Continues

The 2026 Comprehensive Plan tells a continuing story of the Town of Rumford. Framed in the context of today, that storyline will evolve over time, shaped by changing economic circumstances, unanticipated opportunities, and changing community perspectives. And while the next ten years will almost certainly bring changes unanticipated by the 2026 Plan, the courage, commitment, and collaboration that marked its development provide assurance that we’ll navigate that future together to achieve a shared vision of the Rumford we call home.

Big Idea Heading	Big Idea Subheading	Action Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Grow All Aspects of Rumford's Economic Potential	Community Wish List	Encourage establishment of independently-owned, people-friendly businesses in Rumford’s downtown areas to attract local, regional, seasonal, and tourist spending, generate pedestrian traffic, enhance community engagement, improve livability, encourage in-migration, and diversify the town tax base.		Mid-term (3–5 yrs)	Town Manager's Office	Medium-High
Grow All Aspects of Rumford's Economic Potential	Community Wish List	Explore opportunities to encourage and facilitate the purchase and renovation of un- and underused commercial space for occupation and use by new retail and service-oriented business occupants.		Short-term (1–2 yrs)	Town Manager's Office	Medium-High
Grow All Aspects of Rumford's Economic Potential	Community Wish List	Develop and implement policies that embrace development aligned with Rumford’s rural character by encouraging designs that reflect local architecture while minimizing the installation of “cookie-cutter” franchise-style establishments.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	Medium-High
Grow All Aspects of Rumford's Economic Potential	Economic Development Programs + Tools	Explore economic development tools — including Tax Increment Financing (TIF), federal and state grants for historic downtown rehabilitation and infill development, and others — to encourage residents and entrepreneurs to invest in, establish, and maintain tax- and job-generating businesses in Rumford.		Short-term (1–2 yrs)	Town Manager's Office	Medium-High
Grow All Aspects of Rumford's Economic Potential	Recruit Innovators	Create conditions to establish Rumford as an innovator-friendly community by partnering with research and trade institutions (e.g.: Roux, University of Maine, Community Colleges).		Mid-term (3–5 yrs)	Town Manager's Office	Medium-High
Grow All Aspects of Rumford's Economic Potential	Recruit Innovators	Develop cost-effective, high-visibility incubator spaces — potentially including a commercial food lab, prototyping space for energy and technology startups, small-scale retail, makerspaces, and others — in vacant or underused properties		Mid-term (3–5 yrs)	Town Manager's Office	Low
Grow All Aspects of Rumford's Economic Potential	Recruit Innovators	Support and expand existing school-based programs that emphasize innovation, business operations, and business development through internships, shadowing, and hands-on experiential learning.		Mid-term (3–5 yrs)	Town Manager's Office	Medium-High
Grow All Aspects of Rumford's Economic Potential	Actively Encourage Growth of the Outdoor Economy	Actively develop and project the growing perception of Rumford as a welcoming base for startup outdoor recreation businesses and service providers, highlighting its geography, undisturbed natural landscapes, and proximity to public lands, natural features, and established outdoor resorts.		Mid-term (3–5 yrs)	Town Manager's Office	Medium-High

Big Idea Heading	Big Idea Subheading	Action Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Grow All Aspects of Rumford's Economic Potential	Actively Encourage Growth of the Outdoor Economy	Boost and recruit new recreation industry anchors — including both non-profit organizations and established outdoor-oriented businesses to help drive recreation and outdoor business development while creating a workforce and recreation mindset in the Rumford Valley area.		Mid-term (3–5 yrs)	Town Manager's Office	Medium-High
Grow All Aspects of Rumford's Economic Potential	Actively Encourage Growth of the Outdoor Economy	Develop collaborative business- and consumer-focused marketing initiatives to elevate awareness of Rumford's potential as an ideal location to grow and/or start new businesses focused on outdoor recreation.		Mid-term (3–5 yrs)	Town Manager's Office	Medium-High
Grow All Aspects of Rumford's Economic Potential	Actively Encourage Growth of the Outdoor Economy	Promote and support the development of recreation-based lodging, including hostels, RV parking, and urban, suburban, and rural campgrounds.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	Medium-High
Grow All Aspects of Rumford's Economic Potential	Strategically Market Rumford's Assets	Develop short- and long-term marketing strategies to promote the Town's unique assets — including its natural surroundings, recreational access, low-cost residential infrastructure, and potential as a low-cost site for new and growing businesses.		Mid-term (3–5 yrs)	Town Manager's Office	Medium-High
Beautiful, Safe Streets for Everyone	Public Transit	Study the demand for public transportation options by various Rumford populations (seniors, low-income residents, commuters, tourists, etc.). Based on findings, explore options to address those needs through the re-establishment of public transportation options — potentially including bus service, volunteer (or subsidized) door-to-door car service, and/or passenger rail.		Short-term (1–2 yrs)	Town Manager's Office	Medium
Beautiful, Safe Streets for Everyone	Flow	Explore opportunities to improve Rumford's transportation infrastructure to support safe driving, walking, and commerce. Assess need for improved street lighting. Install signs and striping on designated roads to heighten driver awareness.		Short-term (1–2 yrs)	Town Manager's Office	Medium
Beautiful, Safe Streets for Everyone	Flow	Employ temporary and permanent traffic-calming features in neighborhoods and downtown areas and identify targeted areas for gateway treatments in the rural villages, such as at Rumford Point and Rumford Center. Slow vehicles well in advance of arriving in the center of places.		Mid-term (3–5 yrs)	Town Manager's Office	Medium
Beautiful, Safe Streets for Everyone	Flow	Use wayfinding, striping, and traffic-calming features to manage and redirect traffic flows to entice travelers seeking food, lodging, and recreational opportunities.		Mid-term (3–5 yrs)	Town Manager's Office	Medium
Beautiful, Safe Streets for Everyone	Flow	Revisit the AVCOG sidewalk and safety study for opportunities to improve pedestrian access to goods and services.		Mid-term (3–5 yrs)	Town Manager's Office	High

Big Idea Heading	Big Idea Subheading	Action Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Beautiful, Safe Streets for Everyone	Flow	Explore how the restoration of two-way traffic on Congress Street could be safely aligned with activity patterns at GRCC — which currently serves as a hub for youth indoor sports — to ensure safer pedestrian crossings, reduce vehicle speeds, improve visitability and support local business traffic.		Short-term (1–2 yrs)	Town Manager's Office	Medium
Beautiful, Safe Streets for Everyone	People Power	Develop and implement new strategies to encourage, guide, and support both pedestrian and cyclist traffic throughout Rumford's neighborhoods, villages, and downtown areas. Build bicycle lanes and establish a bicycle route to connect important destinations, such as the schools to the island and Falls Ridge; and a cross-town route.		Mid-term (3–5 yrs)	Town Manager's Office	Medium
Beautiful, Safe Streets for Everyone	People Power	Develop clear wayfinding to guide pedestrians and cyclists, providing clear guidance on how to continue from one trail or route to another and reach common destinations, along with travel distances and estimated travel times for pedestrians, bikers, and others.		Ongoing	Park & Recreation Department	Medium
Beautiful, Safe Streets for Everyone	People Power	Identify network gaps to establish interconnected routes and trail systems. Make purposeful routes to reduce the need to walk or bike along high-traffic roadways that are not optimized for human-powered traffic.		Short-term (1–2 yrs)	Park & Recreation Department	Medium
Beautiful, Safe Streets for Everyone	People Power	Explore locations for the establishment of one or more “fitness trails,” with fixed fitness apparatus and signage explaining its use.		Short-term (1–2 yrs)	Park & Recreation Department	Low
Beautiful, Safe Streets for Everyone	People Power	Ensure that future bridge replacement/upgrade projects (including High Bridge and Rumford Point Bridge) incorporate bike and pedestrian-friendly design.		Long-term (5+ yrs)	Public Works Department / Town Manager's Office	Medium
Beautiful, Safe Streets for Everyone	People Power	Develop sidewalk infrastructure along route 108 between Smith Crossing neighborhood and downtown Rumford.		Mid-term (3–5 yrs)	Public Works Department / Town Manager's Office	Medium
Embrace Outdoor Recreation Hub Identity	Hike and Bike	Pursue trail access from downtown Rumford to the Appalachian Trail with continued development and extension of Community Forest and Whitecap Trails.		Ongoing	Park & Recreation Department	Medium-High
Embrace Outdoor Recreation Hub Identity	Hike and Bike	Collaborate with area organizations to continue development of hiking and mountain biking trails on Rumford public lands, and through long-term permission-based passage over private lands.		Ongoing	Park & Recreation Department	Medium-High
Embrace Outdoor Recreation Hub Identity	Hike and Bike	Identify, seek funding and implement improvements to hiking and biking trailheads through parking, signage, restrooms, rest areas, and bicycle work stations.		Short-term (1–2 yrs)	Park & Recreation Department	Medium-High
Embrace Outdoor Recreation Hub Identity	Hike and Bike	Seek public/private partnerships to create trail-accessible dining and events spaces as start and end points for pre- and post-activity gathering.		Mid-term (3–5 yrs)	Park & Recreation Department	Medium-High

Big Idea Heading	Big Idea Subheading	Action Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Embrace Outdoor Recreation Hub Identity	Hike and Bike	Develop unified recreational map (print and electronic) to include all biking, hiking, snowmobiling, and ATV trails located in Rumford, including interconnections to trails in adjacent communities.		Mid-term (3–5 yrs)	Park & Recreation Department	Medium-High
Embrace Outdoor Recreation Hub Identity	Hike and Bike	Identify and establish urban hiking trail system with clear, consistent signage to support safe walking to and throughout the downtown area.		Short-term (1–2 yrs)	Park & Recreation Department	Medium-High
Embrace Outdoor Recreation Hub Identity	Hike and Bike	Cultivate downtown area as a centralized trailhead/hub for all outdoor activities, including hiking, biking, skiing, snowmobiling, ATV riding, and paddling.		Mid-term (3–5 yrs)	Park & Recreation Department	Medium-High
Embrace Outdoor Recreation Hub Identity	RV/ATV/Snowmobiles	Support continued ATV and Snowmobile club efforts to maintain safe, well-maintained, and interconnected trail networks via public lands, and, through strong collaboration and stewardship, permissive use of private lands.		Ongoing	Park & Recreation Department	Medium-High
Embrace Outdoor Recreation Hub Identity	RV/ATV/Snowmobiles	Study feasibility of establishing a service center for RV travelers within pedestrian reach of downtown, offering amenities that could include bathroom facilities, showers, a paid pump station, and limited overnight parking.		Short-term (1–2 yrs)	Park & Recreation Department / Town Manager's Office	Medium-High
Embrace Outdoor Recreation Hub Identity	RV/ATV/Snowmobiles	Explore seasonal “urban camping” concept with local hospitality businesses capable of providing parking and a la carte services for RV travelers.		Short-term (1–2 yrs)	Park & Recreation Department / Town Manager's Office	Low
Embrace Outdoor Recreation Hub Identity	RV/ATV/Snowmobiles	Explore the potential for a public-private partnership to share ownership and use of trail maintenance and ski grooming equipment.		Short-term (1–2 yrs)	Park & Recreation Department	Medium-High
Embrace Outdoor Recreation Hub Identity	RV/ATV/Snowmobiles	Encourage and support recreational vehicle activity on designated trails in and around Rumford, and work collaboratively with active ATV and snowmobile clubs to support continued landowner cooperation through safe, respectful, cooperative recreation.		Ongoing	Park & Recreation Department	Medium-High
Embrace Outdoor Recreation Hub Identity	RV/ATV/Snowmobiles	Seek opportunities to facilitate rider access to Rumford service businesses — including restaurants, shopping, and maintenance providers — through improved trail connectivity, parking, signage, and mapping.		Mid-term (3–5 yrs)	Park & Recreation Department	Medium-High
Embrace Outdoor Recreation Hub Identity	RV/ATV/Snowmobiles	Explore opportunities to permit and install promotional on-trail way-marking to direct trail users toward downtown food, lodging, and service businesses.		Short-term (1–2 yrs)	Park & Recreation Department	Medium-High
Embrace Outdoor Recreation Hub Identity	RV/ATV/Snowmobiles	Develop “Park and Ride” parking lot(s) with easy access to all-terrain trails — and, if possible, to local food, lodging, and service providers.		Mid-term (3–5 yrs)	Park & Recreation Department	Low
Embrace Outdoor Recreation Hub Identity	Activate the Rivers	Study opportunities to improve public access to and use of the Androscoggin, Ellis, and Swift Rivers for boating, paddling, swimming, and picnicking.		Short-term (1–2 yrs)	Park & Recreation Department / Town Manager's Office	Medium-High

Big Idea Heading	Big Idea Subheading	Action Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Embrace Outdoor Recreation Hub Identity	Activate the Rivers	Seek opportunities to leverage scheduled summer releases at the Brookfield Dam through the creation of a whitewater park with improved access. Explore opportunities to promote releases in partnership with downtown businesses in an effort to increase summer tourism traffic — and boost local demand for food, lodging, and services.		Long-term (5+ yrs)	Park & Recreation Department / Town Manager's Office	Medium-High
Embrace Outdoor Recreation Hub Identity	Kids	Explore opportunities to improve and expand existing community play areas for children, and seek new opportunities to develop traditional and nature-based playgrounds/explorations — potentially including an all-ages fitness park — on public lands throughout Rumford.		Short-term (1–2 yrs)	Park & Recreation Department	Medium-High
Embrace Outdoor Recreation Hub Identity	Dogs	Evaluate cost and feasibility of establishing one or more fenced, off-leash dog parks, identify suitable public land, and establish a committee to identify available areas suitable for the development of one or more fenced, off-leash dog parks, and, if feasible, initiate plans and timelines for construction.		Short-term (1–2 yrs)	Park & Recreation Department	Low
Embrace Outdoor Recreation Hub Identity	Parks and Gardens	Explore a community tree and garden initiative to identify public locations — including intersections, parks, and school grounds — suitable for the establishment and maintenance of floral and food gardens, and the planting and maintenance of “street trees” on or near sidewalks to provide summer shade and improve local aesthetics.		Short-term (1–2 yrs)	Town Manager's Office	Medium-High
Embrace Outdoor Recreation Hub Identity	Parks and Gardens	Work with schools to explore curricular and extra-curricular horticulture and forestry programming. Establish food gardens on school property to provide experiential education opportunities and provide food for schools and residents in need. Investigate potential partnerships with the University of Maine to add forestry and tree culture programming to schools, providing students with exposure to an industry with both historic and continuing significance to Rumford's geography and industry.		Mid-term (3–5 yrs)	RSU 10 / School Department	Medium-High
Embrace Outdoor Recreation Hub Identity	Preserve Natural Features	Use the Critical Rural definition to protect Rumford's designated areas from industrial development, clearcutting, and the establishment of solar and wind farms to ensure the long-term integrity of the Town's unique visual and natural resources — and ensure the continuing value of the area's capacity to grow its outdoor recreational economy.		Mid-term (3–5 yrs)	Planning Board	Medium-High
Embrace Outdoor Recreation Hub Identity	Preserve Natural Features	Explore alternative energy methodologies to expand renewable energy capacity without causing obtrusive visual or natural resource impacts.		Short-term (1–2 yrs)	Planning Board	Medium-High

Big Idea Heading	Big Idea Subheading	Action Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Embrace Outdoor Recreation Hub Identity	Age & Ability Accessibility	Concurrent with efforts to identify and develop areas suitable for expansion of pedestrian, bicycle, snowmobile, and ATV trail networks, seek opportunities to designate appropriate rural and urban trail areas for universal, disability-friendly access and use.		Mid-term (3–5 yrs)	Park & Recreation Department	Medium-High
Grow All-Ages Community & Cultural Engagement	Supporting our Parents, Kids, and Seniors	Seek new programming opportunities for extracurricular youth and teen engagement, including the establishment of safe “third spaces” for gathering, for community engagement, and for self-improvement and skills development. Seek activities capable of enhancing self-confidence, fostering collaboration, and boosting long-term success — while reducing the risks associated with overabundant, unsupervised idle time.		Mid-term (3–5 yrs)	RSU 10 / School Department	Medium
Grow All-Ages Community & Cultural Engagement	Supporting our Parents, Kids, and Seniors	Coordinate efforts among the library, school department, and local businesses to support community-based, college-credit-eligible app development education for students of all ages. Seek course content through free and grant-funded programs provided by established institutions, and assist students in efforts to autonomously seek personalized curricula.		Mid-term (3–5 yrs)	Town Manager's Office	Medium
Grow All-Ages Community & Cultural Engagement	Supporting our Parents, Kids, and Seniors	Redevelop the former elementary school as an inclusive community recreation center, providing supervised all-ages gathering spaces and programming focused on learning and self-actualization. Develop programming that encourages interaction between seniors, youth, and teens, allowing the natural exchange of wisdom and experience by and between residents of all ages, while strengthening a stronger sense of community.		Long-term (5+ yrs)	RSU 10 / School Department	Medium
Grow All-Ages Community & Cultural Engagement	Supporting our Parents, Kids, and Seniors	Develop daytime programming for seniors, seeking regular opportunities for cognitive and social stimulation and helping to reduce, on a periodic basis, emotional, physical, and financial strain on family caregivers who lack the financial means to retain paid home or residential care.		Mid-term (3–5 yrs)	Town Manager's Office / Rumford Hospital	Medium
Grow All-Ages Community & Cultural Engagement	Supporting our Parents, Kids, and Seniors	Support RSU 10's efforts to improve school quality and establish the school system as a shared source of community pride.		Mid-term (3–5 yrs)	RSU 10 / School Department	Medium
Grow All-Ages Community & Cultural Engagement	Supporting our Parents, Kids, and Seniors	Pursue dialogue with Rumford Hospital to explore opportunities to resume locally-accessible OB/GYN services, maternity care, and senior care.		Long-term (5+ yrs)	Town Manager's Office / Rumford Hospital	Medium

Big Idea Heading	Big Idea Subheading	Action Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Grow All-Ages Community & Cultural Engagement	Social Connectivity & Happenings	Seek opportunities to build a robust calendar of seasonal community events designed to encourage social interaction, increase Town vitality, and boost commerce for retailers, restaurants, and service providers. Consider re-establishment of the downtown Pumpkin Fest, and explore scheduled closures of River and/or Congress Streets during summer months, welcoming foot traffic, food trucks, and live entertainment including music and free movies.		Mid-term (3–5 yrs)	Town Manager's Office	Medium
Grow All-Ages Community & Cultural Engagement	Third Spaces, Inside and Out	Seek both indoor and outdoor public locations suitable for use as third spaces for designated community gatherings and activities. Explore new plans for expanded use of the Stephens High School Memorial Park, Hosmer Field, and others for arts and crafts, athletics, and other community pursuits.		Mid-term (3–5 yrs)	RSU 10 / School Department	Medium
Grow All-Ages Community & Cultural Engagement	Third Spaces, Inside and Out	Develop volunteer “friends of the parks” group to monitor park use, discourage misuse, and advocate for ongoing maintenance and improvements.		Ongoing	Select Board / Town Manager's Office	Medium
Grow All-Ages Community & Cultural Engagement	Third Spaces, Inside and Out	Develop and implement plans to utilize the Town Hall Auditorium for music and theatrical performances.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	Medium
Grow All-Ages Community & Cultural Engagement	Third Spaces, Inside and Out	Seek resources necessary to expand library hours for activities and seminars, and establish regularly scheduled weekend opening hours for gathering, study, and quiet reading.		Mid-term (3–5 yrs)	Rumford Public Library	Medium
Grow All-Ages Community & Cultural Engagement	Third Spaces, Inside and Out	Restore Hosmer Field tennis courts, including necessary upgrades to support pickleball.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	Low
Grow All-Ages Community & Cultural Engagement	Third Spaces, Inside and Out	Improve public green spaces, and identify new space on public land for the re-establishment of community gardens.		Mid-term (3–5 yrs)	Park & Recreation Department / Town Manager's Office	Medium
Grow All-Ages Community & Cultural Engagement	Third Spaces, Inside and Out	Evaluate the current use of public waterfront areas for swimming and develop plans to enhance their hygiene and safety. Explore Federal and State grants for water quality monitoring and enhancement.		Short-term (1–2 yrs)	Code Enforcement Officer / Planning Board	High
Grow All-Ages Community & Cultural Engagement	Third Spaces, Inside and Out	Explore the feasibility of constructing a boardwalk along the Canal with lights and benches to support year-round use and activities.		Short-term (1–2 yrs)	Select Board / Town Manager's Office	Low
Grow All-Ages Community & Cultural Engagement	Community-Building Cultural Commerce	Explore and promote periodic summer/fall designation (once weekly or monthly) of River Street as an outdoor gathering space featuring a farmer's market, art/craft fair, and Saturday evening food trucks, live music, live plays, and/or family-friendly movies.		Short-term (1–2 yrs)	Planning Board	Medium
Grow All-Ages Community & Cultural Engagement	Community-Building Cultural Commerce	Allow working farms to sell their products on their land without being directly next to the house.		Mid-term (3–5 yrs)	Planning Board	Medium

Big Idea Heading	Big Idea Subheading	Action Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Grow All-Ages Community & Cultural Engagement	Community-Building Cultural Commerce	Explore and promote periodic summertime designation (once weekly or monthly) of River Street as an outdoor gathering space featuring Saturday evening food trucks, live music, and/or movies, and Sunday art/craft and/or farmer's market vending.		Short-term (1–2 yrs)	Planning Board	Medium
Grow All-Ages Community & Cultural Engagement	Community-Building Cultural Commerce	Host ethnic music / art events.		Mid-term (3–5 yrs)	Town Manager's Office	Low
Grow All-Ages Community & Cultural Engagement	Community-Building Cultural Commerce	Encourage hawkers and peddlers through a no-fee application process.		Mid-term (3–5 yrs)	Town Manager's Office	Low
Grow All-Ages Community & Cultural Engagement	Municipal Engagement	Explore development of a community policing program to improve public familiarity with officers, enhance community support, and improve visibility in public areas susceptible to misuse.		Short-term (1–2 yrs)	Police Department	Medium
Grow All-Ages Community & Cultural Engagement	Municipal Engagement	Explore development of a police cadet program to support healthy youth understanding of police work, provide vocational education, and encourage the community's perception of police as vital, collaborative, supportive public resources.		Short-term (1–2 yrs)	Police Department	Medium
Grow All-Ages Community & Cultural Engagement	Municipal Engagement	Actively promote opportunities for public service through Town boards and committees, encourage diverse participation, seek new opportunities to increase public access to municipal leaders, and simplify access to all public meeting minutes for review.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	Medium
Grow All-Ages Community & Cultural Engagement	Municipal Engagement	Seek collaborative opportunities with schools, outdoor organizations, and municipal government to encourage youth participation in activities and programs designed to encourage a growing sense of public service, civic duty, and community pride.		Mid-term (3–5 yrs)	RSU 10 / School Department	Medium
Lift Neighborhoods Up	Historic Rehabilitation	Inventory vacant and decaying properties, and develop strategies to encourage and support the restoration of historic structures through private investment and heightened awareness of — and access to — local, regional, state, and federal renovation resources; and, when appropriate, the demolition of dilapidated structures to create opportunities for new infill construction.		Long-term (5+ yrs)	Code Enforcement Officer / Town Manager's Office	Medium-High
Lift Neighborhoods Up	Historic Rehabilitation	Establish a low-interest loan/grant fund available for landowners to perform residential and/or commercial building stabilization and streetfront beautification.		Mid-term (3–5 yrs)	Town Manager's Office	Medium-High
Lift Neighborhoods Up	Historic Rehabilitation	Create a Community Improvement Fund to assist homeowners in rehabilitating homes, funded through local tax dollars and/or Federal and State grants.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	Medium-High

Big Idea Heading	Big Idea Subheading	Action Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Lift Neighborhoods Up	Historic Rehabilitation	Create a free or low-cost open-bench workshop and tool lending library to support residents' self-help efforts at home improvement.		Mid-term (3–5 yrs)	Rumford Public Library	Medium-High
Lift Neighborhoods Up	Historic Rehabilitation	Establish partnership with businesses, organizations, or institutions to offer weatherization and building maintenance workshops.		Mid-term (3–5 yrs)	Town Manager's Office	Medium-High
Lift Neighborhoods Up	New Construction Investment	Develop strategic plan for rehabilitation of the Virginia village along Route 2, providing incentives for new residential and commercial construction and the creation of bike/pedestrian sidewalks and trails that interconnect with other public trails.		Long-term (5+ yrs)	Park & Recreation Department	Medium-High
Lift Neighborhoods Up	New Construction Investment	Create plan to seek and incentivize investors to develop a high-quality assisted living facility, providing a local option for residents to keep aging family members close to home — and in the community.		Long-term (5+ yrs)	Town Manager's Office / Code Enforcement Officer	Medium-High
Lift Neighborhoods Up	Alternative Housing/Renovation Financing	Explore potential of establishing/tapping a Community Development Financial Institution to serve the greater Rumford area.		Short-term (1–2 yrs)	Select Board / Town Manager's Office	Medium-High
Lift Neighborhoods Up	Alternative Housing/Renovation Financing	Study the feasibility of establishing a Property Stabilization Fund to fund preventative and remediative updates to roofs, heating systems, life safety, and egress issues, supporting quicker re-tenanting of existing housing.		Short-term (1–2 yrs)	Town Manager's Office / Code Enforcement Officer	High
Clean Water and Air	Naturally Cleaner, Safer, and Smarter	Work with ND Paper management to eliminate frequent mercury and particulate emissions, which on average satisfy federal maximums, but routinely exceed those maximums at least 1-2x each week.		Mid-term (3–5 yrs)	Code Enforcement Officer / Town Manager's Office	High
Clean Water and Air	Naturally Cleaner, Safer, and Smarter	Establish environmentally safe municipal snow dumping sites that, when melting, do not leech pollutants into Rumford river watersheds.		Mid-term (3–5 yrs)	Code Enforcement Officer / Planning Board	Medium
Clean Water and Air	Naturally Cleaner, Safer, and Smarter	Explore household waste removal service options that encourage recycling.		Short-term (1–2 yrs)	Code Enforcement Officer / Town Manager's Office	Medium
Clean Water and Air	Naturally Cleaner, Safer, and Smarter	Formally petition the U.S. Army Corps of Engineers to conduct a floodplain management study of the Androscoggin River at Rumford Falls.		Mid-term (3–5 yrs)	Code Enforcement Officer / Planning Board	High

Area	Type	Policy / Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Historic and Archaeological Resources	State Policy	Protect to the greatest extent practicable the significant historic and archaeological resources in the community.		Mid-term (3–5 yrs)	Code Enforcement Officer / Town Manager's Office	High
Historic and Archaeological Resources	State Strategy	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.	Yes	Long-term (5+ yrs)	Code Enforcement Officer / Town Manager's Office	Medium
Historic and Archaeological Resources	State Strategy	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.	Yes	Mid-term (3–5 yrs)	Code Enforcement Officer / Town Manager's Office	Medium
Historic and Archaeological Resources	State Strategy	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.		Mid-term (3–5 yrs)	Code Enforcement Officer / Town Manager's Office	Medium
Water Resources	State Policy	To protect current and potential drinking water sources.		Mid-term (3–5 yrs)	Code Enforcement Officer / Planning Board	High
Water Resources	State Policy	To protect significant surface water resources from pollution and improve water quality where needed.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	High
Water Resources	State Policy	To protect water resources in growth areas while promoting more intensive development in those areas.		Mid-term (3–5 yrs)	Planning Board	High
Water Resources	State Policy	To minimize pollution discharges through the upgrade of existing public sewer systems and wastewater treatment facilities.		Mid-term (3–5 yrs)	Code Enforcement Officer / Town Manager's Office	High
Water Resources	State Policy	To cooperate with neighboring communities and regional/local advocacy groups to protect water resources.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	High
Water Resources	State Strategy	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 Department of Environmental Protection's allocations for allowable levels of phosphorus in lake/pond watersheds. c. Maine Pollution Discharge Elimination System Stormwater Program	Yes	Mid-term (3–5 yrs)	Code Enforcement Officer / Planning Board	Medium
Water Resources	State Strategy	Consider amending local land use ordinances, as applicable, to incorporate low impact development standards.	Yes	Short-term (1–2 yrs)	Code Enforcement Officer / Planning Board	Medium

Area	Type	Policy / Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Water Resources	State Strategy	Where applicable, develop an urban impaired stream watershed management or mitigation plan that will promote continued development or redevelopment without further stream degradation.		Ongoing	Code Enforcement Officer / Planning Board	Medium
Water Resources	State Strategy	Maintain, enact or amend public wellhead and aquifer recharge area protection mechanisms, as necessary.	Yes	Mid-term (3–5 yrs)	Code Enforcement Officer / Planning Board	Medium
Water Resources	State Strategy	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.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	Medium
Water Resources	State Strategy	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.		Long-term (5+ yrs)	Select Board / Town Manager's Office	Medium
Water Resources	State Strategy	Participate in local and regional efforts to monitor, protect and, where warranted, improve water quality.		Ongoing	Select Board / Town Manager's Office	Medium
Water Resources	State Strategy	Provide educational materials at appropriate locations regarding aquatic invasive species.		Mid-term (3–5 yrs)	Code Enforcement Officer / Planning Board	Medium
Natural Resources	State Policy	To conserve critical natural resources in the community.		Mid-term (3–5 yrs)	Planning Board	High
Natural Resources	State Policy	To coordinate with neighboring communities and regional and state resource agencies to protect shared critical natural resources.		Mid-term (3–5 yrs)	Planning Board	High
Natural Resources	State Strategy	Ensure that land use ordinances are consistent with applicable state law regarding critical natural resources.	Yes	Mid-term (3–5 yrs)	Planning Board	Medium
Natural Resources	State Strategy	Designate critical natural resources as Critical Resource Areas in the Future Land Use Plan.		Mid-term (3–5 yrs)	Planning Board	Medium
Natural Resources	State Strategy	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.	Yes	Long-term (5+ yrs)	Town Manager's Office	Medium
Natural Resources	State Strategy	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.	Yes	Mid-term (3–5 yrs)	Planning Board	Medium

Area	Type	Policy / Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Natural Resources	State Strategy	Initiate and/or participate in interlocal and/or regional planning, management, and/or regulatory efforts around shared critical and important natural resources.	Yes	Ongoing	Select Board / Town Manager's Office	Medium
Natural Resources	State Strategy	Pursue public/private partnerships to protect critical and important natural resources such as through purchase of land or easements from willing sellers.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	Medium
Natural Resources	State Strategy	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.	Yes	Mid-term (3–5 yrs)	Planning Board	Medium
Agricultural and Forest Resources	State Policy	To safeguard lands identified as prime farmland or capable of supporting commercial forestry.		Mid-term (3–5 yrs)	Town Manager's Office	High
Agricultural and Forest Resources	State Policy	To support farming and forestry and encourage their economic viability.		Mid-term (3–5 yrs)	Planning Board	High
Agricultural and Forest Resources	State Strategy	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.	Yes	Mid-term (3–5 yrs)	Select Board / Town Manager's Office	Medium
Agricultural and Forest Resources	State Strategy	Consult with Soil and Water Conservation District staff when developing any land use regulations pertaining to agricultural management practices.	Yes	Mid-term (3–5 yrs)	Select Board / Town Manager's Office	Medium
Agricultural and Forest Resources	State Strategy	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.	Yes	Mid-term (3–5 yrs)	Planning Board	Medium
Agricultural and Forest Resources	State Strategy	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.		Mid-term (3–5 yrs)	Planning Board	Medium
Agricultural and Forest Resources	State Strategy	Encourage owners of productive farm and forest land to enroll in the current use taxation programs.		Mid-term (3–5 yrs)	Planning Board	Medium
Agricultural and Forest Resources	State Strategy	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.		Mid-term (3–5 yrs)	Planning Board	Medium
Agricultural and Forest Resources	State Strategy	Include agriculture, commercial forestry operations, and land conservation that supports them in local or regional economic development plans.		Mid-term (3–5 yrs)	Town Manager's Office	Medium
Economy	State Policy	To support the type of economic development activity the community desires, reflecting the community's role in the region.		Mid-term (3–5 yrs)	Town Manager's Office	High

Area	Type	Policy / Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Economy	State Policy	To make a financial commitment, if necessary, to support desired economic development, including needed public improvements.		Mid-term (3–5 yrs)	Town Manager's Office	High
Economy	State Policy	To coordinate with regional development corporations and surrounding towns as necessary to support desired economic development.		Mid-term (3–5 yrs)	Town Manager's Office	High
Economy	State Strategy	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).		Mid-term (3–5 yrs)	Town Manager's Office	Medium
Economy	State Strategy	Enact or amend local ordinances to reflect the desired scale, design, intensity, and location of future economic development.	Yes	N/A - No Zoning	N/A - No Zoning	N/A - No Zoning
Economy	State Strategy	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.)		Mid-term (3–5 yrs)	Town Manager's Office	Medium
Economy	State Strategy	Participate in any regional economic development planning efforts.		Ongoing	Town Manager's Office	Medium
Housing	State Policy	To encourage and promote adequate workforce housing to support the community's and region's economic development.		Mid-term (3–5 yrs)	Town Manager's Office	High
Housing	State Policy	To ensure that land use controls encourage the development of quality affordable housing, including rental housing.		Mid-term (3–5 yrs)	Town Manager's Office / Code Enforcement Officer	High
Housing	State Policy	To encourage and support the efforts of the regional housing coalitions in addressing affordable and workforce housing needs.		Mid-term (3–5 yrs)	Town Manager's Office / Code Enforcement Officer	High
Housing	State Strategy	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.	Yes	N/A - No Zoning	N/A - No Zoning	N/A - No Zoning
Housing	State Strategy	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.	Yes	N/A - No Zoning	N/A - No Zoning	N/A - No Zoning

Area	Type	Policy / Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Housing	State Strategy	Create or continue to support a community affordable/workforce housing committee and/or regional affordable housing coalition.		Ongoing	Town Manager's Office / Code Enforcement Officer	High
Housing	State Strategy	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).		Mid-term (3–5 yrs)	Town Manager's Office / Code Enforcement Officer	Medium
Housing	State Strategy	Support the efforts of local and regional housing coalitions in addressing affordable and workforce housing needs.		Mid-term (3–5 yrs)	Town Manager's Office / Code Enforcement Officer	High
Housing	State Strategy	Seek to achieve a level of at least 10% of new residential development built or placed during the next decade be affordable.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	High
Recreation	State Policy	To maintain/upgrade existing recreational facilities as necessary to meet current and future needs.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	High
Recreation	State Policy	To preserve open space for recreational use as appropriate.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	High
Recreation	State Policy	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.		Ongoing	Park & Recreation Department / Town Manager's Office	High
Recreation	State Strategy	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.		Mid-term (3–5 yrs)	Town Manager's Office	Medium
Recreation	State Strategy	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.		Mid-term (3–5 yrs)	Park & Recreation Department	Medium
Recreation	State Strategy	Work with an existing local land trust or other conservation organizations to pursue opportunities to protect important open space or recreational land.		Mid-term (3–5 yrs)	Planning Board	Medium
Recreation	State Strategy	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.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	Medium
Transportation	State Policy	To prioritize community and regional needs associated with safe, efficient, and optimal use of transportation systems.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	High
Transportation	State Policy	To safely and efficiently preserve or improve the transportation system.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	High

Area	Type	Policy / Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Transportation	State Policy	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.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	High
Transportation	State Policy	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).		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	High
Transportation	State Policy	To promote fiscal prudence by maximizing the efficiency of the state or state-aid highway network.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	High
Transportation	State Strategy	Develop or continue to update a prioritized improvement, maintenance, and repair plan for the community's transportation network.		Ongoing	Select Board / Town Manager's Office	Medium
Transportation	State Strategy	Initiate or actively participate in regional and state transportation efforts.		Ongoing	Select Board / Town Manager's Office	Medium
Transportation	State Strategy	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.	Yes	Mid-term (3–5 yrs)	Town Manager's Office	Medium
Transportation	State Strategy	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.	Yes	Mid-term (3–5 yrs)	Select Board / Town Manager's Office	Medium
Public Facilities and Services	State Policy	To efficiently meet identified public facility and service needs.		Mid-term (3–5 yrs)	Town Manager's Office	High
Public Facilities and Services	State Policy	To provide public facilities and services in a manner that promotes and supports growth and development in identified growth areas.		Mid-term (3–5 yrs)	Town Manager's Office	High
Public Facilities and Services	State Strategy	Identify any capital improvements needed to maintain or upgrade public services to accommodate the community's anticipated growth and changing demographics.		Short-term (1–2 yrs)	Town Manager's Office	Medium
Public Facilities and Services	State Strategy	Locate new public facilities comprising at least 75% of new municipal growth-related capital investments in designated growth areas.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	Medium
Public Facilities and Services	State Strategy	Encourage local sewer and water districts to coordinate planned service extensions with the Future Land Use Plan.		Mid-term (3–5 yrs)	Planning Board	Medium

Area	Type	Policy / Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Public Facilities and Services	State Strategy	If public water supply expansion is anticipated, identify and protect suitable sources?		Mid-term (3–5 yrs)	Town Manager's Office	Medium
Public Facilities and Services	State Strategy	Explore options for regional delivery of local services.		Short-term (1–2 yrs)	Select Board / Town Manager's Office	Medium
Fiscal Capacity and Capital Investment Plan	State Policy	To finance existing and future facilities and services in a cost effective manner.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	High
Fiscal Capacity and Capital Investment Plan	State Policy	To explore grants available to assist in the funding of capital investments within the community.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	High
Fiscal Capacity and Capital Investment Plan	State Policy	To reduce Maine's tax burden by staying within LD 1 spending limitations.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	High
Fiscal Capacity and Capital Investment Plan	State Strategy	Explore opportunities to work with neighboring communities to plan for and finance shared or adjacent capital investments to increase cost savings and efficiencies.		Short-term (1–2 yrs)	Select Board / Town Manager's Office	Medium
Future Land Use Plan	State Policy	To coordinate the community's land use strategies with other local and regional land use planning efforts.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	High
Future Land Use Plan	State Policy	To support the locations, types, scales, and intensities of land uses the community desires as stated in its vision.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	High
Future Land Use Plan	State Policy	To support the level of financial commitment necessary to provide needed infrastructure in growth areas.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	High
Future Land Use Plan	State Policy	To establish efficient permitting procedures, especially in growth areas.	Yes	Mid-term (3–5 yrs)	Planning Board	High
Future Land Use Plan	State Policy	To protect critical rural and critical waterfront areas from the impacts of development.		Mid-term (3–5 yrs)	Code Enforcement Officer / Planning Board	High
Future Land Use Plan	State Strategy	Assign responsibility for implementing the Future Land Use Plan to the appropriate committee, board or municipal official.		Mid-term (3–5 yrs)	Planning Board	Medium
Future Land Use Plan	State Strategy	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.	Yes	Mid-term (3–5 yrs)	Planning Board	Medium
Future Land Use Plan	State Strategy	Include in the Capital Investment Plan anticipated municipal capital investments needed to support proposed land uses.		Mid-term (3–5 yrs)	Select Board / Town Manager's Office	Medium

Area	Type	Policy / Strategy	Ordinance Related	Timeframe	Lead	Level of Priority
Future Land Use Plan	State Strategy	Meet with neighboring communities to coordinate land use designations and regulatory and non-regulatory strategies.	Yes	Mid-term (3–5 yrs)	Select Board / Town Manager's Office	Medium
Future Land Use Plan	State Strategy	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.	Yes	Mid-term (3–5 yrs)	Town Manager's Office	High
Future Land Use Plan	State Strategy	Track new development in the community by type and location.		Ongoing	Select Board / Town Manager's Office	Medium
Future Land Use Plan	State Strategy	Direct a minimum of 75% of new municipal growth-related capital investments into designated growth areas identified in the Future Land Use Plan.		Mid-term (3–5 yrs)	Town Manager's Office	Medium
Future Land Use Plan	State Strategy	Periodically (at least every five years) evaluate implementation of the plan in accordance with Section 2.7.		Ongoing	Select Board / Town Manager's Office	Medium



It's All Here.